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SOCIAL NETWORKS AS AN INSTRUMENT FOR ASSESSING TALENTS IN THE ORGANIZATION

The talents are vital for the prosperity of any organization. Over the recent year the social networks (Facebook, Twitter, Linkedin) have taken a leading role in communication as well as at the workplace. Creating the corporative social communities provide the opportunity to share ideas, experience, knowledge. The report examines the social networks as an instrument for assessing talents in the organization through two approaches: five stars approach and assessment as per the number of followers.

Over the recent years, the social networks (Facebook, Twitter, Linkedin and others) have turned into a significant instrument in the human resource management. The social networks from a place of communication and sharing ideas more and more often are now used for searching, recruiting and yet for assessing talents in the organization. The held in the USA survey by Jobvite 2013 Social Recruitment Survey rates Linkedin, Facebook and Twitter as the three most popular and mostly used social networks in worldwide scale [1, p. 2]. The reciprocity between social networks and talent management is an innovative method in human resources management. Opening, motivating and keeping the talents in an organization is undisputable and reliable way for its survival, growth and prosperity in the nowadays dynamic business environment.

In his speech at the opening of the World Economic Forum in 2011 in Davos, Jeffrey A. Joerres, Chairman and CEO of Manpower Inc, defined the new realities in global environment that the 21 century business is facing [2, p. 4]. Jeffrey A. Joerres expressively illustrated the strategic importance and the essence of the function: "Talents Management" in the new realities that we are facing:1) In the past it was spoken about "war for talent", now it is "war for talents". The thing that we observe at the moment and hear from the companies we work with is that in order to progress, they must have the necessary talent not only for a number of key managerial positions, but for every role in the organization too; 2) In the „Human Era" it is more important than ever before the companies to spare time, in order to understand what exactly will be the needs of their talents – not only now, but for a period of five or ten years ahead and to comply its human resources strategy with its business strategy.

The approach for talents management is directed to the "inside the organization, aiming to create environment and culture guaranteeing the identification, motivation, employment of talents, placing them on positions that bring added value to the company.

The present report highlights the role of social networks in the process of assessing talents in the organization through creating corporative social communities. The idea is through creating corporative social communities, the employees to share ideas, thoughts, knowledge, pieces of advice, experience that will help in the processes of finding out and assessing talents in the organization. An important part of the entire process is to be created objective criteria for assessing the employees' performance. There have been created no special instruments for using the social networks in the process of assessing talents in the organization. Without established standards and corporative affiliation of the employees there can occur leak of important information for the organization. The assessment of talents through social networks must be taken as an addition to the formal and approved methods for assessing the personnel in the organization. It is extremely important to trace out the participation and the contribution of every employee in the process of discussion. The participants in these communities must be predisposed to open and honest presentation of their position. The talents management managers' task is to choose an appropriate system of assessing the contents and the quality of the corporative social networks. Here we will go into the two most often used approaches [3, p. 448]: 1) Five stars approach: it is one of the easiest and most preferred approaches where every employee must assess the contents or rather the people who have contributed for it, to place a mark of one to five stars. Upon assessing an article or comments in a blog, the number of stars reflects the usefulness of the information for the collective knowledge of the community. Upon assessing an individual person, the number of stars must reflect the significance of the interactions of this person in the formal and informal training environment or to judge the person with his/her contribution in terms of his/her expertise in different areas. The five stars approach also has its negative aspect. The people can place a poor mark or state depreciating comments due to personal reasons that have nothing in common with the quality of the contribution or the author. This leads to the second method: 2) Assessment as per the number of „followers". This is another precious way of measuring the value of the online community where there is traced out the number of followers of a certain author. In case that he/she is considered as a leader in generating ideas, many people would be interested in what he/she has to say on different matters in his or her area of expertise. The correct solution for the corporative social network provides the opportunity to the employees to register: e.g. by "clicking" on a link in their personal profile – and to be notified upon any new contribution. The number of followers of one leader, providing ideas can be converted into rating at any time: more followers equal to higher rating.

The social networks are a powerful channel for collecting information. In this regard key importance has the skill of the manager to collect, filter and analyze the information. The talents in the organization change the environment; they influence on the others and contribute directly for the present and future performance of the organization. These are the people, on whose competence, ability and energy depends the stable achievement of strategic results by any business.

References (transliterated):

1. Jobvite 2013 Social Recruitment Survey, 2013 http://www.jobvite.com
2. Jeffrey, A. Joerres, Entering the Human Age http://www.manpower.com/humanage/wefanthology2011.pdf
3. Bogdanova, M. Selection and Evaluation of the personnel. Sofia, 2013