

Description for the general public

Small and medium enterprises play a crucial role in national economy, they dominate on the labour market and are source of innovations. The importance of such enterprises is reflected in the number of programmes, introduced by both Polish and EU institutions, aimed at supporting SMEs. However, despite the fact that SMEs receive and benefit from external support, the result of the research proves that most of these organisations are below their optimal effectiveness. The reason behind it may stem from the lack of managerial competences which are crucial in knowledge based economy. SMEs, similarly to their large counterparts, have to face global competition and dynamically changing markets. Unfortunately, SMEs unlike large organisations, cannot impact market trends and have fewer resources which causes that they have limited possibilities to create and make use of occasions. It results in having not enough strengths to withstand potential and emerging threats. One of the resources of strategic importance, not only for SMEs, are people. The quality of practices aimed at managing human capital impacts the level of employees' competences use, which results in increasing the potential of organisational growth and builds competitive advantage. One of the processes (successfully introduced in large companies), aimed at attracting and retaining high performers and high potentials are talent management programmes. They consists of cohesive practices covering talents' identification, development, appraisal, as well as rewarding and motivating, which makes it possible to increase the effectiveness of employees' potential use. Conducted research concerning talent management practices concerned mostly large organisations, which results in underrepresenting the knowledge concerning the issue in SMEs. In scientific papers the configuration of talent management programmes in SMEs as well as the scope of undertaken practices and their impact on performance, are insufficiently discussed. The main goal of the research is to verify the theoretical model (developed by the authors) that describes configuration of talent management programmes and their impact on innovativeness and effectiveness of small and medium enterprises (SMEs). The project proposal includes in-depth literature analyses and quantitative as well as qualitative research. The research among 200 Polish SMEs will be conducted. It makes it possible to define precisely talent management practices in SMEs and to verify the impact of such programmes on firms' performance and growth. Qualitative research is aimed at preparing ten detailed case-studies presenting best practices of talent management in SMEs.