

## **TALENT MANAGEMENT IN A MULTINATIONAL COMPANY – THE BEST PRACTICE EXAMPLE**

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### **Abstract**

The support of talented employees is closely related to the success of the company and its attractive position on the market compared to the competition. Ineffective communication causes that employees are less involved and willing to find their own talents. The activities and benefits should be intended to provide opportunity and develop their knowledge and skills, and for undiscovered talents to demonstrate the potential of supervisors, managers to increase the chances of award and career growth. The lack of visibility of talent has a negative impact on whole talent management. Therefore, it is necessary to invest enough time and energy in all talent management processes. Many companies imitate successful competitors and often take advantage of the one who started the first. They avoid known mistakes and welcome the advantageous opportunity to use proven knowledge and experience. This ultimately leads to the overall development of the business environment and the improvement of the whole human society. The talent management area is no exception. Adient Slovakia, s. r. o. (plc.) is an example of best practice in talent management in Slovakia. Therefore, on this example the paper examines how to work with talented employees in the company. It characterizes what employees are and should be considered as talents, what qualities, abilities and skills they should possess. The aim of the paper is to identify the process of working with talented employees in a multinational company on the example of Adient Slovakia. In order to fulfil the objective, the information was obtained by a structured interview with a senior manager of the human resources department.

**Keywords:** Talent, talent management, Adient Slovakia, recruiting, development.

## **1 INTRODUCTION**

In an era of continuous changes and globalization, the current conditions of the business world bring a greater interest in human resources management. Big change can be seen in the belief that the key factor in business success are the talented employees who are the key to building, maintaining and increasing the competitive advantage of a company. Finding and retaining these employees, which is part of a comprehensive talent management system, is becoming increasingly important. The concept of today's talent management has become more relevant and raises new questions that are fuelled by the sophisticated modernization of corporate culture and the improvement of human resources activities. Currently, several human resources management specialists resonate with the need to perceive talent management, which is based on the assumption that it represents one of the critical parameters of a successful company, achieving efficiency and setting goals and increasing its competitiveness by talented employees. It is obvious that most employees overlook their talents and that is why employers need to find every little sign that can be hidden in the employee. Adient Slovakia is one of the trendsetters in talent management in Slovakia, who has expressed an interest in analysing the current situation of using a systematic approach to working with their talented employees. Therefore, the aim of the paper is to identify

the process of working with talented employees in a multinational company on the example of Adient Slovakia.

## **2 THEORETICAL BACKGROUND**

As a result of the increasing pressure from the globalization of the business environment, the difficult conditions of competition that is gaining global character, human resources are increasingly becoming the focus of managers of companies. In addition, the supply concerns are strongly premised around the changing nature of demographics, which includes an ageing workforce and falling birth rates in many developed economies (McDonnell et al., 2017). If companies want to succeed, survive and grow in increasing competition, while at the same time outpacing their existing competition by increasing their added value and gaining competitive advantages, they must attract, cultivate, retain talented employees (Horváthová, 2011). The importance of intangible assets, such as intellectual capital, property rights, brand name and, in particular, employees' talent, is increasingly compared to the importance of tangible assets such as machinery, equipment, factories, etc. (Vaiman & Vance, 2008). Many large companies compete with start-up talents because they have the potential to earn a large amount of money, which is also expected from special „dot-com” companies operating in IT sector. However, perhaps most importantly, talented employees have the opportunity to work with senior management at an early age (Thorne & Pellant, 2007).

According to some theoreticians and experts, the term talent only refers to key employees, mainly for extremely capable people with great potential, in order to gain top-ranking positions. However, recently there is a built-up opinion that every person has talent, but some have more than others (Koubek, 2011). Generally, human resources talent is perceived as a combination of abilities, qualifications, personality traits, as well as the skills of an employee enriched with their potential for further development (Lukáč, 2009). According to Krishnan and Scullion (2016), who gets categorized as talent depends on context and, in particular, on the organizational life stage of the company. Managers and human resource experts define human talent in relation to current and future organizational strategic goals and programs. For instance, when a company selects diverse and innovative strategy, human talent refers to those who have prominent actual or potential capabilities in creativity and innovation (Tafti et al., 2017). Anyway, when creating a company that is able to change and innovate, the right talent is the cornerstone of the source of competitive advantage (Lawler & Ulrich, 2008).

However, the interpretation, implementation, and effects of talent management are strongly influenced by a wide variety of contextual factors, such as features of the specific cultural contexts in which the multinationals operate (Sidani & Al Ariss, 2014). Moreover, value creation is a subjective assessment, which becomes clear when we think about the notion of use value, which requires an assessment of the novelty and usefulness of talent, which assumes that users of the talent possess sufficient specialized knowledge to evaluate the knowledge of new talent (Sparrow & Makram, 2015). Company decision makers are therefore advised to adequately assess organizational and contextual characteristics prior to implementing talent management practices (Gallardo-Gallardo et al., 2015).

Without any doubt, talented employees help the company to achieve success and the best economic results, and before undertaking individual activities, the company needs to clarify objectives and needs to a particular extent (Liker & Meier, 2016). If a clearly defined goal of working with talented employees is absent, the expected effect will not come even if the best program is created for them. And it is the clear strategy of talent management that will ensure the selection of the right talented employees and the preparation of an effective talent program (Stýblo, 2010). The determining of criteria for choosing talents has to be established in view of specific production process and company objectives (Ližbetinová & Hitka, 2017). According to Ledford and Kochanski (2004, In: Gelens et al., 2013), talent management is based on employee segmentation and differentiation that distinguishes human resources management from talent management. As reported by Chuai Xin et al. (2008, In: Sojka, 2013) human resources management focuses on all employees and talent management only on talented employees. Talent management creates differences between employees. Employees identified as talents are believed to demonstrate more positive work attitudes, cognitions, and behaviors compared to employees not identified as talents (De Boeck et al., 2018). On the other hand, egalitarianism is typical for human resource management, and is unacceptable in talent management. Human resources management assumes a balanced distribution of resources, while talent management assumes a differentiated allocation of resources, taking into account talented employees. In practice, this distinction is based on the idea that companies are investing unnecessarily high costs in all employees, especially because valuable, unique and hard-to-copy human resources are key to long-term performance and a source of competitive advantage (Gelens et al., 2013).

As stated by Šikýř (2014), the process of managing talented employees focuses on activities such as the

recruiting, keeping, use and development of persistent, capable, motivated and loyal employees. These employees are supposed to fulfill the expectations and ideas of the company in terms of professional competence and potential for further development. Managers companies have to motivate career-oriented employees especially according to their needs as they are strong predictors of overall job satisfaction. In the long term application of these factors, can encourage employees to stay focused on their careers (Hitka et al., 2018). Moreover, today's successful leaders are willing to adapt and improve themselves and improve team performance by developing their own leadership development skills. By taking leadership programs, the manager will become an engaging manager who motivates the employees (Vlacseková & Mura, 2017). This is the basis for the need to achieve effective performance, professional growth and advancement in individual functions within the company. Armstrong and Taylor (2015) show another point of view. They perceive the process of talent management as a sequential activity that involves planning, recruiting and developing talented employees. These activities take place within a defined talent management policy and strategy that aims to ensure that there is a sufficient influx of talented employees and the creation of a talent pool. The talent management agenda is increasingly driven by international dimensions (Collings et al., 2018).

### 3 METHODOLOGY AND SOURCES

The aim of the paper is to identify the process of working with talented employees in a multinational company on the example of Adient Slovakia. In order to fulfill the objective, the information was obtained by a structured interview with a senior manager of the human resources department. Adient Slovakia is an example of the best practice of talent management in Slovakia. As an independent company, Adient was formed by separation from Johnson Controls on October 31, 2016, by separating the Automotive Experience division ([www.johnsoncontrols.com](http://www.johnsoncontrols.com)). Currently, it is a world leader in the development and manufacture of automotive seats. Thanks to its technological know-how, the company boasts the production of each single seat component and the occurrence of every third car seat in the world. The company's expectations are to create new business relationships with partners outside the automotive industry, such as utility and truck seats, passenger trains and aircraft. The company is represented in 32 countries of the world, while Slovakia plays a key role. The Business Center, one of the most important part of Adient Slovakia is located in the capital city Bratislava. It provides Adient worldwide support for business processes with a focus on finance, accounting, information technology, controlling, human resources management, purchasing and sales for North America, South Africa, Europe and Asia. From the point of view of the workforce structure, jobs are occupied not only by Slovak nationals but also by employees from different parts of the world. Employees from Mexico, Russia and the Czech Republic have the largest representation and other foreign employees come from Nigeria, Egypt, India, England, Serbia, Hungary, Ukraine, France, Spain, the United States and Korea. In 2017, based on the published results, Adient Slovakia won 3rd place in the "Best Employer" ranking in the Shared Service Centers category and "Healthy Company" in the non-production companies category.

### 4 TALENT MANAGEMENT IN ADIENT SLOVAKIA

Talent Management in Adient Slovakia is a comprehensive system of processes that are located in the Business Center Adient Slovakia. These processes are shown in Fig. 1.

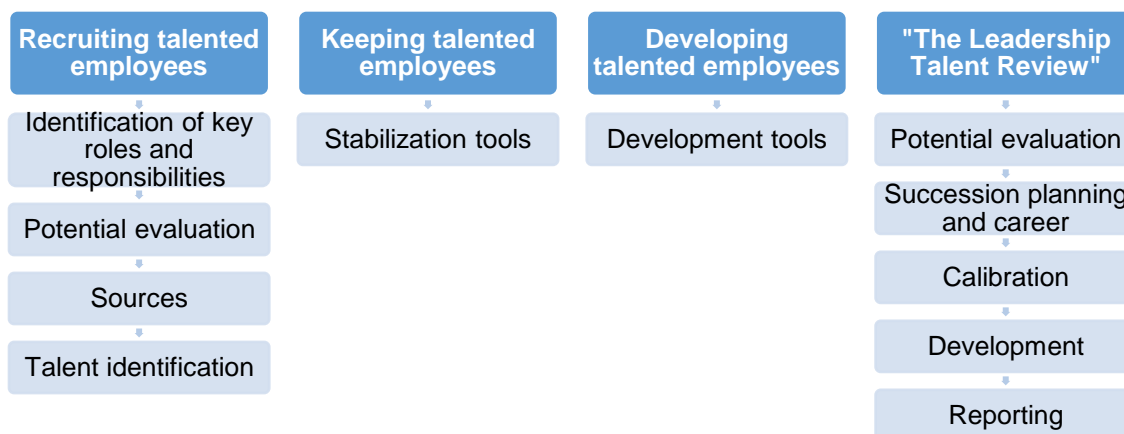


Fig. 1 Talent management in Adient Slovakia  
 Source: Own processing based on the internal documents of the company.

Talent management in Adient Slovakia is an inseparable way of thinking that begins with the valuation of each employee and the creation of highly integrated systems and processes to overcome barriers between employees and opportunities. However, it has to be taken into account that each employee is different and there are also some barriers.

#### **4.1 Identifying and Recruiting Talented Employees**

A characteristic feature of a talented employee is the proven relationship to company flexibility, productivity and profit, the ability to distinguish organizational culture and become a competitive advantage for the company. In addition, a talented employee must be motivated to deliver the best and above-average work results. He/she is also characterized by quality communication skills, proactive gathering of new experiences, bias and focus on new topics and challenges. In Adient Slovakia, a talent is usually an employee who belongs to the Y generation, has an excellent English, is able to establish a business network and is willing to travel.

The selection procedure of Adient Slovakia's candidates consists of three selection rounds. In the first selection round, the CVs, motivation letters in English and the attached candidates' certificates are sorted according to the level of fulfilment of the requirements. Applicants who have successfully completed the first selection procedure are invited to the second selection round, which is managed by recruitment and human resources managers. During this selection round, the candidate's acquired knowledge and skills are verified. Regardless of the job offer, all candidates must complete an English verbal test. In addition, the employee's capabilities are tested using various tests, such as a Microsoft Excel test. The last selection round focuses on obtaining the most confidential reviews about candidates. Information such as the length of employment, the reason for leaving a jobseeker from a previous job, the reason why he/she would (not) want to work for other companies, an assessment of overall performance, honesty and timeliness are confirmed. Adient Slovakia has a free hand in determining the criteria for identifying talented employees, so it does not have to comply with the general conditions and criteria set by Adient. Adient Slovakia is always looking for new talented employees who have the best prerequisites and therefore have a reward when recommending a new employee among acquaintances, friends or former friends.

Adient Slovakia provides a unique opportunity to create, revise and update the professional profile of each employee that represents his/her internal CV. Leaders and personalists have the opportunity to get a comprehensive picture of the employee, get information on working history, work experience, education, language, certificates, job interests and employee mobility. They gain insight into employee's experience and its current qualifications. The aim of creating a professional employee profile is also to support career growth and succession planning. The emergence of a professional profile is the basis for finding and identifying employees with some experience and skills. Adient Slovakia's management refers most to the professional profile of an employee when they need to identify the employee's background and prepare for career planning. It is also possible to keep an employee's talent card, which is a summarized profile of employee data. It includes selected details from a professional employee profile, such as working history, work experience, language, mobility, career interests along with talent summary. The employee's talent summary includes his past and expected assessments and a list of succession plans for him/her. The talent card is open to every employee, manager and human resources department.

#### **4.2 Keeping Talented Employees in Adient Slovakia**

Nowadays, when there is a need for talented employees and the unemployment rate breaks records at the lowest level, Adient Slovakia pays due attention to its employees and their stabilization by effective employee financial and non-financial benefits. In addition to typical employee benefits, they also provide some specific benefits. In order to support the health of Adient Slovakia employees, a vitamin program has been introduced and in the winter period a medical pass of €20 is introduced. Employee training is done through hard and soft skill training focused on the needs of individual jobs. Employees work in an ergonomic working environment that provides height-adjustable work desks and ergonomic computer mice. Employees can also feel a more relaxed and informal atmosphere. As employees usually are not in direct contact with external customers, there is a freedom to choose their dress code. Due to the fact that the average age of employees in Adient Slovakia is approximately 31 years, a Christmas party and health events called Health Days are organized, focusing on education, prevention and enlightenment. They also include a combination of different lectures and trainings using medical devices. Employees can voluntarily engage in Heppil activities such as SM system and yoga for self-control and self-improvement of human psychology and psychophysiology. Employees can choose sports activities, such as swimming, squash, badminton, tennis, fitness, etc. as part of a Cafeteria benefit system. Employees have the opportunity to relax during breaks in

recreation areas, kitchens or in the so-called playroom with table football, billiards table, wall bars and many board games. Emphasis is also placed on continuous education and development of employees.

### **4.3 Developing Talented Employees in Adient Slovakia**

The whole system of activities that can develop the potential of Adient Slovakia's employees is perceived as a package that is adjusted to their needs. There is continuous improvement and development of the skills of employees through different activities such as language courses, job shadowing, trainings and various development projects for employees, senior supervisors, managers, but also senior management. The soft skills trainings help the employees' professional and personal growth. These soft skills trainings are divided into two groups that focus on:

- Fundamental leadership – time management, conflict resolution, motivation and feedback, LEM model, manager typology, presentation skills, leadership role and situational leadership;
- Advanced leadership – kick-off teambuilding, effective communication with subordinates, change management, situational leadership, advanced presentation skills.

Time management helps to improve not only the management of time, but also shows the power of delegating and gives trainers the opportunity to identify time management opportunities and manage them in accordance with their real-life needs. Motivation and feedback training helps to work incentive when dealing with challenging interviews with team members, while at the same time expressing the essence of feedback. Employees have the opportunity to get acquainted with LEM's Fundamental Six & Leaders Six Adient model and the expected behaviour of high-performance supervisors. It also supports the vision, mission and values of Adient. Managers can participate in a course that helps analyse their personality profile and important factors that determine success in their job. While working, some employees need to have presentation skills that can be improved by training that focuses on creating effective and professional presentations that interest the audience. Leaders can learn how to understand the difference between leadership and management of a team, learning how to apply situational leadership within each context.

Leaders who are interested in expanding their knowledge and skills can take part in more advanced training. After completing the Leadership Advance Program, supervisors can get to management positions. Kick-off teambuilding helps leaders get to know each other in a more personal way and supports collaboration, team spirit among teambuilding participants in various functions. With the LEM's Fundamental Six & Leaders Six, leaders can apply advanced leadership in an individual and team context. They build on the concept of situational leadership and apply leadership styles to individual employees and specific situations. The objective of an effective communication course with subordinates is to understand the "soft" and "hard" expectations of stakeholders, i.e. their own, subordinates', directors', colleagues' and other internal staffs'. Individual action plans are also being developed, such as the personality improvement plan and the work performance control plan. Employees have the chance to identify change management tasks in the project, familiarizing themselves with change management principles, creating individual plans for creating key learning activities in a daily project. There is a "Leadership Talent Program", development program, where only talented employees can participate.

Hard skills are professional knowledge and skills that are relatively easy to measure. They are an integral part of the professional competence requirement to perform a particular job task. Employees can participate in internal Microsoft Excel and Outlook trainings and external ACCA and FIA training sessions. The subject of ACCA training is the acquisition of accounting and financial knowledge and knowledge that will enable employees to become well-known financial specialists in their field. Following this external training, Adient Slovakia provides the opportunity to obtain an FIA certificate that certifies employee's qualification standards in the accounting area. An employee completes three levels of courses, from low to high, and is tested using computer tests. The essence of job shadowing is to observe the work performance of another employee and to share his/her knowledge and skills.

### **4.4 “The Leadership Talent Review”**

Adient Slovakia's top leaders perform annually an appraisal of talented employees called "The Leadership Talent Review" (LTR). The essence of LTR is the identification and evaluation of talented employees, in order to align their individual aspirations and development plans with company's needs and the pyramid of leadership positions. LTR promotes the visibility of talented employees, successful plans, and ensures effective employee development efforts. The intention is to keep future successors with a degree of readiness, to advance career growth to a higher job position and to reduce the risk of job vacancies.

LTR defines a set of employees' competencies and responsibilities at specific positions. At the lowest position are employees who are responsible for maintaining their professional profiles and for sharing their personal and career interests. Employees' competence is to improve their personality through rotating tasks, training, coaching, mentoring and stretching tasks. The employee's ultimate responsibility is to manage his/her own career development. Managers are engaged in career discussions with subordinate employees to clarify their efforts and interests. They also identify, assess and develop the potential of subordinate employees to become successors of their own job. At the same time, they review succession plans, ensure their topicality, control and support the development of employee talents through assigned rotational tasks, stretching tasks and various other options. At the highest hierarchical level of the human resources department, there is a business partner that facilitates assessment and ensures teamwork communication. Within the scope of his/her competences, he/she defines the positions, occupancy and required activities for the LTR. His/her aim is to support leaders in education and to implement the tools, standards and expectations of LTR. The Chief Executive Officer of talent management has the highest position in the leadership pyramid. He/she defines and manages standards, the timeframe for LTR and whole Adient Slovakia. He/she analyses the data collected and uses it to support voting and non-binding decisions on talented employees. In addition, he/she facilitates meetings of team leaders and manages succession planning for them.

The whole process of LTR focuses directly on identifying and developing leadership and critical job positions. For other jobs at a hierarchical lower level, this process allows them to make their talents more visible and their development activities aligned. The starting point of the LTR is to align the individual career interests of employees with the needs of Adient and to identify talented employees who are able and willing to advance.

Managers' competences include a preliminary assessment of employees, which points to their anticipated work performance and career interests. The employee's potential is defined as the employee's expected work performance, taking into account his/her ability, influence and commitment. An employee's ability can be defined as the likelihood of consistently generating outcomes that positively affect company's results. Employee's impact is the likelihood of higher work performance through the work of other employees. The employee's proven effort is perceived as the likelihood of achieving greater extent and higher accountability. Adient Slovakia has developed a potential evaluation sheet. Each category of anticipated work performance (ability, influence, and engagement) has a specific behaviour to consider when evaluating an employee.

As part of the preliminary assessment of each employee, managers observe his/her personal characteristics, professional history, career interests, strengths, motivation and goals, the ability to achieve successful results in a new business environment and willingness to develop himself/herself. Feedback from other employees who work in close contact with a particular employee is important because proper feedback will provide insight into his/her abilities, influence and effort.

In order to determine the total number of selected potential employees, the broader meaning of the three potential levels should be taken into account:

- Best (in the current job position) – the employee does not show potential growth outside the current job role;
- Promising – although the employee's potential growth outside the current job is visible, other observation and development is required;
- Significant – the employee increases his potential beyond the current job position;
- Succession planning.

Managers are looking for talent in successful leaders and decisive positions within Adient Slovakia. In particular, they identify individual employees who are ready to take over a new job role temporarily, soon, later and in case of emergency. The long-term success of Adient Slovakia is to have a list of actual planned successors for the needs of filling strategic positions. The focus of employee succession planning is the creation of a succession plan. Succession planning is focused on recording and proactive planning of successors first from internal sources, and then, if necessary, seeking successors from outside. Internal and external candidates are classified into three categories:

- Prepared successors – talented employees who are qualified and prepared for the anticipated job role;
- Future successors – talented employees who are not currently qualified but are able to develop their competencies in 1 to 2 years or 3 to 5 years;

- Standby successors – employees who are ready to take up a job temporarily, in case of an unplanned emergency.

Adient Slovakia pays attention to succession candidates and their level of preparedness. The succession plans of the candidates help to better identify and understand leadership gaps and enable recruitment in a proactive way. Succession planning can be created for all managers and other superiors. However, it is recommended that succession plans are created solely for leadership and critical positions. Jobs that are not leadership and/or critical should be seen as an opportunity to find potential talent across Adient Slovakia. Managers are encouraged to work with a human resources business partner and together identify internal and external talented employees. In the case of candidates holding leadership or critical job, it is necessary to find the right answer to the following questions: Is the job position vital to achieving the strategic objectives? Does a job require unique skills or expertise? Is it difficult to fill a job with external candidates? If the answers to the questions are "Yes", the positions are considered crucial and the succession plan should be documented.

Adient Slovakia has established a procedure of assigning candidates to succession plans, taking into account information on the succession strategy, candidate and readiness. In the case of a succession strategy, it is necessary to answer the question whether jobs should be filled with external or internal resources. If an internal candidate is selected, his/her name must be assigned, and if an external employee is selected from among the candidates, his/her name is not required. The candidate may also be any employee in Adient Slovakia, who may be directly included in the succession plan. Specific details about this employee are limited by leaders and business partners of human resources in the employee's authorized areas. The level of preparedness must be recorded in each succession strategy. Preparedness is defined as the time frame during which an employee will be prepared. In case the strategy is influenced by external workforce, it is necessary to choose the time frame during which the candidate will be:

- ready now – immediately able to take on a job role;
- ready later – able to take on a job role in 1-2 years;
- developing – able to take on a job role in 3-5 years;
- standby – able to take on a job role in a short time and temporarily.

Managers and HR department are organizing and discussing potential assessment and succession plans with the broadest group of leaders in order to increase coherence, improve decision-making and development activities. During the LTR, senior leaders and HR department consult a talented employee, for the purposes of calibrating potential assessment, finalizing succession and development plans that will improve the capacity and readiness of the best talented employees. Through the LTR, the potential criteria that critically evaluate the concept of a talented employee are consistently managed and objectified. The reason is to ensure credible succession plans. Seven reports are available to improve LTR ratings and are available to managers and human resources departments. The title and brief description of each record is shown in Tab. 1

Tab. 1 Reports of LTR process

Report	Description
Adient Slovakia Talent Matrix – the performance of a potential employee	9 box record
Identified positions without succession plan	Record that points to all jobs that are not available for succession.
Finding the succession plan	Record containing all succession plans made available by the HR Department.
Plan of succession of my team	Team member succession records available to managers.
Overall planning of Adient Slovakia's succession	Records of succession plans for jobs that are under managers.

Succession profile	Record of all individual succession plans for each employee.
Succession plan view to a specific job position.	Record of all successors assigned to the free succession plan (to work).

Source: Own processing based on the internal documents of the company.

The LTR rating also provides managers with a view of a talented employee for the needs of future successors and development activities to identify talent and high potential. For senior executives, LTR is provided by the CEO of talent management. His/her range of activities is defined with the goals of calibrated succession plans that increase the visibility of high potential of a talented employee and define development activities for future senior successors. The CEO of talent management, together with the HR business partner, set the time for LTR assessment as well as the activities that will be the subject of it. As part of this meeting, senior management positions are evaluated, which are then included in the talent pool, discussing succession plans, and focusing on actions for past activities and progress. For jobs that do not belong to the leadership group, LTR is led by a HR business partner and other HR staff. They manage the agenda, the timeframe of this meeting, to identify the best talented employees and individual development activities to manage their future career growth. To prepare the LTR calibration, a checklist must be drawn up by managers and human resources departments. The management checklist includes an assessment of the potential of all employees, an updated succession plan for leadership positions, a review of the talent matrix, ideas that motivate talented employees to advance, information on the work team, preparation of a summary of potential, preparedness, aspirations, interests, development needs and employee's mobility. Conversely, the HR checklist is used to audit talent management, which focuses on three areas. The first is to audit potential talent ratings for all employees. Another area is the audit of succession plans, which answers the following questions: Which plans need to be discussed during the LTR assessment? Which decisive working positions do not belong to the group of senior positions? Which leading positions do not have a plan drawn up? Who points to the list of planned successors? The last audit focuses on the successors themselves and should prioritize the candidates' preparedness according to their career interests.

After evaluating the anticipated performance of employees, managers and supervisors approach the talent pool to view their past and expected work performance last year. Fig. 2 shows Adient Slovakia's talent matrix.

<b>Annual performance</b>	<b>Excellent performance</b>	Influence	Expansion/Development	Readiness
	<b>Strong engagement</b>	Monitoring/Influence	Maximization/Change	Development
	<b>Need for improvement</b>	Influence/Escape	Influence/Performance	New job role
		<b>Best (at the current job)</b>	<b>Promising</b>	<b>Significant</b>
		<b>Expected performance (potential)</b>		



Fig. 2 Adient Slovakia's Talent Matrix

Source: Own processing based on the internal documents of the company.

Each employee requires a unique development strategy, but the 9-box matrix is a guide on how to best support the required development based on last year's work performance and expected performance evaluation.

## 5 CONCLUSION

In the current development of talent management, it is necessary to deal with talented employees as key carriers of the company's potential, success and competitive advantage. In order to face up many challenges regarding the correct placement of employees on the job position and the development of talented employees, the level of sophistication of talent management of Adient Slovakia is becoming increasingly important. This is evidenced by the core groups of processes with a range of other activities that are an integral part of talent management. Obviously, the concept of talent management is an important application of principles and approaches to achieve economic performance, prosperity and competitiveness. The description of the talent management of Adient Slovakia has brought a comprehensive view of how company approaches its management and on this example we have shown the individual stages of talent management – acquiring, maintaining, developing and so-called "The Leadership Talent Review". Adient Slovakia has a "free hand" in determining the criteria for identifying talented employees, so it does not have to comply with the general conditions and criteria set by Adient. Adient Slovakia is constantly looking for new talented employees.

A characteristic feature of a talented employee is the proven relationship to company's flexibility, productivity and profit, the ability to distinguish organizational culture and become a competitive advantage for the company. In addition, a talented employee instrumentally must be motivated to deliver the best and above-average work results. Usually, he/she is an employee who belongs to the Y generation, has an excellent English, is able to establish a business network and is willing to travel. Nowadays, there is a need for talented employees and the situation in the labour market is not favourable for companies. Therefore, Adient Slovakia pays due attention to its employees and their stabilization by effective employee financial and non-financial benefits. In addition to typical employee benefits, it also provides some specific benefits. At the same time, employees' skills are constantly being improved and developed through educational and development programs in the areas of soft skills, hard skills, leadership skills, time management and more. The "Leadership Talent Review" promotes the visibility of talented employees, successful plans, and ensures effective employee development efforts. The intention is to keep future successors with a degree of readiness, to advance career growth to a higher job position and to reduce the risk of job vacancies. The "Leadership Talent Review" defines a set of employees' competencies and responsibilities at specific positions. The effort of the whole process focuses directly on identifying and developing leading and critical jobs. For other jobs at a hierarchical lower level, this process allows them to make their talents more visible and their development activities aligned. The starting point of the "Leadership Talent Review" is to align the individual career interests of employees with the needs of Adient and to identify talented employees who are able and willing to advance. We believe that all talent management processes need special attention, as this is the only way that talent management can work for Adient Slovakia. It is precisely the cultivation of talented employees that can contribute to achieving the expected results of talent management, and therefore every talented management process should be equally established.

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