Development Of Skills Management In The System Management Of Talents

Mikhail V. Vinichenko\textsuperscript{1}, Taridi Kasbi Ridho\textsuperscript{2}, Andrey V. Kirillov\textsuperscript{3}, Sergey A. Makuchkin\textsuperscript{4}, Alexander V. Melnichuk\textsuperscript{5}

\textsuperscript{1}Department of Personnel Management and Personnel Policy, Russian State Social University, Moscow, Russia.
\textsuperscript{2}Faculty of Economics and Business, State Islamic University of Jakarta, Banten, Indonesia.
\textsuperscript{3}Department of Personnel Management and Personnel Policy, Russian State Social University, Moscow, Russia.
\textsuperscript{4}Department of Personnel Management and Personnel Policy, Russian State Social University, Moscow, Russia.
\textsuperscript{5}Department of Personnel Management and Personnel Policy, Russian State Social University, Moscow, Russia.

Abstract

The article discusses the development of leadership skills in the talent management system. Based on the study of the conceptual apparatus of the talent management system and the personnel reserve, an analysis of experience and approaches to the development of leadership skills in various fields of activity was conducted, the gender aspects and the role of psychodiagnostics in talent management were examined. The empirical base of the research was made by employees of Russian organizations of the Moscow region with higher education aged over 21, aimed at a managerial career. The main methods of research were: questionnaire survey; content analysis; methods of mathematical data processing. The study of the respondents' opinion on the nature of leadership development in the talent management system allowed to establish some parity between soft skills and hard skills. At the same time, almost half of the respondents consider the development of soft skills to be important for increasing the competitiveness of the organization. In the gender aspect, on this issue, parity is mostly found with a slight predominance of the opinion of women. The age structure of the evaluation is symmetrical in nature relative to 31-50 age groups. The youngest and oldest cohort of respondents consider it relevant to develop soft skills. The generalization of the respondents' survey data on the importance of psychodiagnostics made it possible to establish that the majority (82% of respondents) consider it useful in the talent management system, while more than half believe in the need to use diagnostics in all elements of the talent management system. Especially relevant is the diagnosis of management in areas related to the performance of official duties with a risk to people's lives. Based on the results of the study, the dependence of the importance of hard skills on Russian leaders on work experience in extreme situations was formulated.

© 2017 The Authors. Published by EBSCO.

Keywords: talent management; skills, psychodiagnostics, development of management personnel

Introduction

Recently, the development of society has become more dynamic. Information technologies cover all spheres of human activity and the person himself is already becoming a part of the information world. Under these conditions, employers, HR managers strive to ensure their competitiveness by attracting and developing the most talented specialists, managers of various levels. Various innovative technologies for the development of organizations, the potential of employees are created and creatively used (Gureva et al., 2016; Chen et al., 2017).

© 2017 The Authors. Published by EBSCO.
Among the most common is talent management, personnel reserve. In this conceptual tense there is still no clear division between both scientists and practitioners. This applies to technologies for the development and use of managers.

In Russia, in the public sector, as a rule, technology is used - the formation, development and use of the personnel reserve. Business is more flexible and focused on survival, so there is more often used technology of talent management. The concepts of personnel reserve and talent management were compared in the works of a number of authors (Sears, 2003; Bykova, 2010; Bednova, 2014; Vekker & Ilyukhina, 2015; Dmitrieva et al., 2015; Chulanova & Mokryanskaya, 2017; Gorev et al., 2017; Masalimova et al., 2017; Gorev & Masalimova, 2017). At the same time, they did not consider working with the personnel reserve of management as a talent management technology. It should be taken into account that there is a difference between the career of a manager and a specialist in a particular area of the country's economy and the international market of goods and services. The problem zone for career development for the leader, especially in the Russian reality, is agriculture, administrative structures and organizations of the regional level. Here, state assistance is needed to increase the attractiveness of the regions for young, talented leaders (Androsova et al., 2016). The most promising are IT, HR, whose potential remains to be discovered and implemented through the introduction of innovative technologies (Makushkin et al., 2016).

As shown by the research of British scientists, in the conditions of frequent changes in the official position and rapid career growth of an employee, it is difficult to plan his career for a long time, which requires good management skills from management and HR management (Sonnenfeld et al., 1992). At the same time, it should be taken into account that getting dividends from invested funds in personnel, development of managerial skills among managers is not always fully achieved (Belousova et al., 2016).

The main idea of working with the personnel reserve and talent management is the development of skills. For the management of organizations it is the formation of a system of skills that allows to effectively manage the organization, the structural unit. The skills themselves are divided on different grounds. In the XXI century, people began to be perceived as the bearer of the most valuable wealth of society - its professional capabilities and capabilities. Archaism and empiricism slowly began to give way to a professional culture of attitudes toward a professional person (Turchynov, 2014). Soft skills, which make it possible to be successful regardless of the specifics of the activity and the direction in which a person works are put in priority before hards kills - technical, professional skills in their field.

Today, employers are concerned that employees with well-developed business and management skills come and work in the organization (Tsitskari et al., 2017; Zaitseva et al., 2017). In Europe, for example, in Austria, the United Kingdom, Slovenia and Romania, career development is being paid attention during the training in the university, business schools, developing the competencies that employers demand in the industry (Azevedo et al., 2012). In Indonesia, at the State Islamic University, Syrif Khidayatullah Jakarta, the SLKP system has been created and is actively working, allowing to assess the skills and performance of employees, to reveal their talents. The policy of talent management emphasizes the flexibility of the role - people are given a chance to develop themselves, using their talents more extensively. The rate is made on the development of "soft skills", which allows you to be successful regardless of the specifics of the activity. Individual correction of the behavior and personal qualities of a person is envisaged. A number of researchers suggest that this be done through family ties (Georgieva & Georgiev, 2008).

These and other measures ensure the comprehensive development of personnel and the maintenance of the right talented employees in organizations. As authoritative experts point out, "it is better to strengthen existing relationships than to try to create new ones when someone leaves your organization" (Sears, 2003).

In the functional modules of talent management, it is logical to include the management of staff development and effectiveness, planning its success. Some researchers argue that "talent management is focused on increasing the scale, availability and flexible use of exceptionally gifted employees" (Smilansky, 2005), that talent management is
designed primarily for the top officials of the organization - "high-flying birds". However, this approach makes everyone else mediocre, not promising, which hinders the disclosure of their potential and adversely affects the effectiveness of the organization.

The gender aspect does not greatly affect the talent management system. V. Francis (2017) argues that mainly high professional qualities help women make a career in construction. In the talent management system, psychodiagnostics is actively used. It serves not only to determine the abilities of a person, but also for the subsequent reflection and understanding of the state of the individual, it not only contributes to the creation and theoretical and methodological comprehension of diagnostic tools, but also to subsequent work based on the results of diagnostics. The function of the psychodiagnostic tools used in the personnel management system is to determine the state of the object in order to decide the corrective effect it needs, since there is no limit to perfection. This is very important for occupations related to risk. Participation in hostilities significantly affects the mental state of American female officers (Cohen et al., 2016) and requires timely psychodiagnostics, the use of technologies to prevent depression, and retain management skills. Affects the mental state, the ability to perform their official duties specific police actions (Turnbull & Wass, 2015). Positive influence on the identification and effective use of managerial skills is the care of the psychological condition of the management team, ordinary employees (Feng & Boyle, 2014), a good socio-psychological climate, support of colleagues (Loon et al., 2016; Liu & Perry, 2016).

Using diagnostics, it is necessary to prevent conflicts arising from stresses in the talent management system (Barck-Holst et al., 2015; Oliffe & Han, 2013), to take care of the health of the personnel, the well-being of the company's management (Danielsson & Bodin, 2008; Miglioretti et al., 2013). This is facilitated by a competent work organization, favorable hygienic working conditions, ergonomics of the workplace (Feng & Boyle, 2014; Lemke & Apostolopoulos, 2015), emotional competence (Chulanova, 2016).

The development of management skills in the talent management system is one of the main activities of HR managers.

**Generation of the data**

Systematic, civilizational and socio-psychological approaches, as well as methods: content analysis, included observation, interviewing, questionnaires, secondary analysis of sociological research data, methods of mathematical statistics were used in a complex to determine the priority of developing managerial skills in the talent management system. In the course of the survey, the headhunter group of companies and the ANCOR personnel holding provided organizational and consulting assistance in conducting the survey. In the course of the study, the opinion of future and real candidates for leadership positions was revealed on the following issues:

- Priority in the development of which skills (soft skills or hard skills) should be given when working in the talent management system;
- the advisability of using psychodiagnostics in work in the talent management system.

The main instrument of the study was a questionnaire, the author's forms were compiled taking into account the experience and approaches of the All-Russian Center for the Study of Public Opinion (VCIOM). The researchers involved employees of Russian organizations in the Moscow region (Moscow and Moscow region) with higher education aged over 21 years. The initiative poll was conducted during the period May-June 2017 among employees aimed at a managerial career. At the same time, the sample size reached 600 people (a total of 19.7 million) with a maximum error rate of no more than 4.5% with a confidence rate of 95%. At the preliminary stage of the study, the respondents were briefed on the correct provision of information.

**Results**

Opinion of respondents on the priority in developing leadership skills (soft skills or hard skills) in the talent
management system.
As the study showed, awareness of the priority of soft skills is not yet fully rooted in the minds of the Russian professional community of people aimed at management activities. Almost half of the respondents (47%) believe that, in the talent management system, it is necessary to develop hards skills and soft skills equally (Figure 1).

![Figure 1. Distribution of respondents' answers to the question "In your opinion, the management of talent management system should be developed, first of all...?" (In% of the number of respondents).](image)

At the same time, the conducted research revealed many respondents who are sure that in the talent management system it is necessary to develop soft skills first of all, and women are more sure of this than men (45.9% of women and 44.5% of men from the number of respondents). Only 5.3% of respondents give priority to hard skills. Among other opinions were the statements: "Nothing depends on any skills" and "Demonstrate self-reliance and build the right relationship with the leaders", which can in principle be attributed to soft skills.

In determining the priority in the development of skills, the youngest and oldest cohort of respondents (Figure 2) was in surprising agreement about the high importance of soft skills.
More than half of the respondents (53%) aged 21-30 gave preference to soft skills in achieving success in career development, regardless of the specifics of human activities.

**Psychodiagnostics as an instrument of working with the management team in the talent management system**

The results of the research show that the majority of respondents are aware of the important role of psychodiagnostics. 53% of those surveyed noted her need for all stages of working with the management in the talent management system in the interests of reservist development and psychocorrection of his behavior (Figure 3).
Figure 3. Distribution of respondents' answers to the question "Do you need psychodiagnostics of the management in the talent management system for the predisposition to managerial activity?" (In% of the number of respondents). 29% of respondents consider it expedient to use psychodiagnostics for the predisposition to management activity as an obligatory stage of selection of management personnel in the system of talent management. 17% consider this tool superfluous. Among other opinions, the point was most often met that such an assessment of the management team may be present in the selection, but should not be decisive.

Discussions
The definition of the priority between hard skills and soft skills allowed us to identify certain established assessments of respondents the importance of the hard qualities of the manager. In conditions of acute competition and the complexity of the survival of business, government agencies cannot do without this. This situation dictates the need for principals to use authoritarian management styles. In this regard, the acquisition of hard skills usually does not arise. But soft skills is a problem zone for modern managers.

Along with this, a number of leaders of promising companies using innovative methods of working with personnel are increasingly using democratic, liberal approaches to the impact on personnel. In this context, talent management stakes in the development of employees in soft skills. It is desirable to cover as much as possible the audience. English scientists came to the conclusion that talent management processes should not be limited to a few people (Delloitte & Touche 2003). Highlighting promising employees, the leadership of the organization to the rest actually takes the role of hopeless. But in the system of talent management it is important to conduct a continuous search for the undisclosed creative, managerial potential of both managers and ordinary employees.

The gender approach has allowed to give a slight primacy in the importance of soft skills to women, who in practice often have to meet with complex interpersonal problems and solve them.

Age assessments of the importance of leadership skills in the talent management system are specific. Respondents younger (21-30 years) and older (over 50 years old) in the majority preferred soft skills. Most likely, young people in this case should follow a well-established trend, and veterans came to a similar conclusion because of the wisdom of experience. Less than all attention is paid to soft skills respondents aged 41 - 50 years. This is probably due to the fact that their emergence as managers took place in the 1990s, when soft skills did not receive proper attention.

The connecting link between theory and practice is psychodiagnostics, which develops methods for identifying individual psychological characteristics of a person with a view to studying them. At the same time, an important stage is the interpretation and discussion of test results, the development and testing of techniques that allow comparing the data obtained with the requirements for the personal qualities of the environment and profession being studied.

Knowledge of the abilities and inclinations of his subordinates allows the manager not only to identify the most capable employees who have the prospect of moving up the career ladder, but also gives the opportunity to build an individual trajectory of their development, manage talents of employees. After all, the process of the emergence of a leader is based on man's striving for excellence. The basic prerequisites for the emergence and existence of leadership in the social environment are of a biological or biopsychic nature. The power of leadership can be closely related to the situation in which the leader appears.

In the talent management system, 53% of the respondents expressed the need to use the psychodiagnostics of management at all its stages. At the selection stage, it is important to assess the predisposition of the candidate to managerial activity is 29% of respondents. In general, the majority of respondents agreed that psychodiagnostics of the management team is a useful tool in the system of talent management and achieving organizational effectiveness.

Conclusion
Managers are the most important group of personnel, since the success and development of the organization directly depends on their work. That is why it is necessary to have an integrated approach to the management talent management system. Within the framework of this system, priority should be given to the development of managerial skills in soft skills. The policy of talent management emphasizes the flexibility of the role of an employee, manager. People are given a chance to develop their capabilities, to discover their potential and to use their talents more broadly and purposefully. Managing relationships with talent is the process of building productive relationships with people who play certain roles in the organization. In general, it is aimed at creating a "great place to work." If we consider in more detail, it is reduced to a fair attitude to individual workers, their recognition as valuable employees, in giving them the right to vote and "place" for career growth.

The gender and age aspects of the study confirm the importance of developing soft skills. At the same time, the feature of the Russian leadership mentality is the commitment to hard skills. Here we see the dependence of the importance of hard skills on management experience. The management staff of organizations and government agencies has a great deal of experience in extreme situations, when a manager is often compelled to make important and complex decisions in a short time. Therefore, hard skills are often given priority.

The use of the psychodiagnostic unit to the management talent management system helps to obtain a more complete knowledge of the leader (candidate), makes it possible to describe his psychological state, exclude subjectivity in interpreting the data obtained, and determine the "optimum" features that are necessary and sufficient for successful professional activity.

Thus, the development of leadership skills in the talent management system is complex, based on years of experience and the demands of the time to increase competitiveness through the identification of hidden opportunities, potential, above all, the staff of the organization.

Acknowledgments

The publication was prepared with the financial support of the RFBR, project No. 17-03-00059.

References


Chulanova, O.L. (2016). Formation, development and coaching of emotional competence in the management of the organization's personnel: Monograph. Moscow: SRC INFRA-M.


