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IMPLEMENTATION OF TALENT MANAGEMENT STRATEGY IN THE ORGANIZATION

Abstract. The issue of search and development of managerial talents is very important nowadays. The article deals with the directions of effective management and development of personnel of the organization. The advantages of development of personnel strategy are revealed. Indicators for identification of talented managers are given. The future success of the firm directly depends on the compliance of the employee with the culture of the company and the acceptance of its values. Talent management can be manifested in an effective system of rotation and personnel movement of employees, leadership and mentoring programs, adaptation of talented specialists.

Keywords: talent, management, strategy, talent selection.

With the acceleration of globalization, management models are changing dramatically around the world, and as a result, the distribution of powers in the organizational structure, as well as the requirements for both ordinary employees and managerial positions, are shifting.

The hierarchical organizational structure based on the principle of "boss-subordinate" is a thing of the past. It is replaced by team networks, design thinking, gig economy, digital HR, new approaches to leadership and the introduction of effective corporate training. A key factor of the competitiveness of companies is the ability of employees to generate new ideas and knowledge, realizing their innovation and creativity, that is, the ability of the company to manage their talents. Therefore, the consideration of talent management areas in order to improve strategic positions is relevant.

The purpose of the work is to consider the areas of talent management in order to improve the strategic position of the company in the market.

In recent years, much attention has been paid to the search and development of talent by scientists in the development of theoretical foundations of talent management, and practitioners in the implementation of various models of such management and evaluation of their effectiveness for

business improvement. Also, talent management is given a lot of attention in the works in the field of HR, especially in the United States, where the term "talent management" comes from. Talent management is an area of HR management that engages in attracting qualified employees, effectively integrating new employees into business processes, and retaining staff to meet current and future business goals [1].

According to data AXES Management, 85% of large Ukrainian companies develop HR strategy [2]. The growing interest in young talents can be explained by several reasons: the transition from an industrial to an information economy makes it necessary to form new professional knowledge, demographic and social factors increase the need for highly qualified managers and subordinates, and increased staff turnover due to a variety of offers on the labour market. Thus, both international companies and national businesses will need talented employees, and this need is increasing every year. The main task of the talents today is to preserve the organizational efficiency and increase the scale of business, as well as to increase the income of companies. At the same time, it should be noted that each company individually develops a talent management strategy based on the current trends in the market, as well as internal strengths and weaknesses.

Talents were in demand at all times. Thanks to talented specialists, it is possible to both ensure and strengthen the success of the company. Moreover, the success of the employer depends directly on the talent of employees.

Talent in the business sector (in a real economy) is a person with a high level of professionalism and experience. Management can select talents using several key indicators:

1. Professional competence - examination of basic knowledge and skills, as well as professional achievements.

2. Competitiveness, corresponding to the level of development of management skills (for example, the skills obtained earlier are used).

3. Selection with intelligence documents – CVs, recommendations, certificates of graduation and qualification, characteristics, etc. Among the main directions of the formation of the state of talents in the organization are the following. First, it is necessary to develop a strategy to attract workers from other companies or to develop their own employees. The choice depends on the internal strategy of the company and industry specifics, as well as corporate culture. According to statistics, management positions are desirable to attract 10-25% of employees from other corporations [3].

Conduct an audit of talents in the organization. It is necessary to analyse in detail the working staff and understand whether the organization has enough talent and skills to achieve strategic goals. Talent audit should be carried out whenever a company is faced with fundamental shifts in business that lead to changes in personnel work: new requirements for personnel are introduced, new positions are opened, and the search for a new staff begins.

Recruit highly efficient staff. A company with ambitious goals, a democratic culture based on the recognition of achievements, should focus on this. Half of the future success of an employee depends on compliance with the culture of the company and the adoption of their values.

Choose the right personnel training strategy. It can be an effective system of rotation and movement of possible employees; leadership and mentoring programs for adaptation of talented specialists. An example of effective search and adaptation of employees can be the practice of Apple [4]. On their home page of the site there is an inscription demonstrating the policy and core values of the company: “This is where some of the world’s smartest, most passionate people create the world’s most innovative products and experiences. Join us and you’ll do the best work of your life — and make a difference in other people’s lives”.

To ensure the development of the company, it is necessary to look for talented employees who meet the requirements and achieve promotion. The main parameters for the selection of such employees can be:

- knowledge (availability of unique information);
- skills (ability to successfully perform certain actions);
- motives (aspiration to something) and settings (the relation to something, a personal position, belief in something);
- personality traits (individual psychological characteristics that determine the ways of behaviour in different situations) [5].

One of the most effective methods of search is to focus on young people, including university graduates. Although they do not have work experience, they may be easier to adapt to the company's culture. It is very important to explain the company's strategy and to outline the milestones for the next few years. If someone does not understand the information, it is necessary to detail and help to complete the task. The formed team of professional and talented employees is a necessary condition for increasing sales and income of the company, as well as its prosperity.

Managerial talent is a unique combination of strategic thinking, leadership abilities, emotional readiness for action, ability to achieve results, necessary communication skills, entrepreneurial instincts, as well as the ability to attract talent from other areas and companies. Talent management is a strategic resource for the company's success in the market.

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**ФОРМУВАННЯ КУЛЬТУРИ ОРГАНІЗАЦІЇ ЯК ОСНОВА РЕАЛІЗАЦІЇ ЕФЕКТИВНОЇ
БІЗНЕС-СТРАТЕГІЇ МАЙБУТНЬОГО**