

BUILDING RESILIENCE: THE ROLE OF SENIOR TALENT MANAGEMENT IN ADAPTIVE ORGANIZATIONAL STRUCTURES

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Abstract. In light of an ageing workforce, the paper explores how senior talent plays a critical role in improving organisational flexibility, which is necessary for long-term corporate growth. This study uses a mixed-methods approach, combining quantitative surveys and qualitative interviews from a variety of European sectors in light of the growing proportion of older workers. According to the results, senior staff members greatly improve their capacity for problem-solving, which has a favourable effect on decision-making procedures and the general performance of the company during changes. Specifically, 75% of managers surveyed highlighted that senior employees significantly enhance problem-solving capabilities during periods of organisational transition. Executive skill also favours intense training and mentoring programs that stimulate intergenerational collaboration and are a talent management best-practice knowledge bank. Mentoring programs initiated by older workers, for instance, were discovered to enhance team performance by establishing knowledge sharing and intergenerational collaboration. It also lists age discrimination and a lack of opportunity for older workers to progress as some of the more compelling reasons for the need for a strong diversity policy. Almost 40% of the respondents reported that they had personally experienced age-related biases in decisions related to recruitment or retention, which should be taken care of by inclusive policies. It emphasises the strategic value of good senior people management in increasing organisational flexibility and ensuring that organisations can continue to be competitive in a fast-changing marketplace. Organisations that adopted the upskilling programs for older workers also saw strong rises in the engagement and productivity levels of this part of the workforce. This paper provides hands-on guidance to organisational senior talent on how they can improve their succession management plans pertaining to the utilisation of the knowledge and expertise of seniors for further long-term company expansion. These recommendations include creating age-inclusive work cultures, offering continuous learning opportunities, and leveraging older workers' unique soft skills, such as emotional intelligence and leadership, to navigate complex business challenges.

Keywords: age diversity in business, organisational flexibility, senior talent management, sustainable business growth, workforce adaptability

Introduction

In the past few years, we have seen more older people working, which shows how our population is getting older and how we think about getting old. The European Commission said in 2021 that from 2008 to 2018, the proportion of workers aged 45 and up went up from 37% to 42% in the European Union. Some of the drivers of this trend include increased life expectancy, changing pension policies, and a growing recognition of the value that senior talent holds for organisations (Güllich and Barth, 2024). With firms fighting for sustainable business growth in increasingly competitive business environments, the ability to adapt and be flexible becomes very important. Much of this adaptability requires effective organisational management of senior talent, whose deeper experience and special skill sets can strongly boost the resilience of the organisation (European Commission, 2021).

Despite the potential benefits of integrating senior talent into organisational frameworks, there are strong barriers that prevent their full participation in the labour market. Age discrimination is common in organisations, coupled with several misconceptions about productivity and the ability of older workers to embrace technology (Ochoa Siguencia, 2024). In addition, most organisations do not have appropriate training and development opportunities for older employees, which may result in the underutilisation of their skills. In responding to these challenges, companies need to consider and urgently adopt inclusive, comprehensive senior talent management practices that create an enabling environment for older workers to thrive (Chatterjee et al., 2023; Gródek-Szostak et al., 2020).

The increasing prevalence of older workers in the labour market necessitates a deeper exploration of their unique contributions to organisational resilience and adaptability. Our study wants to plug a big hole in the research out there. We are going to take a close look at how to blend seasoned pros into a company's blueprint to make stuff more bendy and newfangled. We are not just going back up the brainy stuff about managing old-timers; we are putting a spotlight on how this matters for modern-day businesses that are seeing a whole bunch of age-related changes.

The theoretical foundation for this research is supported by various studies that highlight the critical role of senior talent in fostering organisational adaptability. For instance, Kravariti, Voutsina, Tasoulis, and Alali (2023) emphasise that older workers often possess invaluable soft skills, such as emotional intelligence and leadership capabilities, which are essential in navigating complex business challenges. This is in line with increasing research that emphasizes the importance of these qualities in modern organisational settings. In a related aspect, Maigah and Latip (2024) argued that organisations using the expertise that is stored inside the minds of their senior staff showed better problem-solving skills in times of transitions. This converges with a broader literature about age diversity and the finding that the participation of older workers in teams may have a positive bearing on decision-making processes and innovation (Kotorov et al., 2024). In addition, Kravariti's studies (2022) show that organisations that have comprehensive management plans for their senior talents further enhance their competitive edge, and they are also able to keep their business running for an extended period. By synthesising these insights, this paper aims to build upon existing knowledge and provide a nuanced understanding of how senior talent can be effectively managed to support organisational resilience in today's dynamic business landscape.

Effective senior talent management involves recognition of contributions as key resources rather than burdens. Research also finds that compared to younger workers, older workers largely excel in soft skills like emotional intelligence, leadership, and problem-solving—qualities increasingly valued in today's fluid business environments (Atarodi et al., 2024; Cascio and Collings, 2022). Building on these strengths makes any organisation more flexible, adaptive to change, and competitive. First, a work culture that embraces diversity and age diversity will enhance decision-making and innovation in teams. This will result in age diversity and bring variety into the perspectives and experiences depositories, potentially causing creative problem-solving and better decision-making (Pandita, 2022).

Senior talent integration into the organisational structure does not concern labour policy compliance but becomes a strategic imperative for creating and sustaining competitive advantage and business focus over the long run (Kravariti et al., 2023).

In a world where the global workforce is ageing at unprecedented rates, understanding how to tap and manage senior talent will be one of the keys that organisations will need to negotiate the complexities of today's markets (Morganti et al., 2023). The present paper is an attempt to discuss various impacts of senior talent on organisational flexibility and suggests strategies for tapping their potential—a pathway toward sustainable business growth.

To access the new and important capabilities of employees, managers should know the effect of the ageing workforce on them. These can significantly enhance the organisation's flexibility and resilience in the vastness of universal sustainable business growth.

The research embraces only those older senior persons, whose age limit is about 45, among a congregation of leading individuals from all over Europe, the process of the configuration of the organisation, and the organisational development. The central matter here was the philosophical inclusiveness of the older professionals from Europe in the organisations, and the focus was on the senior executives' innovative initiatives, which, indeed, were quite successful. The approach of the top management, such as the CEO, and the voluntary ICT incorporation has been highlighted the most.

To realise this aim, many research tasks are stated:

- to examine the current status of senior talent management in organisations.
- to discover the barriers faced by the aged workforce in the labour market.
- to point out good practices for the inclusion of aged human capital into the organisation structures.
- to measure the influence of senior talent on decision-making processes during changes in the last 6 years.

Finally, when the climate of the ageing workforce challenges the standard practices in companies, it becomes a must-do thing for organisations to acknowledge and utilise fully capable older employees. This article aims to give a complete overview of the significance of talent management in terms of productivity and an organisation's resiliency.

It is believed that addressing the obstacles and implementing best practices in senior talent management will enable companies to be more adaptable in the face of changing market scenarios, but also to create an environment that promotes diversity and inclusion.

Research Methods and Conditions

This study uses a mixed-methods approach, covering both qualitative and quantitative analyses of the influence of senior talent on organisational flexibility. Conducted across a variety of European sectors, the research concentrates on organisations that have been able to bring senior talent into their workforce with

great success (Kravariti et al., 2022). Data collection includes questionnaires in which human resource managers and senior employees participated, as well as face-to-face interviews with organisational leaders.

The survey will also help in the quantification of perceptions about the contribution of senior talent to flexibility and resilience, while interviews provide deeper insights into specific practices and policies that encourage effective senior talent management (Kwon and Jang, 2022). The survey instrument consists of Likert-scale questions on such aspects as perceived productivity, adaptability, and effectiveness of training programs with respect to senior employees.

Moreover, the collection of demographic data helps to situate responses in a context. The qualitative element comprises semi-structured interviews, which will help identify best practices in senior talent management and the obstacles organisations face in fully leveraging this demographic. This double approach gives us a multi-dimensional view of the effect of senior talent on organisational flexibility in creating sustainable business growth, according to Locke, McGinty, Ramirez, and Sellers (2022).

Data collection was carried out between February and September 2023 as part of the Erasmus+ Talent Management project (Project Code: 2021-2-ES01-KA210-ADU-000048687), involving partners from Spain, Poland, and Türkiye (European Commission, 2025).

The quantitative component included responses from 122 people managers (HR professionals and heads of talent management) and 102 employees, drawn from organisations across the three countries. The survey touched on topics including productivity, flexibility, engagement in upskilling activities, and views on stereotypes for age.

The qualitative part involved semi-structured interviews with organisational top executives and talent managers to derive deep insights into actual practices and perceived barriers of senior talent integration.

In general, this mixed-methods approach enabled strong triangulation of results and added reliability and validity to the research findings in relation to the influence of senior talent on organisational flexibility and resilience.

Research Results and Their Discussion

The analysis reveals some interesting results relating to how high-level talent is responsible for facilitating organisational adaptability. To begin with, quantitative evidence shows that there is a direct positive correlation between the presence of senior employees and increased flexibility for an organisation. That is, 75% of manager respondents in interviews asserted that senior talent is largely responsible for resolving issues in change. This is also supported by previous studies on the role of experience in addressing intricate issues (Barkhuizen et al., 2022).

Table 1. Quantitative Findings on Senior Talent Management

Finding	Percentage/Value	Description
Contribution to the Ability to Solve Problems	75%	According to 75% of managers, having senior talent around greatly improves problem-solving skills during times of transition.
Perception of Age Discrimination	40%	Age discrimination still exists in their organisations, according to nearly 40% of respondents, and it influences hiring and retention decisions.
Participation and Efficiency in Upskilling Initiatives	Not specified	Companies that teach older workers in reskilling and upskilling have observed higher levels of engagement and productivity from these personnel.
Dependency Ratio Increase (2022 to 2050)	From 33.7% to 78.4%	The dependency ratio is projected to increase significantly, indicating a growing need for effective senior talent management strategies.
Increase in Dependency Ratio (2022–2050)	From 37% to 42%	This is expected to increase the dependency ratio sharply, meaning demand for senior talent management techniques will go up correspondingly.

Further qualitative insights from interviews explain these findings. Many leaders have underlined that senior staff bring a certain kind of knowledge, which helps with decision-making processes, especially in times of transition—be it a merger or a technological upgrade.

This underlines the strategic advantage that accrues to an organisation by valuing the contribution of an older workforce. Practices that enhance the effectiveness of management of senior talent were also identified by the research. Companies reporting to provide upskilling and reskilling training programs for older

workers noted that such workers were significantly more engaged and productive (Talent Management Erasmus+ Project, 2023).

For example, organisations that provide mentoring positions for seniors tap into their experience and foster intergenerational cooperation, which is known to bring benefits to overall team performance. Still, challenges persist. While many organisations are aware of the value of older workers, age-related bias and structural barriers continue to limit their participation in the labour force. Another piece of research highlights that nearly 40% of all respondents said age discrimination continues in their organisations, whether the decision involves recruitment or retention. In a way, this can be reduced by using complete diversity training and inclusive policies to maximise senior worker potential (Talent Management Erasmus+ Project, 2024)

This analysis highlights the important role played by senior talent in enhancing flexibility and supporting sustainable growth within a business organisation. Inclusive and continuous development-focused management practices for older workers will help the organisation build resilience in the face of an ever-changing business environment. Longitudinal future research is needed to assess the long-term effects of these practices on both organisational performance and employee satisfaction (Talent Management Erasmus+ Project, 2022–2024)

Trends and Challenges in Senior Talent Management for Poland, Spain, and Turkey

Demographic changes in Europe, especially in Poland, Spain, and Turkey, have a strong impact on senior talent management. This paper synthesises statistical data on labour market participation among older workers, dependency ratios, and the barriers they face in these three countries. By identifying trends and challenges, we can better understand how to leverage senior talent for organisational flexibility and sustainable growth (Erasmus+ Programme, 2022–2024).

The participation rate in the labour market of people aged 45 years and older has increased significantly from 37% to 42% between 2008 and 2018, respectively (Eurostat, 2023). It underlines trends based on, among other things, an increase in the official retirement age to 67 years because of better health outcomes. By this measure, dependency would increase from a ratio of 33.7% in 2022 to 78.4% in 2050 (OECD, 2023). This large increase underlines that there is an ever-increasing ratio of dependents to the working-age population, further underlining the need for effective senior talent management strategies to tap the experience of older workers.

Like other OECD member states, Poland also has to cope with the gradual participation of older workers in the labour force. The dependency ratio will increase from 32.2% in 2022 to 60.3% by 2050 (OECD, 2023). While there are some encouraging trends regarding the integration of senior talent into the labour force, age discrimination tops the list of challenges facing Polish organisations. Recent initiatives have begun to reskill older workers; however, there is still much work to do to create an enabling environment that would bring in the full potential of senior talent.

Turkey has a more advantageous senior talent management situation compared to Spain and Poland. The dependency ratio is at the moment a lower percentage of 16% in 2022, though predicted to increase to 37% by the year 2050 according to OECD (2023). The relatively low rate of dependency enables Turkey to effectively manage its senior population. However, there are drawbacks to such a workforce, like a lack of a positive workplace culture and ongoing age discrimination. Despite these drawbacks, organisations increasingly see the value of senior talent.

Across all three countries, several common challenges impede effective senior talent management:

- **Age Discrimination:** Ageism is a major barrier throughout Spain, Poland, and Turkey. Older workers are denied training and development because of reasons such as lower productivity or being technologically outdated (Talent Management Erasmus+ Project, 2023).
- **Lack of Training Opportunities:** There is a notable deficiency in targeted training programs for older employees. While some initiatives exist for reskilling older workers in Poland and Turkey, they are not widespread enough to substantially impact workforce integration (Talent Management Erasmus+ Project, 2023).
- **Cultural Attitudes:** Managing senior talent is greatly impacted by cultural views on employment and ageing. For example, because of traditional ideas about efficiency, hiring older workers is still stigmatised in Turkey.
- **Financial Stressors:** Due to economic pressures brought on by Spain's and Poland's growing dependency ratios, more people of all ages must enter the workforce. Organisations must adapt talent management strategies to ensure sustainability amidst these demographic changes (Talent Management Erasmus+ Project, 2023).

Statistical data analysis provides very important insights into the trends and challenges in the management of senior talent across Poland, Spain, and Turkey. While some positive signs toward the participation of older workers in the labour market exist for Spain and Poland, there are still significant barriers to overcome in terms of age discrimination and a lack of appropriate training. In contrast, Turkey's lower dependency ratio holds the promise of proactive use of older skills, though attitudes prevail. (Talent Management Erasmus+ Project, 2024). Therefore, inclusive policies and targeted training programs will be important to address these issues and ensure that the full potential of senior talent is leveraged as a pathway to sustainable business growth.

Table 2. Best practices

Best Practice	Description	Benefits
Comprehensive Training Programs	Incorporate specific training and development activities aimed at upskilling and reskilling older workers.	Enhances responsiveness to new technology and market demands.
Inclusive Work Environment	Foster a culture that values age diversity and actively combats age discrimination through awareness campaigns.	The morale and cooperation among staff will increase with less discrimination between the age groups.
Mentorship Initiatives	Encourage the sharing of knowledge by putting programs in place that pair the juniors with senior staff members.	His experience gets channelled for better cohesion of the teams and increased output.
Flexible Working	Arrangements: Offer flexible work arrangements to seniors wherever possible – for example, part-time or home-based work.	Retains talent by providing a work-life balance.
Anti-Discrimination Policies	Develop and implement guidelines to prevent age discrimination in its recruitment processes, promotions, and retention.	All employees are treated equally, without distinction.
Data-Driven Decision Making	Use data analytics to routinely assess the impact of senior talent on organisational performance.	Provides data that drives strategic decisions and improves talent management strategies.
Policy Advocacy	Encourage policymakers to support legislation that will provide incentives for an active ageing workforce engagement.	Reduces age discrimination and encourages employers to hire older workers.

Conclusions

This study sheds light on how older employees boost a company's ability to adapt and grow long-term. The results offer strong proof of ways businesses can bring in older workers by using a mix of number-crunching and in-depth talks. Seasoned staff members play a key role in tackling issues, making choices, and adjusting to shifts—skills that matter a lot in today's ever-changing work world. Numbers show that 75% of bosses think older workers help solve problems better when companies go through changes, which points to how valuable their know-how is when dealing with tricky situations. Also, one-on-one chats back up these findings. They show that when companies get older workers involved through special training and mentoring, staff members feel more connected and get more done. By tapping into older workers' years of experience and getting different age groups to work together, companies can build a team that can handle constant change. However, the study also finds big roadblocks to making the most of older talent. Age bias is still a big problem, with almost 40% of people saying it affects hiring and keeping older workers.

At the core of dealing with such issues is deep diversity training and welcoming policies that maximise the potential of older workers. After all, managing seasoned staff is not about following the rules; it's one of the big strategies for businesses that intend to be alive and counted among the best. On the business side, making sure that older workers feel included and are given opportunities to rise would give strength to find what lies within the changing work world. Future research should aim to explore the long-term implications of these practices on organisational performance and employee satisfaction to maximise the contributions of senior talent toward sustainable business growth.

Recommendations

Results from this study on the impact of senior talent on organisational flexibility and sustainable business growth now offer some suggestions to organisations on how best to integrate seniors within their workforce for maximum outcome.

- Base-wide training and development programs: The organisation ought to focus on the development of training and development of older workers regarding particular upskilling and reskilling, such that they will survive new technologies and shifts in market demand. This goes to say that they become more productive and inculcate a continuous learning culture at the organisational level.
- Nurture an Inclusive Workplace: Organisational culture should be nurtured toward embracing age diversity. Companies should sensitise and train their employees in an effort to work against age discrimination. Promotion of respect and appreciation for the contribution of senior talent will enhance morale and collaboration amongst staff across different age groups.
- Promote mentoring and intergenerational collaboration: The organisations should have mentoring programs that pair seniors with juniors. This taps into the rich experience of the older workforce, eases knowledge transfer, and promotes intergenerational collaboration. That makes teams more productive and enhances organisational performance for any organisation.
- Development of Flexible Work Arrangements: Organisations can consider flexible work arrangements for the diverse needs of senior employees, such as providing part-time or remote work options. This will help organisations retain senior talent because it allows these individuals to attend to personal commitments while continuing to contribute meaningfully to the organisation.
- Establish clear policies against age discrimination: Clear policies should be in place at the organisational level to prevent age discrimination in hiring, promotion, and retention practices. Communicate these policies effectively across the organisation so all employees understand the commitment to inclusivity and diversity.
- Leverage data-driven decision-making: Continually leverage data analytics to gauge the impact of senior talent on organisational performance. Organisations can make decisions based on the tracking of key performance indicators—productivity, adaptability, and employee satisfaction—of their senior workers in a way that maximises the effect of their talent management approaches.
- Engage in policy advocacy: Organisations should involve policymakers in the advocacy of legislation that can facilitate the active participation of older workers in the labour market through, for example, incentives to companies for hiring and keeping senior workers, and by supporting initiatives aimed at reducing age-related biases in recruitment.

The following recommendations will ensure that the organisation implements the strategy correctly, making an effective workforce able to rise above the impact of complexities prevailing in the business environments of today. This strategic focus on senior talent will finally lead to sustainable business growth and better organisational outcomes.

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ATSPARUMO UGDYMAS: VYRESNIO AMŽIAUS TALENTŲ VALDYMO VAIDMUO PRISITAIKANČIOSE ORGANIZACINĖSE STRUKTŪROSE

Santrauka

Atsižvelgiant į darbo jėgos senėjimą, straipsnyje nagrinėjama, kaip vyresnio amžiaus talentai vaidina lemiamą vaidmenį gerinant organizacijos lankstumą, kuris būtinas ilgalaikiam įmonės augimui. Šiame tyrime naudojamas mišrus metodas, derinant kiekybines apklausas ir kokybinius interviu iš įvairių Europos sektorių, atsižvelgiant į didėjančią vyresnio amžiaus darbuotojų dalį. Remiantis rezultatais, vyresnieji darbuotojai labai pagerina savo gebėjimus spręsti problemas, o tai teigiamai veikia sprendimų priėmimo procedūras ir bendrą įmonės veiklą pokyčių metu. Konkrečiai 75 % apklaustų vadovų pabrėžė, kad vyresnieji darbuotojai žymiai pagerina problemų sprendimo gebėjimus organizacijos pereinamuoju laikotarpiu. Vyresnio amžiaus talentai taip pat skatina kryptingas mokymo ir mentorystės programas, kurios skatina kartų bendradarbiavimą ir yra geriausios talentų valdymo praktikos saugykla. Pavyzdžiui, buvo nustatyta, kad vyresnio amžiaus darbuotojų vadovaujamos mentorystės iniciatyvos pagerina komandos veiklą, skatindamos žinių perdavimą ir bendradarbiavimą įvairiose amžiaus grupėse. Jame taip pat nurodoma, kad diskriminacija dėl amžiaus ir vyresnio amžiaus darbuotojų galimybės tobulėti stoka yra vienos iš įtikinamiausių priežasčių, dėl kurių reikia tvirtos įvairovės politikos. Beveik 40 % respondentų nurodė, kad jie asmeniškai patyrė su amžiumi susijusius šališkus sprendimus, susijusius su įdarbinimu ar išlaikymu, o tuo turėtų būti pasirūpinta įgyvendinant įtraukimo politiką. Jame pabrėžiama strateginė gero vyresniųjų žmonių valdymo vertė didinant organizacijos lankstumą ir užtikrinant, kad organizacijos ir toliau galėtų būti konkurencingos greitai kintančioje rinkoje. Organizacijose, kurios pritaikė vyresnio amžiaus darbuotojų kvalifikacijos kėlimo programas, taip pat labai padidėjo šios darbo jėgos dalies įsitraukimo ir produktyvumo lygis. Šiame straipsnyje pateikiamos praktinės gairės organizacijos vyresniems talentams, kaip jie gali patobulinti savo paveldėjimo valdymo planus, susijusius su senjorų žinių ir patirties panaudojimu tolesnei ilgalaikiai įmonės plėtrai. Šiose rekomendacijose kalbama apie amžių apimančios darbo kultūros kūrimą, nuolatinio mokymosi galimybių teikimą ir unikalių vyresnio amžiaus darbuotojų minkštųjų įgūdžių, tokių kaip emocinis intelektas ir lyderystė, panaudojimą, siekiant įveikti sudėtingus verslo iššūkius.

Reikšminiai žodžiai: amžiaus įvairovė versle, darbo jėgos prisitaikymas, organizacijos lankstumas, tvarus verslo augimas, vyresnio amžiaus talentų valdymas

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