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TALENT MANAGEMENT IN AIR TRANSPORT ENTERPRISES

АНОТАЦІЯ. Для авіаційного транспорту надзвичайно актуальною сьогодні є тенденція браку талантів. Одним з напрямків вдосконалення управління талантами на авіатранспортних підприємствах можуть стати інструменти управління знаннями працівників.

КЛЮЧОВІ СЛОВА: управління талантами, авіатранспортне підприємство, інструменти управління знаннями

АННОТАЦИЯ. Для авиационного транспорта необычайно актуальной сегодня является тенденция дефицита талантов. Одним из на-

правлений усовершенствования управления талантами на авиатранспортных предприятиях могут стать инструменты управления знаниями работников.

КЛЮЧЕВЫЕ СЛОВА: управление талантами, авиатранспортное предприятие, инструменты управления знаниями

ABSTRACT. Lack of talents is a highly actual tendency in the air transport sphere. One of the talent management improvement directions at the air transport enterprises could be the knowledge management instruments.

KEY WORDS: talent management, air transport enterprise, knowledge management instruments

Today we live in a new, modern society where technologies and information play an important role in our globalised world. In other words, we live in an information and knowledge based society. Besides this our society has increasing talent shortages with looming demographic trends, the up and coming workforce has the changing work life balance expectations and the enterprises changes in the organizational communication with employees. In such circumstances the enterprises should develop unique talent strategies to be competitive.

The same tendencies we have in the air transport sector of the world economy. Attracting and retaining talents in aviation is one of the key spheres of the air transport enterprises activity in human capital management were defined by International Air Transport Association (IATA) at IATA GAHC Summit 2011 [2]. Talents matters report [4] in the air transport sector showed the following research results: 1) New leadership qualities will be required in the future; 2) Change leadership, innovative and strategic thinking will be key competencies; 3) Today's talent pipeline partially lacks talent; 4) However, the air transport industry has lost attractiveness for industry outsiders; 5) Increasing management diversity is considered a big theme; 6) Onboarding and developing diverse talent will be challenging for the sector.

Moreover, nearly 40% of the air transport employees view a lack of systematic holistic talent management practices and nearly 50% view a limited capability to manage succession and a certain weakness of talent development and management retention [4]. So, air transport enterprises should find the appropriate instruments for improving talent management.

Thus, HR specialists can better manage talent in an organization in the following points [5]:

1. Make it a priority, but keep it simple. The CEO and senior leaders need to believe it, talk it, and walk it.

2. Link talent to business strategies. Show the connection in multiple compelling ways.

3. Develop disciplined systems for assessment. Require leaders to know their people's talents and conduct regular reviews (e.g., quarterly updates) as well as an annual deep dive.

4. Use data. Integrate talent assessments and organizational needs back into internal search or recruitment, retention and motivation programs, professional and leadership development programs, performance management, and workforce planning.

Data and information is not knowledge of talents until we know how to dig the value out of it. This is the reason we need the knowledge management instruments for improving talent management in air transport enterprises. Knowledge management refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. Knowledge Management focuses on processes such as acquiring, creating and sharing knowledge and the cultural and technical foundations that support them [3]. In general three important dimensions or even components of the knowledge management in the value creating organization can be remarked: human capital, new technologies, and organisational processes. Many organisations have resources dedicated to internal knowledge management efforts, often as a part of their business strategy, information technology, or human resource management departments [1].

Use of the knowledge management instruments for improving talent management in air transport enterprises gives more opportunities including those problems with talents that exist in the air transport sphere.

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ІННОВАЦІЙНА СКЛАДОВА В ОСВІТІ ТА БІЗНЕСІ

АНОТАЦІЯ. Місце і значення інновацій, інноваційної складової в освіті та бізнесі, вплив інновацій на розвиток та міжнародну інтеграцію країни.

КЛЮЧОВІ СЛОВА: інновація, інноваційні знання, інноваційні процеси, навчальний процес

АННОТАЦИЯ. Место и значение инноваций, инновационной составляющей в образовании и бизнесе, влияние инноваций на развитие и международную интеграцию страны.

КЛЮЧЕВЫЕ СЛОВА: инновация, инновационные знания, инновационные процессы, учебный процесс

ABSTRACT. The place and importance of innovation, the innovation component in education and business, the impact of innovation on the development and international integration of the country

Формування цивілізації нового типу, цивілізації третього тисячоліття, об'єктивно зумовлює глобальну трансформацію усіх країн світу, перехід до нового якісного стану. Українська економіка неухильно просувається до включення і активної участі у світових інтеграційних процесах.

Особливого значення набуває організація інноваційних процесів навчання у закладах освіти. Важливо, щоб освіта в галузі інновацій починалась дуже рано, у віці дитячих садків і початкових