IDENTIFICATION AND DEVELOPMENT OF KEY TALENTS THROUGH COMPETENCY MODELLING IN AGRICULTURE COMPANIES

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Abstract

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The necessity of identification of key talents in company is known in all sectors of economy. Therefore the aim of the paper is based on competency analysis to define key factors leading to talent identification and internalization through competency modelling. Paper characterizes areas of necessary competencies on specific job positions in companies. Their targeting on employee and teams in talent management is revealed. The objective is based on analysis of primary survey conducted on 101 agriculture companies. The data were obtained through manager surveys for which a single manager represented the given company. One-dimensional and multi-dimensional statistics were used to evaluate the data. Based on statistical analyses of required competencies five factors characterizing area of key employee and team development were identified. Those factors are inclusive approach, management support, strategic development, leadership development and integrity. The resultant factors create competency models usable in specified job positions. Limits of the paper is narrow focus on primary sector companies. The results may help surveyed companies in primary sector to set required and necessary competencies for specific areas to identify and develop employees, talents and teams.

Keywords: Talent management, competencies, development, talent, perception, employee, agriculture, training, competency models

INTRODUCTION

Talent management involves a number of activities that relate to the field of human resources. Schweyer (2004) includes here the search for suitable candidates, their assessment as to their possible success in intended positions, selection of employees and their deployment and development, and the ways how to retain them. Talent management is considered to be a method which allows organisations to meet the demands associated with increased competitiveness. Successful and efficient talent management requires its integration into a number of other HR procedures and processes relating to performance, education, and development (Sparrow, Hird, and Balain, 2011). There are several approaches to talent management and development. But still, there is lack of integrity in its application. Therefore the paper focus on identification of talents through competencies. This approach using competencies and competency models can eliminate heterogeneity of talent management application in praxis.

Talent management and necessity to work on employee and talent development is extending into all sectors. Therefore this paper focus on employee development through competency models and talent management in agriculture and forestry companies.

The aim of the paper is based on competency analysis to define key factors leading to talent identification and development through competency modelling. Paper characterizes areas of necessary competencies on specific job positions in companies. Their targeting on employee and teams in talent management is revealed. The first part of the article presents theoretical background of the paper originating from scientific journals. The chapter Results and Discussion includes an analysis and synthesis of the survey targeted at talent management and employees development in agriculture companies in the Czech Republic. A comparison of results with results of similar surveys conducted abroad and draft recommendations are also included in last chapter.

Theoretical Background

To define shortly but in deep the term talent management, the definition according to Oosthuizen and Nienaber (2010) was chosen. Authors state that talent management is an integrated system of recruitment, development and retention of the required human capital at all organisational levels. If organisations refer to talents, they have in mind mostly young people at the beginning of their professional career. Another commonly mentioned group includes employees who have been working for the organisation for some time; their superiors favour them because of their existing performance in order to encourage their further professional growth and promote them to more responsible managerial positions. Summary, talent management theories have been driven by the assumption that maximizing the talents of employees is a source of sustained competitive advantage (Scullion et al., 2010; Al Ariss et al., 2014). It has resulted in TM becoming extensively linked to human resource management (HRM) practices in organisations (Farndale, Scullion, Sparrow, 2010).

Zíková (2010) defines two basic forms of understanding of talent management – narrower and wider. Within the narrower definition, the company focuses primarily on the employees occupying key positions or the employees featuring high potential. It mostly means managerial positions or those filled by experts. The wider definition promotes, on the contrary, the philosophy saying that practically all employees have certain talent and it is up to superiors to discover, develop, deploy it suitably, and last but not least, to be able to make use of such talent.

Iles, Chuai and Preece (2010) identified in more detail four basic perspectives of talent management strategies: the inclusive-people approach (talent = all employees) and the exclusive-people approach (talent = only a specific group of employees). The third perspective focuses on abilities and skills of employees in general (social capital) and the fourth approach deals with specific work positions (exclusive - position). These approaches have been characterized similarly also in the report entitled Asset Skills (2012) which specifies the following five strategies:

1. The inclusive approach - all employees are subject to talent management programs, as it is already mentioned above.
2. The exclusive approach - makes use of the talent pool and the organisation focuses on managers within talent management.
3. The future-leader approach - all employees throughout the entire organisation, in whom the potential for managerial positions as been identified, are worked with within talent management.
4. The planned succession approach - key roles are identified and subsequently the employees possessing the required abilities and skills, who are able to fill vacancies when necessary, are identified.
5. The combined approach that makes use of several approaches identified above.

Ready (2009) is of the opinion that if companies are to face the challenges brought up by the 21st century, they should opt for the inclusive approach involving emancipation and development of talents of all employees across the organisation.

Cannon, McGee (2007) claim that a specific talent management strategy should be always based on the general strategy implemented by the organisation. Rathod (2014) agrees with that and adds that defining of uniform management criteria in all areas and specifying of specific employee competencies are of equal importance.

- There are three major objectives of a talent management strategy (Berger and Berger, 2004):
- to identify, select, and develop the employees delivering above-average performance and those who inspire other employees in a similar manner;
- to find and correctly appoint highly qualified substitute employees to key positions;
- to allocate resources efficiently (compensation, trainings, work position, couching, etc.).

Already in 2004 the Deloitte company had its own talent management model called Deploy-Develop-Connect Management (Deloitte, 2007). Classical linear models focus only on the area of recruitment and retention of employees (Horváthová, 2011, p. 33), but the Deloitte company's model includes also development of employee abilities, use of talented individuals within various positions in the organisation, and interconnection with other employees and the entire organisation, resulting in better communication, cooperation, and higher motivation (Deloitte, 2077).

Kazdová (2006) adds that continuous monitoring of work performance of employees represents one of fundamental preconditions. Continuing efforts to harmonize the attributes motivating talented employees and the organisation's demands and its visions form the basis.

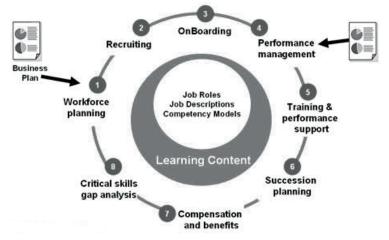## Identification and institutionalization of talent through competency models

Upadhyay (2009) and Heinen and O'Neill (2004) specify the processes that are closely interconnected with talent management issues. It means recruitment of employees and their selection or start of work by and adaptation of new employees. Similarly, we cannot omit mentoring, performance management, career development or development of leaders, career planning, and the issues concerning acknowledgement and remuneration that the employees receive in return for their work. Bersin (2007) views these issues in a similar way and identifies eight fundamental attributes within the talent management process; see figure 1.

Picture 1 shows that according to Bersin (2007) the entire process starts with labour planning that is closely bound with the business plan of the organisation. This initial step is followed by a recruitment process, i.e. search for and selection of suitable applicants. This is followed by an adaptation process (onboarding) that is supposed to make it easier for employees to enter a new environment. The fourth step involves performance management where the business plan plays a role as well; the ways of measuring and management of employee performance are determined based on the plan. Creation of preconditions for employee development represents a very important element since it subsequently results in support for their overall performance. Successful planning represents the sixth step. It is self-evident that each organisation changes continuously due to external and internal conditions and therefore it is necessary to identify the right employee in respect of each position. Compensation and benefits form an inherent part of the talent management process and they should suitably reflect both the employee's performance and aims of the organisation. The final step involves a critical skills gap analysis

through which roles and competencies necessary for fulfilment of the general talent management strategy are identified. According to the author, the following very important terms stand in the centre of this process: job roles, job descriptions, and competency models, plus learning content cannot be omitted either.

Slightly different steps within the talent management cycle were characterized by Khorshidi and Zolfaghari (2013) in their study dealing with the talent management specifically in respect of managerial positions. They defined the following phases: selection and deployment of talented and qualified individuals, their couching with an emphasis on suitable long-term education, use of performance management, setting up of a suitable compensation system based on delivered performance, and succession planning through which it is possible to avoid potential crises related to a lack of talented individuals.

According to Rathod (2014), the talent management strategy may be divided into four major functions, i.e. acquisition, development, alignment, and assessment. Acquisition is related to determination of resources of talented employees and their selection and deployment within the company. Development may also include measuring and management of employee performance, employee education and development, and succession planning. Alignment involves harmonization of the incentives and benefits relating to work performance and business objectives of the organisation. Subsequent assessment covers establishing of the difference between requirements and actual situation concerning the talent pool.

McCauley and Wakefield (2006) drew up an overview of eight aspects that in their opinion have an impact on really efficient talent management. They include a general definition of talent management and subsequent integration of its various elements within a full-scale system.

1: *Talent management as a process*
Source: Bersin (2007)

Furthermore, according to the authors it is necessary to focus on the most important talented individuals. As concerns literature, the identification of the employees delivering the best performance is emphasised also by Michaels et. al. (2001), and Frank, Finnegan and Taylor (2004). There is also an approach emphasising the importance of identification of key positions (see Boudreau and Ramstad (2007). Safeguarding of senior managers' commitment to the idea of work with talented individuals represents another integral part of successful implementation of talent management. This factor affecting the positive result of the talent management process is emphasised by a number of other authors, for instance, Becker and Huselid (2006) or Morton (2005). The fifth attribute involves creation of competency models allowing all people in the company to understand which knowledge, skills, and behaviour are valued by the company. Monitoring of the entire system is necessary as well. The efforts aimed at excellence in recruitment processes, identification and development of talents and performance management, and activities safeguarding long-term retention of employees are of equal importance. The eight aspect involves assessment of results of the implemented talent management system.

Conger and Fulmer (2009) defined similar natural relations in a slightly simpler manner and this within five steps only: to focus on development, identify key positions, implement general transparency, measure progress regularly, and maintain flexibility of the entire system.

The talent development, mentioned already several times, may be deemed to be an important element of the talent management process (Cappeli, 2009) and therefore it is appropriate to take a closer look at it.

Rothwell and Kazanas (2003) characterize talent development as changes involving the organisation, employees, and individual interest groups, while applying both planned and unplanned learning, which may generate, as a consequence, the competitive advantage that has already been mentioned several times. As concerns specific development strategies, Rothwell (2001), for instance, defined the following five basic strategies that are applied especially in respect of leading positions: couching, special work assignment, action learning (a learning process making use of finding solutions to actual issues in order to extend knowledge), work rotation, and various university programs.

Also Armstrong (2006) understands such programs as substantial elements of the entire process of talent development. In his opinion it is possible to secure through such programs acquisition, improvement or extension of usable abilities, knowledge, and skills. Such educational and development activities may play a vital role when increasing engagement and commitment of talented individuals.

Brewster, Sparrow and Harris (2005), Dell and Hickey (2002) or Deb (2006) emphasize the interconnections between talent management and building of the employer's strong and positive image thanks to which talented individuals may be attracted and retained. According to Chapman et. al. (2005) the concept of employer image building depends directly on talent management because it represents a combination of various HR approaches influencing the future reputation of the organisation as an employer. Building of the employer image may thus help resolve the worldwide lack of talented individuals (Jiang and Iles, 2011).

Similarly important it is to mention the term "employee engagement" that is frequently mentioned jointly with talent management. Robinson et al. (2004) define it as a positive attitude of employees towards the organisation and values that the organisation adheres to. According to Falcone (2006), an engaged employee simply shows a high level of engagement and enthusiasm for his/her job. Gibbons (2006) views these issues similarly and according to him it means an increased emotional and intellectual interconnection that involves work performance, organisation, managers, and co-workers. Robinson et al. (2004) add that the organisation should develop and foster such engagement and this requires a bilaterally functioning relationship between the employer and the employee.

As concerns the current state of knowledge and implementation of talent management principles in practice, Zircon (2012) established during a survey that a majority of companies associates the term "talent" with terms such as "values, abilities, potential, and ambitions". Moreover, according to two thirds of addressed managers, their organisations have implemented talent management strategies but only one fifth of the companies is able to communicate it openly. Within the other half of cases talent management is consistently supported and implemented throughout the entire organisation.

Similarly, a number of expert studies deal with the future of talent management. For instance, Wilkins (2012) in the report entitled "The Future of Talent Management: Underlying Drivers of Change, prepared for the Oracle company, forecasts that the next generations of talent management will be affected especially by three groups of changes. They will involve economic development (growth of knowledge economy, globalization, knowledge gaps, and structural unemployment), changes of a demographic character (a longer average lifespan, general generational factors, diversity at workplace), and continuing technological progress (increased expectations of employees as concerns technological conveniences within their work environment, digitalization, development of telecommunication means). According to Frame (2013), experts agree that in connection with talent management there will be two key terms –

flexibility and diversity. The picture of these issues is complemented by the results of a survey by Fuchs (2014) who dealt with them from the point of view of practical implementation of talent management within organisations. According to them, we can see a great potential in implementation of the talent management process for the future Representatives of organisations assume that talent management and its tools will continue developing but the meaning will remain the same - to acquire and retain the right people in the right positions and this all at the right time.

As mentioned in the theoretical background, there are several studies made focusing on competencies in talent management, respectively competencies of talents, however their measurement, significance and impact on talent management was not yet analysed. Therefore this paper focus on identification of key competencies and their superordinate factors to support work with talents in agriculture and forestry. The factors identified will be used to create competency models usable in specified job positions.

MATERIALS AND METHODS

The article has been based on the analysis of secondary sources, the outcome synthesis and the evaluation of the results of the primary research. The data were mainly extracted from secondary sources and our analysis and discussion is linked to outcome synthesis and the evaluation of international research results. In order to capture all relevant studies, a variety of keywords for talent management, education, training, learning, development, performance and similar other ones were used. The research is descriptive and empirical in nature because the primary data were collected using the survey method through fact finding techniques such as questionnaire and interview.

Sample

The second part of this article analyses and evaluates the results of primary survey. The data for the evaluation of current education and learning in Czech organisations has been collected in primary quantitative survey by means of questionnaire investigation. Only one respondent per business was contacted. On behalf of the organisation, the questionnaire was completed by a respondent who holds a managerial position (has at least one direct subordinate).

The sample of organisations in agriculture and forestry was carried out in the Czech Republic as a random sample of organisations. The sample group contains 101 Czech organisations operating in agriculture or forestry. The overall questionnaire return was 14.8 %, i.e. 101 organisations completed and returned the questionnaire. The Czech organisations involved were mainly small-sized (60.4 %); 32.7 % were medium sized, while large organisations (with more than 250 employees)

made up 6.9 %. A total of 680 randomly selected Czech organisations operating in agriculture and forestry from all regions of Czech Republic were contacted. The organisations were contacted based on their registration in the database of agriculture and forestry organisations operating in the Czech Republic.

The questionnaires focused on the areas of talent management and its use in organisation, perception of talent program by employees and specifics of talent program in organisation. Specific part of the questionnaire took the area focused on talent employees and identification of talents in organisation, including necessary competencies of talents needed in an organisation and on specific job positions. Based on this results, overall knowledge on talent management in surveyed organisations was collected and competencies related to specific job positions were identified. The results of the paper show the models resultant from the analysis which may be usable in praxis. The factors revealed in the Results chapter grouped competencies to create construct of competency model for specific job positions in researched companies.

Data Processing

The paper focuses on a more in depth discussion of the concept of strategic talent management, as well as investigating the main approaches taken by the participating organisations to talent philosophies. In addition, the differences between the results of similar studies are discussed. The data was collected by means of using an electronic questionnaire which automatically recorded and pre-categorised respondents' answers (CAWI method – 85 respondents). The telephonic interview [CATI] method was also used with 16 respondents. The sample selection took into account the size of the organisation (small organisations of up to 50 employees; medium-sized organisations employing between 51 and 249 people and large organisations with more than 250 employees). Only respondents from upper or top management (HR managers were excluded) answered the questionnaire. Only one respondent per organisation was questioned. This part of the survey took place at the beginning of 2015 (January – March).

All the primary data were evaluated using descriptive statistics. Within the frame of descriptive statistics, the following tools were employed: absolute and relative frequency, the analysis of correlation and association. In addition, dependence among qualitative characteristics was tested for verification of the data which was obtained and their further analyses (Pecáková, 2011). Further analyses were based on the method of multidimensional statistics – factor analysis. To separate final amount of output factors a Kaiser-Guttman rule was employed. Such factors were used for further analysis, whose variance was higher than 1.0. This value was chosen rationally because explanatory factor must have at least equal

I: *The use of competencies in the development of key talents*

Competencies	Absolute frequencies	Relative frequencies
A Total performance	44	43.6 %
B Flexibility	30	29.7 %
C Flow	7	6.9 %
D Innovative/creativity	20	19.8 %
E Integrity	7	6.9 %
F Communication/teamwork	32	31.7 %
G Leadership	8	7.9 %
H Expert qualification/skills	53	52.5 %
I Readiness to extend borders	16	15.8 %
J Readiness to learn	21	20.8 %
K Potential for development	14	13.9 %
L Positive attitude	21	20.8 %
M Work morale	43	42.6 %
N Independence	26	25.7 %
O Self-control	6	5.9 %
P Ability to maintain results	17	16.8 %
Q Ability of decision-making	12	11.9 %
R Reliability	30	29.7 %
S Strategic thinking	18	17.8 %
T Focus on customer	9	8.9 %
U Motivation	12	11.9 %
V Commitment to company's mission	5	5.0 %
None of them is used	16	15.8 %
Other	3	3.0 %
Total	101	x

Source: own survey

value as original standardised determinant. Such variables (statements of respondents) were chosen as significant to create resulted factor, whose value was 0.3 and higher (Anderson, 2009).

To evaluate the data, the IBM SPSS Statistic 22 and MS Excel 2013 were used.

During the research the procedures followed were in accordance with ethical standards and Czech law relating to the use of sensitive information.

RESULTS

The chapter presents results of a study focusing on the identification of talents and their key competencies. The chapter ends with a discussion of results and a comparison with other studies that have been undertaken.

Key Competencies of Human Resources in Agricultural Enterprises

As to the identification of competencies needed to develop key talents, representatives of agricultural enterprises included in the survey were asked to list competencies which they saw as crucial for their employees and which, in their opinion, needed to be developed (Table I). The most frequently listed ones included professional skills and qualifications in agriculture (52.5 %), overall performance (43.6 %), and working morale (42.6 %).

Of essential importance (generally around 30 %) are also communication, teamwork, flexibility, reliability and self-reliance. On the other hand, the enterprises participating in the survey assign the lowest importance to the commitment to the enterprise's mission, self-control, flow, integrity, leadership, and – surprisingly – also on the focus on the customer. The results indicate that agricultural enterprises lead their employees toward performance and adequate skills, while they do not broadly support individual development and independence.

Competency modelling as talent identification

Correlation analysis and factor analysis were used to determine whether there were any relations between different competencies and whether such relations formed clusters. As the former proved the existence of significant relations between the analyzed competencies, the data it provided was subsequently used in multidimensional statistical methods. Table II below shows significant factors meeting relevant methodological criteria, which

are based on an evaluation of the computed data. Regarding overall medium till strong dependences between variables, constructed for a survey for the reason of their clear use in the construct, it was expected to find statistically significant factors. Correlation coefficients of variables used for factor analysis were optimally strong to give significant results by Varimax rotation method. Outputs provided by the analysis indicate that competencies can be categorized into 5 factors which altogether explain 58 % of behaviour of total construct. Table II shows the significance of each analyzed factor as a percentage, as well as their total sum.

All in all, the factor analysis identified 6 statistically significant factors. A scree plot eliminated the last of them. The results of factor analysis on competencies in agriculture and forestry companies are listed in table III.

As shown in Table III, the competencies are interrelated and form clusters which can be used to identify the primary orientation and characteristics of individuals whom the agricultural and forestry

II: *The use of competencies in the development of key talents*

Factor	Total Variance	% of Variance	Cumulative %
1	6.439	29.267	29.267
2	2.071	9.414	38.681
3	1.535	6.975	45.656
4	1.486	6.757	52.408
5	1.224	5.562	57.971

Source: own survey

III: *Results of factor analysis*

Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
A	0.321	0.079	0.362	0.482	-0.071
B	0.469	-0.147	0.064	0.186	0.080
C	0.026	0.311	0.134	-0.011	0.180
D	0.007	-0.105	0.315	0.334	0.550
E	-0.036	0.178	0.069	-0.180	0.724
F	0.500	0.227	0.244	0.201	0.389
G	0.084	0.178	-0.74	0.806	0.215
H	0.590	-0.016	0.200	0.117	0.223
I	0.123	0.158	0.339	0.610	0,006
J	0.658	0.154	0.169	0.228	-0.156
K	0.157	0.052	0.792	-0.037	0.159
L	0.469	0.369	0.519	0.061	0.098
M	0.738	0.121	-0.015	-0,081	0.091
N	0.726	0.273	-0.055	0.047	-0.010
O	0.279	0.776	0.052	0.057	0.253
P	-0.055	0.679	0.246	0.119	0.003
Q	0.300	0.708	-0.005	0.207	0.145
R	0.771	0.160	0.178	0.131	-0.073
S	0.119	0.271	0.134	0.304	0.695
T	0.199	0.623	0.399	0.055	0.018
U	0.102	0.177	0.613	0.038	0.129
V	0.001	0.168	0.602	0.309	0.041
Total % of variance	29,3	9,4	7,0	6,8	5,6
Name of the factor	Potential & performance	Focus on results	Motivation to development	Leadership	Integrity
Competency model	Inclusive development	Support of executives	Strategic development	Managerial development	Interconnection of people & company

Source: own survey

enterprises included in the survey look for and demand. When looking at the resulting factors, it is possible to clearly identify both a focus on talent in all employees (Factor 1, which is indicative of performance and personal dispositions for the job, reliability, independence and development – can be regarded as an inclusive approach) and specific areas which each of the enterprises needs to be able to function. As to Factor 2, it represents a group comprising desired decision-making capabilities, concentration on one's work, self-control and attainment of results, i.e. the decision-making level of the enterprise. Another cluster of competencies, Factor 3, focuses on continuous development, motivation for innovative approaches and orientation toward the enterprise's performance and mission. Factor 4 comprises leadership competencies focusing on strategies and the enterprise as a whole. Factor 5 is a cluster of competencies focusing on joining people and on making them committed to the enterprise.

When looking at the revealed factors, it is possible to describe their specific composition and explain how they are formed within and how they influence a company. As shown in Table III, the competency model which the companies participating in the survey apply most frequently is an inclusive one, i.e. one of the development of employees regardless of their job or position. These people are supported and selected according to identified competencies, including performance, flexibility, independence, communication, professional qualification, working morale, positive attitude and reliability. These are the essential desired characteristics which together comprise Factor 1. The cluster of competencies is valid for almost a third of the sample of respondents.

Another competency model is represented by a focus on the set of competencies associated with the support and development of the enterprise's decision-making level. Characterizing almost 10 % of the sample, the second factor comprises competencies aiming at decision-making capabilities, attainment of results, self-control, flow, all of which are also customer-focused. This is how competencies of executive managers can be described.

The third factor targets a set of competencies focusing directly on the development and talent. In this particular case, the individual in question need not necessarily be a manager; he or she can be any employee who is focused on development and at the same time committed to/identifying himself or herself with the enterprise. Factor 3 combines competencies indicating motivation toward development and work, growth and development potential, willingness to expand one's limits, as well as creativity, innovation and commitment to the enterprise in the sense of a focus to the customer, identification with the enterprise's mission and overall performance. The cluster of competencies was recorded for 7 % of the respondents. These are talented employees/managers who have the

capabilities, skills and drive for further promising development. This is how the development of talents can be approached. Using the above set of competencies, such talents are also easy to identify. It is also reasonable to expect they are committed to, and will thus directly support, the enterprise. This area therefore represents strategic development of individuals by and within the enterprise. Every company or business should do its best to retain its employees who have the competencies listed above.

Another area amalgamating competencies is Factor 4, with competencies characterizing corporate leadership capabilities. This area focuses on leadership, performance, innovation, strategic thinking, commitment to the enterprise and willingness to expand one's limits. If an enterprise concentrates on the development and support of these competencies, it is a clear case of planned development and education of managers.

The fifth and last important factor is an area combining competencies focusing on linking the enterprise and its intentions, strategies and corporate culture with its employees, i.e. on integrity. The factor comprises competencies targeting communication skills and teamwork, innovation, integrity and strategic thinking. It can be found in 6 % of the respondents. These cases are about linking the enterprise's way of thinking to and harmonizing it with individuals within the enterprise, for the purpose of supporting such individuals in disseminating and explaining directions and objectives of the enterprise's operation. It can again be an area targeting both managers and rank-and-file employees. Its characteristics are consistent with those of a change manager or a change agent. Developing this area of competencies can assist enterprises in adequately preparing for change management tasks.

The five factors listed above can be regarded as areas which the enterprises included in the survey pay most attention to when selecting, educating and training their employees (and also managers). They represent, in particular, the competency model of development of talented individuals (inclusive approach), support of managers (support of the decision-making level), development of individuals with a potential (strategic development), support of leaders (development of managers), and linking people and the enterprise (integrity). It is possible to conclude that all the identified approaches to the grouping of competencies are targeting the development of strategically important personnel. The clusters of competencies can be used exactly as the model for the purpose of identifying and supporting relevant groups of personnel and guiding their development in a desirable direction, including the development of the enterprise in areas which the individuals in question are assigned to or operate in.

DISCUSSION

The management and development of education and talents has many facets and can be viewed from many angles. Based on the classification by Iles, Chuai and Preece (2010), who identified basic talent management perspectives as inclusive or exclusive, it is possible to conclude that the agricultural enterprises participating in the survey employ both approaches which, however, can be segmented in greater detail, depending on competencies necessary for a particular position or performance of work. The survey identified competency models in the presence of the inclusive approach, but also support of the decision-making level, development of individuals with a potential, support of leaders and commitment of people to the enterprise. These findings are also supported by Cannon and McGee (2007), who claim that specific talent management strategies should always be based on the general strategy of the enterprise. The survey shows that the enterprises taking part in it segment their strategies and that the strategies are reflected in competency models, particularly those applying to managers and executives. Rathod (2014) adds that it is important to define uniform management criteria in all areas and to define quite specific competencies and competency models of employees. It was with regard to the above that the survey was undertaken, and different competencies were defined and further examined in their context.

Rothwell and Kazanas (2003) and other authors claim that the development of talents can ultimately generate a competitive advantage, so frequently mentioned in theory. For this reason, the research project was also devoted to specific benefits produced by the development of employees (talents). Results of the questionnaire survey among managers of agricultural enterprises show consequences of the implementation of workforce development programs for the agricultural enterprises included in the survey. Most of their representatives stated that the programs improved the overall performance of the enterprise (33.7 %), increased the profit (25.7 %), and resulted in better communication with customers (24.8 %). Twenty-six representatives stated that they were not aware of any development benefits. See Table IV for details.

According to information provided by the enterprises participating in the survey, other important benefits of the development of employees include improved performance of individuals and higher mutual trust among employees (and also among managers). Upadhyay (2009) and Heinen and O'Neill (2004) mention similar benefits, which are closely related to talent management issues.

Heinen and O'Neill (2004) further state that primary areas in which talent management benefits can be recognized include workforce recruitment and selection, performance management, career and leadership development, or career planning. The article also mentioned these areas as being important. However, it is possible to say that they are generally exclusive and target selected groups of employees. As a matter of fact, the basic analysis of the utilization of competencies determined that individual development and independence were not supported *en masse*. They are instead focused on selected individuals, especially managers and specialists.

IV: *Results/consequences of workforce development in the agricultural enterprises included in the survey*

Competencies	Absolute frequencies	Relative frequencies
Profit increase	26	25.7%
Maximisation of costs	19	18.8%
Better communication with customers	25	24.8%
Higher motivation of employees	15	14.9%
Building trust between employees & managers	19	18.8%
Improvement of loyalty of employees	17	16.8%
Lowering of employee mobility	14	13.9%
Higher performance of employees	22	21.8%
Higher performance of whole company	34	33.7%
Competitiveness improvement	16	15.8%
None of above mentioned	26	25.7%
Other	7	6.9%
Total	101	x

Source: own survey

CONCLUSION

The area of identification and development of key employees, or talents, represents an important segment of efficient HR management practices. The article thus focuses on areas that are crucial for the identification of talents through their specific competencies for their successful development. Using methods of statistical analysis, five factors characterizing the areas of key competency models of individuals and groups according to required competencies were found. These include: development of talented individuals (inclusive approach), support of managers (support of the decision-making level), development of individuals with a potential (strategic development), support of leaders (development of managers), and linking people and the enterprise (integrity). All the identified competency models are targeting the development of strategically important personnel. The clusters of competencies can be used exactly for the purpose of identifying and supporting relevant groups of personnel and guiding their development in a desirable direction, including the development of the enterprise in areas which the individuals in question are assigned to or operate in.

The article's limitations are represented by its relatively narrow focus on the primary sector. However, the selection of the primary sector is based on conclusions of the National Institute for Education (2014) according to which the Czech agriculture and forestry rank among industries which not only employ people with a higher average age, but also struggle with lack of skilled, mainly young people who look and head for more promising sectors of economy. The results and recommendations presented in the article can help the enterprises included in the survey set recommended competencies for specific areas of the identification and development of employees or make use of combinations of competencies for specific work positions and/or development of talents.

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