

Knowledge – management with talent – management

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In the first part of the article the author points out that seeking employment is not simply looking for a job, or for a source of income, as literature defines with the term 'subsistence employee' Thereafter the means and complex processes of becoming a grand master are being discussed through the actual aspects of the topic, together with the consideration of the career building possibilities. In the final part the author stresses, that 'knowledge-management' in the world of labor means that such skills need to be elaborated, adequately to the existing abilities of the individual, which increase the survivability and makes them more competent and credible in their professions.

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1. Introduction

The challenges provoked by global processes and quick changes demand constantly amplified and maintained knowledge both from organizations or individuals, and this does not only have socio-political and economic management consequences. This is very true from different points of view for the army as well. The problems of teaching, education and executive training must be dealt with special care also within the sphere of the defence. To accept the primary importance of modernization and innovation, to resolve contradictions in the interests to develop human resources one needs growing, more profound and wider knowledge concerning the possibilities to develop personality and the limits of this possibility. The so called soft competencies of the personality, through the development of which the penetrability between the civil and the military spheres can be assured, should be placed in the focus of the talent management. According to my conviction human security (working security etc.) being a fundamental human requirement, in a moral sense gives the basis for the vision of the future and as such, promotes social integration and cohesion. I examine the problem from both the side of the employees taking the dynamics of the progress of the individual, of their need for progress in consideration. According to my hypothesis the time of knowledge-workers has come, in the army as well but in a different sense than at any other time in history. The foundation of a knowledge-based society, the high speed technical and technological progress are in a tight correspondence with life long studying, with knowledge production and enlargement, with knowledge-maintenance, with talent management, with added value based activity, all which I would like to prove item by item.

2. Our quickly changing world

Nowadays things change more often than we ourselves would even think. The mathematical formula is almost impossible to solve, as in this equation the only invariable is the variable itself. Therefore the world around us is changing quickly, often and radically.

The dissolution of trade limitations, the communication revolution and the science-based economy induces significant changes in the global and virtual labor market. As we get more and more integrated to the blood circulation of the globalized world, employees become more diverse, independent and better trained. Through in-depth analyses of the changes, employers have realized the complexity of the situation, and started to put more emphasis on science-management and talent-management. Nowadays this is already a question of strategic

importance for us. Career-planning and promotion inside the organization have become nowadays a task of primary importance for the leadership.

In the primer socialization environment, in the family, in the school there are already tasks related to the topic, but without simplifying it exclusively to the problem of how to raise geniuses. The contradiction of nowadays is that besides the high number of unemployed people, the problems caused by the aging Europe and by the decreasing number of births show that „according to the U.S. Bureau of Labor Statistics, more than 25% of the working population will reach retirement age by 2010, resulting in a potential worker shortage of nearly 10 million” (Lockwood 2003). Concerning the lack of labor force, consequences for the European Union might be dramatic to 2013.

Seeking employment means not only looking for a job or source of income - these people are named 'subsistence employees.' For them 'where', 'what', 'why', 'how long' is all the same. They only instinctively want to have their biological and physical needs being fulfilled, and they do not intend to overstep this, as from the economic point of view they are just men of impulse.

Conscious employment is much more, it means profession, career, credibility, orientation, behavior and the improvement of skills. Nowadays the latter naturally goes together with the modification of profession, the high level of mobility and the continuous (re-) training. It can already be seen that in our faster world immobility, seeking employment with only one degree or profession means a clear disadvantage for the employee, while the above mentioned characteristics provide significant competitive benefits for him.

3. HR profession looking for the way

The HR activities of nowadays need to be generalized and individualized at the same time. Remuneration and other benefits, social policies, etc. need to affect the whole staff of the organizations, however, career planning and performance evaluation need to be individual, person-centered. Together with all these, 'talent management' need to have a center position in science management. The talented, opened employee of extroverted character deserves special attention and different treatment than the grey average does. Besides improving professional capabilities they can and need to be put on the leader career path, and the preservation and future training of them is a strategic interest of the organization.

Professor László Mérő, while teaching cognitive psychology specifies the following development phases – using chess as a competence model – while summarizing the typical characteristics of becoming a grand master: advanced (bungler), unprofessional, his performance is unstable, he is alien in the professional language, in his work and his workplace relations he is inconsistent, and he exactly knows what he does not know. The expert, as his name states too, is professional, analytic, and correct in his relationships, works in a balanced way, gives a stable performance, decides rationally, his performance is steadily at the expected level, and he can perform all these without being under constant control. His wording is expressive, uses the professional language freely. He knows, what he does know, and where does he know it. However, there is a risk of becoming a hostage of his own knowledge, thus becoming cold, introverted and closed. He can easily convince himself that he is the most important 'chimney' and that he is personally irreplaceable.

From the perspective of the overall topic the most important one is the grand master, who can not only analyze, but also synthesize his knowledge and schemes on the world. He is characterized by his transparent, logical, system-oriented work style. His wording is of native level, understandable and scientific at the same time. Intuition plays a crucial role in his decisions, as he knows, what is good and what is not, but he does not know where he knows it. He can be the facilitator in knowledge-transfer, who can take responsibility in the education of the new blood, either as a mentor or school-forming personality, in the talent-

management in the world of labor. In the latter case the greatest success for him is if his students overshadow him.

4. Being talented in the world of labor

In this case we face the talented individual directly. However, the road to this is quite complicated, and on the way we see the loss of many, who lose their faith in career-building. From the recognition of the talent the road towards the Maslow-type self-realization leads through the conscious development of personality, the forming of competences and continuous training.

Concerning the given sections of the lifelong career, there are highly and weakly motivated employees. The possibilities of the latter ones will be narrower in the future, as organizations will rather choose mobile, able-to-change workforce, who is able to take responsibility for his own individual career. Successful career requires high flexibility and mobility, which depend on the personal abilities. There are ones, who are unable to tolerate dependency, others like to control people, are keen on power and taking responsibility, but there are ones longing for stability as well.

Belcourt and her colleagues divide the employment career into five parts (*Koncz 2002*):

- Preparing to work (0–25 years)
- Organizational entry (18–25 years)
- Initial career (25–40 years)
- Middle career (40–55 years)
- Late career (55–retirement)

When choosing profession, individuals are looking for an environment suitable for their personal character. Choosing profession is also defined by the situation of the labor market and the prestige of the given profession. During the 'organizational entry' phase the primary task is to appropriately choose the employer and the job.

Nowadays „one can speak about a new generation of talents, who will supposedly have to face more stress in the workplace, more conflicts and more discontent, but at the same time they will have more opportunities to change workplace or to retain valuable knowledge and resources” (*Gandossy et al 2007, p. 23.*).

Keeping and motivating this workforce also means, that such working environment needs to be created, where they feel being respected for their knowledge and talent, and being valued as well, recognizing their efforts.

The number of parameters endangering the commitment of the employees in increasing, the next generations are under huge pressure concerning the global competition for workplaces and the growing responsibility felt for their own careers. 'Talent management' shows significant correlation with the organization culture. 'Unifying culture' minimizes the self-interest, even though market economy is really run by self-interest. Being atomized is a real source of danger in our era. At the same time, it can be also realized that interest-based economy also need values and virtues, which can be formed by the family, communities of friends and on the workplace on the micro level, and by the society itself on the macro level.

The HR needs to motivate people with the whole spectrum of its helping, supporting and servicing activities to always give the best expected performance. We need to let the employee know both his strengths and weaknesses. We need to realize the limits of our performance compared to the competency model and the workplace requirement profile, need to know our maximum load and our vitality in order to decrease the risks of burnout caused by the stress, and the loss of balance.

5. Developing during the whole career

While developing the personality of an individual – which is, by the way, not dependent on age – we need to find the strong point, and based on them – according to the possibilities - we need to address the weaknesses as well, by developing them selectively. According to Péter Popper psychologist and psychiatrist, 'talent management' needs to be centered on the harmonic, balanced, stable personality model.

An employee can be considered healthy if his skills are in harmony with his performance and has developed adaptation ability for finding one's feet. In his way of life he realizes and keeps himself to the golden mean. He is a communicative individual, who is ready and able to sense the events of the outside world, notice the beauty and good as well, and is a positive, emotion-rich personality. Besides, as a consequence of the above mentioned ones, he is empathic as well.

The lack of any of these characteristics can result in failure, which might lead to the loss of the balanced state of the human organism, forcing the psyche to compensate, and may induce even an illness.

In the framework of the market economy health means the reproduction of the working ability of the employee, recreation and mental hygiene as the key questions of the success of the individual. Society, the micro and macro environment and the employee himself are all in the change. So the question is whether the work organization, its regulations, procedural mechanisms, organizational culture, organizational system of values and strategy fit into the impetus of these changes. In the fast changing environment this question can be put to the HR profession as well, as instead of the consequences of 'talent management', system of promotion and objective performance measure we are still fighting with contra-selection. The question even today is that concerning possibilities and career building, would it be still enough simply to belong to the given nomenclature?

The answer is evident for all of us, short and concise: no. I claim this together with stating that in my opinion there will always be such people in every organization, who think forward, who learn from the losses of the others, and also such ones, who react to the warning signs only too late. The talented person – one can call him 'smart' as well – learns from his own loss, thus they realize that failing, being unsuccessful similarly strengthens the personality, like success and being successful does.

6. Conclusion: Knowledge as element of success

Thus we are not sentenced to continuous success and victory. The symptom is highly complicated and complex. Nowadays we can also meet a special type of the talented workforce, the science nomad: „the science nomad can be interpreted mostly in science-intensive fields of work, but cannot be narrowed only to the advisory and IT-sector” (*Gandossy et al 2007, p. 215.*).

On all levels of the national and global labor market there are such professions, which attract science nomads. Besides possessing the knowledge they also have certain entrepreneur ambitions, thus they are willing and able to torn themselves out from the secure environment and leave the constraints behind. They economize their knowledge individually, according to their free will, selling it on the highest possible price.

Another important perspective of the science nomads is that they are bonded to organizations according to their own interests, e.g. they realize, how to harmonize individual and organizational interests. If such a harmony can be achieved, then organizational affection can overwrite the migration motives of the science nomad, and he will see his own success in the success of the organization.

The special feature of the knowledge-economy is that from the affection for a given company it tendentiously goes towards standing on many feet, where the employees live rather like freelancers, utilize their knowledge individually, and maneuver on the labor market by choosing the financially most optimal situation. At the same time, the citizen atomized at the society level means that workforce can be substituted, thus it needs to be recognized that there is no irreplaceable person. Peter Drucker writes in his book titled 'The Leader' that the leader should first get rid of those people, who made themselves irreplaceable. Thus preserving the workforce became a strategic problem of the HR. The main question here is price of substituting a given person, e.g. how much does cost the loss of human capital, and how does it affect the efficiency of the organization on the short and long run.

The slogans of the knowledge-based society are well-known, such as the added value-based production, life-long learning, etc. It can be clearly seen that possessing improved knowledge and preserving innovative knowledge is a key definitive of the competitiveness of a given enterprise. The loss of a creative mind is either really hard, or really expensive to make up, compared for example to the loss of a trained worker.

Supporting the talent in the world of profession means that such proficiencies are to be formed according to the existing abilities of the individual, which increase the survival skills of the individual, and makes him being credible and competent.

According to a Gallup survey, business success is based on the satisfaction of both the customer and the employee, which has an important message towards the HR nowadays.

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