Abstract

The topics of talent management and diversity management are blossoming in organizations. Yet, a mismatch exists between the fields, in both research and practice. By adopting a paradox lens, this dissertation explores the theorized and the lived tensions between the practices of talent management and diversity management. The empirical base of this dissertation consists of interview data collected in multinational organizations across Europe and on autoethnographic data collected during the author’s employment in a Dutch multinational organization. This dissertation develops the ‘exclusion-inclusion paradox’ and the ‘talent paradox’, highlighting that dealing with dualities is unavoidable for organizational actors. Moving beyond exploring the conceptual and practical dualities that exist between talent management and diversity management, this dissertation extends its focus by investigating the intrinsic duality of simultaneously being an academic researcher and practitioner. The findings both provide insights as to how organizational actors may actively respond to dualities that pertain for an extended period of time and contribute to the body of literature on perpetual liminality. Together, this dissertation increases the understanding of the dualities between talent management and diversity management and offers suggestions on how to better align the fields in organizational practice.