

ENHANCING EMPLOYEE POTENTIAL: USING TALENT MAPPING TO DRIVE TALENT MOBILITY AT PT MIFA BERSAUDARA

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Abstrak. In coal mining industries where operational complexity and strategic growth are increasing, the challenge of identifying and developing internal talent is critical. PT Mifa Bersaudara, a coal mining company in Aceh, Indonesia, faces the need to optimize human resource potential to ensure leadership continuity and internal talent mobility. This study aims to implement a systematic talent mapping framework by combining the HAV Matrix and 9-Box Grid to assess employee performance and potential. Employing a quantitative descriptive approach with secondary data from 140 employees, the research uses KPIs, compliance indicators, leadership traits, certifications, and external assessments to evaluate talent readiness. Employees were categorized using a weighted scoring method and visualized in the 9-box grid to support strategic HR decisions. The results revealed that 68 employees fall into the “Developing Top Performers” category and 33 into the “Effective Performers” group, indicating a strong pipeline for future leadership roles. The study concludes that structured talent mapping enhances workforce alignment, boosts employee engagement, and supports sustainable succession planning. It also serves as a reference for other organizations aiming to institutionalize data-driven human resource development.

Keywords: talent mapping, 9-box grid, HAV matrix, talent mobility, succession planning, coal mining, human resource management

INTRODUCTION

PT Mifa Bersaudara ("MIFA" or "the Company") is a subsidiary of PT Media Djaya Bersama, established in 2002. Since its inception, MIFA has conducted integrated coal mining operations in the West Aceh region, Aceh Province. The company handles all aspects of the coal mining process, from upstream to downstream, including the mining area and a dedicated port. As MIFA grows in scale and complexity, human resources (HR) management becomes increasingly crucial. To meet the expanding operational needs, the company must grow its workforce, departments, divisions, and organizational structure. MIFA recognizes that human resources are essential to achieving this growth and success.

MIFA prioritizes four key qualities in its employees: character, competence, leadership, and grit. Character is the highest priority, as it forms the foundation of a strong corporate culture, ensuring organizational resilience and long-term success. In addition to character, MIFA values employees with the necessary skills, leadership capabilities, and determination to pursue the company's goals with persistence. MIFA's HR strategies focus on developing future leaders through coaching, mentoring, and challenging job assignments. Effective HR management is critical to achieving the company's goals and vision, and plays a central role in the long-term sustainability of the organization.

Succession management is essential for leadership continuity within MIFA. The company implements succession management through the Staff Development Program (SDP) and Management Development Program (MDP), designed to identify and prepare employees to become the company's future leaders. In today's competitive business environment, maximizing employee potential is key to an organization's growth and success. PT Mifa Bersaudara understands the importance of unlocking the full capabilities of its workforce. One effective approach to achieve this is talent mapping—a strategic process that helps identify, assess, and align employees' skills, potential, and career aspirations. By utilizing talent mapping, PT Mifa Bersaudara gains a deeper understanding of its employees' strengths and areas for development. This knowledge helps align employees with roles that suit their abilities, while also guiding the company in designing talent mobility initiatives. Talent mobility refers to the movement of employees within the organization to different roles or departments, enhancing growth, improving employee satisfaction, and ultimately contributing to the company's overall success.

In industries that rely heavily on human capital, such as coal mining, optimizing employee potential is essential to sustain competitiveness and ensure business continuity. PT Mifa Bersaudara, a coal mining company operating in Aceh, Indonesia, faces a challenge in managing its growing organizational complexity while ensuring leadership succession and workforce alignment with strategic goals. The lack of structured, data-driven tools to identify, develop, and position talent impedes internal mobility and risks underutilizing valuable human resources.

The urgency of this study is reflected in the accelerating expansion of PT Mifa Bersaudara's operations, which demands a consistent pipeline of capable leaders and adaptable employees. As the company scales, relying solely on traditional recruitment methods is no longer

sufficient. There is a pressing need to enhance internal systems that identify high-potential individuals, prepare them for critical roles, and ensure leadership continuity.

Furthermore, in today's competitive labor environment, employee expectations are shifting towards career development and personalized growth opportunities. Companies that fail to adapt may face declining retention rates and disengagement among key personnel. Thus, implementing a systematic talent mapping approach becomes essential not only for filling strategic positions but also for cultivating a culture of development, satisfaction, and long-term commitment.

Talent mapping and the 9-Box Grid methodology have been widely acknowledged in the literature as effective frameworks for assessing workforce potential and aligning talent with business needs. Linda A. Hill (Harvard Business Review) emphasized the strategic importance of using data to align human resource functions with long-term goals, highlighting how structured assessment tools can support sustainable leadership pipelines.

Lance A. Berger and Dorothy R. Berger, in *The Talent Management Handbook*, outlined how organizations can adopt succession planning and performance-potential matrices to strengthen leadership readiness. Their findings support the idea that internal talent development is more effective than external recruitment in fostering loyalty and cultural fit.

In the Indonesian context, the MDB Group (2024) and PT Adaro Energy (2023) reported initial applications of talent committees and competency-based frameworks in mining and energy sectors. However, these efforts lacked comprehensive integration of quantitative performance assessments and clear mapping strategies. Their limited scope leaves a research opportunity for deeper investigation into the practical outcomes of full-scale talent mapping systems.

Although the 9-Box Grid and talent mapping are well-established in theory, their practical application within Indonesia's coal mining sector—particularly in companies like PT Mifa Bersaudara—remains underexplored. Previous local implementations tend to focus on documentation or surface-level talent reviews without robust data analytics or predictive planning. This study addresses the gap by offering a quantitative, real-time evaluation of employees across multiple parameters using integrated tools like the HAV Matrix and KPIs.

This research introduces a hybrid model combining the HAV Matrix with the 9-Box Grid, tailored specifically to the context of PT Mifa Bersaudara. Unlike conventional approaches, the study integrates leadership traits, compliance metrics, certification scores, and external assessments to create a multi-dimensional view of employee potential. It also involves a structured Talent Committee to institutionalize decision-making around succession and talent mobility.

The primary objective of this research is to implement and evaluate a systematic talent mapping model to enhance internal talent mobility and succession planning at PT Mifa Bersaudara. The study aims to identify high-potential employees, optimize role assignments, and establish a sustainable pipeline of future leaders using performance-potential matrices.

This study provides actionable insights for HR practitioners and organizational leaders seeking to improve workforce planning. The implementation of the talent mapping system can

lead to increased employee engagement, more effective leadership development, and enhanced organizational agility. It also serves as a model for other companies in the resource sector facing similar HR challenges.

MATERIALS AND METHODS

This study applied a quantitative descriptive approach using a case study design, focusing on PT Mifa Bersaudara, an integrated coal mining company in Aceh, Indonesia. The purpose of the research was to systematically assess employee performance and potential through structured talent mapping tools, in order to support internal talent mobility and succession planning. By analyzing real-time employee data, the study sought to identify high-potential individuals and provide actionable strategies for leadership development and workforce optimization.

The data collection in this study was carried out using secondary data obtained from the company's internal HR records. A total of 140 employees were evaluated based on multiple parameters. Performance indicators included Key Performance Indicators (KPI) for the year 2023, compliance with the Safety Accountability Program (SAP), and alignment with the Mifa Integrated Management System (MIMS). Meanwhile, potential indicators comprised third-party assessment results, demonstration of core leadership traits (CVLT), and completion of mandatory certifications. These variables were selected to provide a holistic and objective evaluation of each employee's readiness for advancement and leadership roles.

To analyze the data, the research employed a two-stage technique. First, each employee's performance and potential were scored and weighted based on their contributions and personal competencies. This scoring process was visualized using a customized version of the HAV Matrix, where employees were categorized into high, average, or low zones based on a percentage scale. Second, the refined data were mapped into the widely-used 9-Box Grid, a matrix that plots employee performance on one axis and potential on the other. This allowed the classification of employees into nine talent categories, ranging from "Star Performers" to "Underperformers", facilitating the identification of development priorities and promotion candidates.

The results of the analysis were used by the Talent Committee to guide strategic decision-making in human resource planning. Through this structured framework, the company could tailor development programs, mentorship opportunities, and talent reviews for each category of employees. The integration of performance and potential metrics ensured that decisions were data-driven, consistent, and aligned with the organization's strategic objectives. The use of these analytical tools also enhanced the transparency and fairness of internal career progression, fostering employee engagement and motivation.

In summary, the research design combined quantitative scoring with qualitative insights into employee capabilities. By leveraging structured frameworks and real-world HR data, this study demonstrated the practical value of talent mapping in addressing the challenges of leadership continuity, employee development, and organizational sustainability in a resource-intensive sector.

RESULTS AND DISCUSSION

Talent Mapping and Talent Committee at PT Mifa Bersaudara

Talent refers to individuals who can significantly impact an organization's performance, either through their immediate contributions or over the long term by demonstrating exceptional potential. According to CIPD (*Chartered Institute of Personnel and Development*, 2006), key elements of talent are as follows:

1. High-Potential Individuals: Talent includes employees who demonstrate the potential for high performance and can contribute to the organization's long-term success. These individuals are often targeted for leadership roles or other critical positions.
2. Key Roles and Critical Skills: Talent management ensures that the right people are in the right roles—positions crucial to the organization's strategy or operations.
3. Potential for Growth: Talent is also assessed in terms of potential. This includes employees who may not yet hold senior roles but exhibit promise for future leadership or specialized expertise.
4. Not Just Top Management: Talent isn't confined to senior leaders or executives; it spans across all levels of the organization. It encompasses individuals with the abilities to drive the organization forward, thus broadening the definition of talent.
5. Strategic Resource: Talent is a vital resource that needs to be nurtured, developed, and retained for long-term business success. It is not solely about hiring the right people, but ensuring continuous development and performance.

The concept of the "Make vs. Buy" (Picture 2) decision in talent management, which is a strategic approach that organizations use to determine how to fulfill their talent needs.



Figure 1. "Make vs Buy" concept in Talent Management

The image uses a balance scale to represent two contrasting approaches:

1. MAKE (Development is the Key): This side of the scale focuses on internal development—growing talent from within. The objective is to align personal growth with the organization's core values and competencies. Internal employees are developed to fill key roles, promoting loyalty, growth, and long-term leadership within the company. Advantage: This approach often results in a stronger company culture, higher employee engagement, and deeper organizational knowledge.

2. **BUY (Recruit from Outside):** This side of the scale emphasizes external recruitment to bring in experienced professionals or new graduates. The organization may seek experienced professionals with the necessary skills or recruit young, fresh graduates who bring new ideas but may require further development. Advantage: This strategy allows organizations to quickly fill talent gaps with individuals who have ready-to-use skills, while also bringing in fresh, external perspectives.

The balance between these two strategies depends on the organization's specific needs, the availability of internal talent, and its future growth plans. Organizations may prioritize one approach over the other depending on their immediate talent needs, the speed at which they need to scale, and the resources available for development and training.

Talent Management, as defined by the MAKE strategy (Development is the Key), is an overarching approach to managing an organization's workforce to ensure it has the right people, with the right skills, at the right time to meet business objectives. This process includes identifying, attracting, developing, and retaining high-quality employees. Talent management encompasses a variety of HR practices, including:

1. **Talent Acquisition** – Identifying and recruiting top talent.
2. **Employee Development** – Providing training and development programs to enhance skills and facilitate career progression.
3. **Performance Management** – Monitoring and improving employee performance through feedback and goal-setting.
4. **Succession Planning** – Preparing for future leadership needs by identifying and developing internal candidates.

Retention – Creating strategies to retain top talent, such as offering competitive compensation, career growth opportunities, and fostering a positive work culture.

Talent Mapping, on the other hand, is a more focused activity within talent management. It involves identifying roles critical to the organization's success and assessing the current talent landscape. Talent mapping includes identifying gaps, forecasting future needs, and building a pipeline of candidates for these roles. This process typically includes:

1. **Identifying Key Roles** – Understanding which positions within the organization are most critical to success.
2. **Assessing Current Talent** – Evaluating the skills, potential, and readiness of current employees to fill these key roles.
3. **Workforce Forecasting** – Predicting future talent needs based on business growth or changes within the industry.
4. **Gap Analysis** – Identifying skill or talent gaps that must be addressed through hiring, development, or external sourcing.
5. **Creating Talent Pools** – Building a database or network of potential candidates, both internally and externally, to fill future talent needs.

At PT MIFA, we combine the HAV Matrix and 9-Box Talent Mapping, two tools used in talent mapping to assess and categorize employees based on their performance and potential. These frameworks help the organization make informed decisions about talent development, leadership succession, and workforce planning. Here's an overview of each:

The HAV Matrix, which is often referenced in general performance management and employee development literature, is a tool used to evaluate employees based on two primary criteria: Performance (how well an employee performs in their current role) and Potential (the ability to grow and succeed in future roles). Typically, the matrix is divided into three categories: High

(H): Employees who demonstrate exceptional performance and have high potential for further growth. Average (A): Employees who perform well but may not have high potential for leadership or growth. Low (V): Employees with lower performance or limited potential for growth.

At PT MIFA, we've modified the traditional HAV Matrix (Picture 3) by using a total score based on the performance versus potential assessment (ranging from 0 to 100%) and ranking employees within a 9-box category.

Table 1. HAV Matrix Talent Mapping concept in PT Mifa

Total Skor Performance + Potential	BOX	Category 9 Box
90 – 100%	1	Star Performer
80 – 89%	2	Strong Performer
70 – 79%	3	Developing Top Performer
60 – 69%	4	Effective Performer
50 – 59%	5	Dependable Performer
40 – 49%	6	Potential Performer
30 – 39%	7	Effective Specialist
20 – 29%	8	Inconsistent Performer
0 – 19%	9	Under Performer

The 9-Box Grid is a more refined version of the HAV Matrix, adding more detailed layers by considering the intersection of performance and potential across nine distinct boxes. This tool has clearer origins, often traced back to McKinsey & Company and other major HR and management consulting firms. It is widely cited in textbooks, business magazines, and HR publications for its practical application in talent mapping and leadership succession planning. The grid consists of 9 boxes arranged in a 3x3 matrix:

- X-Axis (Performance): Ranges from under, satisfactory to high performance.
- Y-Axis (Potential): Ranges from low, medium to high potential.

P E R F O R M A N C E	Strong : consistently delivers high performance or exceed target	5. Dependable Performer - Mastery potential, more into becoming an expert or specialist role - Experienced high performer but has reached limit of career potential - A strong performer and good fit for current and similar role	2. Strong Performer ✓ - Strong contributor, and consistent performer - Has potential to move upwards to leadership role within 1-2 yrs, but lateral progression is more likely - Development required is more on leadership role	1. Star Performer ✓ - Demonstrate strong desire to progress and strong leadership - Capable of moving up 2 levels within 3 yrs - Strong candidate for succession and ready now for bigger role / 1 level up - Consistently performs well in variety of assignments
	Satisfactory : Consistently achieve or meet target	7. Effective Specialist - Satisfactory performer more into becoming a specialist role - Reached career potential - Stretching performance	4. Effective Performer - Satisfactory performer but likely to progress beyond current role in next 3 yrs - May be considered for job enlargement at same level but may need coaching in some areas, specifically leadership	3. Developing Top Performer ✓ - Demonstrate high potential to advance further - Likely to be in bigger role in 1-2 yrs and can be stretched - Does well at current job with potential to do more. Show positive signs to take initiatives and eagerness to learn and progress
	Under performer : Inconsistent performance results	9. Under Performer - Does not meet performance expectation and not ready to absorb additional scope of work - Limited potentials to grow beyond current role	8. Inconsistent Performer - Individual currently meets performance expectation but may not be willing or able to advance - Moderate potentials to progress beyond current role	6. Potential Performer - Have high potential to perform better than current performance - New in position and may need coaching to perform better
	POTENTIAL			
	Low : Needs development in leadership skills, May be fit for specialist role			
	Medium : Shows good leadership skills in current position, still needs some development for bigger role;			
	High : shows strong leadership skills and have potential for bigger roles; good character			

Figure 2. The 9-Box Grid Talent Mapping

To calculate the performance and potential scores for each employee, PT MIFA identifies the parameters for performance as follows: KPI (2023), compliance with the Safety Accountability Program (SAP), and compliance with the Mifa Integrated Management System (MIMS). The potential parameters include assessment results from a third party, Core Value Leadership Traits (CVLT), and mandatory certifications. The detailed score and weight distribution for employees at the Site and HO locations are shown in the table below.

Table 2. Scoring For Performance and Potential Parameter

No.	Parameter	Score
1.	Performance	4 = Very Adequate 3 = Adequate 2 = In Adequate 1 = Very Inadequate
2.	Potential	

Table 3. Weighted Performance – Potential for Each Parameter

No.	Weight Perfrm. Vs Potnt.	Parameter		Weight	
				Site	HO
1.	75%	Performance	KPI	55%	75%
			SAP	15%	0
			MIMS	5%	0
2.	25%	Potential	Assessment Result	15%	15%
			CVLT	5%	5%
			Certification	5%	5%
Total				100%	

Table 4. Matrix – Score Performance and Potential

No.		Parameter	Definition	Score	Weight
1.	Performance (75%)	KPI (Key Performance Indicator)	KPI Achievement score (last year)	4 : ≥ 3.5 3 : $\geq 2.6 - 3.4$ 2 : $2 - 2.5$ 1 : < 2	55% (HO 75%)
2.		SAP (Safety Accountability Program)	Involvement in programs (participant)	4 : 100% 3 : 80 - 90 2 : 50 - 80 1 : $< 50\%$	15% (HO 0%)
3.		MIMS (Mifa Integrated Management System)	Involvement in follow-up actions (improvements/development)	4 : $> 85\%$ 3 : $60\% - 85\%$ 2 : $50\% - 59\%$ 1 : $< 50\%$	5% (HO 0%)
4.	Potential (25%)	Assessment results	Soft Competency Assessment	4 : Potential/Can be recommended/Strength 3 : Sufficient potential/Still recommended/Ready 2 : Less potential/Less recommended/Ready with development 1 : Not potential/Not recommended/Not Ready	15%
5.		CVLT	360 degree evaluation	4 : $> 3,5$ 3 : $3 - 3,5$ 2 : $2,5 - 3$ 1 : $< 2,5$	5%
6.		Certification	Number of certifications (Mandatory)	4 : > 3 3 : 2-3 2 : 1 1 : NA	5%

Talent mapping provides detailed insights and data about the workforce, which the Talent Committee uses to make strategic decisions on succession planning, leadership development, and talent retention. The Talent Committee is a group of senior leaders and HR professionals within an organization responsible for overseeing talent management processes, including identifying, developing, and retaining key employees. This committee plays a crucial role in ensuring the organization has the right talent in place to achieve its strategic goals. Talent mapping provides the data and insights needed by the Talent Committee to make informed decisions about which employees are ready for promotion, which roles need to be filled, and where there are talent gaps. The committee uses these insights to prioritize development initiatives, focus on key positions, and ensure that high-potential employees are given the necessary opportunities.

At PT MIFA, the key functions of the Talent Committee are as follows:

- Review the results of Talent Mapping conducted based on established parameters for all employees, in line with the provided guidelines.
- Finalize the Talent Mapping scores for employees, which serve as recommendations for company management in decision-making related to employee management.
- Provide suggestions and recommendations for the development of talent within the company, in accordance with the company's policies.
- Maintain confidentiality regarding the data, process, and results of Talent Mapping, and ensure such data is not disclosed for any purpose without the approval of HR and the authorized Board of Directors.
- Carry out duties as the Talent Mapping Committee objectively and diligently, for the sole benefit of the company.

The results and analysis of the talent mapping for 140 employees are presented in the table and picture as below.

Table 5. Result Talent Mapping at PT MIFA

BOX	Group Head	Division Head	Departement Head	Section Head	Coordinator	Officer	Lead of	TOTAL
1	-	-	-	-	1	-	-	1
2	-	2	1	3	1	6	1	14
3	3	3	11	13	12	21	5	68
4	1	-	6	6	4	15	1	33
5	1	1	4	2	3	6	-	17
6	-	-	-	1	-	2	-	3
7	-	1	2	-	-	-	-	3
8	-	-	1	-	-	-	-	1
9	-	-	-	-	-	-	-	-
TOTAL	5	7	25	25	21	50	7	140

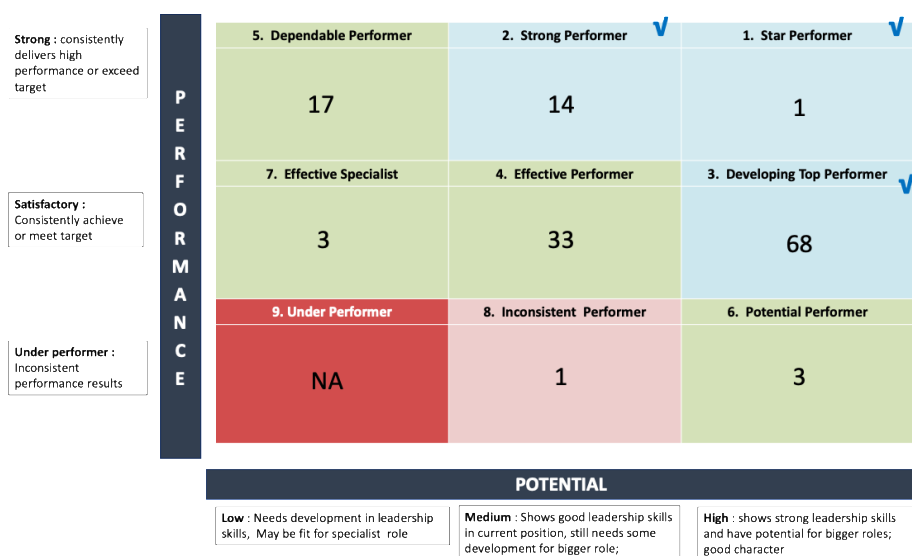


Figure 3. 9-Box Grid Talent Mapping at PT MIFA

Based on the 9-box grid analysis, MIFA should adopt a balanced approach to talent management, leveraging strengths while addressing areas for improvement. Below is a structured recommendation for what the company should implement:

1. Develop High-Potential Employees

- Box 3 (Developing Top Performers): With 68 employees in this box, the company has a significant pipeline of future leaders.

Action Plan: Provide tailored leadership development programs, assign challenging projects or cross-functional roles to stretch their capabilities, and establish mentorship initiatives to prepare them for high-impact roles.

- Box 1 (Star Performers): Retain these top talents by involving them in strategic decision-making and offering opportunities for career growth. Action Plan: Develop personalized career paths to keep them motivated, engage them in high-visibility projects and innovation initiatives, and provide competitive rewards and recognition to mitigate attrition risks.

2. Strengthen Consistent Performers

- Box 4 (Effective Performers): With 33 employees here, these are dependable contributors. Action Plan: identify areas where their skills can be enhanced through training, offer moderate stretch assignments to test their ability for broader roles. Ensure regular feedback to maintain engagement and performance levels.
- Box 2 (Strong Performers): These 14 employees have solid performance but slightly limited potential. Action Plan: develop targeted growth plans to boost their potential, position them as team mentors or project leads to test readiness for leadership roles.

3. Support Employees with Challenges

- Box 8 (Inconsistent Performers): Low performance but moderate potential indicates room for improvement. Action Plan: Identify performance gaps through coaching and feedback, set clear expectations and measurable improvement goals, provide access to skill-building opportunities or consider reassigning roles.
- Box 6 (Potential Performers): These 3 employees need support to align performance with their potential. Action Plan: assign tasks aligned with their strengths and capabilities, provide close supervision and regular performance evaluations, pair them with strong mentors for guidance.

4. Monitor and Realign Underperforming Talent

- Box 5 (Dependable Performers): With 17 employees here, they are consistent but have limited growth potential. Action Plan: keep them engaged by acknowledging their contributions, explore lateral moves to maximize their value in stable roles.
- Box 7 (Effective Specialists): These 3 employees are valuable for niche skills but may not fit broader roles. Action Plan: Ensure they remain engaged by deepening expertise in their specialties. Use them as internal experts or trainers.
- Address Potential Under Performers (Box 9): If any individuals are categorized here, immediate intervention is required. Action Plan: conduct a root cause analysis to understand underperformance, if performance cannot improve, consider realignment, reskilling, or transitioning them out.

5. Systematically Build a Talent Pipeline. Action Plan: conduct quarterly reviews of the 9-box grid to track progress and update data, build succession plans for critical roles using the top-right quadrants (Boxes 1, 2, 3), align talent strategy with business objectives by fostering a culture of continuous learning and development.

6. Strengthen Rewards and Retention. Action Plan: Introduce rewards programs to retain high performers (Boxes 1, 2, 3). Implement recognition programs to motivate moderate performers (Boxes 4, 5), ensuring they feel valued for their contributions

7. Communicate the Plan. Clearly communicate career development pathways and expectations to all employees and foster a culture of transparency and growth to motivate employees across all performance levels.

CONCLUSION

This study concludes that the implementation of a structured talent mapping model—integrating the HAV Matrix and the 9-Box Grid—at PT Mifa Bersaudara has proven effective in identifying, assessing, and developing employee potential to support internal mobility and succession planning. Through a quantitative evaluation of 140 employees based on performance indicators such as KPIs, compliance standards (SAP and MIMS), leadership traits, and certifications, the study provided a clear categorization of talent that enables the organization to align human capital with strategic business goals. The presence of a dedicated Talent Committee further institutionalized this process, ensuring objective decision-making and consistency in workforce development efforts. As a result, the company is better equipped to create personalized development plans, foster leadership pipelines, and retain key talent—ultimately enhancing resilience, employee engagement, and long-term sustainability. For future research, it is suggested to extend the analysis through longitudinal studies that track employee progress and organizational impact over time. Adding qualitative methods, such as interviews or focus groups with employees and HR managers, could provide richer insights into the effectiveness and perception of the talent mapping system. Moreover, implementing comparative studies across different sectors or organizations, as well as exploring the integration of digital tools and artificial intelligence in the assessment process, could broaden the applicability and innovation of talent development strategies in diverse organizational settings.

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