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“Talents and admirers” in the labour market

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Subject. Currently, the priority in the labour market is given to employees who are determined to succeed, who can solve new challenges and contribute to the competitiveness of the organisation. This means that there is a need to provide up-to-date scientific definitions, factors, and criteria to assess success by using the “talents and admirers” dyad.

Objectives. The purpose of the article was to provide an insight into the development of scientific thought regarding talented workers, to describe the evolution of human resource management which was divided into several stages, to describe methods of assessment and the peculiarities of the functioning of the “talents and admirers” dyad in relation to modern organisations.

Methodology. The method of analysis was used to determine how the content of the term “talent” changed over the years, starting from the idea of “talanton” used in the financial system of Ancient Greece and finishing with ideas about innate and acquired talent. The method of synthesis was used to gain a single comprehensive view of the “talents and admirers” dyad adapted to the contemporary labour market. Tables and classifications were used to show the influence of the factors that shape the demand for the workforce qualified as talents.

Results. The provisions of the article promote the idea about the necessity of talented workers in the labour market, they describe the characteristic features of talented workers, the reasons why this element should be included in the periodisation describing the evolution of human resource management; they also describe the influence of social and economic factors on the transformation of the labour market and the emergence of the category of “talent”.

Conclusions. The content of the category “talent” varies depending on the field of human activity and the level of competition within it. We have identified three stages of the development of this term in relation to social and economic reality: during the first stage, the term “talanton” meant the highest unit of weight in the financial system of Ancient Greece; during the second stage, talent meant innate qualities of individuals, mainly in the field of music and creativity; and during the third stage, it meant acquired competence displayed in the real sector of the economy. The author formulated her own definition of a talented employee based on the indicators of the level of development, effectiveness, potential, and the manager’s attitude to such employee. A four-step mechanism for achieving professional success which indicates a talented employee was substantiated. It was stated that there is a “talent and admirer” dyad in the labour market, where the latter provide the “talent” with the necessary feedback.

Key words: success, knowledge society, loyalty.

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Introduction

Since its emergence, there have been nine stages in the development of human resource management. The period between 1950s and 1960s known as *administration* (or bureaucratisation) was characterised by the availability of the personal files of employees at enterprises and their influence on human resource management. A decade later (after 1960), it was time for *institutionalisation* when a developed social policy and the concept of socialisation allowed developing such functions as employee recruitment, adaptation, remuneration, legal management of conflicts, and training. Ergonomics and employees' leisure time management started to develop actively.

The next decade (after 1970) saw an expansion of personnel functions and a trend to consider personnel welfare became the backbone of the “*humanisation*” stage. Competition in the goods and services markets was projected onto the labour market. Employers needed and had the opportunity to “view” an employee as a personality with their needs and demands that had to be met. It can be assumed that during this period the “work and life” dyad started to change. The formula “live to work” gradually began to lose relevance, while a new formula, “work to live” was being developed. The business community had to take note of the signal warning them about the appearance of a new long-term trend.

After the 1980s, new trends emerging as a result of historical changes appeared alongside the existing numerous trends in human resource management. The national stage of economy globalisation was replaced by the international, and then the multinational stages (after 1980). Indirect exports, direct sales abroad, integration with foreign markets, and transnational development marked the expansion of human resource management activities. International taxation, employees' business trips abroad, translation services, maintaining relations with host governments, administrative services, risk management, differences in economic systems and values indicated the need for new knowledge and skills expected from employees, employees' adaptation, training, and reintegration. Alongside the implementation of strategies for the decentralisation, standardisation, and de-bureaucratisation of functions of human resource

management, there was a need for work flexibility, rational management of workplaces, and the assessment of employees' potential. Quantitative personnel assessment was introduced. A trend for the application of IT-technologies in human resource management emerged which proved to be a long-term trend.

The transformations identified at the stage of *economisation* and *internationalisation* continued in the next decade of *restructurisation* and *creation of added value*.

A new period, which began in the 1990s, was characterised by the recognition of employees as a significant resource of an organisation. The shift in the management paradigm to the “person-organisation-influence” formula indicated the need for employers to focus on two aspects. On the one hand, it was important to consider the potential of human knowledge, to develop it, and to retain employees by means of a well-thought-out corporate philosophy, corporate culture, policy aimed at ensuring employees' welfare, including health management. On the other hand, human resource management had to contribute to the improved competitiveness of the organisation. Organisations started to focus on teamwork, goal management, high-quality controlling which, also applied to the head branches of international organisations and their foreign branches. This stage was characterised by the decentralisation of HR departments, the introduction of a benchmark model for them, and outsourcing in HR management.

A change in HR management models characterised by increased business partnership continued at the stage of *proactive human resource management* (after 2000). The “impact” of the organisation on the goods, services, and labour markets was viewed as the final result element of the formula of the management paradigm of those times and such impact was impossible without employees' proactive ideas and proposals and their timely support. Situational leadership and new forms of employment were introduced, including remote work, variable remuneration systems, electronic human resource management were also introduced; a family support policy was developed and implemented.

Increased competition accelerated the change of periods in the evolution of human resource management. The next stage came five years

earlier than human resource management had expected. After 2005, a movement started which was characterised by **business partnership and the introduction of a competence approach**. Employers had to cope with challenges caused by the rapidly updating economy, which meant that human resource management also had to solve them. It was now possible to compete and secure the result by developing key competencies which, when mastered by employees, ensured meeting the developed standards based on the following evaluation characteristics: sustainable value, rarity, difficulty to imitate, and indispensability.

According to the systematic approach, more elements were necessary to achieve the required workforce quality. A balanced system of indicators used to assess the effectiveness of the organisation's management started to develop. This system consisted of four groups of indicators (Durakova & Kholyavka, 2021). The employers were about to react to the emerging trend of human resource diversification and diversity. The importance of human resource management was grounded. **Talent management** was introduced as an innovative solution (Kolb et al., 2010). Recruitment agencies and employment centres were now used to search for key employees who met the requirements for the given position. The assessment and development of talents were accompanied by methods and technologies aimed at their retention in organisations. Demographic challenges were also responded to, among other things by developing approaches to working with ageing teams. Employers started to develop a policy which would allow their employees combine their work and personal life.

Five years later (after 2010), this stage was followed by a new stage, strategic **changes and challenge management**, which appeared as a response to the accelerating changes in the economy and, as a consequence, changes in the human resource management. During this stage, staff were encouraged to change their attitude to changes, instead of resisting to them employees had to timely accept the economic challenge and be ready to contribute to developing mechanisms allowing the organisation to adapt to new scenarios enabling the company to retain its competitive advantages.

The year of 2020 became a new milestone in the evolution of human resource management.

During the new stage, human resource management took into account the previously accumulated experience. However, it also considered **diversity and diversification** and was aimed at creating **a human resource ecosystem and an inclusive environment for people employed in the organisation**. This stage is characterised by the development of production communication between representatives of different genders, religious confessions, nationalities, ethnic groups, people with disabilities¹. It ensures collaboration between people of different generations in the labour market (Ilmarinen et al., 2003), the inclusion in the production process of workers from different social backgrounds, with different sexual orientations, education, and values. To ensure productive activities and to retain key employees, the companies have to implement the policy of inclusion which is based on the theory of homogeneity. This theory rejects the ideas of hierarchy and the advantageousness of any specific employee, it also rejects any differences between the "weak links", minorities, and those employees who have standard characteristics² (Durakova, 2023).

The evolutionary stages show that the traditional tension between the economic and social components tends to grow. On the one hand, human resource management must contribute to the implementation of the organisation's business strategy. On the other hand, the employer needs to provide a package of social services which will facilitate the long-term employment of key specialists under the rapidly changing conditions on the market. In scientific literature, such specialists are often called "talents".

"Talents" in the organisation: who are they and where do they come from to the labour market?

Advanced technologies, intellectual processes, complex products and services based on them are unthinkable without highly qualified specialists who are able to produce, apply, and develop them. Factors that support and accelerate the process of development of talents have been identified (Gutmann & Gatzke, 2018) (Table).

¹ Groysberg B., Abrahams R. Arbeit oder Leben? / Harvard Business Manager. URL: <https://t.ly/KHh0s>

² Stahl A. What's to come in 2021 for diversity, equity and inclusion in the workplace. URL: <https://t.ly/cgB3m>

The consequences of the influence of factors on the transformation of the labour market and the development of the “talents” category

Factors	Consequences of the influence of the factors on the labour market
Demographic developments	They lead to a growing shortage of specialists and managers, mainly in industrial countries in the West. The trend towards an ageing population and, as a consequence, teams of workers, affects the relations between the three groups of workers which represent three main sources of human resources: youth, older workers, and migrants. Each group has its specifics and requires efforts from employers to retain them. To retain the potential of older employees, it is necessary to provide “age ergonomics”, health maintenance, and advanced training focused on this segment of employees, which allows using the compensatory effect of knowledge and experience in training. Young people in the organisation have new values, want to have work-life balance, and do not want to be committed to just one employer. The focus on migrants means raising their competencies to the requirements associated with the given position, their adaptation and socialisation
Transition to a “knowledge society”	The global movement of goods has been replaced by an intensified exchange of information and knowledge, which has become an important competitive factor for organisations. The “expiry date” for knowledge is getting shorter. The “knowledge society” is a network of interacting ideas: by means of cognitive and emotional processing of information acquired knowledge has become a fundamental capital and has a significant impact on the vector and processes of social (planetary) development. The transition to such a “society” has created an increased demand for skilled and creative workers
The transformation of values and entry of new generations into the labour market	The trend towards well-being, high quality of life, education, and mobility has made it possible to create conditions for increasing options for self-determination. Family models have changed. Life satisfaction is now associated not only with success in the workplace, but also with social engagement and social responsibility. Work in organisations is implemented simultaneously by several generations with different systems of values, therefore, the management must do justice to each of them with due account of the phase of life. There is an increased need for employees’ work-life balance
The emergence of Internet resources	The Internet increases the transparency of labour markets and intensifies competition for qualified and talented personnel. Employees and organisations can make the best and the most beneficial decisions. Alternative market opportunities have appeared for job seekers, barriers associated with a change of workplace have been reduced, the average length of work for one employer has decreased. As a result, there is a need to develop a policy which will allow retaining talents and ensure their long-term loyalty. To do this, employers promote their own brands, improve their positions in the labour, goods, and services markets
Reduced employees’ loyalty to the employer	This trend is especially evident among “top talents”, that is why they can be retained in an organisation by means of well-thought-out motivation, development and career opportunities, and the behaviour of managers
Intensified migration due to increased globalisation	There has been an increase in labour migration, especially in the sector of highly qualified specialists, which has led to their increased supply in the labour market and an increased risk of emigration. Therefore, multinational companies must pursue a reasonable policy of substitution. Particular risks arise due to geocentric policy, when the best employees are chosen for foreign branches, regardless of their nationality and values

S o u r c e: compiled by the author and based on: (Gutmann & Gatzke, 2018; Ilmarinen et al., 2003; Inglehart, 1971; Schobert, 2012; *Toossi M., Torpey E.* Older workers: Labor force trends and career options // U. S. Bureau of Labor Statistics, NE Washington, DC 20212–0001. May, 2017. URL: <https://t.ly/Okpknk>; *Kowal P., Dowd J.* Definition of an older person. Proposed working definition of an older person in Africa for the MDS Project. January, 2001).

Each of these factors indicates that there is a growing demand for members of the workforce qualified as talents in the labour market. The title of the book “The War for Talent” (Petzold, 2001) proves that there is a pool of talents but their number is limited and their shortage means that it is necessary to develop a well-thought-out strategy and tactics to attract them to the organisation where they could ensure the successful implementation of business tasks.

The term “talent” is common in any language, however, it still does not have an unambiguous definition. Its content varies depending on the sphere of activity of the individual and the degree of competition in it. The first stage related to the development of term is associated with the sphere of finances in Ancient Greece. “Talent” is of Greek origin from “talanton”, which denoted the highest weight unit in the table of Greek measures. 12[talanton]. The weighed object was gold, a talent weighed 16.8 grams, a semi-talent was 8.4 grams. The characteristics “highest weight unit” and “gold” gradually started to be used when describing the qualities of a person, which marked the second stage of the development of the term.

According to some researchers, the “gold” component in a person is innate. Talent means outstanding innate, inborn qualities (Enaux & Henrich, 2010). However, other scientists believe that on the one hand, talent is outstanding abilities, extraordinary capabilities in any field. On the other hand, they can be inborn or developed to a high degree as a result of practice³. According to research by G. V. Segalin, the highest creative productivity is achieved when psychopathy and giftedness merge (Panzer & Huppertz, 2013). The age distribution of the manifestation of qualities indicating talent depending on the field of activity has been experimentally determined. In music, painting, mathematics, linguistics, and technology, talent usually manifests itself at an early age. In literature, science, or organisational work it is revealed at an older age. For example, Wolfgang

Amadeus Mozart could play the harpsichord at the age of three; George Frideric Handel composed a number of sonatas at the age of ten; Ludwig van Beethoven wrote his first opera at the age of twelve. At the age of thirteen, Joseph Haydn created his first mass; at the same age, Mikhail Glinka composed three sonatas. Johann Sebastian Bach was a court musician in Weimar at the age of eighteen. Composers Anton Rubinstein and Pyotr Tchaikovsky also created their first works at an early age. Interestingly, there is no evidence of musical genius among women (Panzer & Huppertz, 2013).

During the third stage in the evolution of the term “talent”, it started to be used in relation to the real sector of the economy. Increased competition in the external organisational environment, the need to preserve the traditional segments of the goods and services markets and to expand into new ones considering the transformations in the demand and supply of the labour force (Table 1) caused the necessity to search for and retain employees with special characteristics. On the one hand, such attributes as rarity, sustainable value, difficulty to imitate, and indispensability (Bühner, 2004; Petryaev, 1978) are common for the term “talent” when used in relation to industry. On the other hand, the usage of the term “talent” rather than “talented” indicates that employers understand this term in a way which differs from its common understanding.

It is logical that the category of “talent” should be associated with key positions in the organisation that are crucial for the success of the business, i. e. positions that require special knowledge of processes, markets, or customers (Durakova, 2021). However, some researchers believe that talents can be found at all levels of a company. These can be employees who have the right skills and use the right knowledge at the right time to perform their duties. They also have cognitive abilities and the potential to perform further tasks consistent with the goals of the organisation. If the employee’s personal values, preferences, and actions are compatible with the strategy, structure, and culture of the

³ Ozhegov S. I. Dictionary of the Russian language / Edited by N. Yu. Shvedova. Moscow, 1984.

company, they can be considered as talents for the company (Capelli, 2008). The definitions of the term “talent” can vary from denoting certain young professionals with above-average skills to all highly efficient and promising employees with high potential⁴.

A parable in the New Testament tells a story of three slaves who received a coin called a “talent”. This story explains what you can do with your gift. One slave buried his talent in the ground, the second exchanged it, and the third multiplied its value (Kamluk, 2017). From this story it can be assumed that people endowed with a divine spark do not always use it to produce fire whose possibilities are wider and which can be used more effectively than a spark of light.

Interpreting talent as characteristics that can be acquired in the process of development rather than as innate qualities suggests that in both cases talent does not manifest itself immediately, but only if a person is ready to invest their time and effort into the development of their abilities⁵. Talent is formed “as a result of a complex consolidation of abilities, favourable opportunities, and randomly obtained advantages⁶.”

Therefore, “talent” in the organisation is used to denote a success-oriented employee, who, firstly, has a high level of development, including competence and dedication, and secondly, has been highly efficient for a long time, which contributes to the competitiveness of the organisation. Thirdly, this person is able to adjust their potential in order to solve new tasks that go beyond their current responsibilities. Fourth, managers can delegate tasks to such an employee.

The level of the employee’s development, as the first component of the employee’s talent, is known as competencies, which include employees’ knowledge and skills necessary to perform their work, as well as their dedication towards fulfilling tasks. Knowledge as constant

improvement through training and experience, means the ability to comprehend and understand the content of tasks, the logic of their solutions, theory, principles, and factors. All together they form a complex system that acts as implicit, unconscious knowledge.

Mastery, choice of methods and technologies, use of materials and tools form practical skills. Cognitive skills are divided into two levels: basic skills and skills of a higher level. Basic skills include the ability to generate ideas, direct thinking towards certain actions. These skills are based on the functioning of short-term and long-term memory; perception of information processed by the brain and recorded by the organs of vision, smell, taste, touch, and hearing. Higher cognitive skills mean the ability to forecast a situation and plan necessary adjustments, to complete tasks and solve problems due to out-of-the-box thinking. In this case, unlike a genius who hits an invisible target, talent hits a target that no one can hit (Gladwell, 2020).

The employee’s dedication towards work means that they are confident that they will complete the task independently, without assistance, motivated by interest and enthusiasm related to the eagerness to achieve result.

The focus on success is an objective characteristic of a talented employee’s performance which is characterised by three features. It is formed in the process of their conscious need to overcome obstacles, to maintain the achieved and accumulated labour potential, and to preserve their reputation, dedication, and emotional motivation to repeat the job in the future.

The ability to adjust your potential to meet new challenges that go beyond today’s responsibilities. An employee who demonstrates a strong potential for the next, higher position may call themselves talents. However, when they get this position, they lose the former status of talents and need to accumulate knowledge and skills again. The tougher the competition, the more often the area of project work in the organisation and requirements for its implementation may change. This

⁴ Bethke-Langenegger P., Mahler P., Staffelbach B. Effectiveness of talent management strategies // European Journal of International Management. 2011. Vol. 5(5). P. 524–539.

⁵ Uspensky L. V. Why this way rather than any other way? Etymological dictionary. Moscow, 2017.

⁶ Ibid.

may give way to a confrontation between the employee's ability to solve innovative tasks set by the employer and the employee's attitudes, including in terms of their commitment to the organisation. Therefore, it is necessary to consider three aspects when working with talents: to identify their knowledge and skills, to ensure the possibility of their development, and to retain them in the team.

The availability of talented employees in the organisation who are able to work independently and proactively allows managers to use a *delegating leadership style*. Leadership that does not require a pronounced directive behaviour and support saves time which the management can use to plan future development strategy of the organisation with due account of new challenges in the competitive environment.

“Talent admirers” in the organisation

The “talents and admirers” dyad is also worth discussing. This dyad first appeared in a famous play by Alexander Ostrovsky in reference to the world of art and culture and has become a common expression. Talents in the organisational environment of the real sector of the economy, which have been formed by the market economy, still remain unpaired in the specialised scientific literature.

If we talk about the development of an innate talent, if we assume that it is acquired as a result of hard work, we should also consider the process of ensuring success, which is a four-step mechanism, which involves target setting, action, result, and evaluation of the result (Schopenhauer, 2011).

The target setting starts with the *need* of the employee to succeed when performing their job; then follows *motive* as an incentive to action, the opportunity to experience a sense of pride in accomplishments and efforts. The final element is the ability to *implement* the action, including using the internal potential and resources and bringing them in line with the requirements, conditions, restrictions, and risks.

In literature and art, an outstanding piece of work is usually evaluated by public;

this evaluation takes the form of feedback, enthusiastic responses, comments in the media, flowers, and applause. The subjects of evaluation, as a rule, includes admirers of the talent, whose characteristics have changed over time and under the influence of circumstances.

With the appearance of “talents” in organisations that have nothing to do with culture and art, admirers most likely were people who appreciated outstanding work results. In some cases it was impossible to visualise the whole work. “Talents” could participate in the creation of some elements of a product or service, which would only be finalised as a result of the work of other specialists⁷.

However, the assessment of the result should be carried out through feedback or self-perception of the employee, it should be aimed at determining the value of the achievement and the degree of its contribution to success. It should be focused, among other things, on maintaining the emotional state of the employee, since it influences their motivation to repeat this success in the future.

Talents should be admired and worshipped by the management, which means the development of a strategic organisational approach which guarantees that key positions are constantly occupied by employees identified as talents since they have rare and demanded competencies that are key to the competitiveness of the organisation (Michaels et al., 2012).

The peculiarity of talent management is associated, firstly, with the effective linking of several functions of human resource management: identification of talents within a particular organisation, determination of the source and channels of their attraction, their optimal positioning, development, and retention by the employer. Secondly, it requires timely adaptation to changing organisational priorities, taking into account the diversification of products, services, and personnel. Thirdly, it

⁷ Dictionary of the Russian language: in 4 vols. / Russian Academy of Sciences, Institute of Linguistic Research ; ed. by A. P. Evgenieva. Moscow, 1999.

means ensuring conditions that allow several talents to work in a team. Fourthly, it should provide environment that protects talented and non-talented workers from confrontation. Fifthly, it is aimed at resolving the contradiction between the inclusive (for all employees) and exclusive (for talents) components of the human resource policy.

Results and discussion

The scientific discussion regarding the category of workers qualified in the labour market as “talents” involves various aspects of this problem. From the experience of the author of the article, who has completed internships in leading universities and organisations in Germany, the characteristic “talent” is used more in scientific research. In the real world context, even if there is a programme for the development of talents, in everyday life the term has not been widely used. Some researchers assume that the “eastern” approach to the term “talent” understands it as talent acquired from birth, while the “western” approach recognises the possibility of acquiring it through study and work. Distinguishing talented employees into an independent group contradicts the policy of inclusiveness, which rejects an exclusive approach to human resource management (Durakova, 2023) and justifies the formation of an ecosystem in organisations⁸. “Talents” can be an obstacle to the formation of inclusive strategies in the organisation. The definition of the term “talent” outside the workplace has influenced its characteristics in the workplace (Durakova, 2020). With the expansion of organisations' activities, talent management strategies become more global, the developed global approaches to talent management can directly or indirectly strengthen or undermine the employer's ability to attract, engage, and retain talents that are crucial to achieving competitive business goals (King & Vaiman, 2019; Tsai, 2018).

⁸ Dictionary of the Russian language: in 4 vols. / Russian Academy of Sciences, Institute of Linguistic Research ; ed. by A. P. Evgenieva. Moscow, 1999.

Conclusions

The conducted study allowed formulating the following results:

- the development of complex products by using advanced technologies, intelligent processes, including artificial intelligence, has indicated the need for highly qualified specialists capable of producing, applying, and developing these technologies and processes;

- the need to accelerate the process of generating demand for key employees distinguished by such characteristics as rarity, difficulty to imitate, indispensability, and sustainable value depends on how strong existing and emerging factors are, including such factors as the transition to a “knowledge society” and the emergence of Internet resources;

- the supply of key employees in the labour market has become increasingly influenced by demographic transformations, which are determined by negative natural population growth and youth migration. New values of new generations characterised, among other things, by a decrease in loyalty to the employer, also complicate the search for and hiring of the necessary labour force. New transformations have been occurring in the labour market due to the diversification of the workforce;

- the current situation has accelerated the formation of new ideas about the profile of activities and the competitiveness of employees; similar to culture and art, the category of “talents” has been formed. A significant range of definitions describing this category indicates that there is still no clear definition for this term in the real sector of the economy. Many definitions proposed by different scientists are to some extent debatable;

- talent management, as a response to the challenges of the time, was introduced as a new function of human resource management in Europe in 2005, the time associated with “business partnership and the introduction of a competence approach”. Almost twenty years later, “talent”, understood as a key employee with a high level of professional development, still remains important. Further research related to

talent management can be dedicated to searching for, developing, and creating feedback based on the result of talents' activities. The timely and proper solution of these tasks will allow retaining talents in the organisation and implementing visionary leadership in relation to them, which means the ability of competitive employees to

forecast the future of the organisation and to meet its challenges.

Conflict of interest

The author declares the absence of obvious and potential conflicts of interest related to the publication of this article.

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«Таланты и поклонники» на рынке труда

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Предмет. Приоритетность на рынке труда работников, ориентированных на успешную деятельность, обладающих потенциалом для решения новых задач и обеспечивающих конкурентоспособность организации, означает необходимость своевременного представления их научных дефиниций, факторов влияния, оценки успешности через исследование диады «таланты и поклонники».

Цель. В статье реализована попытка сформировать представление о движении научной мысли относительно работников-талантов, о причинах включения в периодизацию эволюции работы с персоналом, методах оценки, особенностях функционирования диады «таланты и поклонники» в привязке к современной организации.

Методология. Посредством анализа определены составляющие движения научной мысли от содержания категории "talanton", используемой в греческой финансовой системе, до представлений о врожденном, а затем – приобретенном таланте. Синтез позволил сформировать единое целостное представление о диаде «таланты и поклонники», адаптированной к современному рынку труда. Посредством табличного метода и группировок показано влияние факторов, формирующих спрос на рабочую силу, квалифицируемую как «таланты».

Результаты. В статье представлены положения, продвигающие научную идею о необходимости работников-талантов на рынке труда, их особенностях, причинах включения в периодизацию эволюции работы с персоналом; последствиях влияния факторов на трансформацию рынка труда и появление категории «таланты».

Выводы. Адресность и содержание категории «талант» меняются в зависимости от области деятельности человека и остроты конкуренции в ней. Нами выделены три этапа привязки термина к общественно-экономическим реалиям: talanton как наивысшая весовая единица в финансовой системе Греции; «золотые» врожденные качества индивидов, в большей степени проявляющиеся в музыкально-творческой сфере; приобретенная компетентность, реализуемая в реальном секторе экономики. Сформулировано авторское определение работника-таланта, основанное на признаках уровня развития, результативности, потенциала, и определение стиля поведения руководителя по отношению к нему. Обоснован четырехшаговый механизм достижения профессиональной успешности как индикатор деятельности работника-таланта. Аргументировано существование диады «таланты и поклонники» на рынке труда, где последние формируют и обеспечивают первому необходимую обратную связь.

Ключевые слова: успех, общество знаний, лояльность.

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