

THE DRIVING FORCES OF THE WAR FOR TALENTS

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Abstract

The war for talents was caused with the accumulation of the new technologies potential, the intensification of the competitive fighting at the world market and with the force of the consumers' and the producers' influence on its development. But the main driving thing of the evolution of the social-and-economic relations and the technological models of the civilization development was the information, its global penetration into the nature of the between human relations and the human intellect development. The information expansion through the education was influencing on the forming of the personal and professional qualities of a person and on his or her professional preferences. The accumulated knowledge and professional experience in this way facilitated the talent developing and it determined the uniqueness of an individual. The author has grounded the cause-and-effect relationships between the post-industrialism and the war for talents at the basis of Daniel Bell's doctrine, who was a founder of the post-industrial theory of society. The growing role of the theoretical knowledge, the sciences and engineering developing and their influences on the economics facilitated the new intellectual technologies appearing which demanded to use the decision methods of the "problems of organized complexity" in the practice; it was caused by the increasing of the competition at the market. These factors had the key influence on the demand growing for the talented employees, and, first of all, for the executives, and it was the beginning cause of the war for talents.

Keywords: talent, driving forces, war for talents, intellectual technologies, talent management.

The talent employees nowadays (according to the Strategic Management Regulations) are one of the key factors of a company competition and its successful activity at the market. The value of this resource is explained by the fact that just the talent specialist has a complex of personal competences (as professional and also playing ones) which are connected with functional and strategic competences; and they are a creative base to form the key competences of a company. In its turn, just the key competences guarantee a company its uniqueness at the market; and it determines a content of its main competitive advantages.

This struggle, or as it is called in the business environment - "the war for talents", was caused as yet at the end of 1990-s; it was done by some important strategic turning moments in the world economy developing. They were increasing the new technologies potential, the new powerful market competitors coming, and also changing of the power influence at the market from both consumers and suppliers. It began unnoticeably in the 1980-s, got an active developing in the 1990-s, became more and more dynamical at the beginning of the third millennium and it will form the business developing new conditions during the next some decades. It means that the companies' ability to attract, to develop and to keep the talents will be the main factor of their competitiveness during a long period of time.

There are long-term researches of the talent-management in the leading American companies which are the leaders at the world market in its different segments. These researches results have given an opportunity to distinguish the driving forces in the war for talents [Ed Michaels, 2012: 37]; they are:

- irreversible transition from the society industrial development epoch to the information one;
- demand activation on the managerial talents of the high level;
- rising inclination of the people to change their working places.

We think that these factors are just the results of those global changes that have placed in the community development under the influence of the information, which is more powerful productive resource of the post industrial society. It is known very well and it has been proved by the scientific association that the main objects of the public relations transformation are divided into three groups of the resources: material, financial and human ones. The key role plays information as a subject and a production result; the origin time of this information appearing is impossible to be explained by the science till the present moment, because it is considered that the information resource has been created by a man himself and at the same time he is its main user.

Today we have an opportunity to watch volume, depth of penetration and influence force of the information on the human consciousness, because now it can be changed the system of the vital values (material and moral ones) and the connections between them with the help of information and also with the means of its distribution and transition in the space. What is more when the people take information out of the different external surroundings and apply it in different activities and situations using the communicative mechanisms of its distribution, the people give the different meanings to this information; very often this information has exaggerated and far-fetched meaning and this factor influences on the results of decisions and actions.

So we can think that the information and its global penetration into the nature of the between human relations were a motive force of the socio-economic relations and the technological models of the civilisation development. Exactly the volumes of the information streams, time, place, facilities of information processing and the fields of its using influenced on the human needs and the vital values changing.

Every step of the civilisation development was characterised with the information influence force on the human intellect, and as the result the new demands appeared and the different means of satisfaction of their necessities (the scientific-and technical revolution) were searched. Finally, just the man's personal and professional qualities forming and his professional tastes were taking place because of the distribution and transition of information through the education. Knowledge got in this way and professional experience acquired were the factors which helped talent developing and this fact determined a person's uniqueness.

We consider expediently to ground the cause-and-consequence connections between Post-industrialism and the war for talents based on the Daniel Bell's doctrine, the founder of the post-industrial society. According to the Bell's theory, the main characteristic features of a new type of the public relations development are:

- social structure of the society, which basic principle of forming is the principle of saving (the resources placing at the least price, replacing and optimizing, and others);
- policy, that is being formed according to the principle of co-participation both the upper and the lower managing levels;
- culture, the main principle of which is a man's aspiration to self-realization and presentation of own meaningfulness.

But Bell considered the basis of the new society forming was the changes in the social structure which had the essential influence on the economy itself, which developing vector depended on the correlation between the science and the technology, due to what the changes in the population employment structure would take place, and the key role would play the specialists in the professional-and-technical sphere. These changes would also generate the management problems in the political system through the role rising of the technical knowledge and its users - the engineers and scientists, and also technocrats, which were conscious and responsible politicians, and their mutual relations under the process of the new political system forming.

The rising role of the theoretical knowledge as the source of innovation comparing with the empiric one predetermines the priority of the place of intellectual resource in its turn; this intellectual resource can make "the intellectual technology" that will radically change economic, political and social parameters of the post-industrial society developing. All these things will have the ground influence on competition intensifying within the world in the form of sharp contest among the world countries for leadership to

have the strategic world resources. The characteristic peculiarity of the global competition will be a forming of competition advantages due to ability to combine the sciences and the technologies, the theory and policy in a complicated way; and all these ones will determine the effectiveness of the new models forming of the economy managing. In this situation the key place will have the theoretical knowledge which, according to Bell, “codes and shows the way of its empiric confirmation” [D. Bell, 1996 : 207]. The computers using will provide the combing of the formal theory and the accumulated data bases, and as a result, it will also provide the appearing of the new global economic models of economy managing.

It's necessary to state that the new intellectual technology appearing in the 19th century meant to give mind on just the decision method of “the problem of organized complication” as “...complication of large organisations and systems, complication of theory with a big number of variable units, recognition and realization of rational choice in the games against the nature and in the games among personalities” [D. Bell, 1976:216] to reach the specific targets. The techniques of such complicated systems managing have become possible due to the development of the new fields of activity such as information theory, cybernetics, theory of decisions, theory of games, and theory of utility, stochastic processes, and their using promoted the necessity to make alternative (optimal) decisions in the different strategic situations.

So, we can establish the combination of science, technologies and economy have predetermined the appearing of the present-day hi-tech production ways which nowadays give an opportunity for the front-rank industrial countries to have the leading positions in the manufacturing processes. This, in its turn, has caused a demand to form a new generation of the talent managers both in business and in politics which would effective apply these technologies at the practice to execute strategic decisions of the business developing under the conditions of permanent structural changes. Thus, according to the scientists forecasting [Ed Michaels, 2012:38], to the extent of becoming and developing of new public relations the demand on the high class managers' talents will rise constantly because globalisation, deregulation and scientific-and-technical rapid development are changing the work conditions in the biggest fields of activity. That's why the companies will need the executors which can risk, think globally, and understand the up-today technologies.

The changes in the social structure of the society directly touch also such a problem as the cultural sphere where the main attention is paid on a person, development of his or her personality and professional realisation.

Within this content it is necessary to mention that dynamic development of international economic integration in the world has predetermined the internationalisation of the economic life and has promoted the forming of the global competition environment; and it influences on the strategic interests of all the countries and regions of the world. The new economic associations appearing at the micro-and macro-levels has become possible just due to the knowledge permanent updating through the modern communication networks; and these networks are constantly transforming into the global one. These factors have promoted the human mobility developing (professional in particular) and have predetermined a need in the continuous training. Taking into consideration this fact we can state that ponderable value acquires one more necessity – objective – for people to update knowledge constantly and to get new knowledge with the continuous training way. Because of the information-and-communication technologies dynamic developing, the role and the speeds of their expansion have risen. If the total volume of the human knowledge increased twice every ten years even in 1970-s, one time every five years in 1980-s, but till the end of 1990-s it was done twice practically every year [D. Bell, 1976:157].

Thus, the newest information-and-communication technologies, including the Internet appearing have promoted a bigger market transparency and the forming the more quality education environment where the people (including the specialists) have received the possibility to get knowledge and to become more mobile in their professional activity. Especially it is connected with the talented employees who, according to the data of researches, are being in the process of job finding constantly, and they choice more advantageous work conditions for themselves. And, in its turn, it makes the new problems for the companies as for their motivations and keeping of the employees.

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