ŁUKASZ HAROMSZEKI*

DIFFERENCES IN THE APPROACH TO ONBOARDING LEADERSHIPS TALENTS IN THE HQ OF MNCs BEFORE AND DURING THE COVID-19 PANDEMIC

Introduction

Talented leaders can significantly contribute to the success of an organization by operating at various levels and across diverse management areas. Whether or not this happens largely depends on the actions taken at the outset of employment, termed as onboarding [Fagerholm et al, 2014]. A leader is an individual recognized and designed by their followers. It is crucial to possess competencies that align with the organizational context and meet the expectations of colleagues. Hence, it is important to adopt a practical approach to talent and manage leadership talents effectively. According to the adopted definition, this is not the same as talent management in general – it is more focused on the identification and development of "prospective" individuals who, based on observed behavioral indicators, can serve as leaders at various management levels within an organization. Generally, onboarding (adaptation, introduction) of a new employee refers to the process of introducing a chosen candidate into the new role following the recruitment and selection process. This is done to align the new employee with expectations of the employer, ensuring efficient organizational and interpersonal functioning within a given employee community [Kawka, 2010]. The COVID-19 pandemic has alerted staffing approaches, not only because of its more virtual character [Wróbel, 2021; Harpelund, 2019].

* **Łukasz Haromszeki, Ph.D.** – Wrocław University of Economics & Business. ORCID: 0000-0003-2293-5926.

The growing popularity and importance of talent management are evident in numerous publications. Both Polish and international studies conducted in national and international organizations underscore the link between talent management and leadership [Pocztowski, Urban, Miś, 2020; Scullion et al., 2019; Haromszeki, 2022].

So far, the majority of research conducted in MNCs has been centered on organizations with headquarters located outside of Poland. However, there are also studies focused on MNCs with HQ in Central Europe that explore various facets of organizational success, internalization strategies [Głodowska et al., 2019] and talent management [Stor, 2023, Haromszeki, 2022]. However, there is a research gap concerning international organizations headquartered in Poland that delve into leadership talent management programs both before and during the pandemic.

Hence, the main objective of the study is to identify the differences in leadership talent onboarding practices before and during pandemic. Furthermore, the study seeks to determine if there are any consistent patterns onboarding approaches during the pre-pandemic and pandemic period of COVID-19 within the HQs of MNCs.

To achieve the intended goal, the results of empirical research, which were part of a larger research project, were used. This study provides a concise review of the literature, delves into the methodics of the empirical research, and presents the obtained research outcomes. This text ends with discussion and conclusions.

1. Theoretical background

Talent management, including leadership talents, stand as formidable challenge of the modern world of science and business practice. This issue is devoted not only to cyclical research reports of well-known consulting companies [i.a. *Talent Management*: Employers' Views, Kaplan, 2018; *Global Talent Trends*, 2022; *Global Talent*, 2021, *Oxford Economics*; *Talent Management*, Human capital Institute, Hewitt, 2021; *New talent strategy*, Society for HRM, 2020], but also to implementation projects of practitioners and monographic works of academics, presenting the latest results D.G. Collings, K. Mellahi i W.F. Cascio [2017], H. Scullion, P.M. Caligiuri i D.G. Collings [2019] and I. Tarique [2022]. A review of both Polish and international scientific journals suggests that talent management is the main topic undertaken by researchers. Deepening knowledge in this area contributes to the development of scientific disciplines and improvements implemented in enterprises [Pocztowski, Urban, Miś, 2020; Ingram, 2011; Miś, 2020; Björkman et al., 2017; Collins et al., 2017].

As has already been pointed out, there is therefore a lack of research in this area carried out in international organizations with headquarters in Poland. There is a paucity of studies focusing directly on leadership talent within these entities, presenting differences between pre-pandemic and pandemic onboarding solutions.

Organizational leadership is defined as the relationship between a superior (e.g., manager) and his/her subordinates (or coworkers, depending on the particular type of organizational leadership), aimed at achieving intended goals as well as visions, dreams, plans, and values, and based on respect and trust to leader's competencies, and often exhibiting a fascination for that leader and rational or irrational commitment to the co-created vision of development [Haromszeki, 2010: 40]. According to this definition, a leader is not merely someone who assumes the role but is primarily acknowledged as a leader by their followers. P. Drucker [2004] shared a similar viewpoint. This approach results in a situation where leadership occurs only in real situations of impact on people and can be examined only from a pragmatic perspective, as an explanation of effective action that has ended and has measurable effects [Haromszeki, 2010].

The concept of talent management holds significant relevance to this study. Defined as the process to attract, retain, motivate, and develop talented employees in accordance with the organizational needs [Armstrong, 2007: 354]. Leadership talents, on the other hand, are experienced and prospective managers or even individuals in non-managerial positions with above-average abilities, skills and potential to lead effectively, demonstrating a positive impact on work outcomes. Leadership talent management can be used to promote learning within and across networks, aligning crisis management efforts with the organization's core values, and continually learning from past experiences [Wang et al., 2009]. However, during the pandemic, training and development programs had to be specially adapted to the extraordinary circumstances, often preventing direct contact [Mikołajczyk, 2022].

Onboarding can be understood as a process that assists new employees in seamlessly adapting to the social and organizational aspects of their new job [Bauer, 2013: 1]. It represents the final stage in staffing [Kawka, 2010], introduces prevailing within an organization and its community [Chillakuri, 2020: 3], and guides new employees through a complex, unknown work environment [Klein, Polin, 2012: 268]. This process encompasses both formal and informal activities [Bauer, Erdoganm, 2011; Elset, 2018; Klein, Polin, 2012; Moe, Stray, Goplen, 2020].

Based on the above assumptions, the following main hypothesis and related auxiliary hypotheses were formulated, describing the relationships under study as follows:

- H1 During the COVID –19 pandemic, the approach to onboarding leadership talents changed,
- H1a During the COVID –19 pandemic, a declining emphasis was observed on advanced selection methods as the initial stage of onboarding,
- H1b1 During a pandemic COVID –19 it was observed increasing role of analysis of needs and behavior of talented leaders as a foundation of successful onboarding,

- H1b2 During a pandemic COVID –19 it was observed increasing role of employees opinions evaluation towards talented leaders as a foundation of successful onboarding.

2. The methodics of the conducted empirical research

As a result of the theoretical findings, it was deemed to investigate the practices related to the onboarding of leadership talents. This research specifically focused on the strategies employed before and during pandemic COVID-19 in HQ of MNCs. The main research problem, which also represents the study's aim, was to determine if there are any differences in the onboarding practices of leadership talents in the context of pre- and pandemic conditions.

The research sample covered 200 nonfinancial business entities headquartered in a Central European country. Collectively, these MNCs employed 76,740 employees worldwide, with individual companies ranging from 35 to 4,000 people). These corporations operated 416 foreign subsidiaries across 26 countries and represented about 11% of the general population. The empirical research was conducted in March 2022 using the CATI method (computer-aided telephone interview based on a structured questionnaire). Respondents were selected based on their in-depth knowledge in both HRM management and overall company performance. The distribution of respondents included HR business partners (1%); HR managers (47%); HR directors – (51%); managing director/CEO (2%); business owner (1%). The respondents were asked to provide information on two time periods: 1) pre-pandemic of 2018–2019 and 2) pandemic from the beginning of 2020 to March 2022 when the interview was conducted. A credibility of the research is based on the quality of ICAN Harvard Business Review database and the purposive sampling method. The reliability of questionnaire stems from a pilot study conducted in selected MNCs before research and using expert's methods. The structure of the research sample was diverse in terms of the companies' business profiles – according to the European Classification of Business Activity (ECBA).

Leadership talent management practices, discernible at various talent management stages, were derived from a critical literature review and preliminary studies. List of these practices is presented in Table 1.

Table 1. Leadership talents management practices

Leadership talents management practices (LTMP) acronyms	Leadership talents management practices (LTMP) titles
LTMP1	Identification of leadership talents (candidates for employment) during recruitment and selection based on criteria such as: features, skills, attitudes, behaviors, etc.
LTMP2	Acquiring potential leadership talents at job fairs, fairs industry, etc., and through headhunting companies.
LTMP3	Acquiring potential leadership talents via industry portals, social media, etc., the use of ICT in selection process.
LTMP4	Use in-depth structured interviews for potential leadership talent selection.
LTMP5	Use of AC (assessment center), work samples, simulations during selection for potential leadership talents.
LTMP6	Collaboration with experienced managers for onboarding and applying coaching and mentoring strategies for talented employees.
LTMP7	Implementing structured training programs for comprehensive orientation, using, ICT, and platforms for experience/ knowledge sharing across international leadership talents.
LTMP8	Ongoing assessment of the behavior of potential leadership talents during onboarding and post-assessment feedback.
LTMP9	Identifying leadership talents within the organization using criteria like traits, skills, attitudes, behaviors, and performance results.
LTMP10	Updating leadership competency databases in alignment with organizational needs.
LTMP11	Leadership programs integrated into managerial career paths with transparent, measurable assessment and motivational strategies.
LTMP12	Managerial succession planning combined with clear assessment and motivation structures.
LTMP13	Financing postgraduate studies in leadership, MBA etc.
LTMP14	Regular surveys of employees' opinions about managers and team leaders.
LTMP15	Consistent evaluation of leadership talent needs, expectations, problems of leadership talents and their strengths, weaknesses, and competence gaps.
LTMP16	The system of remuneration and non-wage benefits adapted to the needs of the so-called leadership talents and conditions existing in the organization.
LTMP17	Delegation of authority and creation of conditions for greater autonomy, including taking responsibility by leadership talents at various stages of the talent development in the organization.

Source: own research.

3. Results

Following the initial analysis of the collected data using both descriptive and correlational statistical methods, the results were subjected to Principal Component Analysis (PCA). This was chosen because PCA offers a more effective way to categorize items into sets of statistically significant practices better than other methods.

Because of the limit of characters, the descriptive and correlational statistics are presented only for leadership talent management practices (LTMP) coexisting with onboarding before and during the pandemic at the HQ of MNCs (Tables 2, 3 and 4).

Table 2. Descriptive statistics for components focused on onboarding before and during pandemic

Variable	Descriptive Statistics				
	Valid N	Mean	Minimum	Maximum	Std.Dev.
Before pandemic					
LTMP4	200	2.61	0.50	4.00	0.75
LTMP5	200	2.71	0.50	4.00	0.73
LTMP6	200	2.27	0.50	4.00	0.94
LTMP7	200	2.47	0.50	4.00	0.89
LTMP8	200	2.02	0.50	4.00	0.96
LTMP14	200	2.69	0.60	4.00	0.71
LTMP15	200	2.27	0.50	4.00	0.87
During pandemic					
LTMP4	200	0.23	0.00	2.00	0.38
LTMP5	200	0.20	0.00	2.00	0.39
LTMP6	200	0.52	0.00	2.50	0.60
LTMP7	200	0.42	0.00	2.00	0.56
LTMP8	200	0.70	0.00	2.50	0.63
LTMP14	200	0.18	0.00	2.00	0.43
LTMP15	200	0.55	0.00	2.50	0.58
* acronyms of variables are defined in the Table 1.					

Source: own research.

In the Table 2, it is visible, that the approach to onboarding offered for talented leaders is definitely different in pre-pandemic and pandemic contexts – not only direct actions for onboarding (LMTP6 and LMTP7), but also advanced methods of staffing (LMTP4 and LMTP 5). The same statistically significant differences are presented in Table 3 (correlations before pandemic) – decreasing role of advanced methods of staffing (LMTP4 and LMTP5) and Table 4 (correlations during pandemic) – increasing role of leaders' needs (LMTP14) and behavior (LMTP8) analysis and collecting opinions about expectations towards leaders (LMTP15).

Table 3. Correlations within component *Onboarding based on advanced methods of selection* before and during pandemic

Variable	Correlations Marked correlations are significant at p < .05000 N=200 (Casewise deletion of missing data)							
	LTMP4	LTMP5	LTMP6	LTMP7	LTMP4	LTMP5	LTMP6	LTMP7
LTMP4*	1.00	0.33	0.32	0.34	–0.45	–0.05	–0.08	–0.05
LTMP5	0.33	1.00	0.34	0.33	–0.06	–0.50	–0.13	–0.06
LTMP6	0.32	0.34	1.00	0.34	–0.05	–0.01	–0.64	–0.16
LTMP7	0.34	0.33	0.34	1.00	–0.12	–0.01	–0.21	–0.66
LTMP4	–0.45	–0.06	–0.05	–0.12	1.00	0.25	0.11	0.18
LTMP5	–0.05	–0.50	–0.01	–0.01	0.25	1.00	0.11	0.12
LTMP6	–0.08	–0.13	–0.64	–0.21	0.11	0.11	1.00	0.33
LTMP7	–0.05	–0.06	–0.16	–0.66	0.18	0.12	0.33	1.00
* acronyms of variables are defined in the Table 1; during pandemic grey background								

Source: own research.

Table 4. Correlations within component *Onboarding based on regular analysis of needs and behavior of talented leaders and expectations towards them* before and during pandemic

Variable	Correlations Marked correlations are significant at p < .05000 N=200 (Casewise deletion of missing data)									
	LTMP6	LTMP7	LTMP8	LTMP14	LTMP15	LTMP6	LTMP7	LTMP8	LTMP14	LTMP15
LTMP6*	1.00	0.34	0.31	0.20	0.26	–0.64	–0.16	–0.14	0.00	–0.08
LTMP7	0.34	1.00	0.35	0.31	0.30	–0.21	–0.66	–0.16	–0.10	–0.19
LTMP8	0.31	0.35	1.00	0.14	0.23	–0.16	–0.20	–0.72	–0.05	–0.15
LTMP14	0.20	0.31	0.14	1.00	0.33	–0.01	–0.09	–0.01	–0.62	–0.19
LTMP15	0.26	0.30	0.23	0.33	1.00	–0.20	–0.20	–0.12	–0.24	–0.71
LTMP6	–0.64	–0.21	–0.16	–0.01	–0.20	1.00	0.33	0.30	0.08	0.22
LTMP7	–0.16	–0.66	–0.20	–0.09	–0.20	0.33	1.00	0.25	0.20	0.29
LTMP8	–0.14	–0.16	–0.72	–0.01	–0.12	0.30	0.25	1.00	0.19	0.22
LTMP14	0.00	–0.10	–0.05	–0.62	–0.24	0.08	0.20	0.19	1.00	0.35
LTMP15	–0.08	–0.19	–0.15	–0.19	–0.71	0.22	0.29	0.22	0.35	1.00
* acronyms of variables are defined in the Table 1; during pandemic grey background										

Source: own research.

Based on the Principal Component Analysis, it was observed that leadership talent management practices are combined into three factors (the scree stops at 3 eigenvalues), which consist of statistically significant practices before and during Pandemic COVID-19 (Tables 5 and 6).

Table 5. Component Loadings – HQ of MNCs before pandemic

Leadership talents management practices (LTMP*) acronyms	Component			Uniqueness
	1	2	3	
LTMP9	0.709			0.538
LTMP11	0.65			0.523
LTMP12	0.64		0.499	0.232
LTMP16	0.608			0.506
LTMP2	0.592			0.536
LTMP8	0.484	0.437		0.457
LTMP17	0.453	0.332		0.626
LTMP10	0.445			0.704
LTMP1	0.371			0.875
LTMP6		**0.704**		0.469
LTMP4		**0.623**		0.605
LTMP5		**0.589**		0.667
LTMP7		**0.583**		0.552
LTMP15		0.568	0.375	0.473
LTMP13			0.733	0.419
LTMP14			0.639	0.516
LTMP3			−0.377	0.857
Note: 'oblimin' rotation was used; *acronyms of variables are defined in the Table 1.				

Source: own research.

Table 6. Component Loadings – HQ of MNCs during pandemic

Leadership talents management practices (LTMP*) acronyms	Component			Uniqueness
	1	2	3	
LTMP15	**0.67**			0.544
LTMP7	**0.614**			0.63
LTMP6	**0.592**			0.658
LTMP8	**0.556**			0.642
LTMP14	**0.481**			0.715
LTMP16	0.457	0.4		0.579
LTMP2		0.705		0.511
LTMP3		0.671		0.552
LTMP17	0.43	0.46		0.499
LTMP1		0.416		0.814
LTMP12			0.681	0.516
LTMP13		−0.352	0.58	0.547
LTMP10			0.566	0.609
LTMP4			0.457	0.747

| Leadership talents management practices (LTMP*) acronyms	Component			Uniqueness
	1	2	3	
LTMP9			0.403	0.662
LTMP5			0.39	0.788
LTMP11			0.337	0.675
Note: 'oblimin' rotation was used; *acronyms of variables are defined in the Table 1.				

Source: own research.

Next step was focusing on chosen sets (factors) consist of practices directly presenting onboarding of talent leaders at HQ of MNCs. These onboarding practices are:

■ Using the help of experienced managers in the process of adapting potential leadership talent in the organization and applying coaching and mentoring solutions for talented employees (ZTMP6);

■ Using structured training programs to comprehensively familiarize the employee with the organization, its operational methods, ICT usage, and the platforms for exchanging experiences/sharing knowledge in the company among international leadership talents from different organizations (ZTMP7).

Figure 1. Onboarding based on advanced methods of selection
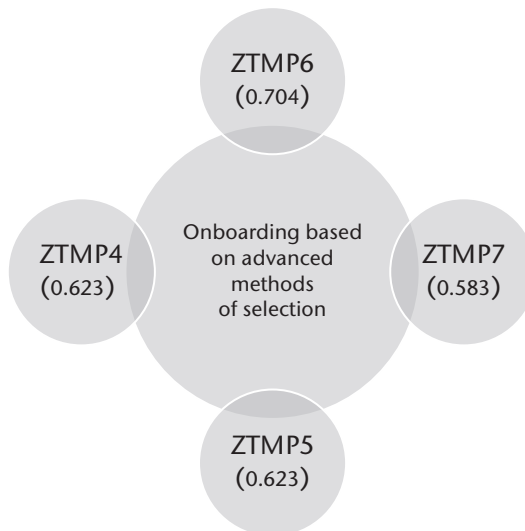
Source: own research.

Thanks to PCA it was observed that these practices, before pandemic COVID-19, were grouped into a single factor (Component 2). Based on expert method, this factor is named "***Onboarding based on advanced methods of selection***". It includes:

- Use in-depth structured interviews when selecting potential leadership talents (ZTMP4),
- and Use of AC (assessment center), work samples, and simulations in the selection process for potential leadership talents (ZTMP5). The graphical presentation of their coexistence is on Figure 1.

The significance of these coexisting practices within the factor is further presented from correlational perspective in Table 3.

Figure 2. Onboarding based on regular analysis of needs and behavior of talented leaders and expectations towards them
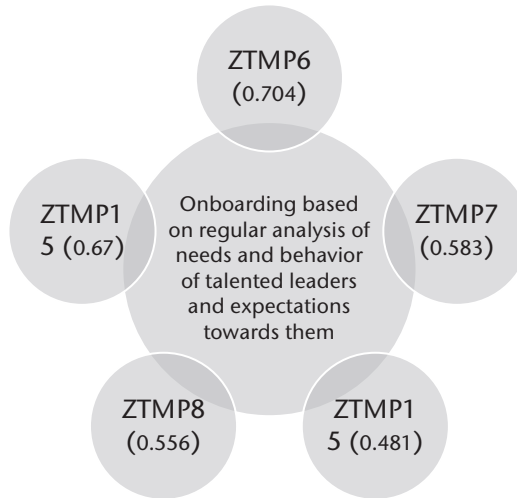
Source: own research.

During the Principal Component Analysis it was observed also that these on boarding practices, during pandemic COVID – 19, coexist in one factor (Component 1). Based on expert methodology, this factor is termed "***Onboarding based on regular analysis of needs and behavior of talented leaders and expectations towards them***". This factor includes:

- Regular research of needs, expectations, problems of leadership talents and their strengths and weaknesses, identification of competence gaps (TP15);
- Ongoing assessment of potential leadership talent's behavior during their adaptation phase and feedback (TP8),

■ Regular surveys of employees' opinions about managers at various levels and leaders of specific task and project teams (TP14). The graphical presentation of their coexistence is on Figure 2.

The significance of these coexisting practices within factors is presented also from correlational perspective in the Table 4.

4. Discussion

The main hypothesis H_1 can be accepted as the results confirmed that during the COVID-19 pandemic, the approach to onboarding leadership talents changed. This hypothesis confirmation is supported by the confirmation of three auxiliary hypotheses: H_{1a}, H_{1b1} and H_{1b2}. It is visible that companies had to changed their onboarding approach during crises affecting relations, increasing relationship-building and enhancing the importance of values in the context of coexistence, when face-to-face interactions have been disturbed by unpredictable and challenging external factors.

In conducted studies at HQ of MNCs, during the COVID-19 a pandemic it was observed decreasing role of the advanced methods of selection as an initial stage of onboarding (H_{1a}). This phenomenon – that during pandemic, staffing processes were not executed in the same sequence of actions like in approach dominating before pandemic, when a comprehensive selection process was foundational to onboarding – has also been observed by researchers from different countries [Kawka, Wróbel, 2022].

The increasing role of analyzing needs and behaviors of talented leaders (H_{1b1}) and assessing employees opinions regarding these leaders (H_{1b2}) as a foundation of successful TM is also highlighted in the work of H. Aguinis & J. Burgi-Tian [2021]. They provided some recommendations which can solve TM problems: i.e. measuring results in addition to behaviors, evaluating adaptive performance, and implementing multisource performance management systems.

Conclusions

In the light of the research findings, a basic conclusion can be formulated that the aim of the article has been successfully achieved. Specifically, the different practices coexisting with core onboarding activities before and during the COVID-19 pandemic at the HQs of MNCs have been identified. Despite certain limitations of the study – such as focusing solely on MNCs headquartered in Poland with a dominant share of Polish capital, and the survey being conducted only within the HQs, as well as the evaluation of the company's financial performance relying on subjective benchmarking rather than hard indicators – the significance of its results is clear. Firstly, the research

addressed the issue of leadership talent management, which is rarely a separate area from talent management and at the same time connected with leadership. Secondly, the research findings corroborate the outcomes of other comprehensive studies, especially those exploring the relationships between onboarding practices before and during the pandemic and TM in MNCs. In addition, the article presents an innovative approach to leadership talent management (LTM).

Taking into account the new approach to LTM, combining practices and identified differences in onboarding during pandemic, it is important to highlight that enhancing expertise in this domain can not only help international organizations headquartered in Central Europe in navigating challenges during crises but also position them for success post-crisis. The vast data collected in the project gives a possibility for further multidimensional analyses and modelling of leadership and talent management practices in context of other HRM subfunctions. According to the plan, the issue of onboarding and its relation with ICT will be a part of the next research in MNCs.

Funding

References

[1] Aguinis H., Burgi-Tian J. [2021], Talent management challenges during COVID-19 and beyond: Performance management to the rescue, *Business Research Quarterly* 24(3): 233–240.

[2] Armstrong M. [2007], *Zarządzanie zasobami ludzkimi*, Wolters Kluwer Polska, Warsaw.

[3] Bauer T.N. [2013], *Onboarding new employees: Maximizing success. SHRM*, https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/, Documents/Onboarding-New-Employees.pdf (21.04.2022).

[4] Bauer T.N., Erdogan B. [2011], Organizational socialization: The effective onboarding of new employees, in: Zedeck S. (ed.), Maintaining, expanding, and contracting the organization Handbooks in psychology, Handbook of industrial and organizational psychology, *American Psychological Association* 3: 51–64.

[5] Björkman I., Ehrrooth M., Makela K., Smale A., Sumelius J. [2017], Talent management in multinational corporations, in: Collings D.G., Mellahi K., Cascio W.F. (eds.), *The Oxford handbook of talent management*, Oxford University Press.

[6] Chillakuri B. [2020], Understanding generation Z expectations for effective onboarding, *Journal of Organizational Change Management*, https://doi.org/10.1108/JOCM-02-2020-0058 (21.04.2022).

[7] Collings D.G., Mellahi K., Cascio W.F. (eds.) [2017], *The Oxford handbook of talent management*, Oxford University Press.

[8] Drucker P.F. [2004], *Zawód menedżer*, Wyd. MT Biznes.

[9] Elset J.I. [2018], *Organizational socialization in remote-working companies: enhancing company onboarding through gamification*, https://repositorio.iscteiul.pt/bitstream/10071/18803/1/master_john_iver_elset.pdf (22.04.2022).

[10] Fagerholm F., Guinea A.S., Borenstein J., Münch J. [2014], Onboarding in open source projects, *IEEE Software* 31(6), https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.673.6091&rep=rep1&type=pdf (24.04.2022).

[11] *Global Talent* [2021], Oxford Economics, http://www.scm.oas.org/pdfs/2013/CIDI03946E.pdf.

[12] *Global Talent Trends* [2022], Mercer, https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html.

[13] Głodowska A., Pera B., Wach K. [2019], International strategy as the facilitator of the speed, scope, and scale of firms' internationalization, *Journal of Management and Business Administration* 27(3): 55–84.

[14] Haromszeki Ł. [2010], Przywództwo w czasie kryzysu, in: Listwan T. (ed.), *Zarządzanie w sytuacjach kryzysowych podczas Euro 2012*, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław.

[15] Haromszeki Ł. [2022], Coexistence of talent management and leadership programs as an important competitive factor in MNCs, in: Haromszeki Ł. (ed.), *Leadership, employee and competency development for better talent management in the face of the dynamics of environmental changes*, Publishing House of Wroclaw University of Economics and Business, Wrocław: 13–28.

[16] Harpelund Ch., Nielsen M., Hjoberg M. [2019], *Onboarding: Getting new hires off to a flying start*, Emeral Publishing, Bingley, UK.

[17] Ingram T. (ed.) [2011], *Zarządzanie talentami*, Polskie Wydawnictwo Ekonomiczne, Warsaw.

[18] Kawka T. [2010], Dobór pracowników, in: Listwan T. (ed.), *Zarządzanie kadrami*, CH Beck, Warsaw.

[19] Kawka T., Wróbel P. [2022], The concept of measuring the efficiency of the virtual onboarding process in the IT sector, in: Haromszeki Ł. (ed.), *Leadership, employee and competency development for better talent management in the face of the dynamics of environmental changes*, Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław: 99–111.

[20] Klein H.J., Polin B. [2012], Are organizations onboard with best practice onboarding? in: Wanberg I.C. (ed.), *The Oxford handbook of socialization*, Oxford University Press, New York.

[21] Mikołajczyk K. [2022], Changes in the approach to employee development in organisations as a result of the COVID-19 pandemic, *European Journal of Training and Development* 46 (5/6): 544–562, https://doi.org/10.1108/EJTD-12-2020-0171.

[22] Miś A. [2020], *Zarządzanie talentami w polskich organizacjach*, Wydawnictwo Wolters Kluwer.

[23] Moe N.B., Stray V., Goplen M.R. [2020], *Studying onboarding in distributed software teams: A case study and guidelines, EASE '20: Proceedings of the evaluation and assessment in software engineering*, April 2020: 150–159, https://doi.org/10.1145/3383219.3383235 (14.04.2022).

[24] *New talent strategy*, *Society for HRM* [2020], https://www.shrm.org/hr-today/news/hr-news/pages/cms_015460.aspx.

[25] Pocztowski A., Urban P., Miś A. [2020], *Talent management in small and medium enterprises context*, Practices and Outcomes, Routledge, New York.

[26] Scullion H., Caligiuri P.M., Collings D.G. [2019], *Global talent management*, Taylor & Francis.

[27] Stor M. [2023], *Human resources management in multinational companies: A Central European perspective*, Routledge, Taylor & Francis Group, New York & London.

[28] *Talent Management*, Human capital Institute, Hewitt, [2021], https://www.studocu.com/en-za/document/damelin/public-personnel-management/talent-management/15220223.

[29] *Talent Management: Employers' Views*, Kaplan [2018], https://kaplan.co.uk/docs/default-source/pdfs/kaplan_talent_management_whitepaper.pdf?sfvrsn=2.

[30] Tarique I. (ed.) [2022], *Contemporary talent management, A research companion*, Routledge, New York.

[31] Wang J., Hutchins H.M., Garavan T.N. [2009], Exploring the strategic role of human resource development in organizational crisis management, *Human Resource Development Review* 8(1): 22–53.

[32] Wróbel P. [2021], *Zarządzanie zdalnymi pracownikami. Specyfika, wyzwania i rozwiązania*, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk.

DIFFERENCES IN THE APPROACH TO ONBOARDING LEADERSHIPS TALENTS IN HQ OF MNCs BEFORE AND DURING THE COVID-19 PANDEMIC

Abstract

Leadership talent management (LTM) is one of the crucial aspects of HRM nowadays, which can decide of an organization success. The first step in building organizationally adapted capital of leaders occurs during onboarding process. The main goal of the article is to identify and explain the differences between the way of leadership talents onboarding before and during COVID-19 pandemic. Research on this topic in MNCs headquartered in Central Europe is innovative and aims to bridge a research gap. The research sample includes 200 non-financial business entities with Polish capital, headquartered in Poland, with local subsidiaries situated abroad. The research was conducted using CATI method. Descriptive, correlation statistics and Principal Component Analysis (PCA), were used to analyze the collected empirical data.

A core observation from the empirical research underscores the variance in the approach to onboarding leadership talents before and amid the COVID-19 pandemic. In challenging circumstances, this approach hinges on a multifaceted analysis of leadership dynamics, a deeper understanding of needs, expectations, and behavioral assessments, rather than merely viewing it as a subsequent phase of staffing.

RÓŻNICE W PODEJŚCIU DO ONBOARDINGU TALENTÓW PRZYWÓDCZYCH W CENTRALI KORPORACJI MIĘDZYNARODOWYCH PRZED PANDEMIĄ COVID-19 I W TRAKCIE PANDEMII

Streszczenie

Zarządzanie talentami przywódczymi (LTM) jest obecnie jednym z kluczowych aspektów ZZL, który może decydować o sukcesie organizacji. Pierwszym krokiem w budowaniu organizacyjnie dostosowanego kapitału liderów jest proces *onboardingu*. Głównym celem artykułu

jest identyfikacja i wyjaśnienie różnic między sposobem wdrażania talentów przywódczych przed i podczas pandemii COVID-19. Badania na ten temat w korporacjach wielonarodowych z siedzibą w Europie Środkowej mają charakter innowacyjny, więc mogą wypełnić lukę badawczą. Próba badawcza obejmuje 200 niefinansowych podmiotów gospodarczych z polskim kapitałem, których siedziby znajdują się w Polsce, a jednostki zależne znajdują się poza granicami kraju. Badania przeprowadzono metodą CATI. Do analizy zebranych danych empirycznych wykorzystano statystyki opisowe, korelacje oraz analizę głównych składowych (PCA). Główne prawidłowości zaobserwowane w badaniach empirycznych potwierdzają, że istnieją różnice w podejściu do *onboardingu* talentów przywódczych przed i w trakcie pandemii COVID-19, który w trudnych warunkach opiera się na analizie różnych aspektów relacji przywódczych, pogłębianiu wiedzy o potrzebach, oczekiwaniach i pomiarze zachowań, a nie tylko traktowaniu go jako kolejnego etapu obsadzania stanowisk.

Słowa kluczowe: zarządzanie talentami przywódczymi, firma międzynarodowa, proces adaptacji, *onboarding*, pandemia COVID-19, Europa Środkowa

Kody klasyfikacji JEL: M12, M16, F23