Reimaging Talent Management through Adaptive Performance in the Next Normal#

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Abstract

Developing and retaining employees who are adaptable and demonstrate resilience is one of the major talent management challenges leaders are facing. In the Next normal when Organisations are dealing with new challenges post the pandemic there is a need to revisit how employee performance would be assessed. While the traditional approach has been to focus on task performance, in the current dynamic environment there is a need to develop and retain a workforce who are more adaptable and demonstrate resilience. Based on the need to deal with challenges and changes associated with Talent Management in the current, the study suggests the need to integrate adaptive measures of performance to be competent to perform in the future. The study draws attention to the importance of focusing on a performance management system as a talent management strategy to realize business value and reward the individual contribution of employees. Drawing on existing literature through a systematic review of existing studies the research identifies dimensions of adaptive performance and interventions by transformational leaders that can facilitate these behaviours and performance. The interventions are aimed at developing collaboration among employees, learning, adaptability and dealing with uncertain and complex situations. These interventions can support leaders to develop themselves as leaders to help Organisations to prepare for change. The managerial implications of the interventions are discussed and future areas of research are identified.

Keywords: Adaptive Performance, New Normal, Talent Management, Transformational Leadership

1. Introduction

One of the sources of competitive advantage for an Organisations is its human capital, as it built capabilities and is the force that enables achieving business results. The resource-based view (Wright et al., 2001) suggests that talent is the tangible and intangible resources that enable a firm to execute their strategies linking HR practices and organization results. However, managing talent is one of the biggest challenges leaders face with regards to attracting, developing and managing workforce and rewarding performance. The COVID-19 crisis accelerated these challenges.

The KPMG, 2020 HR pulse survey, indicates that 60% of the CHROs felt the need to reinvent and transform their HR practices (Balton, 2020). There is a need to enhance business value by building a workforce to compete in the digital era and drive performance by adopting technology and integrating people. Performance Management Systems (PMS) is an integrated process that helps leaders to define, assess, develop and re-enforce job outcomes. It is one of the effective HR interventions from organizational development perspective. However, the success of this intervention requires strong collaboration and

involvement of leaders for organizational effectiveness. Hence, the PMS as very important HR process as part of the Talent Management where leaders play an important role in rewarding and reinforcing desired behaviors through goal setting, compensation, rewards and recognition (Cummings and Worley, 2015).

The PMS must not be restricted to an annual appraisal or evaluation system it must focus on developing employees and also assessing their capability to be agile and adaptive, through the adaptive performance measure (Park and Park, 2019; Hancock and Schaninger, 2020).

Despite the significant interest in the topic of Talent Management, major emphasis has been given to creating a talent pool and very little attention has been given to the management of performance as a part of Talent management (Collings and Mellahi, 2009). The study aims to carry out a systematic review of literature on Talent management and how leaders can manage the challenges related to developing and retaining a workforce who can adapt and demonstrate resilience through adaptive performance. The study also examines the role of leaders in supporting these behaviors.

The study is descriptive in nature and presents a systematic review of academic and industry perspectives to address talent management challenges faced by leaders through effective performance management systems and recommend best practices to support them.

2. Method

For the Systematic Literature Review (SLR), the study adopted the adapted protocol suggested by Torraco (2016) to synthesize existing findings. Search, Selection, Analysis and Synthesis where the four phases of the review process. To address the research questions, the SLR focussed on identifying and selecting relevant studies on the constructs of the study, examine cause-effect relationships and relevant concepts, frame analysis, synthesize and summarize the findings to develop the theoretical framework, and present directions of future research. To secure

relevant articles during the search stage for analysis, four databases namely ProQuest, EBSCO, Emerald Insight and Google Scholar were identified and used. A mix of terms and keywords such as "talent management", "Strategic Talent Management", "transformational leadership", "agile leadership". "performance management", "adaptive performance," "expectancy theory", "Next Normal", "Organizational Development", "remote working", and "Change management" along with Boolean operators such as AND and OR operators.

Full Text and Peer reviewed Scholarly Journals were the major sources of information along with books, dissertations and Trade Journals were reviewed for analysis. 34 articles published between 2008 and 2021 were used as the final sample for analysis and review. The quality of final papers and articles used for analysis were assessed based on relevance, explicit discussion on the construct with data analysis, discussion on the impact of the construct, appropriate research methodology, publications and citations.

Review of articles and analysis was carried along with coding them by year published, author's name, title of the paper, journal name, construct/variable, method used, industry/region.

The final step involved reviewing, extracting and structuring the information based on the scope of the study. The dimension of Pulakos et al., (2000) 'Adaptive Performance' were mapped to leadership interventions based on the transformational leadership approach. Synthesis of existing research based on focal areas and constructs of the study were carried out to develop the theoretical framework and propose future research propositions.

3. Review of Literature

3.1 Talent Management

Talent management strategies enable firms to optimize the performance of their human capital. Collings and Mellahi (2009, p. 304) defined talent management as a "*processes that involve the systematic identification*

of key positions which differentially contribute to the organization's sustainable competitive advantage". The definition suggests the importance of identifying employees with high potential and high performance, and viewing these employees from Rothaermel's (2013) 'resource-based view'. Hence, Organisations must possess internal resources and capabilities that are valuable, rare, and costly to imitate and organized to capture value (VRIO) to result in sustainable competitive advantage. Such resources or capabilities are often developed within the firm and processes are organized through control systems to retain them. One on the key process, involved in developing these capabilities is developing a 'talent pool' in the organization with the potential to deliver higher performance. Employees who have high potential to deliver high performance in key positions would require organization to adopt the 'recruiting ahead of the curve' (Sparrow, 2007) approach. However, such an approach requires a 'differentiated HR architecture' to have constant supply of talent and long-term commitment. This approach suggests the importance that Organisations must pay on employee motivation as employee motivation mediates the relationship between HR practices and organizational performance. Hence, there is a need to look a talent management from a wider perspective that goes beyond just creating a talent pool.

Chahal & Kumari (2013) defined Talent Management (TM) as an organized set of activities to encompass all phases of an employee life cycle such as selection, succession and performance management. It's a holistic approach adopted by organization that can improve performance and the potential of workforce to achieve higher performance.

With the changing digital environment, there is a need to look at Talent management from a perspective in which creation of talent pool, re-configuring HR practices to motivate employees, and foster higher performance through collective learning, integrating teams and sharing of complex tasks by managing big data. Using data effective of data-based decisions would help the organisations to gain insights from the analysis of data and take data driven actions to enhance performance

(Akhtar 2019). Adopting technology to manage data supports an informed talent management process and supports organisations to retain talent and leverage the skills of diverse employees (Collings et al., 2017).

In the recent years, with changes in workforce diversity, digital transformation and globalization the premise of talent management has undergone significant changes. There is more emphasis on using design thinking for human-centric solutions, agile management for building adaptability and resilience among employees, adopting of behavioral economics to gain insights on employee behaviour and use of HR analytics to for talent management decisions (Claus, 2019).

3.2 The Next Normal

The term, "Next Normal" has been coined by Sneader and Singhal (2020) of McKinsey to describe the era after the pre-Covid-19 period, and current new normal post viral. In this period Organisations will undergo major re-structuring of economic and social systems in which organisations operate (Sneader and Singhal, 2020). The term "next" is forward looking while examining the term from the English language perspective. 'New' is contemporary and current which can be become old in future. Next indicates a situation that would follow the current situation. With the pandemic changing business model, values, attitudes and life styles, the future time will be different from the years prior to Covid-19. Based on the above analogy, the next normal can be defined a period that emerges after battling the coronavirus where society and economy witness resilience of members and return to activities in a new environment. Naturing the next normal will be important to build a resilient society that be more prepared from crisis in the future.

In the next normal there is a need to re-shape talent and re-think the way talent will be managed through collaboration, openness and transparency, the opportunity for career growth, learning, evaluation, and incentives to support the needs of a diverse workforce. Designing performance management systems that would focus on realizing the business value and valuing individual contribution would play an important role. Use of dashboards and setting real time KRA and KPIs

through an effective feedback system would enable firms to retain talent. (Mahato et al., 2021). The Covid pandemic as brought focus on the need of employees to be adaptable and resilient in their approach to deal with the challenges and complexities. There is a need to build resilience among employees in the next normal that would focus on building the capacity to respond to stress and challenges, navigate in the volatile environment and respond effectively to the new ways of working. While most of the existing studies focus on measuring performance through SMART Goals or OKRs there are limited studies to examine the role of adaptive performance in managing talent.

3.3 Performance Management

Performance management is an important aspect of talent management (Roy and Devi, 2017), however, there is little emphasis given to utilize it as a talent management intervention to enable Organisations to deal with the challenges poised by the pandemic. While employees are working remotely, it has become imperative to ensure that employees are productive and engaged. Effective performance management would enable employee engagement and also ensure that employees have clarity on their goals. It will help organisations to clarify their goals define jobs in a clear manner (Aguinis and Burgi-Tian, 2021). Based on the Vroom's Expectancy Theory communication with regards to rewards contribute to higher employee engagement (Luthia and Vivek, 2021).

Digital Transformation through technology-supported remote working, and hence there is a need to embrace digital mind set, develop the right attitude for agility and collaboration to succeed in the next normal. Digital transformation has reimagined the way organisations are managing talent and changed job roles and responsibilities (Frankiewicz and Chamorro-Premuzic, 2020). Managers must co-create agility goals and create matrices that can measure these parameters and performance, Leadership must support agile individuals and teams (Sommer, 2019). Engagement would facilitate empowering employees, creating a digital mindset and collaboration among employees. A dynamic performance management system would enable Organisations to adapt to the current situation

(Zachariah, 2021). Leaders must focus on "talent relationship management" (Balthazard, 2006) by leveraging talent management practices (Trost, 2014) to support adaptive behaviours among employees.

The review by Aguinis and Burgi-Tian (2021) suggested that Performance is multidimensional which includes task performance (performance indicators in job descriptions), Orgnisational Citizenship Behaviours (discretionary behaviors), counterproductive performance and adaptive performance. Adaptive performance is particularly relevant during periods of crisis and rapid change because employees' ability to learn quickly and innovate is critical for the survival of the organization. There is a need to focus on measuring adaptive performance as it would help firms to assess the employees' ability to learn quickly and innovate are critical for the survival of the organization. (Aguinis and Burgi-Tian, 2021).

To enhance performance in a dynamic and complex environment, leaders encourage employees to be adaptable and design performance management systems that focus on achieving business value and reward individual contributions. With increasing, technology leaders are focusing on using interactive dashboards and monitoring key performance indicators (KPI) in real-time for betting adaptability.

3.4 Adaptive Performance

While most Organisations focus on assessing performance based on job-specific dimensions related to task performance and proficiency, very organisations assess their employees on adaptive job performance. Pulakos et al. (2000) developed an extensive model for assessing job performance with emphasis on the complex nature of being adaptable. Subsequently, researchers have conceptualized adaptive performance as a unidimensional construct, but one that encompasses adaptation to changes occurring at the task, team and organizational level (Shoss et al., 2012).

Adaptive performance has been defined as "task-performance-directed behaviors individuals enact in response to or anticipation of changes relevant to job-related tasks" (Jundt et al., 2015, pp. 54–55). Based

on the meta review, Park and Park (2019) defined adaptive performance as "flexible *work behaviors that help employees adapt to change by demonstrating excellence in problem-solving, uncertainty/stress/ crisis, new learning, and adaptability related to people, culture, and environment*" (Park and Park, 2019; pp. 298). They also suggested that individual traits and personality, job and group characteristics and organizational factors impacted adaptive performance.

Supportive behaviors in the form of seeking opinion, giving feedback by supervisor, facilitated adaptive performance. Rewarding and empowering employees for motivating them to adapt to the changing environment played a key role in facilitating adaptive performance. In such situations, transformational leadership while managing groups played a very role to help teams to cope with changes, go the extra mile by putting efforts and exceeding performance boundaries. The ability of the leaders to create a shared vision and develop desirable actions and behavior contributes to a supportive work culture facilitating adaptive performance. Hence there is a need to consider individual and contextual factors affecting adaptive performance which has not been adequately researched. (Park and Park, 2019). In the post-Covid-19 period there is a need for Organisations to revisit their talent management strategies and ways to manage performance (Bajaba et al., 2021; Mahato et al., 2021).

The findings above draw attention to the need to examine adaptive performance and the role of leaders to support digital mindset in managing the current challenges to ensure that the workforce is more prepared for the next normal. While there have been many studies on talent management, the focus of existing research in talent management has been on identifying and creating a talent pool with the potential for succession planning (Luna-Arocas et al., 2020; Aguinis and Burgi-Tian, 2021). Focusing on adaptive performance will help Organisations to build resilience among employees by preparing them to adapt to their role of the adversity and improve organizational performance.

Based on the research gaps identified by Aguinis and Burgi-Tian (2021) and the need to deal with challenges and changes associated with Talent Management in the context of the Covid-19 pandemic the study aims to address the following research questions that can contribute to overcoming the challenges of talent management and role of leaders in this process in Indian Organisations in the next normal situation (Post Covid 19):

RQ1: What are the key challenges faced by Organisations related to adaptability due to remote working?

RQ2: What is the role of the performance management system in the Talent management process?

RQ3: What are key dimensions of adaptive performance that can support collaboration, collaboration, innovation, creativity and collective learning to prepare their Organisations for the future?

RQ4: What are the key interventions by leaders to support adaptive performance to develop a competent workforce?

This paper is an attempt to integrate existing research carried out in the area as a prelude to suggest future research in the area. The paper aims to aid future research in the area of talent management by examining conceptual boundaries of talent management. In particular it proposes a theoretical framework for future researchers to undertake empirical studies to establish the impact assessing adaptive performance.

4. Findings

4.1 Challenges in Remote Working

Support from group members and leaders along with a climate of collaborative learning has been identified as one of the major antecedents of adaptive performance. When employees get support from their co-workers the high-quality relationship can result in adaptive behaviors. There is more ideation and creativity from diverse perspectives. In addition, supporting behavior by the leader facilitates the process through empowerment, feedback and reward. A climate of

Team learning results in better participation and application of knowledge the members have learned from one situation to another.

A study by Hancock and Schaninger (2020) of McKinsey and Company indicated Five talent-management practices to uphold employee morale and manage productivity for remote Workforce. The focus of the next normal talent management would be to identify and hire the right person, ensure employees learn and grow, manage and reward performance, customize employee experience and optimize manpower planning and strategy. With the Covid crisis increasing there is a need to identify and rewards employees through an effective performance management system. The need to have regular dialogue and transparency in linking employee goals to business objectives. There is a need to provide more coaching through managers to identify performers.

With employees using virtual communication tools while working remotely, efforts taken by employees to maintain communication and working in teams must be part of the performance management system. Rather than just the output and outcome, the process adopted by employees should be rewarded. Employees demonstrating resilience must be rewarded (Caligiuri et al., 2020).

4.2 Performance Management and Talent Management

As part of the talent management process, performance management is key as facilitates employee development, contributes to employee commitment and motivation and differentiates top performers to retain them (Aguinis and Burgi-Tian, 2021). Leaders must focus on performance management as appraisals are an annual event with limited feedback and support to employees. A Performance Management System (PMS) helps firms to embed talent management practices and is future-oriented to develop individuals based on organizational goals. The Covid crisis drew the attention of many Organisations to a robust PMS System.

Performance management systems are more comprehensive compared to performance evaluation or appraisals are it helps Organisations to communicate and reinforce its goals across the organization. It transcends from an administrative process to a more developmental process for strategically communicating and purpose of the organisation, facilitate employee development, HR planning and supporting data-based decision making. Organisations can demonstrate more commitment to employee development and communication. If implemented strategically based on evidence a PMS fan address a wide range of talent management challenges during a crisis like the COVID-19. This approach can not only help Organisations to deal with Talent Management issues during the crisis but also otherwise. PMS can also be designed to motive employees to learn and share knowledge in knowledge-based Organisations. It can create a culture of learning. The traditional approach of PMS was to reward employees; however, Organisations have realized the importance of the PMS to ensure that their workforce understands the generic and firm-specific knowledge management behaviors. Measuring Adaptive performance as part of the PMS is more relevant and appropriate for knowledge-worders as in the current environment firms compete based on their ability to create and apply knowledge (Dorsey, 2003; Aguinis and Burgi-Tian, 2021).

A study by Wigert and Barrett (2021) Gallup, suggested that the new approach that firms need to adopt in their Performance Management System (PMSP) will have designed to foster collaboration, adaptability and customized based on individual needs. While traditional performance management was an annual activity by the manager involving annual performance review, the 're-engineered' system needs to possess more agility, support collaborative goals in the changing environment through regular discussion and recognition of performance. Rather than having a annual cycle, a quarterly review with adjustments in incentives would motivate employees further. In the next normal, when Organisations are emerging from the COVID-19 era, Organisations need to focus on agility which involves higher level of adaptability and use of new-age technology.

Pulakos et al. (2000) identified eight dimensions of adaptive performance which is one of the most cited works. Based on examining 1000 critical incidents in the US Army, they identified these dimensions related to adaptive performance which comprised of dealing with uncertain or unpredictable work situations; handling emergencies or crisis situations; solving problems creatively; handling work stress, learning new tasks, technologies, and procedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating physically oriented adaptability (Park and Park, 2019; p. 298). These dimensions help academicians and Organisations to differentiate task performance that focuses on performance dimensions mentioned in a job description from the abilities to alter and apply competencies to respond to change (Shoss et al., 2012).

4.3 Benefits of Adaptive Performance

Integrating parameters of Adaptive performance will help organization to assess and indicate the level of competencies among their workforce on their ability respond to changes. It would create a learning culture through a mix of formal and informal learning practices and continuous employee development. It would provide formal training to held teams to enhance self-management and adopt performance measures that would take into account the complexity and context-specific opportunities and barriers.

The key outcomes of implementing adaptive performance include firstly helping in retaining that have rich diverse experience and knowledge through job rotations. It would also enable the Organization to adapt to change, foster organizational learning and keep pace with changing customer expectations, and have a positive impact on task performance.

Adaptive performance involves problem-solving, being flexible and coping with new processes. Where there are inconsistencies in the impact of AP on task performance there is evidence in research on its positive impact on managing change and achieving organizational goals (Jundt et al., 2015).

Consequently, employees with a high degree of adaptability are presumed to experience positive outcomes such as the ability to regulate distress, attitudes and beliefs, and higher Performance. Success adaptive performance implies that employees can deal with such situations, for example, by adjusting priorities or effective distribution of tasks (Bednall and Henricks, 2021). Integrating adaptive dimensions in work help organisations to create a climate where employees are willing to take more responsibilities, help each other, enhance their knowledge of adaptive behaviours and extent support to their supervisors. (Sharma and Nair, 2021). However, the implementation of adaptive measures of performance requires leaders to implement change management. Leaders need to adapt their style of creating influence and focus on transformational leadership that would motivate and engage employees to support organizational level change through HRM interventions. Transformational Leadership would influence positive attitudes towards the change process and encourage employees to solve problems creatively and perform at hider levels (Høgden, 2021).

4.4 Transformational Leadership to Support Adaptive Performance

Transformational leaders are 'Champions of change' who influence organization culture and change management practices (Al-Ali *et al.*, 2017); they create an environment to accept organizational change, encourage innovation in the organization and facilitate change-oriented behaviour (Campbell, 2018). While firms are trying to cope and make changes in the post COVID period, the next normal required transformational leaders to support new ways of working. Transformational leaders encourage followers to achieve extraordinary outcomes by giving understanding as well as meaning champions of change. during change who will give employees a voice to share their opinion and gradually build commitment to change (Potnuru et al., 2021). Transformational leadership will help to achieve top performers and employees who are competent to deal with the new challenge. Retaining these employees will help Organisations to retain employees that are valuable, rare, and costly to imitate as they would possess some unique capabilities required the years to come to deal with adaptability,

innovation and use of technology. This approach will help Organisations to organize the capabilities and create long-term value. As suggested by Seltzer and Bass (1990) Transformational will inspire their teams and communicate the vision through individualized consideration so that the followers achieve their full potential through the leaders' mentorship, coaching and feedback.

Many studies (Han and Williams, 2008; Charbonnier-Voirin et al., 2010; Charbonnier-Voirin, 2012; Bartone et al., 2013; Sahin and Gurbuz, 2014; Bednall and Henricks, 2021) have identified Transformational leadership to support adaptive performance in teams by enabling their employees to look for new ways for problem-solving, coping with change, demonstrate performance beyond expectations in a complex situation. It creative a learning culture and enhance teal learning and development of interpersonal skills. The findings of Djourova et al., (2020) suggests that transformational leadership promotes resilience among employees through enhanced self-efficacy creating a 'resource caravan" (p. 1) a pool of resources. The resource perspective provides theoretical support to the relationship of resilience and self-esteem. This resilience involves adapting to change and enduring changes. Adaptation also supports flexibility which is very important in the current context and the next normal.

Park and Park (2019) suggested that adaptive behaviours can be developed by transformational leaders by providing personalized support and the development of competence based on the individual needs. Leaders play an important role of creating a shared vision and supporting different dimensions of adaptive performance by making task adjustments and providing feedback to employees based on an individual's reasoning ability and job-related skills.

No one single intervention by the leader would ensure that employees are adaptable and prepared for the next normal time to come. Leaders must consider a wide range of interventions encompassing organisational systems, job design, adapting leadership style and organisation culture. While existing research suggest

many interventions that can support this behaviour and enable forms to deal with the talent management challenges, this study presents a summary of leadership interventions based on Pulakos et al.'s (2000) eight dimensions of adaptive performance. Table 1 presents a summary of interventions that transformational leaders can adopt to support adaptive performance by employees as part of the performance management system to retain top performers. Figure 1, provides an overview on the transformation leadership interventions that can support adaptive performance of employees in an organization by setting a vision, shared goals and other processes.

5. Discussion

The study performance a systematic review of literature to examine the challenges associated by employees during remote working and examines key dimensions of adaptive performance that Organisations can integrate into their performance management systems to deal with challenges and manage changes associated with Talent Management in the context of the Covid-19 pandemic. It attempts to suggest evidence-based recommendations of adopting a system that goes beyond tangible outcomes. While employees are working from remote locations, there is a need to have regular dialogue and transparency in linking employee goals to business objectives. There is a need to provide more coaching through managers to identify performers.

The study draws attention on the need Transformational leaders who can drive change and support the process through a restructured performance management system (HR interventions) of driving and managing adaptive performance (Potnuru et al., 2021). Defining specific leadership behaviors and interventions prepares leaders to take leadership position in Organisations. The pace at which organisations are changing leaders have to be more proactive and focus on providing support to teams and create a climate that is suitable to adapt to the changing environment through adaptive performance measures. These behaviors or interventions can be linked to building a leader's capability across disciplines and departments

Table 1. Summary of transformational leaders for supporting adaptive performance

Sr. No	Dimension of Adaptive Performance (Pulakos et al., 2000) Ability to	Intervention by leader
1	Handle emergencies and crisis situations	Adopt long-term measures of performance; account for variability and situational opportunities/barriers Charbonnier-Voirin and Roussel (2012)
2	Handle work stress	Provide challenging tasks and experiences to help employees develop a strong sense of self-efficacy (Bartone et al., 2013)
3	Solve Organisational problems, creatively	Create a climate for innovation that is based on norms that encourages a flexible and expression of creative ideas continuously, foster learning, empowerment of employees to achieve the team's goals (Charbonnier-Voirin et al., 2010)
4	Deal with uncertain and unpredictable work situations	Support the change readiness of teams, and then present a compelling vision (Charbonnier-Voirin et al., 2010)
5	Learn work tasks, technologies, and procedures	Establish team norms related to openness to change and new ideas, tolerance of mistakes, and high-performance expectations, involve job rotations (Han and Williams, 2008)
6	Demonstrate interpersonal adaptability	Encourage post-task reflections, demonstrate support for team members, involve employees in key decisions (Chiaburu et al., 2013)
7	Demonstrate cultural adaptability	Developing Cultural Intelligence by developing skills to work effectively in cultural situations (Sahin, Gurbuz and Köksal, 2014)
8	Demonstrate physically oriented adaptability	Implement shared goals and build trust (Bednall and Henricks, 2021).
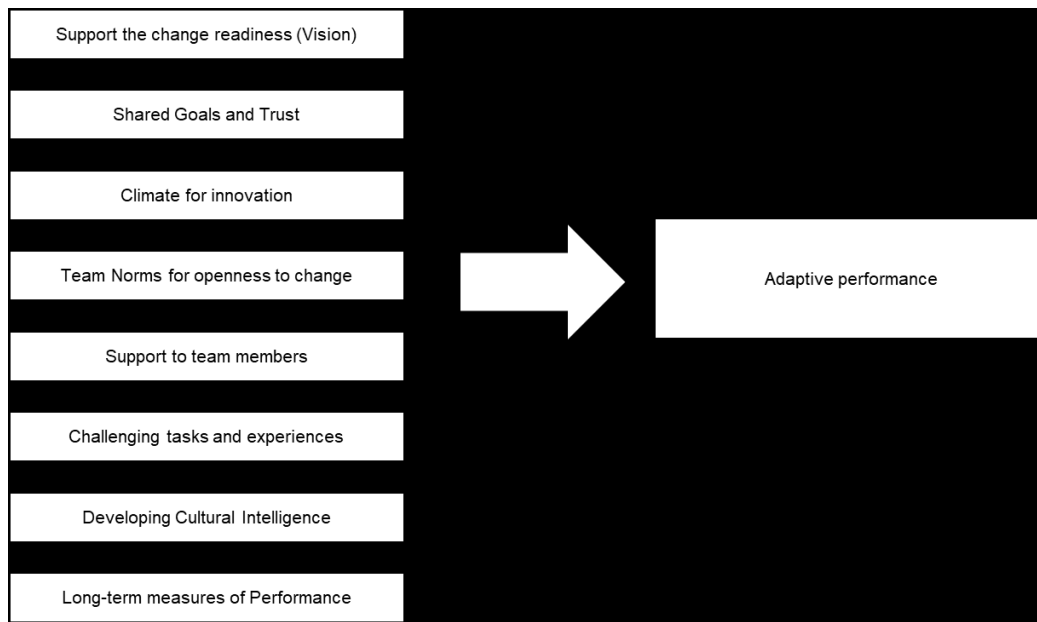
Figure 1. Proposed framework transformational leadership interventions for adaptive performance.

in their organization (Bottomley et al., 2014; Shet et al., 2017). The interventions linked to developing adaptive performance as not specific to a functional domain or industry. They are not job related and linked to a specific industry or role.

Adopting a PMS based on the resource-based view, process with help Organisations to build capabilities that would help in measuring appropriate behaviors based on the culture and competencies required for the organization. Hence, assessing adaptive performance helps in an objective assessment of the ability of the organization of building a learning culture and focus on

innovation. Based on the findings presented in Table 1 a multi-faceted approach required by transformational leaders in the next normal is presented. The dimensions can be manifested into observable behaviors (behavioral constructs) to use as part of the PMS or Assessment and Development Centre. These dimensions can serve as a foundational design for designing and assessing adaptive behaviors of the workforce to manage crisis and succeed in the new normal situation. Based on existing studies the interventions can support leaders to encourage collaboration, learning, adaptability and dealing with uncertain and complex situations.

6. Managerial Implications

The study would draw the attention of leaders to the importance of measuring adaptive behaviors and provide key performance indicators to measure these aspects to enable employees to set performance goals and achieve career success. More importantly, the approach would help leaders to drive performance to achieve organizational outcomes such as managing change, fostering organizational learning, and meeting customer expectations. If leaders need to support collaboration, innovation, creativity, and collective learning to prepare their Organisations for the future they need to go beyond annual appraisals.

Novel application of the resource-based view where additional efforts is required by employees to develop adaptability, cope with organizational changes. Given the current challenges of motivating employees, rewarding adaptive performance will contribute to the overall performance of the organization. It draws attention to the transformational leadership required and the wide range of interventions required as part of the change management process. They need to focus on not just achieving performance goals but also supporting employees to understand the competencies required in the dynamic environment. By encouraging and rewarding employees to focus on adaptive performance leaders can achieve higher task performance. While a wide range of interventions has been identified, the researcher urges practioners to observe caution based on contextual differences. Due to lack of empirical data to support the interventions,

the findings should be considered as a prescriptive approach. Future studies can examine the impact of the interventions and also examine contextual factors that influence leaders. This study makes an incremental contribution to research and practices. Firstly, the systematic review draws the attention of leaders to focus on adaptive performance rather only task performance. Secondly, it provides a theoretical perspective on how leaders can adopt a transformational role by carrying out some interventions to deal with the talent management challenges in the time to come. It also provides a theoretical framework to test the impact of adaptive practices on task performance and encourages other researchers to propose more interventions based on contextual factors.

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