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Leadership Talent Staffing in Foreign Entities of Multinational Companies during Crisis: New Challenges and Lessons for the Future

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ABSTRACT

Objective: Rational leadership talent management (LTM) is a current challenge for HRM, which may have an impact on the performance of an organisation. The main aim of the paper is to find dissimilarities in the approaches to leadership talent staffing in the pre-pandemic and pandemic periods, and their relationship to centralisation, transfer of knowledge, and the results of an organisation.

Research Design & Methods: The research sample consists of 200 nonfinancial companies headquartered in Central Europe with foreign entities located around the world. The research results were collected by using the CATI method and analysed by principal component analysis (PCA).

Findings: The analysis used shows that there are factors which describe statistically important differences in the number and type of LTM practices characteristic of staffing those potential leaders, and their relationship with centralisation, transfer of knowledge, and the results of multinational companies in the pre-pandemic and pandemic periods.

Implications/Recommendations: The results lead to the conclusion that in difficult conditions the approach to staffing is precisely focused on specific areas, maybe because of their decreasing role in the financial results of an organisation.

Contribution: The research is of an innovative character. The wealth of data allows for further analysis in search of other dependencies and modelling of LTM practices, including those related to staffing.

Article type: original article.

Keywords: leadership talent management, multinational company, staffing, foreign entity, COVID-19 pandemic, Central Europe.

JEL Classification: M12, M16, F23.

1. Introduction

In a rapidly changing environment when competition is increasing in various industries around the world, leadership talent acquisition (staffing) in multinational companies (MNCs) is one of the key challenges facing any company. The growing importance of recruitment, selection and adaptation of prospective holders of managerial positions is reflected in the creation of further theoretical concepts, conduct of empirical research and modification of academic education programmes. New conditions on the labour market during the COVID-19 pandemic have also caused changes in the approach of managers and HR departments making decisions on employment policy in organisations. On the one hand, companies are implementing system solutions protecting organisations against unexpected situations. On the other hand, they divide their approach into specific components within HRM subfunctions – such as staffing. A higher standard of practices in this area are particularly expected in multinational companies with a high level of both internationalisation and geographical spread indexes.

In this context, the main aim of the paper is to describe the similarities and differences that may appear in leadership talent management practices (LTMPs) aimed at the staffing subfunction due to the importance of these activities for the results obtained by foreign entities (FE) of companies headquartered in Poland and operating on international markets, the level of centralisation or decentralisation and the direction of knowledge transfer from/to the company's headquarters (HQ) in both the pre-pandemic and pandemic periods. The goal is to be achieved by findings resulting from empirical research. Taking into account the publishing limitations, the paper will take the following structure: First, the presentation of the theoretical framework. Then the methods of empirical research and the obtained research results will be discussed. Finally, conclusions will be drawn.

2. Theoretical Framework

Talent management and its relationship to leadership have been analysed in numerous publications (Ingram, 2011; Björkman *et al.*, 2017; Collings, Mellahi & Cascio, 2017; Collings, Scullion & Caligiuri, 2019; Miś, 2020; Pocztowski, Pauli & Miś, 2020; Haromszeki, 2022; Tarique, 2022) and international reports, i.a. *Global Talent Trends Report 2022–2023* (Mercer, 2023), *Talent Acquisition Trends 2023* (Korn Ferry, 2022) and *2023 Global Human Capital Trends* (Deloitte, 2023). Research in this area was rather conducted in MNCs with headquarters outside Poland. Central European perspectives on leadership in MNCs are presented in i.a. studies focused on the strategy of internalisation (Głodowska, Pera & Wach, 2019) or talent management (TM) (Haromszeki, 2022; Stor, 2023). These perspectives seem to be important voices in the discussion, which emphasises the value of studies analysing this region, especially those presenting research findings focused on changes in HRM in the Central and Eastern European regions since the communist era (Morley *et al.*, 2021), internationalisation of HRM (Poór *et al.*, 2019) and international and cross-cultural aspects of HRM (Usunier, van Herk & Lee, 2017). They present different definitions of leadership and TM. However, the purpose of this article is not to review and analyse them. Therefore, the definitions that most clearly constitute the theoretical basis of my own empirical research were chosen.

It was assumed that organisational leadership is a specific type of “relationship between a superior (...) and his/her subordinates (or coworkers) (...)” (Haromszeki, 2010, p. 40). Following the chosen definition, each leader wants to play this role and leadership is expected of them by their subordinates. The meaning of leadership is similar to Drucker’s (2004) approach and exists only in real situations which should only be analysed in a pragmatic way by presenting the means and effects of a leader’s behaviour (Haromszeki, 2010). A leader should be clearly distinguished from a manager who “is a person managing an enterprise or a part of it” (PWN, n.d.). For a manager, the most important thing is rationality and control, and for a leader, a practical approach to shaping various activities (Zaleznik, 2018). An effective leader can be a person formally employed in a managerial position, but it can also be a team member, without official seniority, but having a real influence on co-workers and treated by them as a person with real influence on them. Moreover, our own research and critical analysis of the literature shows that many managers are not real leaders in the organisational units they manage (Haromszeki, 2020). More important than the psychological features possessed is the acceptance of leaders in given socio-cultural conditions convergent with the expectations of the organisation’s social environment resulting from the categorisation of model types of leadership shaped in the process of socialisation and learning (Lord, Foti & Vader, 1984).

As stated in Armstrong's (2007, p. 354) definition, talent management focuses on talented people and according to existing expectations includes activities such as: attracting, retaining, motivating and developing. When studying talent in an organisation, it seems important to distinguish TM from LTM, which may be treated as formal tools (formed from the LTMPs) focused on managers, potential managers and specialists, who are treated as natural leaders by their co-workers which results in a positive impact of their actions on the work results of other employees who are dependent on the leader (Haromszeki, 2023b, p. 45), and is a useful practical approach to learning in rapidly changing conditions and crises (Wang, Hutchins & Garavan, 2009). This approach follows an assumption that, in the case of organisational leadership, only a practical understanding of talent applies. It is assumed that "a talented leader must have a high ability to process different types of information, be aware of their own skills, preferences and prejudices, cooperate well with various stakeholders, constantly increase their ability to create the future and easily create stories with specific dramaturgy" (Gardner, 2009, pp. 303–304). According to the belief that leadership talent is revealed in real professional situations, it is important to refer to the knowledge and scientific achievements in the field of practical intelligence (Wagner & Sternberg, 1985; Nęcka, 2003; Terelak & Baczyńska, 2008; Witkowski & Stopyra, 2010), pragmatism (Tatarkiewicz, 1981), praxeology (Kotarbiński, 1999) and the concept of situational leadership (Tannenbaum & Schmidt, 1958). Leadership talent in this sense can be analysed according to expectations towards them in both the process of staffing and development (Haromszeki, 2014). Hence formal solutions – called here LTMPs – can be used to shape leadership talents, not only prospective managers.

A very important phase of TM is staffing. Many different ways of defining this concept are presented in publications, which describe various aspects and methods, including collective studies in the field of HRM (Armstrong, 2007; Listwan, 2010; Pocztowski, 2016) and work focused directly on the staffing of employees (Dale, 2001; Jamka, 2001; Witkowski, 2007). For research purposes, the article adopts the definition of Kawka and Listwan, in which the selection of personnel is understood as "a set of activities leading to the proper staffing of vacant positions in order to ensure the continuous and efficient functioning of the organization" (Kawka & Listwan, 2010, p. 101), a definition based on previous scientific work in this area (e.g. Cascio, 1989; Listwan, 1998; Armstrong, 2000).

As already indicated, despite the wealth of research on talent acquisition (McCracken, Currie & Harrison, 2016), there is a lack of articles presenting the results of empirical research on the staffing of leadership talents in MNCs with their HQ in Poland, and presenting differences between staffing practices in both the pre-pandemic and pandemic periods.

Taking into account the above considerations and the assumption that times of crisis require specific action (Czakov, 2020), four research hypotheses were formulated:

H1. In the time of the COVID-19 pandemic, the staffing of leadership talents changed.

H2. In the time of the COVID-19 pandemic, the centralisation of LTMPs for staffing increased.

H3. In the time of the COVID-19 pandemic, the knowledge transfer from/to HQ and FE of LTMPs for staffing increased.

H4. In the time of the COVID-19 pandemic, the importance of LTMPs within staffing to the success of organisations, measured by results in finance, quality, innovativeness and HRM increased.

3. Research Methods

As a result of the critical analysis of the literature, it was decided that it was necessary to examine the practices focusing on staffing of leadership talents in the pre-pandemic and pandemic periods in FE of MNCs headquartered in Poland. The main research problem (identical to the aim of this study) is presented in the form of a question, namely, whether there are any differences between important activities in leadership talent staffing before and during the COVID-19 pandemic.

The research sample consists of 200 nonfinancial companies headquartered in Central Europe with FEs situated around the world. The total number of employees in the surveyed MNCs is 76,740 worldwide. They had 416 foreign subsidiaries in 26 countries. The empirical research took place in March 2022. The CATI method was used to collect data. The respondents were managers with up-to-date information about HRM strategies and practices, and various types of company's results. The structure of the respondents was as follows: HR director – 50%, HR manager – 46%, GM/CEO – 2%, HRBP and owner – each 1%. The respondents' task was to answer questions about two periods of their organisation's performance: 1) pre-pandemic of 2018–2019, and 2) during the pandemic of 2020–2022.

The reliability of the results is guaranteed by the quality of the HBR database, the deliberate selection of organisations and respondents, and pilot studies in the chosen MNCs before research with the use of expert methods. The differentiation of the research sample structure according to the business profile was carried out in accordance with NACE (the Statistical Classification of Economic Activities in the European Community) standards.

LTMPs occurring at different stages of LTM, resulting from the literature review and pilot studies, are presented in Table 1.

Table 1. Leadership Talent Management Practices

LTMP Acronyms	LTMP Titles
LTMP1	Leadership talent identification (applicants for employment) during the process of recruitment and selection
LTMP2	Acquiring leadership talents at various industry fairs, job fairs, etc., and using headhunting agencies
LTMP3	Leadership talent acquisition on the web: portals, social media, etc., and the use of ICT in the selection process
LTMP4	Leadership talent selection with the use of in-depth structured interviews
LTMP5	Leadership talent selection by use of AC and other sophisticated techniques
LTMP6	Leadership talent process of adaptation based on the knowledge of experienced managers, mentoring and coaching
LTMP7	Training programmes for leadership talent to expose them to different aspects of MNCs, i.a. the internal knowledge sharing platform and peer-to-peer discussions for LT from various organisations
LTMP8	Ongoing assessment of leadership talent with feedback during adaptation
LTMP9	TM programmes for leadership talent
LTMP10	Up-to-date leadership competencies database
LTMP11	Managerial career paths for leadership talent
LTMP12	Succession programmes for leadership talent
LTMP13	Investing in leadership talent i.a.: leadership courses and Executive MBA
LTMP14	Analysis of internal surveys collected opinions about leadership talent existing at different levels of management in an organisation
LTMP15	Analysis of the expectations and needs of leadership talents and their strongest points and weaknesses
LTMP16	Well-prepared motivating system for leadership talent
LTMP17	Development of leadership talents by increasing their autonomy and responsibility

Notes: LTMPs with grey shading represent leadership talent staffing in MNCs.

Source: the author. The categories of the LTMPs in MNCs presented in this table are similar to those used previously (Haromszeki, 2023a), because they are the results of the research project no.: 015/RID/2018/19.

Due to character constraints, descriptive and correlation statistics were presented only for LTMPs focused on staffing (LTMP1–LTMP7) in the pre-pandemic and in-pandemic periods in FE of MNCs (Tables 2–7). The LTMPs in staffing are treated here as formal criteria for leadership talent in MNCs. The differences in their significance before and during the pandemic, as revealed in empirical research are presented in the next part of the paper.

4. Results

4.1. Descriptive Statistics

When you examine means of staffing activities characteristic of LTM before and during the pandemic, the differences are notable. Their intensity increased significantly during the pandemic. The biggest change concerns two practices: *Leadership talent acquisition on the web: portals, social media, etc., and the use of ICT in the selection process* (LTMP3) – an increase of 1.07, and *Leadership talent identification (applicants for employment) during the process of recruitment and selection* (LTMP1) – an increase of 0.9. These dissimilarities are shown in Table 2 and Table 3.¹

An increase in *Centralisation level* and in the importance of *Knowledge transfer* in both directions – *from HQ to FE* and *from FE to HQ* characteristic for staffing of leadership talents during the pandemic was also observed. The aggregate means of results in these areas are presented in Table 4 and Table 5. To explain the results presented in Tables 4 and 5, it is worth adding that, in order to determine the extent to which LTM decisions focused on staffing are made at the FE, respondents had to define the role of HQ in this activity. In this case the following four-degree descriptive scale was used. In the scale:

- 1: decentralisation (each subsidiary has full autonomy),
- 2: general guidelines and framework provided by HQ,
- 3: detailed policies, procedures and rules provided by HQ,
- 4: centralisation (centralised decision-making and control over realisation).

Table 2. LTMPs Scores – Foreign Entities in the Pre-pandemic Period

Ranking Position	Staffing Activities	Mean
1	LTMP1	2.64
2	LTMP2	0.42
3	LTMP3	0.37
4	LTMP6	0.31
5	LTMP7	0.26
6	LTMP4	0.16
7	LTMP5	0.07
Total mean		0.60

Notes: The definitions of the acronyms are in Table 1.

Source: the author.

¹ In Table 2 and Table 3 are results, the answers of respondents, who used the following five-degree scale to compare the practices in their organisations to the general trends based on the best practices worldwide: 1 – very low, 2 – low, 3 – average, 4 – high, and 5 – very high.

Table 3. LTMPs Scores – Foreign Entities during the Pandemic

Ranking Position	Staffing Activities	Mean
1	LTMP1	3.54
2	LTMP3	1.44
3	LTMP2	0.85
4	LTMP7	0.59
5	LTMP6	0.49
6	LTMP4	0.32
7	LTMP5	0.18
Total mean		1.06

Notes: The definitions of the acronyms are in Table 1.

Source: the author.

To measure the importance of *Knowledge transfer* a five-degree scale was used, in which: 1 – not important, 2 – slightly important, 3 – moderately important, 4 – important, and 5 – very important.

Table 4. Centralisation Level and Knowledge Transfer Aggregate Means in the Pre-pandemic Period

Centralisation Level	Knowledge Transfer from Headquarters to Foreign Entity	Knowledge Transfer from Foreign Entity to Headquarters
2.64	3.85	3.74

Source: the author.

Table 5. Centralisation Level and Knowledge Transfer Aggregate Means during the Pandemic

Centralisation Level	Knowledge Transfer from Headquarters to Foreign Entity	Knowledge Transfer from Foreign Entity to Headquarters
2.74	4.00	4.00

Source: the author.

4.2. Correlation Analysis

The next step of data analysis revealed that the significant differences exist between LTMPs before and during the pandemic. Statistically significant correlations between LTMPs and *Centralisation level* and *Knowledge transfer* are only

seen before the pandemic. Additionally, it is worth emphasising that the correlation between LTMPs and the results in *finance* and *quality* are slightly more important before pandemic but between LTMPs and *innovativeness* and *HRM* during the pandemic (see Table 6 and Table 7).

Table 6. Correlations between LTMPs and Centralisation Level, Knowledge Transfer and Results of Foreign Entities before the Pandemic

Variable	Centralisation Level of LTMPs	Knowledge Transfer of LTMPs from Headquarters to Foreign Entity	Knowledge Transfer of LTMPs from Foreign Entity to Headquarters	Results in:			
				Finance	Quality	Innovativeness	HRM
LTMP1	0.20	0.11	0.03	0.20	−0.01	0.11	0.17
LTMP2	0.27	0.24	0.15	0.19	−0.06	0.03	0.16
LTMP3	0.14	0.22	0.15	0.22	0.15	0.00	0.15
LTMP4	0.08	0.04	0.05	0.18	0.02	0.03	0.15
LTMP5	0.20	0.05	0.05	−0.02	−0.05	−0.07	−0.03
LTMP6	0.10	0.10	0.06	0.01	−0.11	−0.06	0.04
LTMP7	0.28	0.13	0.24	0.21	0.01	0.13	0.22

Notes: Variable acronyms are explained in Table 1. Marked correlations are significant at $p < 0.05000$, $N = 200$ (casewise deletion of missing data).

Source: the author.

Table 7. Correlations between LTMPs and Centralisation Level, Knowledge Transfer and Results of Foreign Entities during the Pandemic

Variable	Centralisation Level of LTMPs	Knowledge Transfer of LTMPs from Headquarters to Foreign Entity	Knowledge Transfer of LTMPs from Foreign Entity to Headquarters	Results in:			
				Finance	Quality	Innovativeness	HRM
LTMP1	0.10	0.07	0.09	0.17	0.11	0.25	0.24
LTMP2	−0.01	0.05	0.01	0.08	−0.05	0.03	0.09
LTMP3	0.12	0.04	0.04	0.21	0.15	0.13	0.17
LTMP4	0.06	0.06	0.08	0.14	−0.02	0.12	0.10
LTMP5	0.04	0.06	0.01	−0.04	−0.12	0.02	−0.01
LTMP6	0.04	0.10	0.00	0.04	−0.08	0.06	0.05
LTMP7	0.11	0.18	0.11	0.18	0.13	0.19	0.22

Notes: Variable acronyms are explained in Table 1. Marked correlations are significant at $p < 0.05000$, $N = 200$ (casewise deletion of missing data).

Source: the author.

4.3. Principal Component Analysis

The next step of the analysis, used to deepen the knowledge of similarities and differences between LTMPs in staffing before and during the pandemic, was based on principal component analysis (PCA), because it allows items to be sorted into separate statistically significant sets of practices.

In consequence of using this type of analysis, it was noted, that the LTMPs are combined into four factors², composed of LTMPs in both periods: pre-pandemic (Table 8) and pandemic (Table 9).

Before the pandemic most of the LTMPs coexist together in component 2 (Table 8). There are:

- training programmes for leadership talent to expose them to different aspects of MNCs, i.a. the internal knowledge sharing platform and peer-to-peer discussions for LT from various organisations (LTMP7 – 0.762),
- acquiring leadership talents at various industry fairs, job fairs, etc. and using headhunting agencies (LTMP2 – 0.718),
- leadership talent process of adaptation based on the knowledge of experienced managers, mentoring and coaching (LTMP6 – 0.581)
- leadership talent acquisition on the web: portals, social media, etc., and the use of ICT in the selection process (LTMP3 – 0.365).

Table 8. Component Loadings – FE of MNCs in the Pre-pandemic Period

Component Loadings	Component				Uniqueness
	1	2	3	4	
LTMP10	0.732				0.374
LTMP13	0.725				0.368
LTMP15	0.722				0.409
LTMP14	0.605				0.529
LTMP12	0.525		0.342		0.486
LTMP7		0.762			0.399
LTMP2		0.718			0.378
LTMP6	0.386	0.581			0.513
LTMP9		0.411	0.396		0.619
LTMP3		0.365			0.759
LTMP5			0.764		0.363
LTMP4		0.33	0.595		0.521

² The scree stops at four eigenvalues.

Table 8 cnt'd

Component Loadings	Component				Uniqueness
	1	2	3	4	
LTMP17			0.577	0.393	0.51
LTMP8	0.323		0.514	0.353	0.506
LTMP11		0.383	0.385		0.624
LTMP1				0.68	0.519
LTMP16		0.324		0.587	0.467

Notes: Variable acronyms are explained in Table 1. “Varimax” rotation was used. Grey and bold are results representing staffing practices.

Source: the author.

During the pandemic the LTMPs focused on staffing are divided into three components (1, 2 and 3).

Practices characteristic of adaptation coexist in component 1 (Table 9):

- leadership talent process of adaptation based on the knowledge of experienced managers, mentoring and coaching (LTMP6 – 0.517),
- training programmes for leadership talent to expose them to different aspects of MNCs, i.a. the internal knowledge sharing platform and peer-to-peer discussions for LT from various organisations (LTMP7 – 0.489).

Table 9. Component Loadings – FE of MNCs in the Pandemic Period

Component Loadings	Component				Uniqueness
	1	2	3	4	
LTMP15	0.748				0.381
LTMP14	0.69				0.413
LTMP6	0.517				0.674
LTMP7	0.489				0.713
LTMP8	0.354		0.312		0.684
LTMP3		0.736			0.421
LTMP17	0.332	0.683			0.419
LTMP16	0.454	0.602			0.39
LTMP1		0.582			0.623
LTMP2		0.547	0.315		0.576
LTMP4			0.844		0.255
LTMP11			0.603		0.556
LTMP5	0.384		0.591		0.502

Table 9 cnt'd

Component Loadings	Component				Uniqueness
	1	2	3	4	
LTMP9	0.354		0.462		0.577
LTMP13				0.854	0.249
LTMP12			0.305	0.747	0.334
LTMP10			0.31	0.34	0.704

Notes: Variable acronyms are explained in Table 1. “Varimax” rotation was used. Grey and bold are results representing staffing practices.

Source: the author.

- Component 2 consists of practices characteristic of recruitment (Table 9):
- leadership talent acquisition on the web: portals, social media, etc., and the use of ICT in the selection process (LTMP3 – 0.736),
 - leadership talent identification (applicants for employment) during the process of recruitment and selection (LTMP1 – 0.582),
 - acquiring leadership talents at various industry fairs, job fairs, etc., and using headhunting agencies (LTMP2 – 0.547).
- Component 3 consists of i.a. practices representing selection (Table 9):
- leadership talent selection with the use of in-depth structured interviews (LTMP4 – 0.844),
 - leadership talent selection by use of AC and other sophisticated techniques (LTMP5 – 0.591).

5. Discussion and Conclusions

The hypothesis H1 was positively verified in its entirety because results evidenced that the approach to staffing of leadership talents changed under the circumstances of the pandemic. It is visible when taking into account the means of LTMPs (Table 2 and Table 3). This conclusion is supported by the results of PCA which divides LTMPs into different components before and during the pandemic (Table 8 and Table 9). The role of proper TM during the pandemic is confirmation of other observations from different parts of the world, focusing on the general discussion on talents (i.a. Aguinis & Burgi-Tian, 2021; Carson *et al.*, 2023; Fernandes *et al.*, 2023) and detailed aspects of the most widespread leadership practices (Gouda & Tiwari, 2024).

There is also confirmation of hypotheses H2 and H3, because the role of centralisation and knowledge transfer has increased during the pandemic (Tables 4–7). In changing realities, it is important for an organisation to have competencies that are useful under specific conditions (Korzyński *et al.*, 2021). My empirical research

conducted under crisis conditions confirms previous observations and concepts emphasising that the appropriate staffing of employees based on transfer of knowledge and precise rules affects the process of inclusion and development (Shen & Edwards, 2004; Anderson, 2005; Kang & Shen, 2013; Almeida & Fernando, 2017; Tahir, 2018), modification of the selection policy in foreign entities (Mahmood, 2015) and better adaptation to changing conditions (Sparrow, 2007).

The obtained results do not confirm hypothesis H4. The correlation between LTMPs used in staffing are rather lower during the pandemic than in the pre-pandemic period. The increase during the pandemic (0.7) is visible only between *Leadership talent identification (applicants for employment) during the process of recruitment and selection* (LTMP1) and the results in HRM. The research outcomes allow the conclusion to be drawn that the staffing of leadership talents is positively correlated with results in finance and quality achieved by enterprises before the pandemic (see also: Ahmad & Schroeder, 2002; Lockyer & Scholarios, 2007; Froese & Peltokorpi, 2011; Vui-Yee, 2015). During the pandemic the LTMPs are more significantly correlated with results in HRM. This phenomenon is not surprising, because crises create not only problems but also opportunities (Reichwald, 2021) and a chance to use the talent shortage as a foundation for improvement of HRM (Caligiuri *et al.*, 2020; Chatterjee *et al.*, 2023; Jooss, Lenz & Burbach, 2023).

Referring to the results presented above, it can be considered that the goal of the paper was successfully achieved. There are differences between LTMPs focused on staffing under non-pandemic and pandemic circumstances.

There are some limitations, but the presented conclusions are an important contribution to the discussion about the staffing of leadership talents. The limitations include the research sample that consists of MNCs headquartered in Poland, interviewing only within HQ and benchmarking instead of hard indicators. This was a deliberate move to show the perspectives of MNCs from Central Europe, but it limits the possibility of generating conclusions for the entire population of MNCs in Europe and slightly weakens the value of research. Despite these limitations, the special value of the study is treating leadership talent management as a separate system of practices divided into subfunctions, which is used in different ways for leadership talent staffing in crisis and non-crisis contexts.

To sum up, it is worth noting that the observations made during the empirical research, especially those indicating a significant impact of the crisis on the usefulness of specific sets of leadership talent staffing practices, can not only help multinational companies with headquarters in Poland or other Central European country to cope with challenges during the crisis, but can also provide them with useful tools to manage various problems in the rapidly changing reality of the 21st century.

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Conflict of Interest

The author declares no conflict of interest.

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