What does an organisation need to do to attract, develop and retain talent?

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I LOOK at this issue primarily from the perspective of attracting highly talented faculty, but many of the same considerations should apply to many professions.

First, there must be a supportive infrastructure for the person being recruited and his or her family. By this I mean things such as comfortable housing that is reasonably affordable, good schools with places available, and a friendly environment.

Secondly, talented individuals are attracted by other talented individuals. It is not enough to recruit one or two – there must be a community of people who can work together to build an intellectual or professional community. People need to be able to feed off the intellectual curiosity of one another.

Third, compensation packages must be competitive internationally. Smart, talented people have many options and many interesting places in which they can choose to live.