Open and Customized Governance Strategies for Building Talent Teams

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Abstract. In today's complex and rapidly changing security landscape, traditional "coercive" talent management models are inadequate for meeting national development needs, especially with the rise of technological advancements. These conventional models neglect individual needs and the innovative potential of talent, resulting in internal friction, excessive competition, and a decline in innovation and adaptability. To address these issues, open and customized governance strategies is proposed in this paper. Open governance focuses on creating a transparent, collaborative, and inclusive management system that enhances innovation and adaptability through improved communication, cooperation, innovation platforms, and talent mobility mechanisms. Customized governance emphasizes developing individualized plans that account for individual differences and leverage technology to increase satisfaction and efficiency through personalized pathways. These strategies aim to cultivate new types of talent, unleash their innovative potential, and strengthen national capabilities to navigate complex and evolving security challenges better.

Keywords: Talent Management, Coercive, Customized Governance, Open Governance.

1   Introduction

Nowadays, talent development has become a key focus at the national strategic level. Especially in critical national sectors, with the evolution of technological revolutions and industry paradigms, the cultivation and attraction of high-quality talent have become increasingly crucial. Organizations are constantly seeking methods to train and retain top talent to ensure their success. The traditional "compulsory" talent management model, which advocates standardization and one-size-fits-all approaches, fails to meet the current needs for diversity and personalization [1]. To some extent, it inhibits the enhancement of innovation capabilities and the development of diverse talents, which is not conducive to the emergence of disruptive innovations. Therefore, exploring more flexible and humanized management strategies is of great significance for stimulating the innovative potential of talents and enhancing the overall national capac-

ity. This article discusses strategies for talent development that adapt to the times, proposing open and customized governance strategies for talent development, aiming to improve the nation's overall competitiveness and ability to tackle complex challenges.

2   Drawbacks of the "Coercive" Model

The "coercive" model, known as the "forced distribution evaluation system" or "forced ranking system," emphasizes standardization and a one-size-fits-all approach, requiring a fixed proportion of individuals to be rated as excellent, good, average, or poor, regardless of overall performance. While intended to promote competition and optimize human resources, this system creates internal friction and excessive competition, leading to negative outcomes such as "lying flat", which suppresses disruptive innovation. For instance, Microsoft adopted this system but expressed deep regret in a 2012 interview, stating it caused the company to lose a decade [2].

Under customized governance, some talents may work harder to compete, but this often results in excessive competition and futile efforts rather than substantial innovation and efficiency improvements. In such an environment, individuals focus on short-term performance and conform to established standards rather than developing unique abilities and pursuing long-term growth. This environment encourages adherence to tradition over innovation, emphasizing standardization while ignoring individual differences. People become preoccupied with rules within the established framework, lacking time for reflection and in-depth research, limiting the diversity and creativity of the talent team.

Despite its potential efficacy in certain contexts, the forced distribution evaluation system has significant limitations and drawbacks, including but not limited to the following five aspects:

2.1   Neglect Special Skills and Potential

The nation requires talents with various special skills and capabilities, including strategy and policy making, basic research, technology development, skill operation, public management, logistical support, and policy implementation. Excessive competition may lead to an over-reliance on standardized assessments, neglecting the discovery and cultivation of personalized talents and potential, hindering the effective utilization of diverse talents.

2.2   Weaken Team Cooperation

National strength largely depends on team cooperation and collaborative capabilities. Internal friction and excessive competition can undermine team spirit, affect trust and cooperation among members, and reduce overall team efficiency and innovation capabilities. In a high-pressure and highly competitive environment, individuals may focus excessively on personal achievements, neglecting the importance of teamwork. This

trend not only weakens team cooperation but may also lead to improper resource allocation, affecting the long-term development of talent teams and organizations.

2.3   Increase Psychological Stress

In highly competitive environments, especially in technological fields, excessive competition for limited resources can cause significant psychological stress. When individuals continuously operate under high-intensity work and study conditions to excel in competition, they may experience persistent mental stress. Without effective management and relief, this stress can lead to anxiety, depression, and other mental health issues. Innovation requires time, energy, and a relatively relaxed thinking environment, particularly for disruptive innovation, which needs prolonged focus. However, when talents are overwhelmed by excessive competition and psychological stress, their attention may shift to short-term goals and immediate tasks, rather than long-term innovation and exploration. Continuous stress influences people's thinking, making them conservative and risk-averse, contrary to the spirit of innovation.

2.4   Talent Drain or "Lying Flat"

In environments valuing innovation and technological breakthroughs, excessive competition can have multiple adverse effects on scientific research development. On one hand, if the environment overly emphasizes competition, it may frustrate those with significant potential but who are not adept at excelling in high-competition settings, leading them to leave. This situation not only results in talent drain but also causes organizations to lose opportunities for major innovations. On the other hand, those who do not leave but feel uncomfortable in such environments may choose to "lie flat," adopting a minimum-effort approach to maintain their livelihood. They no longer actively strive or give their best, merely meeting basic requirements. This affects their career development and negatively impacts the progress of the organization and the entire nation.

2.5   Decline in Innovation and Adaptability

The nation needs to address current challenges and prepare for future threats. Rapid technological development and continuous global changes make traditional methods and strategies insufficient. Therefore, the nation must cultivate talents capable of innovative thinking and quick adaptation. However, internal friction can hinder innovation and adaptability. In competitive environments, an overemphasis on traditional success models can marginalize innovation, limiting the ability to explore new ideas and adapt to changing circumstances. Innovative thinking, crucial for scientific and national development, requires continuous exploration, experimentation, and the adoption of new methods and technologies. Adaptive learning, the ability to quickly absorb new information and adjust strategies, is also essential. Internal friction suppresses these abilities, as risk avoidance and adherence to established practices are often perceived as safer choices.

Therefore, national talent development should avoid internal friction and excessive competition, focus on cultivating diverse capabilities, and strengthen teamwork to promote a more inclusive and personalized environment [3]. This approach can better unleash potential, foster innovation, and nurture true talents. Long-term, avoiding internal friction and valuing each individual's unique potential are essential for talent cultivation and attraction. Talent team building requires open and customized strategies, emphasizing healthy individual growth, teamwork, and long-term goals over short-term performance. Such strategies can enhance national strength and ensure effective responses to future challenges.

3   Open Governance Strategy

The open governance strategy aims to create a transparent, collaborative, and inclusive management system. At its core, it empowers talent with greater autonomy and decision-making participation. This approach encourages individuals to actively propose new ideas and implement innovations in their daily work. By doing so, organizations can leverage the collective wisdom of diverse backgrounds and expertise, fostering innovative solutions and improvements. The implementation of the open governance strategy includes but is not limited to, the following three methods:

3.1   Establish Open Communication Mechanisms

Regular forums, anonymous feedback collection, and other methods encourage talents to offer suggestions and opinions and participate in decision-making. Open communication mechanisms are key to any organization's success. Regular forums can promote dialogue between different levels and departments, making talents feel heard and valued. Anonymous feedback collection protects individuals from potential negative consequences, thus obtaining more sincere and useful feedback. Encouraging talents to participate in decision-making enhances their engagement and satisfaction, leveraging their knowledge and experience for wiser decisions [4]. Open communication mechanisms promote free information flow, increase transparency and trust, and lay a solid foundation for organizational innovation and continuous improvement.

3.2   Set Up Innovation Bases or Labs

Provide platforms for talents to freely explore, encouraging them to undertake research projects and technological innovations. Establishing dedicated innovation bases or labs is an effective way to stimulate innovation and promote technological advancement. IBM (2023) underscores the significance of customized training and development programs in attracting and retaining top talent, suggesting that innovation platforms can similarly drive talent engagement and innovation [5].

These platforms provide necessary resources, equipment, and environments for talents to explore, experiment, and create freely. In a supportive environment, talents can apply their ideas and theories in practice, accelerating the development and application

of new technologies and fostering interdisciplinary collaboration. By participating in research projects and technological innovations, talents continuously improve their skills and knowledge, benefiting both their career development and the organization's long-term competitiveness. In summary, innovation bases or labs are not only important platforms for scientific research and technological innovation but also effective ways to cultivate and motivate talents.

3.3 Implement a Talent Position Exchange and Mobility Mechanism

Implement a talent position exchange and mobility mechanism to encourage movement between different roles, broaden perspectives and experiences, and enhance multidimensional capabilities.

The implementation of a talent position exchange and mobility mechanism is a crucial strategy for promoting the development and enhancement of talent teams. This mechanism allows talents to work across various positions, departments, and even different institutions and large organizations, broadening their horizons and acquiring new skills and knowledge through practical experience. Such mobility not only helps talents gain a more comprehensive understanding of different aspects of national organizations but also fosters cross-departmental collaboration, strengthening connections and understanding between units.

Furthermore, this mechanism effectively aids organizations in identifying and nurturing potential leaders by providing opportunities for self-challenge and leadership demonstration. By working in diverse environments and roles, talents can discover their strengths and areas of interest, which is highly beneficial for their personal career planning and development.

For national organizations, this mechanism contributes to building a more flexible and adaptive talent pool. The diverse experiences and skills acquired through position exchanges enable the nation to respond more swiftly to environmental changes and challenges, enhancing overall innovation capability and competitiveness.

4 Customized Governance Strategies

Customized governance strategies delve deep into understanding individual differences and professional development needs of talents. This approach emphasizes creating development plans and training programs based on personal interests, skills, potential, and career goals. The objective is to precisely align individual needs with national strategic goals, thereby optimizing talent resource allocation and development. Implementing customized governance strategies requires full consideration of each individual's characteristics. While this has been a significant challenge in the past, current technological innovations, especially the continuous advancement of intelligent technologies, have made customized governance strategies more feasible. In this context, better understanding and meeting individual differences and professional development needs have become more precise and practical.

The application of intelligent technologies, such as big data analytics, artificial intelligence, and blockchain technology, can deepen the understanding of individual differences, better facilitate the formulation of personalized training and development plans, and efficiently match personal interests, skills, potential, and career goals with national strategic objectives. Specifically, the implementation of customized governance strategies includes, but is not limited to, the following three aspects:

4.1   Establish a Comprehensive Talent Profile and Assessment Mechanism

Establish a comprehensive talent profile and assessment mechanism to understand talents' capabilities and strengths, providing precise job matching and training services. Bao (2020) emphasizes the need to adapt educational practices for the digital era, suggesting that tailored governance strategies can enhance talent development [6].

This approach maximizes talent effectiveness and promotes organizational development by accurately assessing and uncovering talents' potential. While previously challenging, technology now facilitates this process. For example, blockchain technology can create secure and reliable digital identities and career development records, including educational background, work experience, research achievements, and career accomplishments, supporting personalized development planning and precise training.

Utilizing big data and machine learning technologies, talents' leadership abilities, professional skills, work experience, and personal strengths can be assessed comprehensively. Intelligent systems can continuously learn from work performance, learning outcomes, and feedback to optimize assessment models, ensuring accuracy and real-time assessment. Based on these assessments, intelligent systems can recommend precise job matches and customize training services, enhancing talent management efficiency and effectiveness, and ensuring each talent maximizes their potential in suitable positions.

4.2   Develop Personalized Career Development Plans

Develop personalized career development plans, tailoring training programs and promotion paths based on talents' interests and career goals. This is further supported by Susanto et al. (2021), who focus on succession planning and retention strategies in the insurance industry, emphasizing the need for tailored approaches in nurturing talent [7].

This method ensures that talent management strategies meet both personal growth and satisfaction needs while aligning with the organization's long-term goals and efficiency optimization. Given the labor-intensive nature of this approach, technological empowerment can be utilized. For example, big data analysis and machine learning can precisely formulate personalized career development plans. Machine learning algorithms can analyze talents' interests, hobbies, past performance, and career goals to construct a multi-dimensional customized development framework [8]. This approach not only maps out individual skills and potential in detail but also predicts future development, thereby designing a clear training and promotion path for each talent. Such intelligent customization improves the relevance and effectiveness of training programs

and ensures that each member's career development aligns closely with the organization's vision, ultimately achieving both personal value and organizational goals.

4.3   Continuous Feedback and Adjustment Mechanisms

Establishing a continuous feedback and adjustment mechanism is a core component of open governance strategies. Its importance lies in the dynamic self-updating and optimizing capabilities it brings to national organizations. By encouraging stakeholders (talents themselves, employers, etc.) to actively provide feedback and viewing this feedback as a valuable information resource, organizations can monitor and evaluate the implementation effects of policies, processes, or services in real-time, and identify issues and areas for improvement. Additionally, a continuous feedback mechanism can also promote communication and collaboration among organizational members, fostering an open and inclusive culture. Through regular evaluation and adjustment processes, the organization can ensure that its strategies and operations remain up-to-date, adapting to changes in the external environment and internal growth needs, thereby achieving sustainable development and enhancing competitiveness.

5   Summary

In the new era of national talent team building, traditional management models are no longer sufficient to meet the needs of diversity and individualization. This is especially true in promoting innovation capabilities and personalized talents, where there are obvious shortcomings. This article first analyzes the drawbacks of the "forced" talent management model and then proposes open and customized governance strategies. Open strategies encourage communication, cooperation, and innovation, while customized strategies focus on individual differences, providing more targeted growth paths for national talents. Establishing a more flexible and humane management system, it stimulates the potential for innovation and cooperation among talents, and through personalized development planning, it meets the professional development needs of talents, thereby enhancing the overall competitiveness of the country and its ability to face complex challenges.

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