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## **METHODS OF DETECTING OF GIFTED EMPLOYEES IN AN ORGANIZATION**

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**Abstract:** Giftedness and work with gifted is recently receiving more and more attention and appreciation. Companies are increasingly recognizing the competitive advantages as skills and creativity of its employees which bring significant contribution to them. In many cases the company itself is almost unaware who is gifted and is not devoting enough attention to identify, motivate and guide gifted individuals. Their skills are often not optimally used in working process and their giftedness is mostly overlooked. Of course, this raises the question of how to detect them and how to work with them. In this paper we present methods that can help identify gifted employees by internships, mentoring, development of competence profiles, observatories, rotation of jobs, educational opportunities and encouraging creativity. Using these methods, organizations want to create a creative environment that is friendly to gifted individuals and focused on productivity.

**Key words:** giftedness, gifted employees, methods of detecting of gifted, work environment.

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### **1. INTRODUCTION**

Identifying and directing gifted adult is paramount for any organization. This is the foundation of success, especially in organizations dealing with development. Because of for their innovation and creativity they are the driving force and the assurance of the future. It does not necessary mean, that a gifted individual will develop a successful career. The organization has an active role here. Stimulating gifted for formal and informal education represent a long-term benefit for the organization in developing strategies for the future.

Employees, who are good observers can also contribute an important part in identifying gifted individuals. Of course, it is extremely important that employees know the characteristics of the phenomenon of gifted if they want to be competent in identifying talent. They need to know how and in what way can they detect a gifted person. Many gifted people get isolated in organizations, co-workers avoid them, they make fun of them, so they feel isolated and become solitary and eccentric. In most cases they self-isolate themselves from the others. Exceptionally gifted colleagues require more patience, more energy, more effort from superiors and managers of individual business processes.

## **2. METHODS OF DETECTION OF GIFTED EMPLOYEES**

### ***2.1 Internship***

Discovering gifted employees starts with their involvement in the working environment. New employees in Slovenian companies need to perform an internship; they often have their own mentor. In addition to the Human Resources Unit, which is traditionally involved in the management of human resources and thus with the identification of gifted individuals, is the instrument training and mentoring program suitable for the detecting the gifted individuals and their orientation and layout of the work process. Suitable worker for each work process is a marked importance to the success and excellence of the firm.

### ***2.2 Mentoring***

Mentoring is also one of the forms of discovering of gifted individuals as well as training in enterprises. The point is that especially the new members of the organization (even if you have already completed the internship) must be initiated within the organization. Mentoring as a form of education is very suitable for training young managers, which the organization identifies as promising (gifted) human resources (Ferjan, 2005). In developed organization a mentor is assigned to prospective personnel and they direct motivate and lead them to the desired level. Often the peak management is also a mentor to his successor until the full responsibility take over. Mentoring gifted individuals is also a suitable form of stimulation and motivation for gifted in the working process. So they made provision for additional conditions for excellence in work processes, which have been identified as gifted. Mentoring and individual treatment, requires an appropriate organization and lay of these organizations. In particular, it requires skilled individuals who are capable and skillful human resources management. Mentoring is not a formality, but an important tool for employee training. Many, particularly larger companies have, most often in the HR department, organized an educational center. A lot of companies arrange the education of employees with organizational rules or regulations. Contents of employee training are often connected with mastering new technologies. Training centers are in contact with "more susceptible" individuals. They can identify gifted individuals with appropriate reporting within the HR department.

### **2.3 Development of competence profiles**

How to find gift for the job, is an important issue. The selection process still offers a possibility to find candidates who equate psychological tests measuring intellectual ability. But such a belief can be quickly changed. After the proper interpretation they understand, that despite their average intelligence quotient, they are still suited for the job, if superior abilities are the ones, that are suitable for the job. This can most certainly also be IQ, but some jobs require emotional

intelligence, effective decision-making ability, fast response, precision, concentration, and similar features. Even if we knew all the existing skills and would be able to simultaneously measure them, it would not be enough to detect gifted individuals. Individuals must be understood entirely, because personality traits usually to decide whether an individual will develop their talents in the workplace and how. Furthermore, a large part on whether an individual will use in the workplace and develop their gifts, depending on operating environment. In accordance with these findings the companies are introducing more competence profile jobs, that specifically define what tasks will the employee have to perform, what skills abilities knowledge and personal qualities are necessary for success, working atmosphere etc. If a gifted person will have a high performance also depends on an organizational climate. Therefore the talent management cannot use one definitive formula. (Gostenčnik, 2007).

## **2.4 Observatories**

Observatories are a particular selection tool with which we can imitate the work places, and then observe the worker's performance. They are designed for observation and the creation of human ability. One of the challenges are also group discussions, where participants are presented with a problem, that needs to be solved collectively. Observatories are not meant only for observation of human capability, but also for their design. Large international companies typically have special coaches employed, that teaches the observatory staff different skills. As the person in such an observation center is exposed to concrete work situations, the results of this observation can be much more valid and reliable than the results obtained in other selective testing (Lipičnik and Mežnar, 1998). If observers are properly trained to recognize the characteristics and the features of gifted, observation centers can identify talent. Gifted individuals with their creativity and ability to solve complex issues most certainly stand out and skilled observers can spot them. With the proper connection to the job for the management of human resources we can properly orient and motivate the gifted.

## **2.5 Rotation of jobs**

Rotation of jobs means a planned move to new jobs consistent to predetermined processes. The aim is to extend and enrich the workplace and to develop and deepen the expertise of employees. So it is possible to identify gift for each work process. The process of rotating jobs offer benefits to workers, particularly in terms of learning about other areas of the company and further training. In this case, we look at the rotation of the workplace as a form of training and lifelong learning. However, this process can not be used in all areas of the company and by the implementation we should consider specific criteria. There should be some conditions, such as: time needed to introduce a specific job, use of facilities within the organizational unit, and a preliminary discussion with the employee in which he presented the advantages and purpose. This way we can

guarantee the successful identification, the transfer of knowledge and active participation of all stakeholders. Above all, we provide direct support to individual contractor of individual working task, since performance, introduction and familiarization with the workplace depend on them. When complex tasks are required, a lot of their time is needed in the direct implementation of the circulation staff.

## **2.6 Educational opportunities**

Companies need to attract skilled people, enable them to professional and personal development and reward them. Companies need to learn how to satisfy people (Možina and Kovač, 2006, p. 23). Adult education in modern enterprises follows the concepts of learning organizations and human resource management, which is sometimes interpreted as so much novelty, in addition to existing education and human services also add a new service, service for the management of human resources. People in the role of workers name the human capital, whose potential has the knowledge and skills (Ličen, 2009, p. 171). Gifted in the process are valuable members and component of the learning organization. Knowledge of employees, specifically gifted, is an invaluable capital of each company. Participation in the team can be tricky because of certain characteristics of the gifted. If you have some more advanced learning abilities and also stand out from other properties, a problem may occur in relationships. The concept of a learning organization is based on studies of collective learning process, dialogue and collective thinking. Talent is often misunderstood due to atypical features and patterns. Their social clumsiness and emotional intelligence to develop contacts and work in a team can be a major obstacle. Many of them are individualistic and may seem weird to other team members (Ličen, 2009).

## **2.7 Encouraging creativity**

Promoting creative people in the company is for each manager a challenge. If the employees does not appear to be sufficiently creative, consider whether you yourself do enough to awaken the creativity within them. Dimovski (2005, p. 31) suggests:

- Positively accept any new idea. This does not mean that you realize the idea of any offer, but how satisfaction with innovative employees.
- Make it easy for employees as much as possible the transmission of ideas. Any unnecessary process, such as recording ideas in a formal form, employees will discourage innovation.
- Employees quickly express your views on their proposals. Your currency can significantly affect the number of proposals that will get them.
- The "wretched" employees see as a source of fresh ideas. Useful suggestions and expect from people with lower education and from those working in less demanding jobs otherwise do not fit your idea of an inventor.

- Do not allow the employee becomes routine. Enable them to occasionally learn about other jobs within the company and gain new experiences. Remember: changes are necessary for creativity..

### **3. CONCLUSION**

Gifted adults are the key personnel and they are able to perform complex work. Organizations increasingly getting aware of that the fact gifted individuals have the ability to solve complex problems. Their productivity is also higher than the average worker. Talent management requires skilled employees and managers direct parent. Gifted employees are often due to his difficult personality traits for personnel management.

A good leader must be able to assign employees of such a post in the process where they can invoke their strengths and talents. If your gifted employees bored at work they can, as the final result, leave the organization and find a new job. It should be remembered that the gifted teams consist of gifted individuals. Gifted should be allowed to develop personal, so that in a learning organization the team is developing with them. The head of a learning organization can be gifted for their work. Someone can be gifted for mentorship, networking, team-specific role and the production of ideas. Gifted team and team leader represents the highest possible form of synergy.

Recognizing and identifying gift in the work process is a responsible and difficult task. Discovering gift begins at an early age, gifted need to be stimulated and motivated a very young age. At this point the learning about gifted and their properties, characteristics and requirements begins. Being a gifted, talented, exceptional, should in the modern world, especially the working environment, represent the highest recognition. But the world is not always a friendly place for gifted. Giftedness all too often leads to conflicts to individual himself and to the environment in which the individual generates.

Gifted people are an important theme of the society, especially their own, in which the knowledge, education and progress is steadily increasing. Gifted with high intelligence and special abilities are often accompanied by unpopular properties, such as unconventional behavior and can often be a mentally disordered. The gifted are often faced with envy average gifted, high expectations of the management and organizations. In recent years there have been many positive changes and the organizations are paying more attention to gifted employees than in the past.

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**Povzetek:** Nadarjenosti in delu z nadarjenimi se v zadnjem času namenja več pozornosti. Podjetja se vse bolj zavedajo konkurenčnih prednosti, ki jim prinašajo sposobnosti in ustvarjalnost njenih zaposlenih. V podjetjih skoraj ne vemo, kdo je nadarjen; prepoznavanju, motiviranju in usmerjanju se ne posveča dovolj pozornosti. Velikokrat tudi niso optimalno izkoriščene njihove sposobnosti v delovnem procesu in njihova nadarjenost je spregledana. Seveda se ob tem postavlja vprašanje, kako jih odkriti in kako z njimi delati, zato v prispevku predstavljamo metode, ki lahko pripomorejo k identifikaciji nadarjenih zaposlenih: pripravništvo, mentorstvo, oblikovanje kompetenčnih profilov, opazovalni centri, rotacija delovnih mest, možnost izobraževanja ter spodbujanje ustvarjalnosti. S pomočjo teh metod želijo organizacije ustvariti ustvarjalno okolje, ki je prijazno do nadarjenih in usmerjeno v produktivnosti.

**Ključne besede:** nadarjenost, nadarjeni zaposleni, metode odkrivanja nadarjenih, delovno okolje.