Chapter 10

From Giftedness to Compliance: The Best Practices in Utilizing Human Capital

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ABSTRACT

This chapter provides a survey of methods, utilizing the human capital that helps on one hand identify the talents or the shortage of it; specify the developmental dynamics of a skill or competence, and gives help to the prognosis of successful assessment forms by following the development progress. The authors intend to suggest best practices that provide to find and complete the best possible mission for SMEs and employees as well by taking into consideration the progressive tools of knowledge management. The chapter introduces the methods of measuring talent and capability existence or shortage, the measurement possibilities of hidden potentials and the utilization of these among SMEs’ routine. Authors pay special attention to the employees maturing progress on higher levels of working experience where the talent possibly manifests as utilized knowledge. Methods will be introduced that provide this manifestation to give best practices to assessment for a better prediction.

INTRODUCTION

Facing of more often with the changes develop the excellent capability becoming a more natural need. As human resources plays a more and more important role in business, utilizing HR as a capital has higher and higher focus. Recognition of giftedness gave a lot of benefit to practice. Assessing the best candidates who fulfil the prospects is the top priority of recruiting. That’s why it becomes very important to understand how the giftedness progress to compliance in practice. However we frequently experience the other side of the picture since the talented people always tries to initiate directions to change which
is not fully popular among others due to yellows and inferiority complex. Talented persons often need to confront with the resistance of the environment. In Hungarian literature terms ‘talent’, ‘giftedness’, ‘ability’, ‘potential’ used sometimes wrongly, moreover as synonyms of each other. Among others we see ambition to differ the English giftedness and talent terms in studies of Szakács and Gaál (2008). While the previous one means a hidden skill without recognition, the latter one is identified as a result of a development program and it is a recognised ability. In this paper we would like to use these terms according to this differentiation but noticing that we think that talent is neither a manifested competence. We aim to continue to follow the development process with attention to realize what is necessary for practical manifestation.

Researching the latent skills, abilities and traits origins from the personality psychology’s period when the focus was to find the factors of personal differences (Oláh & Gyöngyösíné, 2007). The focus of interest among some researchers was an autotelic differentiation of social comparison (Orosz & Szukics, 2012). Some others concentrated on applying in practice. For example Barrick (Barrick & Mount, 1991) examined the compliance in five different sectors along the “Big Five” factors of traits:

- Extroversion,
- Emotional stability,
- Agreeableness,
- Conscientiousness, and
- Openness to Experience.

According to his results agreeableness could make a significant correlation with high performance in work. All the other factors could mean different emphasise depending on the sector, the situation, the company and a lot of other circumstances. The need of practical application increased the studies on predicting the compliance. Moreover it became required to find all the relevant factors that can provide high performance.

However, this paper intends to better light the dynamics of the competencies and talent as they progress from the incubation to manifestation in practice. That’s why we didn’t want only to join the row of improving a new method to assess the ideal candidate. This paper gives an overview on literature of talent and introduce an own research. At first we would like to emphasise the above mentioned limits of the current assessment paradigm. So we had to set up somehow a control group because we wondered what happens if the given competence is indicated as a potential or talent due to tests, interview or whatever selection method and it doesn’t appear in manifest behaviour either.

THEORETICAL BACKGROUND

The Talent Approach

In Hungarian literature giftedness is identified with talent which comes from the Greek talentum term (Bőgel & Tomka, 2010). Beside the weigh and measure talentum also means a reliable skill, fortune and a gift, origins from the God (Duden, 2001, 835; Ritz & Thom, 2011, 8). Talent and talent management at first related to psychology, education and later to organisations and other economical processes as a research area. That’s why we see the basic models from the view of psychology and economics. One