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TALENT MANAGEMENT: A STRATEGIC PRIORITY FOR DEVELOPING THE ENTERPRISE'S INTELLECTUAL POTENTIAL IN DIGITALIZATION

Purpose. Substantiation of scientific, methodological and practical developments aimed at improving the principles, methods and tools of talent management in the context of the enterprises' intellectual potential strategic development in the context of information and digital reality.

Methodology. To obtain the results of the research, general and special methods of cognition we used: definitional, component analysis; generalization and comparison, deductive and inductive methods; statistical analysis; balanced, methods of aggregation and scientific abstraction. To solve this problem, we applied cognitive, motivational, and axiological approaches.

Findings. The paper forms a theoretical and methodological platform for talent management as an innovative strategy for the development of the enterprise's intellectual potential in the context of information and digital reality. We evaluate Ukraine's position according to the criteria of the Global Talent Competitiveness Index (GTCI). We identify the factors that affect the effectiveness of the company's talent management system. In this article, we systematize innovative practices and key principles of enterprise talent management. The authors propose a new understanding of the essence of the categories of "innovative corporate culture" and "talent management system". The paper developed a new landscape toolkit for the strategic development of enterprise talent management. We propose a system of HR-indicators for evaluating the effectiveness of talent management in accordance with the key stages of the HR service of the enterprise. This study improves the fundamental principles of talent assessment technology based on the modern management paradigm. The article reveals the current trends in the digitalization of business HR processes and highlights the areas of human resource management in which HR-Digital development is possible. The authors develop a mechanism for selecting talent groups at an enterprise, including the distribution of roles and responsibilities between different departments and internal staff.

Originality. We create a scientific position on the talent management of innovative enterprises and the prospects for their development. The authors develop an organizational and methodological approach to enterprise talent management, which differs in the set of elements, tools, and methods of talent assessment. We propose a system of HR-indicators for assessing the effectiveness of talent management, which is formed according to the key stages of the enterprise's HR service and allows assessing economic and social efficiency. We prove that the implementation of this methodology helps to form the basis of a talent management system, which is an organic element of an enterprise's innovative business strategy.

Practical value. The results of scientific developments and practical recommendations of the authors contribute to the implementation of an effective talent management system for making strategic management decisions in the context of developing the intellectual potential of enterprises and their network associations in the current information and digital reality.

Keywords: *innovation strategy, talent management, leadership, digital technologies, HR analytics, agility*

Introduction. In a knowledge-based economy, the role of human capital is becoming increasingly obvious and fundamental. As science and technology develop, the need to improve knowledge, skills, creativity, and readiness to make decisions in non-standard conditions is growing. And nowadays, this is one of the key challenges for managers. Corporate governance practices confirm that the lack of strong and effective leadership can seriously affect the companies' performance in the near future. According to the world-class researcher T. Garavan, in the twenty-first century, human resources, intellectual capital and talents are considered the most important strategic factors, regardless of the economic situation [1]. In a fiercely competitive environment, well-educated, highly productive, gifted employees with unique knowledge, skills and abilities are in demand, and their potential can be attributed to the competitive advantages of human capital [2]. In this context, it is crucial for companies to have a strong talent management system in place to select, develop, and retain competent staff. Talent management is a company's human resources strategy that ensures that its team has the right people with the right skills [3]. This process includes analyzing skills gaps within the company, attracting the best employees, and developing their knowledge and skills through training. This increases team productivity and creates an overall positive work environment. If these processes are managed strategically, employees feel empowered to help the company achieve its vision and goals [4].

Amid ongoing uncertainty and international tensions in the financial, economic and political spheres, competition between countries for talent will intensify in the coming years. At the same time, the quality of life and economic stability are becoming increasingly important factors for countries aiming to become talent centers. In this regard, talent management is becoming an increasingly important and relevant area of a modern corporate HR system.

Literature review. Theoretical and methodological studies of the talent nature in the context of searching for effective forms of human capital management and its impact on the company's activities, as well as the issues of forming a talent management system, are reflected in the works of foreign and Ukrainian scholars.

At the end of the last century, talents were no longer perceived as a "gift of fate" and became part of "intangible assets" along with unique technologies, products, services, and pricing strategies, which led to the emergence of a new management trend focused on attracting, developing, and retaining talent [5].

Talent management as a branch of HR management has become a sign of the business strategy evolution, reflecting the deeper integration and interconnection of organizational structures and systems. Today, talent management is recognized as one of the most progressive areas in the world [6]. The HR TRENDS2024 study by HR Directors Summit confirmed the growing trend of individualizing talent management. According to B. Tulgan, the demand for the best "talented" specialists in the future will significantly exceed the supply [7]. A number of authors (I. Bjerklan, P. Wright, E. Ferndale, S. Morris, F. Stills, G. Strahl, J. Trevor) identify talent management with human capital management, emphasizing the key role of establishing this system. In this context, talent management encompasses shared beliefs and norms regarding the interaction of companies with employees [8]. Engaging staff and creating conditions for the realization of their intellectual potential, including creative potential, contribute to the company's growth [9]. At the same time, a high level of employer brand development will help to retain talented people in the company and develop loyalty on the part of potential employees [10].

In the face of the economic downturn, the search for ways to increase the efficiency of intellectual potential is focused on the well-coordinated team building, in other words, the creation of an organizational context that promotes the development of specific, implicit knowledge and professional skills [11]. Researchers [12] note that talent development policies are influenced by cultural variables and structure, and the ability to work with intercultural teams and develop global talent management strategies are becoming key competencies. The authors [13] conceptualize strategic talent management programs as local projects implemented within the framework of a common intra-organizational system that allows for the evaluation of employee efficiency to make decisions on talent management and investment in their development. Publications [14, 15] emphasize the importance of using modern technologies and software to automate the talent management process, which makes it possible to use enterprise resources more efficiently and reduce the time spent on searching and selecting candidates. The popular search engines Google Scholar and Google Academy provide 200,690 thousand results for the query "talent management" [16], which confirms the approach's relevance, scientific and practical interest in its implementation.

Given the significant contribution of the above researchers, it is important to pay attention to a number of conceptual, scientific, methodological and applied problems of talent management in view of the current requirements of strategic human resources development.

Purpose. The purpose of the study is to substantiate scientific, methodological and practical developments aimed at improving the principles, methods and tools of talent management in the context of strategic development of the enterprises' intellectual potential in the digitalization conditions.

Methodology. The study is conducted using general and special cognition methods: definitional and component analysis; generalization and comparison; deductive and inductive methods; statistical analysis; balanced method, methods of aggregation and scientific abstraction. To solve this problem, cognitive, motivational, and axiological approaches are applied.

Findings. The global economic situation is characterized by uncertain trends, a change of leaders, intensification of crisis phenomena, and a lack of creative vision, creative models and management methods. The current economic situation has a localized impact on Ukraine, which is in a deep systemic crisis caused by a number of factors, including military actions, destruction of critical infrastructure and key organizations, reduction of production capacity, migration and political instability, which negatively affect the economy and national welfare. Thus, the lack of creativity and innovative management models makes it difficult to solve problems and restore the country's economic potential, as evidenced by the country's position in the overall innovation ranking. Thus, the current situation is characterized by an average level of development of knowledge sharing and creative outputs indicators, showing the potential for recovery of the business sector and the economy as a whole by strengthening the innovation process in the country.

The IMD World Competitiveness Center annually compiles a global talent ranking based on key indicators such as attractiveness or retention of talent both domestically and from abroad; readiness; quality of skills; talent competencies; investment and development. In this context, the Global Talent Competitiveness Index (GTCI) calculation paradigm is a model that combines an assessment of the opportunities and funds available for human resource development in each country ("talent intensity") with the quality of human capital available in the labor market ("talent return"). There is still a link between a country's economic development and its competitiveness in the international talent market − economically developed countries are more competitive. Over the past decade, Switzerland and Singapore have been among the constant leaders of the ranking, while Ukraine has been ranked 2nd in its income group and 64th in the global ranking (Fig. 1).

The competitiveness of Ukraine's talent within the GTCI is a story of steady progress that has placed it in the top half of the rankings over the past five years. The high results in the Global Knowledge Skills sub-rating were consistent over the first ten years of the GTCI, driven by the influence of higher education in the High-Level Skills indicator. We should note that Ukraine has lower positions in some sub-ratings within the overall rating. Despite the fact that companies in Ukraine actively adopt software and cloud computing, the country's capability in the "Enable" category is hampered by a lack of regulatory landscape advantage.

Its position in this sub-level and all its related components would improve if the rule of law were strong and corruption were reduced. This also applies to the country's ability to develop talent − the career development of employees Growing talent (Grow) with their vocational and technical skills (VT Skills). This is due to a deterioration in the ability to export
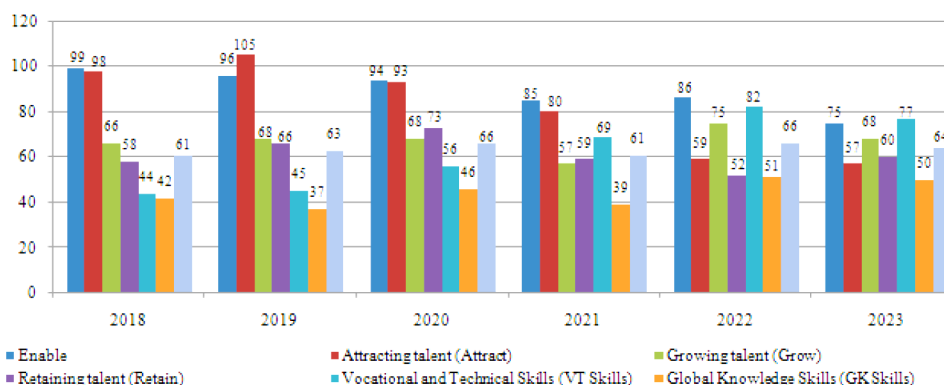

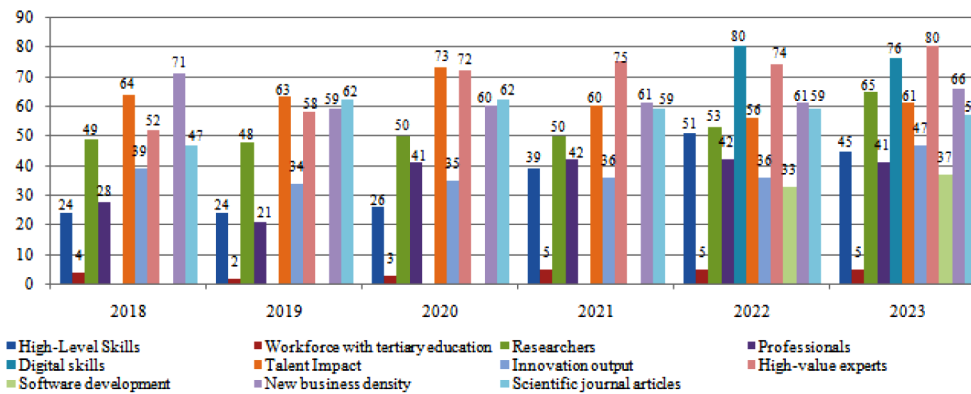*Fig. 1. Ukraine's position in the Global Talent Competitiveness Index in 2018−2023* [17]

Fig. 2. Ukraine's rankings by the Global Knowledge Skills criterion in 2018–2023 [17]

high-value goods and, consequently, a decrease in the number of professionals, scientists, and engineers (Fig. 2).

According to the GTCI, Ukraine's innovation policy does not pay enough attention to stimulating new export-oriented technology enterprises, training competent researchers and technicians, as well as promoting cooperation between science and industry. Ukraine's poor performance in the development, attraction, and retention of human resources is due to insignificant and inefficient investments in human capital in the higher education system. As a result, the production of human capital by the higher education system is knowledge- and capital-intensive, so the system is doomed to produce a mass educational product rather than a unique one, i.e. talents.

In today's era of "talent management", when the industrial revolution is coming to an end and the world is moving into the information technology era, the demand for talented managers and top-level professionals is gaining momentum. In this context, the biggest challenge for organizations is the growing talent gap. A significant deficit of specialists with a high intellectual potential level has been recorded in the United States (14 million people). In Japan, 86 % of entrepreneurs confirm the shortage of talent, and 51 % in neighboring Poland [13]. At the same time, the emergence of a new workforce, such as millennials and Generation Z, is changing preferences, values, and expectations from work.

At the corporate level, the problems and consequences of uncertainty in the economic, political and social spheres can be addressed through effective approaches to enterprise management. In this context, talent management as a mechanism for optimizing human resource management and teamwork aims not only to develop the intellectual potential of individuals and teams, but also to ensure the implementation of innovative solutions that contribute to the restoration of economic growth and social stability. As innovation and digital development come to the forefront of business management, enterprises increasingly need professionals with advanced skills in digital technologies, big data, and various types of analytics, capable of critical thinking and flexible, adaptive teamwork.

Talent management is understood as a targeted impact on gifted employees to increase their self-esteem, professional dexterity, innovation and creativity in the process of using personal intellectual potential in a specific organizational environment, to improve the efficiency of the enterprise and achieve its most important strategic goals [11].

The main determinants underlying the functioning of talent management are the following: the sustainability of the knowledge-based economy; modern requirements of the new generation in the labor market; new tools for human resource management; HR managers solving strategic tasks of the enterprise; and middle managers taking responsibility for talent management processes in their daily work.

We can mention the general trends in talent management: building a system of corporate values on the basis of which em-

ployees are hired, trained and evaluated; creating a horizontal management system in which leaders will have not authoritarian qualities, but communication skills and flexibility; active use of ERP systems for personnel management; design thinking; special analytics in talent management; training and personnel development. The L&D (Learning & Development) function is becoming more centralized, strategically important, and cross-functional: over the period from 2021 to 2023, the share of executives responsible for L&D and HR on the boards of the world's leading companies increased from 24 to 53 %, and the share of companies with an increased L&D budget was 48 %.

The goals of talent management are to develop creativity, intellectualize the employees' work, realize their creative potential, and effectively reproduce the qualities and competencies of employees that have a significant impact on the strategic social and economic development of the enterprise. A study conducted by KMPG identified the following important elements of human capital management: retaining key specialists in the organization (35 %); improving insight (32 %); developing employee skills and competencies (30 %); optimizing costs through productivity optimization (26 %); increasing the return on investment in talent (24 %); identifying talented employees in the organization (20 %). The leading organizations' experience in finding and attracting talent confirms that it is more effective to develop their own existing talents than to attract and train talents from outside.

The talent management process at a particular enterprise is implemented in parallel with the approval of a concept focused on identifying and developing intellectual potential, including human potential. This requires a well-designed talent management system that emphasizes the individuality and subjectivity of each employee and recognizes their involvement in the company's goals, objectives, plans, and needs.

The talent management system is a component of the company's personnel management process and includes the development of a specific action plan, which must be in adequate correlation with the conditions and goals of the company's functioning, namely, its personnel strategy and policy, organizational culture, management style, key management methods, as well as the program for determining the company's need for knowledge, skills and information in general. In the modern sense, a talent management system is a cyclical complex of HR processes, including personnel planning, recruiting, adaptation, training, assessment of employees' potential, planning their further development and promotion. The growing relevance of such an HR area as talent management makes it important and necessary to develop an innovative corporate culture with a high level of trust and functional communications for knowledge development and dissemination throughout the enterprise. Innovative corporate culture is a set of norms, rules and traditions adopted by management and employees, expressed in declared or historically formed personal

and corporate values, as well as a management tool that sets behavioral and practical guidelines. This tool allows maintaining the balance of compliance by actualizing adaptation, motivation, incentives, communication and other aspects that are important for the result of the company's innovation activities and contribute to the growth of its innovation potential. The most important principles used in these processes are: meritocracy; mentoring; globalization and diversification; evaluation; rotation. As a result, the introduction of a talent management system into the company's HR processes and its further application becomes part of key business processes.

A number of factors affect the effectiveness of an enterprise's talent management system:

- the presence of managerial leaders in the organization, as it is leadership that determines open communication between management and subordinates regarding talent management in general;

- the effectiveness of organizational culture, which includes vision, goals, trust, and social relations;

- allocation of competent personnel, which allows checking its performance and thus improving motivation and productivity;

- emotional and psychological empathy with talented employees. More than 200 European and American studies on diversity and inclusion (D&I), including the Bersin Academy study, confirm that companies that take into account every voice of their employees have 12 times higher employee retention rates, 8.5 times higher customer satisfaction and retention rates, and 6.6 times higher rates of adaptation to change [18].

The above factors should take into account the current situation on the national labor market.

To succeed in utilizing talent potential, enterprises need to go through a number of stages.

1. Determining the composition and main characteristics of the current business environment, which allows for the most accurate description of the conditions within which the workflow and interaction of managers and employees of the enterprise is carried out.

2. Identification of the enterprise's talent features and functions based on a detailed staff competency analysis, which, in turn, allows comparing talent within and outside the organization.

3. Talent identification and development, which involves the development and implementation of a flexible talent management strategy in the overall enterprise HR management system, allowing not only the proper structuring of key business processes, but also the assessment of resource potential and their further development.

4. Measuring the level of the talent management impact on business performance, which is realized through regular collection and analysis of analytical information on the enterprise's strategic activities.

The key rules in the context of talent management include an objective, scientifically based understanding of talented professionals, which allows fully realizing the value and importance of talents for business, as well as increasing decision-making efficiency level. Management approaches (project-process, strategic, expert, and integrated) include management practices aimed at working with the category of talented employees (Table 1).

The above principles will not be effective if the HR policy is unsatisfactory or if the talent management system does not correlate with the corporate strategy.

Assessing the effectiveness of talent management is a key element of an enterprise's strategy, providing information about employees' skills and development needs. This assessment provides the enterprise's management with important information about the current skills and knowledge gaps of employees, along with an understanding of their development needs, while employees can realize their own strengths and weaknesses. The results of the assessment are used to make strategic decisions on recruitment and hiring, alignment with

Table 1

Practices and key principles of the enterprise's talent management

Talent management practices	Key principles of talent management
Staff selection and recruitment	Alignment of organizational strategy and practice
Employee retention	Employer reputation
Development and training	Internal consistency of practices and action sequence
Compensation and rewards	Balance between local and global needs of the enterprise
Talent pool review	Compliance with policies and cultural norms
Performance management	Involvement of managers at different levels

the enterprise's strategy, designing career advancement programs, improving development and training programs, and the employer's branding.

In most companies, the processes of personnel development and evaluation of their effectiveness from an economic point of view are not properly developed. Rotation, mentoring, and coaching are common, but formal external training has diversified applications in talent development. There is also a lack of distance learning programs to develop the employees' competencies between remote branches, a large gap between training and the real needs of companies, and a lack of targeted opportunities for professional development of talents. In our opinion, staff training is most effective when high-quality competency assessment methods are used to help identify talent and plan its development. In most enterprises, the development of talented employees' competencies is not allocated to separate programs, which means that a systematic approach to their implementation is not possible. Modern approaches to developing talents and assessing their effectiveness are mainly developed in line with a comprehensive system of staff motivation, which deprives talented employees of the opportunity to receive higher salaries and increased social security. Another problem is that enterprises do not have systems for ranking employees based on their work performance. Evaluating the effectiveness of the enterprise's talent management can be made more efficient by using the project-process method, which consists in creating individual "performance cards" and "efficiency cards" to assess the activities of talents, which not only show the actual performance of each employee but also stimulate motivation for this performance.

At current conditions, there is no comprehensive strategic approach to improving the efficiency of talent management. We propose a system of key indicators for assessing the talent management effectiveness, which we will form in accordance with the main stages of the enterprise's HR service (Table 2).

The use of HR analytics will allow tracking the effectiveness of recruitment and retention initiatives and identifying areas for improvement, as well as increasing the efficiency of management decision-making.

Vaiman V. and Collings D. [7] state that companies that encourage employees' commitment and involvement in the management decision-making process tend to have a higher level of alignment between corporate goals and employees' goals, a more motivated workforce, and, ultimately, higher productivity. These arguments can be tested empirically. Shifting the focus from mere employees' productivity to goal achievement is closely linked to such processes as greening the organization, implementing ESG principles, transparency of management, and responsibility of large companies for the activities of their employees, contractors, customers, and partners.

Table 2

Key HR indicators for assessing the effectiveness of enterprise's talent management

HR indicators	HR solutions
General statistical indicators of the team	
Average age of employees	- increasing efficiency of recruiting - reducing tension in the team - balancing staff in terms of productivity (experience, innovation and development) - differentiation of evaluation and motivation systems
Employees' average length of service	- assessment of staff satisfaction with working conditions and loyalty to the organization - assessing the competitiveness of the benefits and rewards system - assessing the effectiveness of motivation programs, grades, career development programs, rotations, etc.
Employees' average length of service at the time of dismissal	- initiating a program to retain key employees, rotating or training candidates from the talent pool
Qualification level of employees	- determining the share of employees with higher education in the overall staff structure - assessment of the human capital's education (qualification) level
Indicators for planning talent needs	
Adoption of a talent mindset	- analyzing the compliance of the talented employee's portrait with the company's strategic goals, as well as its core values, mission and principles
Time required to find talent for allocated positions	- identifying gaps in employee needs and describing responsibilities for required positions - planning of personnel work - creating recruitment initiatives - assessing current employees - developing and implementing a talent development plan
Total availability of talent pool for positions to be filled by talented employees	
Share of talented employees	
Recruiting indicators	
Vacancy closing date	- assessing the performance of the recruitment team - measuring the effectiveness of the recruitment process - determining the level of complexity of closing a specific vacancy
Average number of applications per vacancy	- determining the effectiveness of the recruitment channel - evaluation of the HR brand as an employer - selection of the most creative candidates - determining the cost of offers in the labor market
Vacancy closure rate	- determining the degree of recruitment plan fulfillment
Costs of closing vacancies	- determining the cost of hiring new specialists, optimizing the recruitment budget
Indicators of employees training and development	
Percentage of employees who completed training	- determining the costs of developing existing employees and training new ones -analyzing the feasibility of expensive training programs for individual positions - determination of training needs - calculating the share of employees who have completed internships, advanced training or certification in the overall staff structure - determining the relationship between training results and performance - evaluation according to the Kirkpatrick model - studying the effectiveness of training, development and implementation of human resource management software - creating a mentoring program
Expenditures on employee training	
Coefficient of new competencies	
Share of employees who were promoted	
Productivity of talented employees	
Share of employees with individual development plans	
Percentage of employees contributing innovative ideas	
Efficiency of HR software	
Indicators of employees' motivation and retention	
Employee turnover in the first year of work	- assessment of employee losses and the feasibility of staff reductions - assessment of the employee retention processes efficiency (compensation schemes, incentive programs, grading programs, career development programs) - analysis of motivations for dismissal - identification of problems in personnel management - development of measures to motivate and engage key employees
Employee turnover rate	
Retention coefficient of talented employees	
Average level of absenteeism	
Efficiency of employees' work	
Indicators of employee replacement	
Employees' loyalty to the enterprise	- development of measures to improve working conditions - drawing up a personal development plan for employees - development of corporate culture - identifying gaps and supplementing strategic HR planning - selection of promising employees with the highest potential in terms of skills
Career growth rate	
Employees' job satisfaction	
Estimation of lost benefits from new employees	
Share of employees covered by the mentoring system	

Depending on the specifics of the enterprise and the type of digitalization chosen, managers face a number of situational problems and challenges, which can often only be solved with the introduction and further use of digital technologies and digital management. Among the most significant challenges are the following: rapidly changing products, services and processes; achieving growth through innovation; stimulating creativity and innovation; developing and promoting new strategies; achieving results in conditions of high risk and uncertainty.

In the last few years, talent management has focused on implementing feedback collection processes and automating corporate HR systems in the context of using the most important HR processes of the enterprise. In this context, we will highlight the areas of human resource management in which HR-Digital development is possible (Fig. 3).

Digital trends in the latest developments in human resource management are mainly aimed at full automation and digital processing of recruitment processes, development of HR analytics services and intelligent processes used in an online format. Current trends in the digitalization of business HR processes are presented in Table 3.

The application of digital technologies and management tools, as well as the active use of artificial intelligence in business management, makes it possible to optimize almost all elements of the HR system – from recruitment and adaptation of personnel to performance management and employee motivation. Modern digital technologies make it possible to automate routine tasks, freeing up HR managers' time and potential to solve more complex HR tasks, such as achieving the company's strategic goals, building HR planning and talent development systems. The tools of the new landscape for strategic development of HR and business are presented in Table 4.

Among the many advantages of using digital technologies in HR and talent management, we believe that it is possible to improve the process of selecting candidates for each specific position based on the analysis of large data sets, taking into account not only their professional experience, but also their cultural fit and potential for further growth. In addition, digital tools based on artificial intelligence technologies are actively used to improve the process of adaptation of new employees during the workflow into existing teams, as well as to manage staff productivity by identifying their greatest strengths and weaknesses.

We believe that the possibilities of ensuring a high quality level of the enterprise's intellectual potential lie in the implementation of strategic talent management programs. The purpose of the programs is to implement measures and areas for
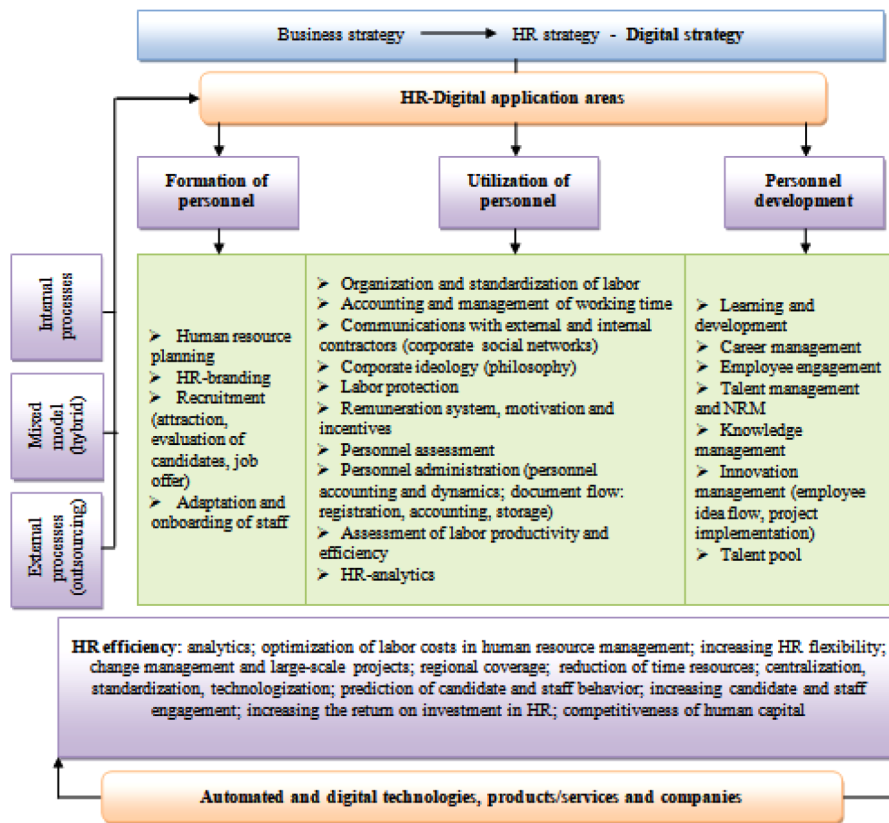

Fig. 3. HR-Digital in the enterprise

Table 3

Modern trends in the digitalization of business HR processes

Recruiting digitization	HR analytics	Remote services
- creating a database of resumes and hiring results - automation of new employee onboarding - pre-boarding of candidates	- operational and management reporting - data visualization	- self-service portals - automation of standard document preparation
Intellectualization	Talent management	Avoiding fragmented automation
- robotization of HR processes - application of Big Data technologies	- onboarding of employees - automation of feedback and staff evaluation - corporate training	- application of a single technology platform - integration of external and corporate systems

Tools for the development of enterprise's talent management

HR management tools	Features
Automation of HR processes and outsourcing of transactional HR tasks	Automation transforms HR departments by taking over routine and time-consuming tasks. This allows HR managers to focus on more important tasks, such as employee training and talent development. At the same time, outsourcing transactional HR tasks allows internal resources to be redirected to strategic initiatives
Integrated mobile applications	Digital and mobile tools are used to perform key functions, such as time management; online recruitment; performance appraisal; training, development and career growth; remuneration and benefits; gamification-based performance management; providing feedback; and synchronization with other departments
Digital integration with cloud systems	The cloud solution greatly simplifies data transfer and enables the use of big data and open-source technologies. Cloud technologies in HR allow for improved communication skills, increased productivity and engagement, time savings and centralized data exchange and storage, and a high level of protection of confidential HR information
Artificial intelligence	Artificial intelligence is a tool that transforms the HR department from a cost center into a major strategic asset. Employers have the opportunity to get a holistic view of each employee and formulate individual recommendations and action plans in various areas of activity that meet the modern needs of human resources. A vivid example of this is the use of HR bots in recruiting
HR analytics and mega-data	The future of HR is mega-data and advanced analytics. HR will use the power of big data and generative artificial intelligence to predict trends in effective resource allocation, staff development, identify skills gaps, and optimize talent acquisition for the five generations. To make HR analysis more effective, it is advisable to use CRM systems, business intelligence, HRIS, survey systems, etc.
Augmented reality technologies	The use of augmented reality technology expands the possibilities for finding and attracting talent. At the same time, augmented reality can transform the learning and development process, providing maximum immersion in the experience and making it unique, influencing the quality of professional skills and helping to develop empathy and understanding
Hyper-personalization	Personalization is becoming a fundamental aspect of human resource management. Hyper-personalized HR processes allow meeting the unique needs and preferences of each employee. From tailored training programs to individualized career paths, HR will use data and artificial intelligence to create a more engaging and personalized experience for all employees, which will help increase retention rates
Data ecosystem, not a data culture	By integrating disparate systems, using the power of generative artificial intelligence, machine learning, and automation, HR can move from reactive to proactive decision-making. This allows organizations to go beyond classic HR management by anticipating and predicting future needs and trends. Ultimately, the goal should be to create a data-driven ecosystem where decisions are regularly made based on facts and actionable insights
Management and leadership development	Improved data management and analytics offer significant opportunities to improve management skills and leadership. By providing managers with data-driven insights into their team's performance, skills, and potential, organizations can provide more effective and informed leadership. Such information can help reduce or avoid costs through optimized resource management, reduced employee turnover, and increased engagement and productivity
Dynamic Capabilities	HR teams are developing flexible methodologies to respond quickly to changing market conditions and requirements. Dynamic capabilities are a set of corporate capabilities that manifest themselves in the ability to recognize and anticipate weak market signals, focus on the most important ones, and make and implement proactive decisions in a timely manner in the context of transforming VRIN resources to gain competitive advantages. Dynamic capabilities can be reduced to managing three types of processes: adaptation and integration; learning; reconfiguration and transformation
Skills-based career portfolio	People will build portfolios by accumulating a variety of skills and experiences. HR should focus on retaining staff and developing these skills, while supporting continuous learning and helping employees adapt to the ever-changing labor market
Leadership transformation	More inclusive, empathetic and adaptive leadership styles and the rejection of command and control. The emphasis is on leaders who can inspire, motivate and empower their teams, as well as foster a culture of innovation and collaboration
Professional development and retraining	Retraining and professional development are of paramount importance in the context of the automation and artificial intelligence expansion. Continuous learning and development, as an integral part of the corporate culture, enables employees to remain adaptive and competitive. In this context, HR plays a leading role in identifying future skills and developing training programs for staff
E-recruitment	E-recruiting is a new and polymorphic phenomenon that starts with candidate identification on social media, continues through game-based recruiting and interviews with chat-bots, and ends with the selection of a candidate for a vacancy using artificial intelligence
Leveraging employees' ideas to transform the experience	Employees' opinions are important in shaping company policies and practices. HR actively utilizes employee feedback and suggestions and uses their ideas to improve the experience. This increases employee retention and job satisfaction
Insourcing and humanization of relationships	HR is increasingly focusing on personalized interactions. This applies to wellbeing, leadership, and experience management. Insourcing these functions, strengthens the relationship between employer and employee, ensuring that workers receive the care and attention they deserve

highly efficient use of specialists with valuable qualities and skills. The criterion is to create an environment at the enterprise in which the competencies and skills of talented employees can be developed and utilized to the fullest extent [12].

Implementation of these programs should include: identification (detection) of talents using various methods; monitoring and qualitative evaluation (observation of talent dynamics); development (based on training, education, self-education,

self-improvement, job changes, etc.) One aspect of the program includes a number of measures aimed at stimulating the personal and professional development of employees, as well as at more efficient use of their competencies in the light of the company's strategic goals. It is open to all employees of the company. We propose to implement the talent development program in stages. Candidates are selected based on the results analysis of the questionnaire, interviews, and references. Participants in the first stage undergo specialized training, including the development of soft and hard skills. The next step is to validate the selected people into the talent group. If the verification is positive, the HR department, together with the program participants' managers, begins the process of creating individual development plans. At the third stage, participants must develop an original research paper with the potential to implement innovative solutions in the organization. Based on this work and previous achievements, the program participant's eligibility for the specialist group or the management talent group is determined. In the management courses, participants take part in a further competence development program and complete a research project. In the specialist courses, participants receive training tailored to their individual competencies and complete an innovative project at the end of the program. Upon completion of the program, those who are recognized as talented are offered the jobs they applied for during their studies. The appropriate corporate structure plays a significant role in the implementation of this mechanism. The main tools of a strategic talent management program are the following: objective indicators; targeted training and development; mentoring program; partnership with local educational institutions to develop (or improve) existing courses that can meet the needs of the employer; career planning; talent map. The process of selecting talent groups within an enterprise, including the distribution of roles and responsibilities among different departments and internal staff, is undoubtedly crucial to the overall success of the project. The key information in this context is presented in Table 5.

A well-designed talent management program can be a powerful motivator for all levels of the enterprise. In addition, planning to develop the competencies of key employees in the areas that best suit them and the company ensures efficiency and continuity in the long term.

It seems reasonable to develop talent management in the following main strategic areas. The first is related to the capabilities and methods for managing freelance talent. Future leadership will be based on the ability to optimize the productivity and efficiency of employees, not on the ability to form and manage a workforce. According to experts, more than 40 % of work in the near future will be performed by people who do not work at the enterprise on a permanent basis, and therefore, new forms of talent search are not related to attracting and retaining talented employees in the organization [20]. The labor market has become more flexible, promoting non-standard employment, self-employment, and work based on civil law contracts; it provides opportunities for outsourcing

and out-staffing, temporary and part-time employment, external employment, freelancers, home office workers, and "talent trade." Such changes call into question many of the basic assumptions of existing HR and talent management theories and practices, and aspects such as employee turnover; the nature of interaction with external part-time and freelancers; the meaning of "leadership" in the context of managing non-permanent employees; and the assessment of leadership quality are becoming particularly relevant. The very meaning of the concept of "organization" is changing in the course of people's labor activity through various legal regulations of the duration and mode of working hours, regularity and place of work. In this environment, the efficiency of organizations, the development of socio-economic policy and legislation, as well as the development and enhancement of human resources and human potential depend on the development of HRM technologies in general and talent management in particular.

The next strategically important aspect of talent management evolution is the modification of HR management based on an interdisciplinary approach. Shifting the focus to global talent issues opens up enormous opportunities for interdisciplinary research based on the basic principles of management disciplines. The relevance of using an interdisciplinary approach to managing talented employees is growing in the process of analyzing the activities of international companies and multinational corporations, as mental models can vary greatly in different regions and cultures, which can lead to different results, even with the same views, orientations, methods and management models.

The strategic directions of talent management development also include a radical revision of the operating model of human resource management. The last decade has been marked by widespread digitalization, a highly uncertain business environment, and the disruption of traditional business models. Companies around the world are facing unprecedented organizational challenges, which in early 2020 were exacerbated by geopolitical risks, hybrid employment, and the growing share of millennial workers. The challenge is exacerbated by new HR phenomena, such as "big burnout", "big layoffs" and "big retraining". The key focuses of HR transformation include the following.

1. A new approach to leadership and change management — "agile and design thinking".

2. Improving the employee experience.

3. Increasing the role of corporate training — corporate universities should play a key role here, enabling them to support informal learning, knowledge sharing, and a culture of continuous learning, including through the creation of an educational marketplace.

4. Data-driven HR and artificial intelligence. The transition from an advantage in HR processes to an advantage in data-driven HR solutions requires a restructuring of HR based on platforms and algorithms — this is a key condition for the effectiveness of the new operating model. In this context, intelligent talent management platforms, talent marketplaces and career

Table 5

The process of selecting talent groups — allocation of roles and responsibilities [19]

Management Board	Management staff	HR department	Employees
- collaborates with the HR department to define the selection strategy and goals of the process - informs about the selection process for the enterprise's talent groups - oversees the talent management process, including organizational optimization projects	- collaborates with HR in searching for talent within the enterprise - defines detailed recruiting needs based on the enterprise's strategy - collaborates with HR in determining the directions of development and implementation of organizational principles	- studies the potential of people registered in talent groups - monitors the development process (adequacy of assumptions) - communicates information about processes and projects related to human resource management (employee branding and public relations) within and outside the organization - actively cooperates with employees, management and the board of directors	- actively participate in development processes - report on optimization needs related to their professional and personal plans - express their opinions on the program development (satisfaction surveys)

path management systems, as well as employee experience learning platforms, are worthy of attention. At the same time, algorithmic HR is actively developing — strategic tracking, evaluation and management of employees using algorithms [21].

In addition to these main areas of innovation, HR practices include personalization of HR services, their interpretation as "products" and HR's ultimate responsibility for achieving the company's strategic goals. Together, these innovations contribute to the transition of the HR function from the "classic Ulrich's model" to the "systemic HR model". It is clear that HR needs a radical restructuring based on platforms and algorithms, as their underutilization is one of the reasons for the inefficiency of traditional HR models. However, the key challenge of designing the "operational HR model of the future" is to create a balance between organizational and technological innovation.

Conclusions. Effective talent management in innovation-oriented enterprises requires: dynamic employees, flexible processes — all current and new talent management programs should be built on the principle of flexibility as a key element and should be able to adapt to the needs of the client; training in solving unexpected problems, which will ensure that employees are ready to diagnose and make effective decisions; focus on innovation, search for innovative employees to implement changes; fast learning and self-study; fast internal rotations; temporary (conditional) employment of employees; quick search for talents in the labor market (formation and development of personnel reserves); real flexible job descriptions; outsourcing, which provides internal flexibility to perform unforeseen workloads and urgent tasks; development of competitive advantages of their talents over others.

A flexible talent management system linked to strategic goals and HR policy can bring competitive advantages and certain benefits for sustainable development to an enterprise: increasing employee productivity and their ability to reproduce innovative ideas in a flexible environment; establishing a better match between employee knowledge and skills; retaining the best talent, which will positively affect and reduce the cost of hiring additional staff for companies; and efficient use of available man-hours; creating a talent pool that includes a pool of employees, meeting the company's future intellectual capital needs; reducing the likelihood of human resources risks; a path to the company's leadership in the Ukrainian and global markets; hiring an efficient workforce.

The use of digital technologies for the operation of a corporate talent management system is one of the most promising areas of business development. In this context, companies can significantly improve their own HR processes and invest sufficient resources in the development of talent management. Digital technologies should ensure a responsible and ethical approach to talent management. This is the only way digitalization can become a powerful HR tool in modern business. The digitalization trend has a significant impact on the overall HR processes of enterprises, as well as on issues related to talent management and development. Digital management tools are largely responsible for the increase in labor productivity, the reduction in staff turnover, the improvement of the HR management process at modern enterprises, and the formation of many new digital specialties and professions. Also of particular importance is the resource of information, which helps to identify the business's need for unique expert knowledge and the need to use information technology in the process of working with talented employees.

The new philosophy of agility (a flexible, agile and adaptive enterprise consisting of an agile team) is a future trend, which can be used to form a new paradigm in human resource management.

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Талант-менеджмент: стратегічний пріоритет розвитку інтелектуального потенціалу підприємства в умовах цифровізації

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Мета. Обґрунтування науково-методичних і практичних розробок, спрямованих на вдосконалення принципів, методів та інструментів талант-менеджменту в контексті стратегічного розвитку інтелектуального потенціалу підприємств в умовах інформаційно-цифрової реальності.

Методика. Для отримання результатів наукового дослідження використовувалися загальні та спеціальні методи пізнання: дефінітивний, компонентний аналіз; узагальнення й порівняння, дедуктивний та індуктивний; статистичний аналіз; збалансований, агрегування та наукової абстракції. Для вирішення поставленого завдання були застосовані когнітивний, мотиваційний та аксіологічний підходи.

Результати. Сформована теоретико-методологічна платформа талант-менеджменту як інноваційної стратегії розвитку інтелектуального потенціалу підприємства в умовах інформаційно-цифрової реальності. Оцінені позиції України за критеріями Global Talent Competitiveness Index (GTCI). Виявлені фактори, що впливають на ефективність системи талант-менеджменту підприємства. Систематизовані інноваційні практики та ключові принципи талант-менеджменту підприємства. Запропоноване нове розуміння сутності категорії «інноваційна корпоративна культура» та «система талант-менеджменту». Розроблений інструментарій нового ландшафту для стратегічного розвитку талант-менеджменту підприємства. Запропонована система HR-індикаторів оцінки ефективності талант-менеджменту згідно із ключовими етапами роботи HR-служби підприємства. Удосконалені основоположні принципи технології оцінки потенціалу талантів на основі сучасної парадигми менеджменту. Розкриті сучасні тенденції діджиталізації HR-процесів бізнесу. Висвітлені сфери управління людськими ресурсами, в яких можливий розвиток HR-Digital. Розроблено механізм підбору груп талантів на підприємстві, зокрема розподіл ролей і обов'язків між різними відділами та внутрішнім персоналом.

Наукова новизна. Створена наукова позиція щодо талант-менеджменту інноваційних підприємств і перспектив його розвитку. Розроблений організаційно-методичний підхід до талант-менеджменту підприємства, що різниться сукупністю елементів, інструментарію, методикою оцінки талантів. Запропонована система HR-індикаторів оцінки ефективності талант-менеджменту, яка формується за ключовими етапами роботи HR-служби підприємства та дає змогу оцінити економічну й соціальну ефективність. Доведено, що впровадження даної методики сприяє формуванню підґрунтя системи талант-менеджменту, яка є органічним елементом інноваційної бізнес стратегії підприємства.

Практична значимість. Результати наукових розробок і практичні рекомендації авторів сприяють упровадженню ефективної системи талант-менеджменту для прийняття стратегічних управлінських рішень у контексті розвитку інтелектуального потенціалу підприємств і їх мережевих об'єднань в умовах інформаційно-цифрової реальності.

Ключові слова: *інноваційна стратегія, талант-менеджмент, лідерство, цифрові технології, HR-аналітика, агільність*