The article is aimed at providing information on the scope and the level of use of talent management by organizations in a part of the Czech Republic—the Moravian–Silesian Region. On the basis of data acquired thanks to a questionnaire survey, it has been discovered that organizations in the above–mentioned region are implementing talent management systems on a small scale. Such an approach is used by 3.8% of organizations, which is nine out of 237 (100%) of the approached respondents. The main reasons why this approach is not used is either that organizations have no knowledge of it or there exists lack of financial and personnel resources. Recommendations suggested by the author for the wider application of talent management in Czech practice can be found in the article.

Key words: Talent management, use, Czech Republic, Moravian–Silesian Region, questionnaire survey, recommendations, wider application

I. Introduction

Human resources are becoming an increasingly pivotal factor for organizations faced with the increasing pressures of competition and globalization in the current business environment. The main competitive advantage is not financial means, modern and efficient technologies and techniques, or quality strategy, but people—efficient employees. The importance of human resources in organizations was mentioned in the “Aligned of the Top: How Business and HR Executives View Today’s Most Significant People Challenges—and What They’re Doing about It” study1 [Deloitte and Economist Intelligence Unit Companies, 2007] in which 85% of respondents confirmed the fundamental

1 Details on [http://www.deloitte.com/assets/Dcom–Global/Local%20 Assets/Documents/dtt_consulting_aligned 052307(1))!!!.pdf]
influence of employees on achieving the required efficiency of the organization. Organizations that want to survive, expand, outperform their present rivals, and considerably increase their added value in such an environment have to attract, cultivate, and maintain talented employees—they have to pay attention to talent management. The number of talented individuals in the population is quite limited [Koubek, 2007]. That is why organizations should try to acquire those limited resources and use them as best they can for themselves through the application of the most efficient instruments. Follow-up care over talented employees, effort aimed at their development, and their retention in the organization, should also be a matter of course.

In the Czech Republic the issue of limited numbers of competent people appears to be even more urgent as it is accompanied by two current trends—the aging of the population and a brain-drain. A number of talented people are attracted by the availability of opportunities to work abroad and/or by offers to work for foreign companies active on the Czech market.

How should Czech organizations solve this problem? One thing they can do in this situation is to offer talented employees real perspectives and change strategies for conducting them. The present prevailing approach of using rather formal talent development programs and mainly focusing on career management, succession planning, and the creation of extraordinary groups of employees should be replaced by a system of talent management that will provide talented individuals with real development and deeper identification with the organization [Urban, 2008]. Such a system will help organizations acquire and retain highly talented employees, build on their strong points, reward their successes, and provide them with opportunities to progress and increase their overall efficiency.

The concept of talent management does not place any special demands on organizations from the standpoint of human resource management tasks nor on individual personnel activities. The careful application and mutual interconnection of the best principles and approaches that have proved their worthiness in practice, especially in the field of acquisition and selection, education and development, remuneration and care of employees are of importance. Talent management does not concern, as it is sometimes mistakenly simplified, only questions of remuneration and benefits for talented employees, but also motivation, facilitating career advancement, creation of an appropriate working environment, a decent approach on the part of superiors, cultivating the quality of recognition, appreciation, and respect, and the introduction of targeted strategies and other elements that will provide people and organizations with the space and opportunity to develop and use their talent.

A prerequisite to the efficient working of talent management in the organization is its initiation and support by organization management and its interrelation with an orga-
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Organization’s business strategy. Specific processes of talent management then flow from this strategy and become a practical instrument of talented employee management—talent acquisition, development, and retention.

Talent management should not be aimed exclusively at workers with high potential—e.g. at managers holding top executive posts. It is necessary to introduce a broader approach that will identify talents and key segments of workers across the whole spectrum of the organization. Equally, talent management should not concentrate exclusively on talented individuals, but also on the optimal involvement of talented people in teams. The purpose behind this is the development of a synergic effect that forms a sort of team total talent as well as organization talent.

Such an approach to talent management use in human resource management has been carefully verified by practice abroad. Organizations consider it a useful instrument of systematic work with talented individuals. They actually apply such a system to the management of their human resources. The results of the “2010 State of Talent Management” survey² [New Talent Management Network³, 2010] can serve as proof. Such a system of talent management has been implemented and is successfully being used by 67% of the respondents participating in the survey.

What is the situation in the field of talent management use in human resources in the Czech business environment? Information on the application of this approach within the whole of the Czech Republic or at least within an individual region does not exist. The author of the article thinks that the level of talent management application by Czech organizations is rather minor in extent. A survey of this approach to the application of human resource management in organizations in one of the Czech Republic’s regions—the Moravian–Silesian Region—has been carried out in order to confirm or refute this premise and to find further information on talent management use. Evaluation and interpretation of data acquired by the survey can be found in the last part of this article.

The aim of this article is to provide detailed information on the use of talent management in human resource management in organizations of the Moravian–Silesian Region. This involves the interpretation of data obtained by a questionnaire survey, mainly a confirmation or invalidation of the hypothesis that talent management has been applied in less than 10% of organizations in the Moravian–Silesian Region as well as confirmation or invalidation of another hypothesis suggesting that the most frequent reason as

³ Details on [http://newtmn.com/]
to why talent management is not used in organizations of the Moravian–Silesian Region is an absence of knowledge about it. The contents, goals, method, and course of the performed questionnaire survey are described in the text of the article. Obtained findings are interpreted and the above-mentioned hypotheses are confirmed or refuted. Also found are recommendations for a broader application of this approach in Czech practice.

2. Specification of Basic Concepts

The concept of talent as well as the concept of talent management rank among basic concepts in the specified field. What is talent? Who can be labeled a talent? Exactly what idea should be embodied by the “talent management” concept? However, it is no simple task to answer these basic questions. The discussion on how to define a talent and how to go about talent management continues in both academia and practice.

Some experts, for example, consider a talent an employee who is so extraordinarily competent and who has such great potential that such a person can significantly influence an organization’s performance. Thus, they view talent management as only concerned with key individuals—competent people heading for higher or top posts [Smilansky, 2005]. This attitude as to who may be labeled a talent is also prevalent in the Czech Republic.

Yet, some experts maintain that practically anyone who can contribute to the achievement of an organization’s goals may be considered a talent, where talent management should not be restricted to only a few favored individuals. The extent to which an individual contributes to the fulfillment of an organization’s tasks depends on the scope of attention the organization pays to the development of their talent.

Katarína Smrčková of PricewaterhouseCoopers says that especially those who are expected for appointed to managerial roles are labeled as talents in the Czech Republic. In her view, this is a drawback of the country in comparison with talent management abroad. Managers should not be the only group to be identified as talents. There is also the matter of specialists. For example, in North Bohemia, where it is difficult to find people for employment in worker positions, workers who are able to lead and motivate others can be considered talents. It would probably be good to demystify the word talent and its narrow perception only in relation to management [Smrčková, 2007].

Some authors describe a talent as an individual who is able to differentiate his or her organization from others, an individual who, to a significant extent, influences an organization’s capacity to defeat the competition [Becker, Fineman, and Freedman, 2004].

One of the most common definitions describes a talented individual as a person who provides both high performance and shows high potential. Some organizations focus on
the ability to be promoted and see only those employees who provide high performance and may be promoted to high positions as talent. In contrast, other definitions focus on inputs or competences [Cannon and McGee, 2007].

How should the concept of talent management be defined? A prevailing part of the professional public agrees that the system in question is the system of acquisition, retention, and development of talents.

Some experts consider the use of a mutually interconnected set of activities that are to ensure that the organization will attract, retain, motivate, and develop the abilities of the talented people that it needs at present and will need in the future as talent management [Armstrong, 2007]. The aim is to ensure a flow of talents and to realize that talents are the main resource of the organization.

Representatives of INC Consulting Joint Stock Company see talent management in a similar vein. They state that the aim of talent management is to attract, develop, retain, and make full use of employees with skills and professional knowledge that meets the current and the future needs of the company [INC Consulting, 2008].

According to another expert, talent management includes several phases from scouting, selection, recruiting, appraisal, development, career planning, and succession, up to retention and socio-cultural and welfare activities for key employees who have already had some experience in both managerial and specialized roles and, subsequently, care over those who come fresh out of school [Charouzdová, 2009].

BNET, a British website focused on issues of management, defines talent management as acquisition, selection, identification, retention, management, and development of employees who are thought to have potential for high performance. According to that website, management of performance focuses on the skills and abilities of those individuals, on their potential for growth, and on an evaluation of their role in the success of the organization.

The author of this paper considers a talent as an individual who brings both high performance and shows high potential, where talent management is a mutually interconnected set of organizational activities whose task is to acquire, develop, motivate, and retain talented employees needed for the fulfillment of both current and future business objectives.

4 Details on http://www.bnet.co.uk/
3. Talent Management: A General Overview

Efficient work with talents is based on building a talent management strategy that is in line with the organization’s business strategy [Cannon and McGee, 2007]. Only from that strategy and through the human resource management strategy can key decisions originate, suggesting whether and which talent management activities should be implemented. Talent management strategy is aimed at ensuring a pool of highly talented, competent, committed, and loyal individuals able to contribute to achieving current as well as future organization requirements—a talent–pool.

**Figure No. 1.** Relation between an Organization’s Business Strategy and Its Talent–pool

Source: Own processing.

The organization has to assess whether there are employees available who hold key pre–defined competencies and who will be needed in the future depending on the business strategy. If the organization lacks sufficient existing resources it has to find the needed talents from in–house sources among its current employees, recruit them from external sources and labor market, or persuade them to transfer from competitive companies and other industries. Another method is the scouting out of talents among research students, students, or graduates and/or addressing identified individuals directly.

With respect to competencies, there are a maximum of thirty key competencies, where most organizations use about nine to eleven competencies in their talent management schemes [Berger and Berger, 2004]. Organizations understand activity–oriented competence, communication, creativity and innovation ability, critical judgment, customer–oriented competence, interpersonal skills, leadership, team work, and technical/functional skills as the ten representative key competencies.

Identification of talents is made on the basis of assessments of current performance and a forecast of potential. Performance appraisal is the measurement of actually achieved results within those areas for which the specific individual is responsible and/or competencies understood as critical for the success of work performed individually as well as by the entire organization. A forecast of potential is a prognosis relating to how many levels an employee can advance within the organization on the basis of their past/current performance appraisal, training and development, career preferences, and current and planned levels of competencies.
There are a number of methods the organization can use for performance appraisal and the projecting of employee potential from both internal and external sources—i.e. methods serving the identification of talents. For a certain type of employee it is always necessary to choose such kinds and combinations that lead to both a performance appraisal and a forecast of potential. It is not possible to rely on one method alone. It should also be borne in mind that first it is necessary to know the identification criteria and only then is it possible to choose methods.

Talents from in-house sources are usually sought through a working system of regular appraisals within which a number of methods are utilized. Management by objectives (MBO), assessment center, critical event analysis, and 360° feedback are among the most used methods. In order to identify talents from external sources, fitness tests, a method of assessment center and behavioral (competency) talks, can be used.

A direct superior in the role of an evaluator most often evaluates the assessed person. For various reasons (the possibility of a shade of subjectivity in the appraisal or insufficient authority on the part of the superior, non-existence of frequent contacts between the assessed and the evaluator, etc.) the appraisal can be performed by persons at the same position, subordinates, clients/customers-suppliers, external experts, or by a combination of the above.

The group of very talented employees is specified and a talent-pool is formed following the performance of appraisals and the potential forecasts. Individuals meeting pre-determined criteria can be considered talents jointly or the group of talented individuals can be subdivided into three groups—top talents, talents, and potential talents. Such a situation is graphically represented in the Figure No. 2. It always depends on the organization and its approach to the classification of talents.

![Figure No. 2. Classification of Talents](image)


Moreover, the decision as to whether only the top talents, the top talents and talents, or all three groups will be included in the talent programs (which should be implemented in the organization) depends on the organization.
In the area of organization development, talents should be offered a chance to improve their strong points, individual overall performance, as well as specific competencies and a deepening of individual motivation. The organization should also facilitate advances in their careers. A special development program should be worked out for talents. It should be implemented in close cooperation with their managers. Such a program may encompass a combination of various development methods, activities, and instruments, always in accordance with the specific needs of the concrete organization. The methods in question are both on-the-job and off-the-job methods. Moreover, the planning of a career and the planning of succession is closely associated with talent development programs. They give talents an opportunity for professional advancement in their current work positions as well as for achieving higher status roles.

Activities ensuring the retention and stabilization of talents in the organization also form an inseparable part of talent management. Talented individuals should not leave the organization because their departures usually have a significant impact on the organization’s operation, regardless of number. Among factors influencing talent retention in the organization are the offer of interesting and valued work, ensuring opportunities for education and development, professional advancement, respect for the balance between professional and private life, the possibility of a flexible work role, quality working conditions and equipment, guaranteeing a sense of recognition and respect, adequate remuneration, and the organization’s social responsibility approach, which is recently gaining ground.

The above possibilities create a valuable offer for the talented individual stressing that sound values will be observed in the organization, employees can expect good leadership, freedom and autonomy, highly incentive work, opportunities for professional advancement in their career, and adequate remuneration. It is necessary to ensure that talented individuals are aware of being appreciated and that they have considerable or even principal value for the organization [Armstrong, 2007].

4. Material and Methodology

A survey of talent management use in one of the Czech Republic’s regions—the organizations of the Moravian–Silesian Region—was conducted to confirm or refute the assumption of a rather lower level of talent management use by Czech organizations and also to discover more information on all aspects of this approach’s application in practice. Obviously, in order to obtain a comprehensive picture of the issue of talent management use, the survey would have to be carried out in organizations throughout the whole of the Czech Republic. However, this would be a more extensive investigation, which is why the author focused on one region only. Surveys in the organizations of
the Moravian–Silesian Region can be considered a pilot program for a more comprehensive survey that the author will undertake as an independent activity.

The whole of the survey process consisted of four basic phases:
- The survey—definition of survey content, specification of survey goals, formulation of the hypotheses, choice of survey method(s), survey performance,
- Data processing,
- Interpretation of findings, and
- Recommendations for practice.

4.1. Talent Management Use Survey: The Organizations of the Moravian–Silesian Region

The intent of the survey was to map the issue of talent management use in human resource management in organizations of the Moravian–Silesian Region.

The objective of the survey in specific organizations was to identify not only the extent, content, importance, and benefits of talent management use, but also the response of interested persons to the implementation and use of talent management, the reasons for which talent management was not used or used unsuccessfully when applied, types of instruments applied to particular areas of human resource management (job performance assessment, development and education, motivation and retention of employees, career management), and the impact of the current economic crisis on the use of talent management.

Hypotheses that were to be confirmed or invalidated by the survey were formulated as follows: Hypothesis A – Talent management is used by less than 10% of organizations in the Moravian–Silesian Region, and Hypothesis B – The most frequent reason behind talent management not being used by organizations in the Moravian–Silesian Region is for lack of knowledge.

An electronic inquiry was chosen as the survey method. A pre–formulated questionnaire and a cover letter were sent. The cover letter explained the nature of talent management as a comprehensive and systematic approach to managing talented individuals, including activities involving talented individual acquisition and their development and retention in the organization. Thus, organizations taking part in the survey knew exactly what talent management was so there was no possibility that they might answer the question concerning use or nonuse of the approach in the negative even though they actually
used talent management. The questionnaire included a total of twenty-five questions, where twenty concerned the issues\(^5\) and five questions were for identification\(^6\).

A three-stage procedure was chosen to identify the set of respondents for the survey. The basic set was the group of all organizations registered in the Moravian–Silesian Region. The first stage identified a selective set of 300 respondents from out of the basic set. The quota technique was applied where the selection entailed a percentage-based representation of the organization’s address groups by prevailing activities (branches) corresponding with the percentage representation of specified prevailing activities (branches) in the basic set. The required data was obtained from the Moravian–Silesian Region Statistical Yearbook 2008. The second stage identified a set of respondents from the specific quotas using a random choice technique (applying a random number generator).

Cover letters, including a reference to the questionnaires, were distributed by e-mail on September 4, 2009. Completed questionnaires were returned from September 5, 2009 to October 10, 2009. Out of the total number of 300 (100%) of sent questionnaires, thirty-seven (12.3%) where returned completed (six organizations used talent management, thirty-one did not), twelve questionnaires (4%) were returned as undeliverable (dissolution of the organization, change of e-mail address, etc.) and 251 questionnaires (83.7%) where not returned.

As the return on distributed questionnaires was relatively low (from the total number of 300 distributed questionnaires only thirty-seven were returned completed, which amounts to 12.3%), in order to obtain a number of responses making the formulation of relevant conclusions possible, the author decided to perform another round of the survey. In that second round, inquiry by telephone was chosen as the survey method. Respondents were asked identical questions to those used in the electronic inquiry.

Telephone inquiries took place from November 16 to the 24, 2009. Altogether, the same set of 300 respondents (100%) was addressed. As the written inquiry had resulted in thirty-seven respondents (12.3%) completing the electronic questionnaire, the inquiry by phone was undertaken in those cases (after learning that a respondent had already completed the electronic questionnaire the telephone call was concluded). A total of 200

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\(^5\) Questions concerned the extent, content, importance, and benefits of talent management use as well as the responses of interested persons to the implementation and use of talent management, reasons why talent management was not used or used unsuccessfully, types of instruments applied to particular areas of human resource management (job performance assessment, development and education, employee motivation and retention, career management), and the impact of the current economic crisis on the use of talent management.

\(^6\) Questions concerned the size, legal form, time of operation, existence of foreign owners, and industry of the organization.
respondents (66.7%) answered questions by telephone (three of them used talent management, 197 did not). Thirty-nine respondents (13%) did not answer the questions in the telephone inquiry claiming they were busy or for other reasons. Thus, it was not possible to achieve telephone contact with twenty-four respondents (8%) (a maximum of three attempts were made).

On the basis of the two rounds—both written and by means of telephone—it may be said that 237 respondents (79%) answered the questions making up the questionnaire and sixty-three respondents (21%) did not. The set of responses from 237 respondents (79%) can be considered as meeting requirements for the formulation of relevant conclusions based on the evaluation of responses to questions in the questionnaire.

4.2. Data Processing

After checking for the completeness of the completed electronic questionnaires and of the recorded responses to the telephone inquiry, processing of the data obtained was carried out from November 26 to December 8, 2009.

Classification of the first grade was performed for questions concerning problems to be solved. The results were processed in the form of frequency tables, a textual description, and a graphic representation. For questions involving identification, first stage classification was performed during which the results were processed in the form of frequency tables, a textual description, and a graphic representation, as was second stage classification where results were processed in the form of contingency tables.

5. Outcomes

On the basis of the processed data obtained thanks to a questionnaire survey aimed at the use of talent management by organizations in the Moravian–Silesian Region in which 237 respondents were involved, it can be said that talent management is applied by organizations in the specified region to a small extent. Such an approach is used by 3.8% of the organizations—nine out of 237 (100%) respondents who answered questions included in the questionnaire. On the other hand, the use of talent management by a minimum number, but at least some respondents, shows that the specified approach is not completely unknown as has been the case until recently.

From among the nine organizations using the talent management approach, three of them rank among medium-sized organizations (51–250 employees) and six among large-sized organizations (over 250 employees) organizations. Mostly (eight organizations), they have been in operation for a longer period (from ten to fifteen, and for more than fifteen years). Their prevailing activity (branch) is the manufacturing industry (three organizations), civil engineering (two organizations), and accommodation and
catering (two organizations). However, among them are also organizations performing other activities—operating in other industries (trade and repairs, real estate and renting, business activities). A majority of those organizations (six of them) started to use talent management within the past five years. In only one case was the period of applying of this approach longer than five years, while two organizations have been using talent management for less than two years. As far as legal form is concerned, six are commercial companies and two are private entrepreneurs. Among organizations using talent management, cooperatives or state–owned companies are completely absent. A majority of those organizations (seven of them) is owned by foreign owners (shareholders).

As a whole, these organizations evaluate the use of talent management as beneficial (six organizations as very successful and beneficial, three organizations as partially successful and beneficial) not only for the organization as such, but also for individual employees. All nine organizations consider talent management as being one of their priorities. As to the practical application of theoretical knowledge, including conditions of the efficient application of the approach, talent management has been initiated in all nine organizations and is supported by the organization’s management. Seven organizations (the majority) have developed strategies for talent management that are linked with the organization’s business strategy. In all nine organizations talent management is really seen as a systematic and comprehensive implementation of all three processes of the approach—acquisition, development, and retention of employees in the organization. Reactions of involved individuals to the implementation and the use of talent management were positive in those organizations.

How does the current economic crisis impact on organizations using talent management? Two-thirds of the respondents (six organizations) mentioned that, in their case, the current economic crisis had no impact on talent management application. They state that talent management is still considered a priority in their organizations and they consider the approach a key investment in the future, or that their business activity has not been hit by the crisis so far. The remaining one–third of organizations (two organizations) are experiencing the impact of the current economic crisis on their use of talent management—a review of the purposefulness of the present system of talent management and its costs is taking place, or the budget intended for talent management has been cut (or some its parts, such as those earmarked for development and education). Compared with the “The War on Talent? Talent Management under Threat in Uncertain Times” study [CIPD, 2008], which examined 705 respondents—CIPD members, executives in organizations working in the public and private sector, profit and non–profit organizations—it may be stated that the findings obtained on the basis of a questionnaire survey among organizations of the Moravian–Silesian Region are relevant to the conclusions published in that study. There are organizations that are not experiencing
the impact of the crisis and still consider talent management a priority and key investment in the future, as well as organizations that have experienced the impact of the crisis on their operations, which is mainly reflected in a reassessing of the purposefulness of the existing system of talent management costs or direct cuts in the budget for the whole or part of talent management.

Of the 228 organizations that do not use talent management, 195 are small (up to fifty employees), nineteen are medium (51–250 employees), and fourteen are large (over 250 employees) organizations. They have been in operation for various lengths of time, from a period of less than two years (two organizations) up to more than fifteen years (ninety–six organizations), their prevailing activity (branch) is commerce, motor vehicle repairs, and consumer goods, mostly for the household (eighty–eight organizations). However, there are also organizations performing other activities, operating in other branches (activities in the area of real estate and renting; business activities, civil engineering, public, social, and personal services, manufacturing, and others). In most cases (215 organizations), these organizations do not have a foreign owner (shareholder). As for the legal status of organizations that do not apply talent management, there are four types—trading companies (176 organizations), private entrepreneurs (forty–one organizations), two cooperatives, and nine state–owned companies. Commercial companies are the most prevalent, however.

Lack of familiarity with talent management is the primary reason presented by organizations for not using it. This reason was mentioned by 118 out of 228 organizations applying talent management. This can be considered a negative finding. As to organizations that are familiar with talent management, the reason why they do not use it is stated as a lack of resources necessary for talent management application—financial (thirty–six organizations) and personnel (thirty–there organizations). Some respondents think that the specified approach is too demanding as regards their organization (twenty–three organizations) or unsuitable for it (ten organizations). Another reason forwarded by organizations (eight organizations) as being behind the fact that they do not use talent management is small size, short history, or lack of confidence in talent management as a new approach.

Testing for a dependency between use or non–use of talent management and certain factors was a part of the processing of data obtained through the survey. It was discovered that there is a dependency between use or non–use of talent management and activities being performed in the field of career development, the existence of a foreign owner (shareholder), and the actual number of employees. However, there are no dependencies between use or non–use of talent management and the prevailing activity in the organization, the organization’s legal status, and the length of organization operations.
Data processing also involved the testing of the hypotheses formulated at the beginning of the survey. Hypothesis A, which assumed that less than 10% of organizations in the Moravian–Silesian Region use talent management, was confirmed. Hypothesis B, which assumed that the main reason why talent management is not used is because it was not known, has also been confirmed.

6. Discussion

Survey results found that the prevailing activity (branch) of an organization is not a factor influencing whether or not talent management is applied. This is seen in the fact that a majority of activities of organizations using talent management can be also found in organizations that do not use it. The situation is similar in organizations with respect to legal form because a majority of subjects are commercial companies among organizations using talent management as well as those that do not apply it. What is interesting is that cooperatives and state–owned companies are among organizations that do not use talent management. Moreover, organizations that do not use talent management include organizations in all four legal forms. Even a longer period of organization operations does not influence whether or not that organization uses talent management. It was found that organizations whose operations range from ten to fifteen and more years can be found in both groups of respondents—those who use talent management and those who do not apply this approach. It does not hold true that the longer the organization has been in operation the more probable its use of talent management. Apparently, the truth is that organizations that use talent management first had to build a certain position on the market for themselves over a certain period and subsequently to maintain it, gain stability and competitiveness, and be financially strong so as to have sufficient resources, where only then can they decide to use talent management. However, such organizations do not always use talent management as this always depends on an organization’s concrete situation.

According to the author, the most essential factor influencing whether or not talent management is used is the existence of a foreign owner (shareholder)—the majority of organizations applying talent management have a foreign owner (shareholder). In part, this fact explains why these organizations use talent management: Their foreign owner or shareholder transmits the approach used in organizations of his or her own country into the Czech environment. In these cases the approach and its contributions have found confirmation in practical application and there is no reason why it should not work in the Czech business environment under certain circumstances. This fact is confirmed by the finding that in a majority of cases organizations that do not have a foreign owner (shareholder) do not use talent management. Another factor influencing whether
or not talent management is used is the number of employees in the organization—its size. All organizations using talent management can be ranked among medium-sized ones (51–250 employees) and bigger ones (over 250 employees). Among organizations not using talent management are small and medium as well as big organizations. However, the majority of those respondents fall into the category of small organizations (up to fifty employees).

The summary and systematization of talent management knowledge, including an evaluation the drawbacks and benefits of this approach, familiarity with the practice abroad, and the evaluation of questionnaire survey data from Moravian–Silesian Region organizations can provide recommendations for those who use the approach. This is true for not only organizations in the region, but generally in throughout the whole of the Czech Republic. They should continue their activities. In the event of the appearance of certain drawbacks they should improve their approach and serve as an example of successful application in Czech practice. Those who do not use talent management should start using this valuable and beneficial approach that has been verified by foreign practice as well by a number of studies (relevant to organization’s concrete situation).

As ignorance of talent management has been identified as a primary reason for which it is not used, it is necessary to try to ensure a sufficient amount of reliable quality information (awareness) on every aspect of talent management. It is possible to ensure that people are informed with the required quality and quantity of information, where only the question of practical application remains. For example, this involves the ensuring of a higher level of information on the existence of the specified approach as such as well as on its advantages and benefits, positive experiences in its application, and the potential of the specified approach in every field of activity, various types of organizations (with the introduction of certain limits in approach feasibility taking into account the size of the organization), and on the possibility of its use for various groups of employees (all employees, managers and specialists, managers only, specialists only). In some organizations, it might be desirable to change the quality of human resource management, adjust work standards in the specified field, and to try to change the organization’s priorities while striving towards awareness of human resource management as well as consideration for its significant position—thus, also the importance of talent management.

A common denominator for all of the above-mentioned recommendations is sufficient information on the need for talent management, which necessitates massive promotion by all available means. This includes the publishing of professional papers, conference papers, and monographs dealing with the specified topic, as well as presenting lectures and organizing seminars and workshops for experts with practical experience. Moreover, incorporating talent management into the curricula of post–master’s and doctoral studies in relevant fields as well as into the MBA study curricula would
be a considerable contribution. This is also true of the personal promotion of talent management by the representatives of organizations successfully using the approach as well as the involvement of professional associations—e.g. the Club of Czech Republic Personnel Officers, etc.

Another reason why talent management is not used by organizations of the Moravian–Silesian Region, confirmed by the talent management questionnaire survey, is a fear of activities that are demanding in terms of organization and time. This “fear” often results in organizations ultimately not applying talent management. This is in spite of having taken a decision to implement the approach. They are concerned they may not have sufficient amounts of financial and other resources or other prerequisites for implementation and application.

The methodology for introducing and applying talent management in the organization, as suggested by the author, might serve as an instrument or instructions for the practical implementation of the approach. The methodology is based on a talent management thought map structure. Its specific steps “copy” the logical sequence of partial areas and sub-areas of the approach as well as their related activities. The methodology has been designed so that its contents and form can serve the organization considering a decision on talent management implementation and utilization as a sort of guide as well as aid enabling it to perform specific activities of the procedure. Thus, it will contribute to the successful implementation of a comprehensive and systematic approach to work with talented persons.

It stands to reason that a specific form of talent management application—i.e. concrete performance of particular activities in the methodology described, their sequence, continuity, etc.—will always depend on the organization’s individual situation. This means that it will depend on the level of human resource management, the amount of available resources, the approach, and the involvement of not only the organization’s management, but also of all its employees, its current condition, etc.

A similar situation arises if the time period for the performance of specific activities or if the time horizon of the comprehensive implementation of talent management in the organization are limited, where it is not possible to determine either the first or second exactly. As for the time period for receiving benefits stemming from the proper implementation and application of talent management in the organization is concerned, pursuant to the practical experience of organizations using the approach, it is obvious that sometimes it may be a time horizon of several years. However, even under such conditions, the application of talent management will pay off, which follows from information provided by those organizations. That is why organizations that do not use talent management should certainly think about using the approach. Benefits confirmed through practice that are the result of the use of talent management may serve as suf-
ficient motivation for the implementation and wider application of a systematic and comprehensive approach to work with talented individuals in Czech organizations.

7. Conclusion

More and more quick and frequent changes in the external environment make higher and higher demands on organizations. For almost all types of organizations, the main asset to manage those changes is people. Without a skilled workforce, without employees equipped with needed abilities and knowledge, some organizations will not be able to not only keep up with the competition, but they may even fail to survive under specified conditions.

Talent management can be considered as one of the fundamental instruments of human resource management in the organization. But what should the organization’s attitude to the management of its talented employees be? It should offer them a real perspective and pay attention to the strategy for their management. It should not restrict itself to only formal programs of talent development and concentration on career management and succession planning, but should apply a comprehensive system of talent management that enables talented individuals real development and deeper identification with the organization. In its turn, this system helps organizations acquire and retain highly talented employees, build on their strengths, reward their successes, provide them with opportunities for advancement, and increase their overall efficiency—thus, the efficiency of the whole organization.

This article provides information on the extent to which talent management is used by organizations of one of the regions of the Czech Republic—the Moravian–Silesian Region. The information is based on data obtained through a questionnaire survey. The method of research, the form of the questionnaire, the method of choosing respondents, the timing of research activities, the way in which obtained data was evaluated, and the outcomes of the processing of data drawn from the survey have been presented in textual and graphic form. Organizations using talent management as well as those that do not apply it are characterized in the article by means of data regarding their size, the length time of their operations, their field of activity, the existence or non–existence of a foreign owner (shareholder), and their legal status. It was found that the level of use of talent management by organizations in this region is truly low, as was assumed by the author in the introductory part of the article. Only 3.8% of the approached respondents apply the method. The main reason identified as to why talent management is not used was the fact that organizations do not know about it. The processing of the data obtained also involved the testing of the hypotheses formulated at the beginning of the survey. A premise that less than 10% of organizations in the one of the Czech Republic’s
regions—the Moravian–Silesian Region—use talent management was confirmed as was the premise that the main reason why it is not used by the organizations of this region is their unfamiliarity with it.

The wording of the text also considered respective factors that influence or do not influence the use of talent management. The existence or nonexistence of a foreign owner (shareholder) was identified as the most essential factor. The size of the organization is considered another factor with substantial influence on whether or not talent management is used.

As a conclusion, recommendations for the broader application of this approach in Czech practice were given, including getting acquainted with the author’s suggested methodology for the introduction and application of talent management in the organization, which is based on a talent management thought map that is graphically represented in the annex to this article.

References

Summary

This article is aimed at providing information on the scope and the level of use of talent management by organizations in a part of the Czech Republic—the Moravian–Silesian Region. On the basis of data acquired thanks to a questionnaire survey, it has been discovered that organizations in this region are implementing talent management systems on a small scale. Such an approach is used by 3.8% of organizations, which is nine out of 237 (100%) of the approached respondents. The main reasons why this approach is not used is either that organizations have no knowledge of it or there exists a lack of financial and personnel resources. Recommendations suggested by the author for the wider application of talent management in Czech practice can be found in the article.