
Core Competitiveness of an Enterprise is not a Talent, but a Management Mechanism

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Abstract

The core competitiveness is the foundation of the enterprise's development and growth, and it is also the ability to gain the competitive advantage for a long time. And the key to the core competitiveness of enterprises is not that how many talents are in the enterprise, is that Whether we can build the mechanism of talent stand out.If the company has a good management mechanism to continuously integrate internal and external resources, they can make the talent out of performance.

Keywords

Core-competitiveness ;Talent;Management mechanism .

1. Introduction

In today's society, the word "talent" has become more and more fashionable, and many enterprises have taken "people-oriented, talent, attracting talent" as the concept of the enterprise. Some enterprises over-emphasize that talents have a vital and vital role in enterprises, and the price of talent is lifted to a high level, so that talents do not have a correct understanding of their own value. As a result, the self-perception of talent is getting better and better, and the price of talent goes up all the way. The reason for this phenomenon is that there is a wrong idea here: talent is the core competitiveness of enterprises. To demonstrate that this idea is wrong, we must make a correct definition of core competitiveness.

The core competitiveness of enterprises is gradually accumulated by enterprises in long-term production and operation activities, with organizational structure and path dependence, so that enterprises can maintain competitive advantage and win the initiative core competitiveness in market competition. It is generally based on the core technical capabilities of an enterprise and is obtained through the interaction of corporate strategy, production, marketing, information, human resources and finance. Core competitiveness is not acquired through market transactions, is "coordination" and "organic integration", rather than some kind of dispersible technology and skills. It is dangerous for an enterprise to rely on talent for its growth and development.

2. Talent is Not the Core Competitiveness of an Enterprise.

2.1 The Characteristics of Talent

Core competence is the skill of integration within the organization, especially how to coordinate multiple production skills and integrate different technologies. It should be a kind of ability which is difficult to imitate by competitors, that is, the unique resources and ability of enterprises. The talent itself is a vague concept. It has no definite measurement standard. It can only be judged by experience

whether a person is a talented person, but experience is not reliable in many cases. The characteristics of talents are manifested in the following aspects.

There are no objective criteria for talents.

Talent is a vague concept, what is talent, and what is not talent? It is difficult to define talent with a specific standard. The definition of talent in relevant government departments is: a person who has obtained a secondary professional degree. If a talent's standard of measurement is only a diploma, a title, an experience, or a return of the sea, it will undoubtedly simplify the complex problem. For enterprises, talents are those who can continuously create value for enterprises in the operation of market economy. They agree with the company's core values, and they are professional and highly skilled. A cleaning worker who can do the world's best cleaning for a long time is a talented person. A high intellectual, using their own knowledge to continue to innovate value for the enterprise, is also a talent.

Talent is double-edged sword.

We should not only emphasize the value creation ability of the talent, but also have to see the counterforce to the management of the enterprise. In management, talent sometimes has more knowledge and more reaction. Talent is a double-edged sword, with good use, it will enhance the core competitiveness of the enterprise and become a tool for enterprise competition. On the contrary, improper use will destroy the management system and become a hidden trouble. Human resource is like radioactive material, it can generate huge energy by using reasonable and appropriate nuclear power, and it can cause nuclear radiation and great destructive power if not used properly.

If an enterprise depends on a few people to survive and develop, its hidden danger is great. Because the management of the company will surely succumb to the talent, the enterprise has entered the dilemma of attaching importance to the talent but must accommodate the talents. On the other hand, if the talents in the enterprise can not withstand the temptation to develop enterprises that provide higher economic benefits, they will leave the enterprises, and the enterprises supported by the so-called talents will make a comeback.

Talent is a dynamic concept.

Talents will be transformed. Today's talents may become mediocre tomorrow, and today's mediocre people may become talents tomorrow. Even if he was a real man, he would end up mediocre without making progress. Enterprises are not easy to find a talent and pay a high salary, if they do not seek to advance, in the near future, the enterprise will only have people, no talent.

There is a possibility of loss of talent.

Talents are difficult to stay because they have higher requirements for their quality of life and living environment. Many enterprises do not pay attention to training talents within the enterprise, but hire talents from other enterprises. You can hire highly paid, others can pay a higher price for talent. The personal skills and personal abilities can also be taken away from the drain of talents.

Static talent designation may stifle talent.

In the enterprise, if a part of the people is designated as a talent, it is undoubtedly a full affirmation of its value, and it will have an incentive effect. The other part is non designated personnel, their work enthusiasm is likely to be hit. I will inevitably lead to the waste of human resources, and have a huge negative impact on enterprises.

Talents are adaptable.

An employee may be very mediocre in a position, but it may be excellent in another position; An employee may be unknown in his own business, and he may be in the limelight if he moves to another. The talented person must be related to the post and the work. As the concept of modern human resource management reveals, everyone is resource, and everyone is talent in the enterprise, because every employee has certain knowledge and skills. The key is that the enterprise can coordinate and integrate it through effective management.

The core competitive power of an enterprise should have five characteristics: the core competence has the characteristics that can not be imitated, non-transferable, non-exchangeable, indivisible and indispensable. To sum up, talents obviously do not possess these five characteristics. Therefore, talents are not the core competitiveness of enterprises, Talent only in the scientific management mechanism can form competitive power.

2.2 Practical Problems of Talents in Enterprises

People are resources in knowledge management. It focuses on people's work and the people who work. The purpose of human resource management is to realize the appreciation of human capital through the development and management of human resources. This change comes from the change in the elements of value creation, that is, knowledge is replacing labor and capital, becoming the main element of value creation, and knowledge labour is becoming more effective and high value-added labor. So there is the concept of human resources management, and the concept of attaching importance to knowledge and talent has also emerged.

In reality, many enterprises still do traditional personnel management work. On the one hand, we advocate attaching importance to knowledge and talent, on the other hand, we can not provide a good stage for knowledge owners and high-quality human resources; On the one hand, we thirst for talents, on the other hand, we have not formed good human resources ecological environment and good human resources management mode; On the one hand, we are advocating innovation and professionalism, on the other hand, we are very stingy in the investment of staff training and education; On the one hand we are hard to find talent in the labor market, on the other hand, we have plenty of internal labor ignored.

In fact, human resources need to be developed. The development of resources must have the appropriate tools and means. At the same time, when resources are developed, they must be well-used by platforms and tools to turn resources into energy-generating value. This is the human resources development and management, that is, enterprise mechanism.

3. The Core Competitiveness of Enterprises is the Management Mechanism of Enterprises .

The so-called management is the activity to control the system in order to achieve a certain goal. Management is a series of control activities, such as planning, organizing, regulating, supervising and so on, to allocate and apply effectively the resources (people, money, material, time, information) that the organization has. Ultimately, through management activities, the organization can achieve its predetermined goals. The practice of enterprise management has proved that the excellent enterprise is leading because it has the management of the leading world. Because the important measure of leading enterprise is not its staff size and sales, but its efficiency, especially its per capita efficiency, and only management can bring continuous and steady improvement of per capita efficiency. Chinese enterprises are not short of talent. What we lack is a set of scientific and standardized management systems that meet the requirements of the modern enterprise system and include the mechanism of incentive and restraint. The research shows that the individual ability can only play 20% without development, without encouragement and without restriction. When there is encouragement and development, his ability can be brought into play to 80%. Under such circumstances, the enterprise does not add one person, does not invest a penny, but the output value quadruples.

Firstly, the management mechanism can converge the core skills and elements of the enterprise into integration and system advantages. The management mechanism makes the enterprise in the dominant position in the fierce competition, thus wins the victory of the competition, and finally provides the strength for the continuous development of the enterprise.

Secondly, enterprises rely on the management mechanism of the system to eventually get rid of the dependence on talents, technology and equipment, so as to adapt to the changes in the intense information market.

Thirdly, the management system can reduce the enterprises' demand for excellent talents or a few scarce talents, and enhance the overall management ability of managers. Ultimately, it provides a solid and long-term foundation for the sustainable development of the enterprise.

Fourthly, the practice of enterprise management proved that a good enterprise may not be outstanding in one or more core skills, but it is undoubtedly the best in the overall management ability and overall management level.

4. Enterprises should Cultivate the Core Competitiveness of Enterprises Based on the Mechanism.

The growth and development of enterprises depends on the cultivation of core competitiveness, which is the core ability of enterprises to have the competition. The cultivation of enterprises' core competence is a long-term and fundamental strategy. It needs to focus on the management mechanism to construct and develop an innovative learning organization. In the process of continuous learning and accumulation, we should increase the tangible and intangible resources of the enterprise, form the competitive power which is difficult for competitors to imitate and surpass, and constantly improve and develop this competitive power.

4.1 High Quality Talent Team is The Foundation for Cultivating the Core Competitiveness of Enterprises.

The core of the market competition is talents. If enterprises want to occupy a place in the fierce market competition, they must build a high-quality talent team. If an enterprise wants to have a high-quality talent team, it depends on a good management mechanism to attract, retain and use talents. Although the core competence does not exist in a single person, the formation of the core competence is the learning and accumulation of knowledge and skills, and the talent is the carrier of these intellectual resources. If the enterprise lacks the professional technology, the market development, the management marketing talented person, lacks a group of management managers who have the keen market vision and the leading consciousness, the formation of enterprise core competence will be restricted.

4.2 Management Innovation is the Fundamental Measure to Cultivate the Core Competitiveness of Enterprises .

Management innovation is a new and more effective way to integrate the internal and external resources of the enterprise in order to achieve the established management goals. Management innovation is the core of enterprise innovation system. Management innovation can be carried out from these aspects: The first is management idea innovation. Enterprises should attach importance to the adaptability of the environment, improve the quality of the enterprises themselves and do a good job in management. The second is organizational innovation. Enterprises should establish modern enterprise system, perfect corporate governance structure, and design organizational structure according to actual situation. The third is the innovation of control system. Enterprises need to establish new control standards, promote enterprise informatization, study and use new control principles and technologies. The fourth is strategic innovation. Enterprises should change from competitive strategy to cooperative strategy.

4.3 Enterprise Culture is the Soul of The core Competitiveness of an Enterprise .

The enterprise culture is formed in the course of the enterprise's own development. It is the sum of the common consciousness, values and norms followed by all members. Corporate culture plays a unique role in cultivating core competitiveness. The integration of enterprise culture to the internal resources of the enterprise is mainly the integration of human resources and the molding of the spirit of the

employees. Through the innovation of corporate culture, enterprises also can find, choose and utilize external resources. It is the basis for the enterprise employees to deal with the problems in the enterprise, and also the soul of the enterprise. A healthy and progressive corporate culture can make the company safe at a time of crisis, and the employees can be united at any moment. At the same time, corporate culture can encourage employees to pursue progress and innovation, so that the enterprise constantly radiates the vitality of youth.

5. Conclusion

When the enterprise has a sound scientific management, it will reduce the so-called talent dependence. The good operation of the internal management mechanism actually reduces the demands on the managers. A good mechanism can not only continuously bring up talents, can make outstanding talents stand out, can make talents produce high performance, but also can turn those who are not talented persons into talents needed by enterprises. The ability of enterprises to attract, retain and effectively use talent depends not on whether the enterprise is generous, but on whether it can build a mechanism for talent to stand out and whether it has a stage for talent to play its role. Therefore, the competition between talents and talents is the competition of talent management system and mode, and only the management mechanism can form the core competence of enterprises. Because only the management mechanism can aggregate the core skills of the enterprise, it enables the enterprise to form the overall strength and the system advantage, and provides the endless strength for the sustainable development of the enterprise. Only by relying on the management of the system, can the enterprise finally get rid of the dependence on talents, technology and products, adapt to the fierce changes in the external market, and finally the management mechanism provides the firm and long-term foundation for the sustainable development of the enterprise.

In a word, the key of enterprise core competence is not how many talents there are, but whether there is a good management mechanism. The cultivation of enterprise's core competence is a systematic project. Only by implementing the strategy of core competence and perfecting the management mechanism as soon as possible can the enterprise continuously consolidate and develop its own core competitiveness. Finally, the enterprise achieves sustained and rapid development.

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