

# Enticing Talent Is Not Enough: Talent Needs to Grow

*Everyone who is in some way meeting or dealing with the question of recruitment of new employees knows that these days in Slovakia we are on our way to an absolute shortage of a qualified work force.*

This is also the reason why the question of talent management becomes more important, not only in the field of manufacturing (most commonly) but also in non-manufacturing companies.

In manufacturing, which often functions on the basis of systems designed to direct people and processes, the shortage is a more apparent.

## THE WAR FOR HUMAN CAPITAL

In Slovakia, as in many other countries in central and Eastern Europe, we meet the lack of qualified work force including specialized experts with a good knowledge of languages.

That is why companies have to realize that a qualified work force will become more and more expensive. Therefore, they will have to invest money, time and energy in building their work force, but this investment will pay off in the long term.

It is very important to focus the human resource recruiting on the next generation (called Generation Y) and to create and implement such strategies, which will entice and employ its members.

Potential employers must not forget that if they want to include young talent into their structures, they have to set this step up in advance and they have to create a space big enough for them to grow.

Talent Management has to be a directed process and has to have these parts:

- Recruitment & Retention,
- Assessment & Evaluation,
- Compensation & Benefits,
- Performance Management,
- Learning & Development,
- Succession Planning.

All this has to be set up before the particular company wants to become a potentially interesting employer for young talent. From the teaching point of view there has to be much in-

vested into the members of Generation Y, but the advantage is that they are flexible people – often university graduates, who want to learn. This generation is a generation of ambitious people, who learn easily, can accept changes and adapt to them.

## CONTINUAL GROWTH AND DEVELOPMENT

Young people are able to appreciate highly thought – out training programmes and their advantages for professional and personal growth. They are also IT savvy so even from a philosophy graduate companies can make an IT expert.

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Where the potential is identified, it is picked up by motivation and with the help of trainee programs it is improved in the desired direction.

It can be extremely interesting and companies which offer this method of improvement are pre-

ferred, sought out and have high ratings among young people who are seeking positions in the job market, knowing that they are at the beginning of their career and need to combine theoretical knowledge with practice.

This is all about development – young people have to feel, that one year after joining a company they will not only not lose their job, but will have the opportunity to move forward both professionally and personally.

Because the lack of professional work force is real problem in Slovakia, we have to address, in an attractive form, what opportunities can be offered to talented employees and create incentives to keep them satisfied.

It is not important whether they are young or old, because only a company with satisfied and motivated employees is successful in the long term.

Generation Y will be the leading generation one day, that is why those who win will be those who start today to prepare them for leadership roles in the future.

## OPPORTUNITY FOR THE COUNTRY

There are several developing fields today, which after some time make Slovakia a lucrative and an attractive work place not only for Slovaks, but all people regardless of national origin.

In this regard, it is essential to make changes first in the education system and link its reform with the needs of the job market and other priorities.

For example, building and providing strong support of these fields which are universally known as the fields generating sophisticated services with high added value.

These are the opportunities, which, when we use them, will keep us involved, make us more attractive than and will draw the professional work force not only from home, but also from the wider European market.

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