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COMPANY TALENT STRATEGY

In today's fast-changing business environment, organizations that can find, develop and keep talented people gain a clear competitive advantage. Talent management and employee retention are closely connected. Talent management describes the practices companies use to identify high-potential employees, give them the skills and experiences they need, and place them where they create the most value. Employee retention describes the actions taken to keep those people from leaving. Together these processes form a unified approach that directly supports long-term organizational success. A clear first step in effective talent management is precise identification of what «talent» means for a particular organization. Not every high performer is a future leader, and not every specialist is interchangeable. Companies should map critical roles, the skills those roles require now and in the near future, and the types of potential they need to fill strategic gaps. This practice supports precise talent selection, employee development, and improved succession planning. Using structured assessments, competency frameworks and performance data makes identification more objective [1]. When organizations are explicit about what they need, they recruit and develop people who truly fit strategic priorities. This clarity also reduces hiring errors and improves long-term workforce stability.

Recruitment and onboarding must be aligned with long-term talent goals. Hiring processes should screen not only for current skills but also for learning agility, motivation and cultural fit while onboarding should do more than complete paperwork by integrating new employees into teams, clarifying expectations and showing clear development paths. Early experiences shape employee perceptions of the organization and influence decisions about staying or leaving. Companies that focus on effective onboarding usually see employees become productive faster and more engaged from the start. Development is the heart of talent management. Training, mentoring, job rotations and stretch assignments help employees build both technical and leadership capabilities. Development should be individualized: people learn and grow in different ways and at different speeds, so offering a range of learning formats – formal courses, coaching, project-based learning and e-learning – improves outcomes. Importantly, development must be linked to career pathways. Employees are more likely to remain when they see clear, achievable steps for advancement. Regular career conversations between managers and employees, backed by transparent criteria for promotion, increase motivation and reduce frustration. Such conversations also build trust and clarify expectations for future growth. Performance management and feedback are powerful levers for both talent development and retention. Performance systems should be continuous and formative, focusing on growth rather than only annual ratings. Frequent, constructive feedback helps employees correct course, understand strengths and plan development. Recognition of achievements, both formal and informal, supports engagement. When people feel their work is noticed and valued, their commitment to the organization strengthens. Compensation and benefits remain important. While pay alone does not guarantee loyalty, it does set a baseline for

perceived fairness. Competitive salaries, clear reward structures and performance-linked incentives reduce the temptation to leave for financial reasons. Equally important are non-monetary benefits: flexible working arrangements, wellbeing programs, parental leave, and learning stipends contribute to a sense of support and respect. In many knowledge-intensive fields, flexibility and meaningful work are as influential as direct pay when individuals decide whether to stay [2].

Leadership quality is a decisive factor in retention. Employees frequently cite relationships with their managers as a primary reason for staying or leaving. Good managers coach, provide career support, remove obstacles and build trust. Effective leadership development should be a priority, as it equips managers to provide constructive feedback, guide teams through change, and foster inclusive environments – ultimately reducing turnover and boosting performance. Organizations should make leaders accountable for team engagement and retention, incorporating people-related metrics directly into managerial responsibilities. Organizational culture shapes daily experience and long-term belonging. A culture of trust, open communication, psychological safety and recognition encourages people to take risks, share knowledge and commit to the company's goals. Diversity and inclusion are integral to a healthy culture: when people feel their perspectives are heard and valued, engagement rises and retention improves [3].

Culture is not static and must be actively managed through consistent leadership behavior, clear values, and policies that align words with actions. Data and analytics have become essential tools for modern talent management. Workforce analytics can identify turnover risks, measure the effectiveness of development programs, and predict skills gaps. Simple metrics – such as turnover by role, time to fill key positions, internal promotion rates, and employee engagement scores – provide actionable insight. More advanced analytics use predictive models to highlight which employees are most likely to leave and why, enabling targeted interventions. However, analytics must be combined with human judgment and respect for privacy. Data should inform decisions, not replace meaningful conversations. Succession planning ties talent management to long-term continuity.

Every organization needs a pipeline of capable people ready to step into critical roles. Succession planning requires ongoing assessment of potential, deliberate development of successors, and transparency about readiness levels. This approach reduces disruption when leaders depart and signals to high-potential employees that the organization is committed to their long-term growth. Employee retention strategies should be proactive and multifaceted. Preventive measures – such as career development, strong leadership, fair compensation, and a supportive culture – address the root causes of turnover. When at-risk employees are identified, individualized retention actions can be effective: tailored development plans, changes in role design, flexible work options, or targeted recognition. Exit interviews and stay interviews provide valuable feedback and organizations should treat this information as a source of continuous improvement rather than a formality. Practical application of these ideas can be seen in companies that integrate talent management with business strategy. For example, organizations that use competency frameworks linked to future strategy, provide cross-functional rotations to build breadth, and deploy mentorship programs to accelerate readiness are more resilient in times of change. Firms that publicly

communicate career paths and invest in leadership pipelines demonstrate to employees that there is a future within the company, which strengthens loyalty [4].

In conclusion, talent management and employee retention are mutually reinforcing. Effective talent management creates conditions where people can grow, contribute and see a future, which increases the likelihood they will stay. Retention preserves institutional knowledge and supports long-term talent development. For managers and HR professionals, the priority is to connect strategic workforce planning, objective talent identification, individualized development, strong leadership, fair rewards and a supportive culture. These elements, guided by data and sustained by consistent leadership behavior, form the foundation of a talent strategy that both attracts and keeps the people organizations need to succeed. Ultimately, this integrated approach ensures sustainable organizational growth and stability.

Another important factor that influences employee retention is the availability of meaningful work and opportunities for personal fulfillment. Employees are more likely to stay in organizations where they feel their contributions have a real impact and where their work aligns with their personal values and professional goals. When individuals understand how their tasks contribute to the broader objectives of the organization, they develop a stronger sense of purpose and commitment. Providing employees with challenging tasks, opportunities to participate in decision-making, and recognition for innovative ideas encourages higher engagement and long-term loyalty.

Furthermore, effective internal communication plays a crucial role in maintaining employee engagement and trust. Transparent communication about organizational goals, changes, and strategic priorities helps employees feel informed and involved in the company's development. Regular meetings, feedback sessions, and open communication channels between employees and management reduce uncertainty and strengthen organizational cohesion. When employees perceive that their opinions are respected and their voices are heard, they are more likely to remain committed to the organization and actively contribute to its long-term success.

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