

PEOPLE PROFESSIONAL DEVELOPMENT

NEW CHALLENGES
&
SUCCESS FACTORS



TopTen
business experts

TopTenHRS
Human Resources
Spain

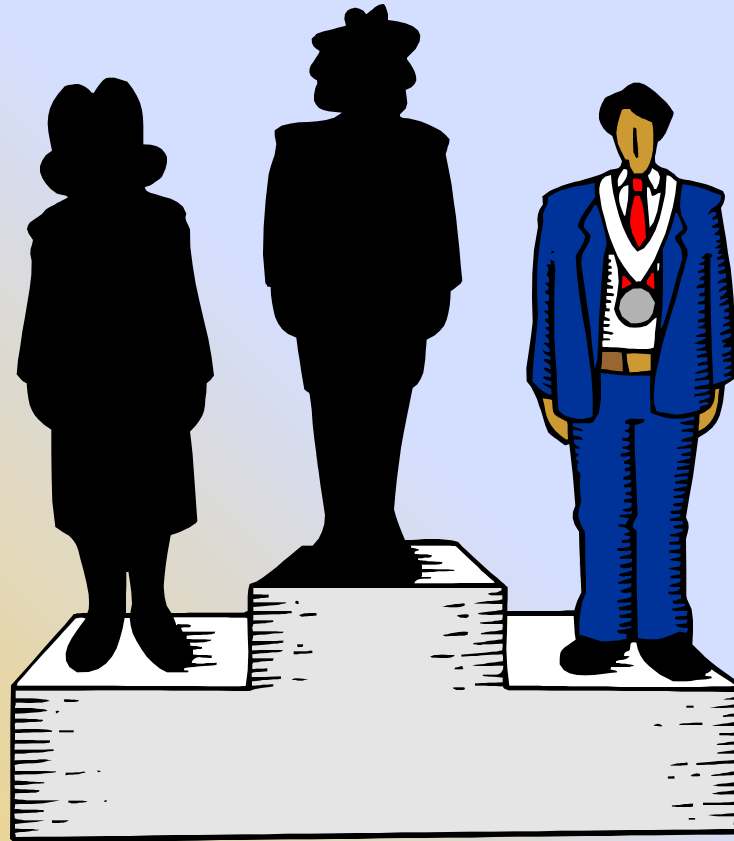
Добро утро

Jorge Cagigas

1
Struga, 17th Sept 2010

INTRODUCTION

MY INTERVENTION TODAY



THE MAGIC WAND



**PREVIOUS
CONSIDERATION**

**PEOPLE MEAN
SUCCESS?**

OR

**SUCCESS MEANS
PEOPLE?**

NEW PARADIGM



THERE ARE PLENTY OF EXECUTIVES TRYING TO FIND ANSWERS TO THE QUESTIONS.....

IT'S VERY BAD TO MAKE A MISTAKE WITH A WRONG ANSWER, BUT IT'S WORSE TO GET RIGHT WHEN THE QUESTIONS ARE WRONG.



THE MOST IMPORTANT THING IS TO MAKE SURE THAT YOU ARE ASKING THE RIGHT QUESTIONS AND THEN LOOKING FOR THE RIGHT ANSWERS.

LIVING IN A “PARADOX”

BONJOUR PARESSE (CORINNE MAIER)

- YOU ARE A MODERN SLAVE. SALARY IS THE ONLY INCENTIVE.
- IT IS NOT WORTHY TO CHANGE THE SYSTEM.
- MADE THE MINIMUM EFFORT.
- CREATE A NETWORKING AND SELL YOURSELF.
- NEVER ACCEPT A POSITION WITH RESPONSIBILITY.
- GO AWAY OF THE CHANGES .
- BE FRIENDLY WITH THE TEMPORARY EMPLOYEES THEY ARE THE ONLY REALLY ARE WORKING.
- APPLY TO THE POSITION WITHOUT ANY OPERATIONAL ROLE.
- DON'T LOSE THE PATIENCE, CAPITALISM WILL FINISH. NOTHING IS FOREVER.
- DON'T FORGET THE EFFECTIVE TECHNIQUES OF CAMOUFLAGE (BRING DOCUMENTS TO HOME, ORGANIZE MANY MEETINGS ,.....)

- TAKE YOUR PERSONAL RESPONSIBILITY, LEAD TEAM AND PUT THE REST OF THE TEAM FIRST.
- SIMPLIFY CONSTANTLY. EXPLAIN VERY CLEARLY THE 3 IMPORTANT THINGS FOR WORK.
- UNDERSTAND THE WIDE, DEEP AND CONTEXT AND HOW YOUR COMPANY FIT ON IT.
- CONOCE LA IMPORTANCIA DEL ALINEAMIENTO Y EL TIEMPO PARA GESTIONAR. HAZ LO IMPORTANTE: MARCA PRIORIDADES, MIDE Y RECONOCE LOS LOGROS.
- **LEARN CONSTANTLY HOW TO TEACH . THE FIRST ROLE OF A LEADER IS TEACH.**
- BE LOYAL WITH YOUR MANAGEMENT STYLE.
- **MANAGE PUTTING LIMITS AND GIVE YOUR TEAM FREEDOM BETWEEN THEM (COMMITMENT, ENTHUSIASMS AND TEAMWORK).**
- DON'T LET TOO MANY THINGS WITHOUT SAYING , BE AN ACTIVE LISTENER.
- LIKE PEOPLE, BE FAIR AND TRY THE BEST FOR THE OTHERS.

THINGS LEADERS DO (GE.JEFF IMMELT)

DIFFERENT POINT OF VIEW

From Green



Checkmate



BOB ROTELLA "Golf is not a Game of perfect"

JOSH WAITZKIN "The art of learning"

HOW TO IMPLEMENT

A DILEMMA MIX

**OPERATIONAL
EFFECTIVENESS**



**ASSIMILATING, APPLYING AND
EXECUTING “BEST PRACTICES”**



**DO THE SAME THING
“BETTER”**

**STRATEGIC
POSITIONING**



**CREATING AN UNIQUE “AND
SUSTAINABLE COMPETITIVE POSITION**



**DO THINGS DIFFERENTLY TO
ACHIEVE A “DIFERENT
PURPOSE”**

TRANSANCTION

TRANSFORMATION

THE SENSES OF TRANSFORMATION



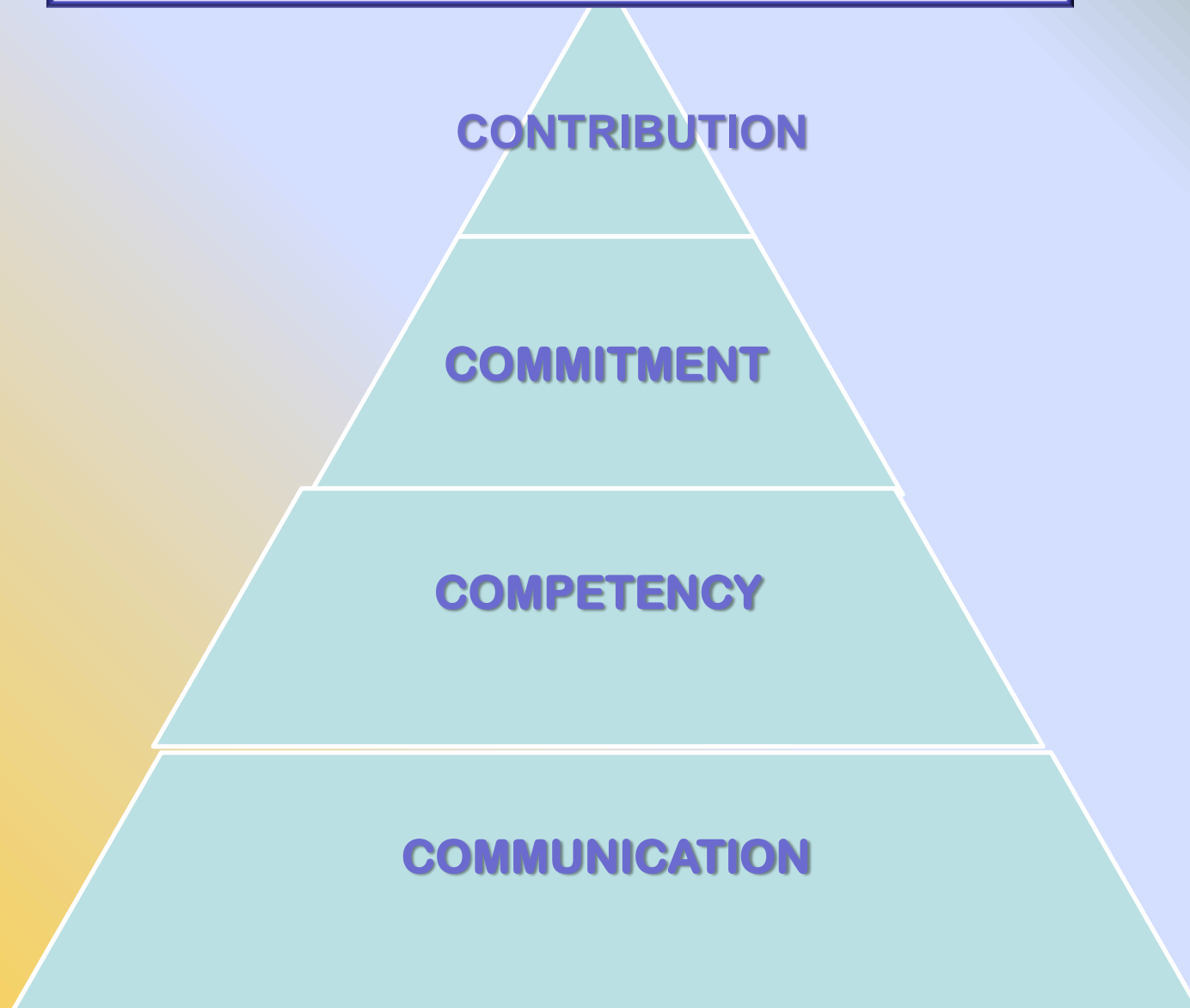
THE SENSE OF TIME

THE SENSE OF THE RISK



THE SENSE OF THE OPPORTUNITY

HOW THE TRANSFORMATION OCCURED?



PROCESS PHASES



HR IN THE PROCESS

ARE WE RIDING PROPERLY ?



LACK OF CONVICTION ON THE HR FUNCTION

TOOLS ARE NOT "THE SOLUTION"

NOT ENOUGH INVOLVEMENT IN THE BUSSINES

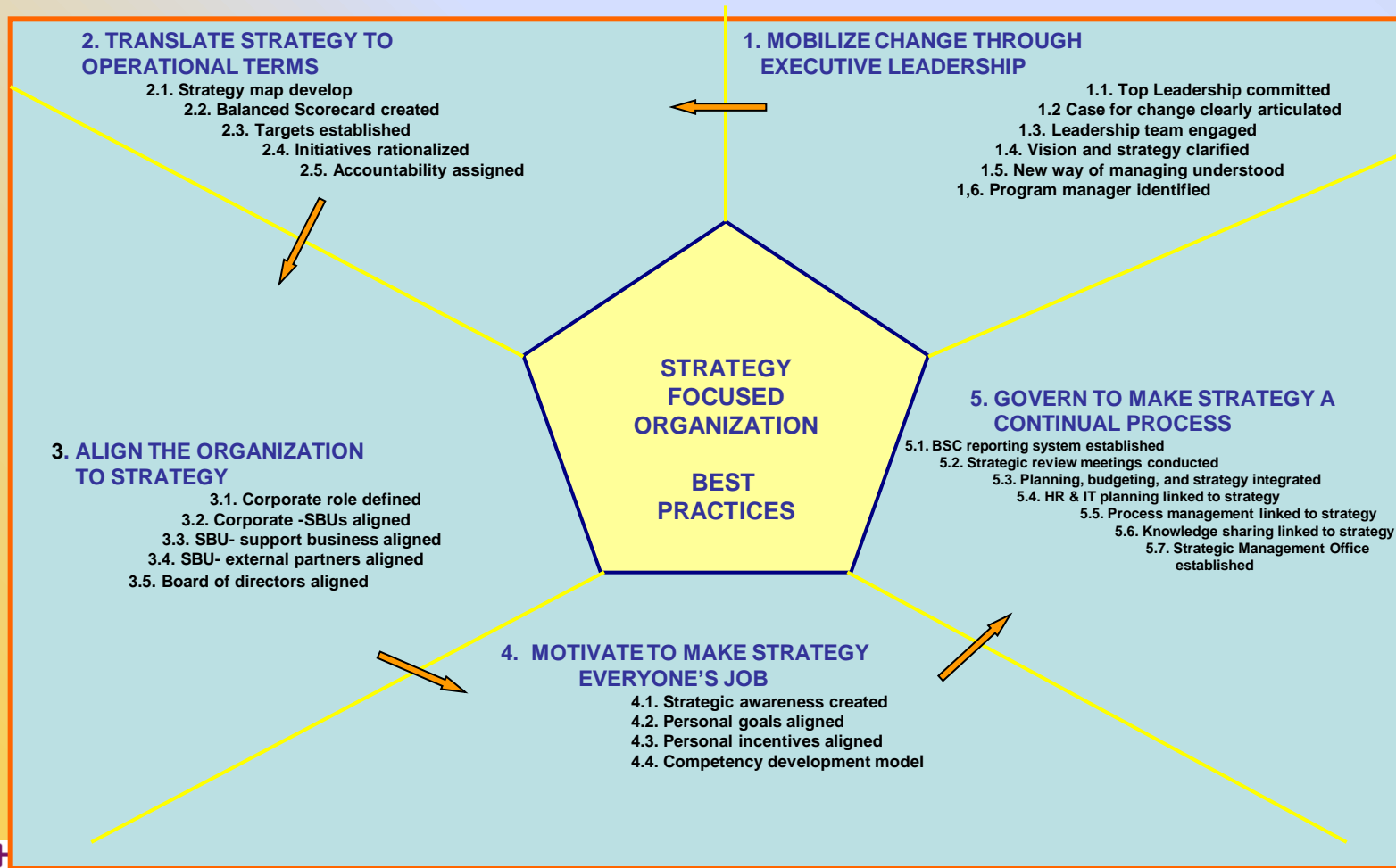
HUMANISM vs BUSSINES

"CALIMERO" EFFECT



Best Practices

How the Hall of Fame Organizations Succeeded?



HR has 4 rols & 16 responsibilities

(from the dave ulrich model)

future/strategic focus

Strategic Partner

- HR strategic plan
- HR as "business partner"
- Culture and Image

Agent of change

- Staffing
- Organisational design
- Survey of climate and Action Plan
- Performance Measurement
- Training & Development

processes

Administrative Expert

- compensation
- benefits
- HR information systems
- Legal accomplishment

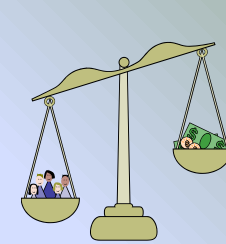
people

Employee Advocat

- Employees Relationship
- Labor Relations
- Safety & Prevention
- Manage Diversity

Operational focus (day to day)

HR STATUS



31%-36%
future/strategic focus

11%

Strategic Partner

13%

- HR strategic plan
- HR as "business partner"
- Culture and Image

Agent of change

20%

23%

- Staffing
- Organisational design
- Survey of climate and Action Plan
- Performance Measurement
- Training & Development

35%

processes

36%

65%

people

64%

Administrative Expert

- Compensation
- Benefits
- HR information systems
- Legal accomplishment

Employee Advocat

- Employees Relationship
- Labor Relations
- Safety & Prevention
- Manage Diversity

24%

23%

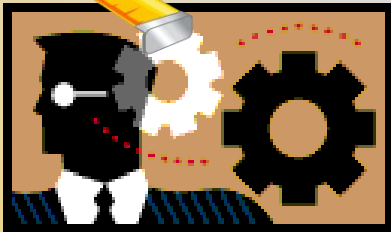
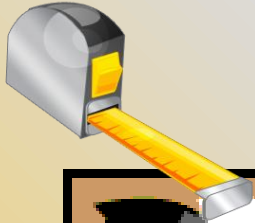
45%

41%

69%-64%

Operational focus (day to day)

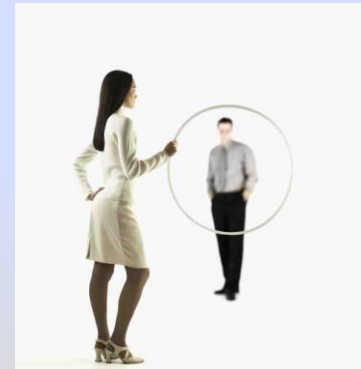
RIGOR ES THE ACCURACY & PRECISION
WHEN WE ARE MESURING SOMETHING.

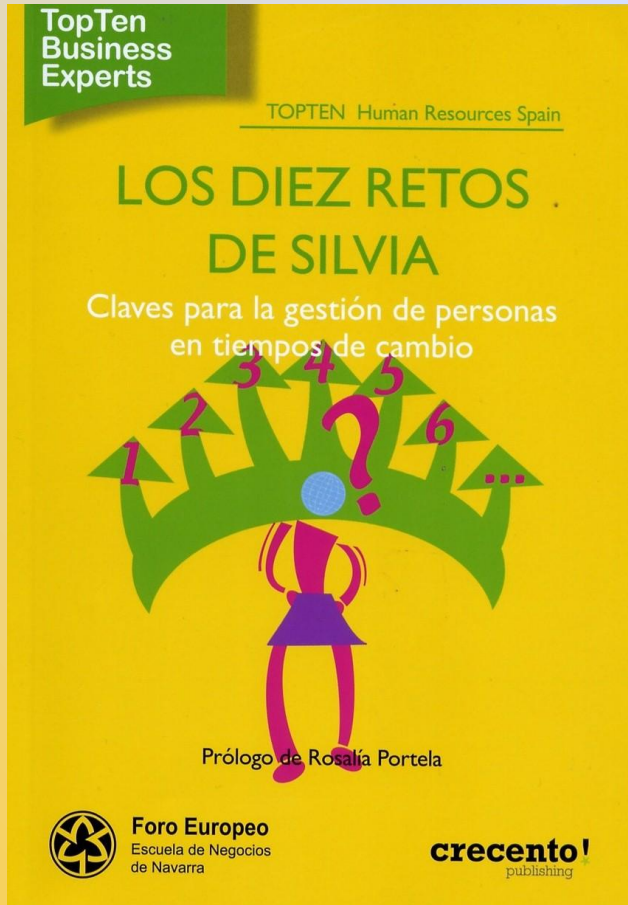


INCREASE OUR PROFESSIONALISM

DISCIPLINE IS FOLLOWING THE RULES
AND CRITERIA THAT WE HAVE
IMPLEMENTED.

AUTHORITY, REPUTATION AND CREDIBILITY





Silvia's 10 Challenges

Key aspects for managing people
in difficult times

HOW ARE THEY DOING? THE NEVER ENDING PROBLEM OF PERFORMANCE EVALUATION

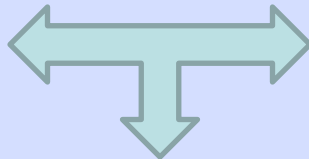
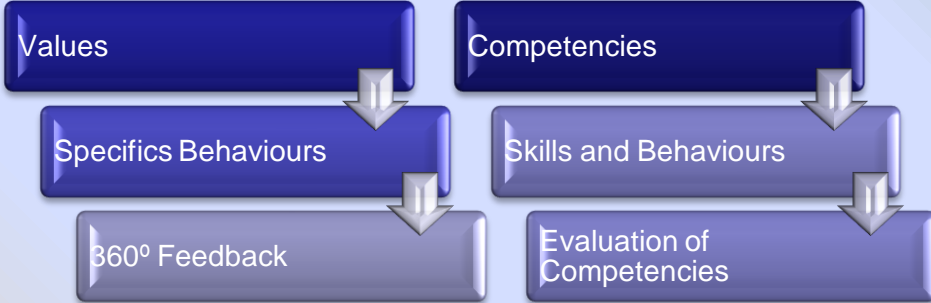
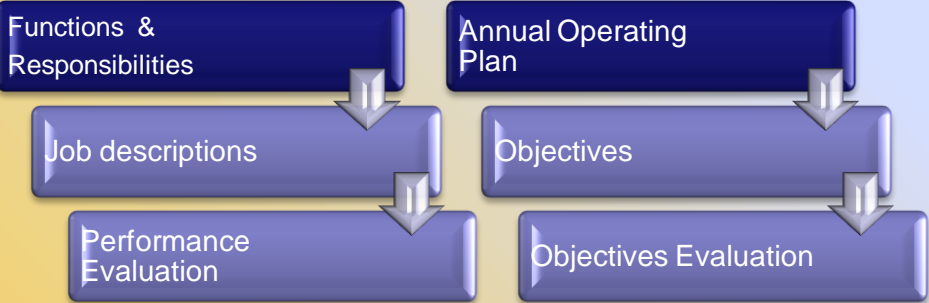
Silvia's doubts

- The decisions made about internal promotions are not linked with a very clear criteria of professional capabilities.
- **When she has needed to check information about professional career of employees she has founded is not existing.**
- She has the feeling that managers' evaluation have been made under opinions and criteria too much subjetives.
- **Silvia is not founding relevant information linked with the talent identification or potential managerial skills.**
- Training and Development actions are not linked with the strategy, neither to global development plans neither to individual career plans.
- **There is a big gap between the talk and the walk, specially at managerial levels.**
- Also the salary increases are not linked with the real add value that individuals are giving to the organization.

GLOBAL SYSTEM OF PERFORMANCE EVALUATION

WHAT

HOW



Compensation Systems

Individual Development Plan

Organizational Development System

PERFORMANCE EVALUATION

MOST EFFICIENT LEVERS

Reinforce the Strengths of performance



Indirect:	↑	Commitment with his work	14,0%
	↑	Identification with Company	21,2%
	↑	Adecuated to the position	20,5%
	↑	Adecuate resources	23,2%
Direct:	↑	Direct Impact	31,2%

Total: Increase of Individual performance 36,4%

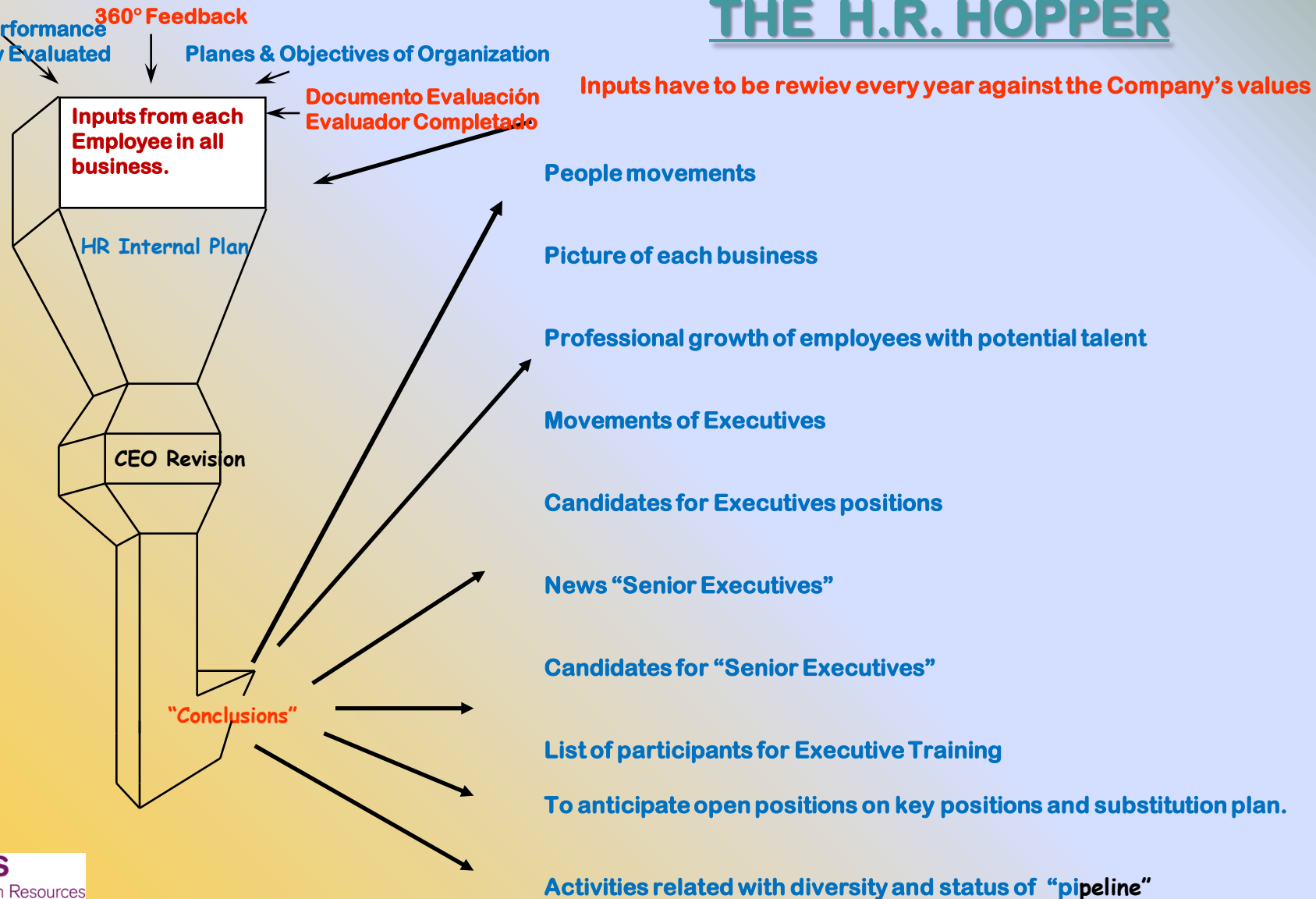
Focus on the weaknesses of performance



Indirect:	↓	Commitment with his work	(6,3%)
	↓	Identification with Company	(2,2%)
	↓	Adecuated to the position	(6,6%)
	↓	Adecuate resources	(5,4%)
Direct:	↓	Direct Impact	(25,2%)

Total: Reduction of Individual performance (26,8%)

THE H.R. HOPPER



DIFERENCIAS BETWEEN VALUES & COMPETENCIES

VALUES

GENERIC COMPETENCIES

ESPECIFIC COMPETENCIES

APPLICATION CRITERIA

SAME FOR EVERYBODY

NOT THE SAME FOR EVERYBODY

NOT THE SAME FOR EVERYBODY

EVALUATION CRITERIA (HOW)

SAME FOR EVERYBODY

DIFFERENT FOR SOME

DIFERENT FOR EVERYONE

TOOL TO BE USE

360° FEEDBACK

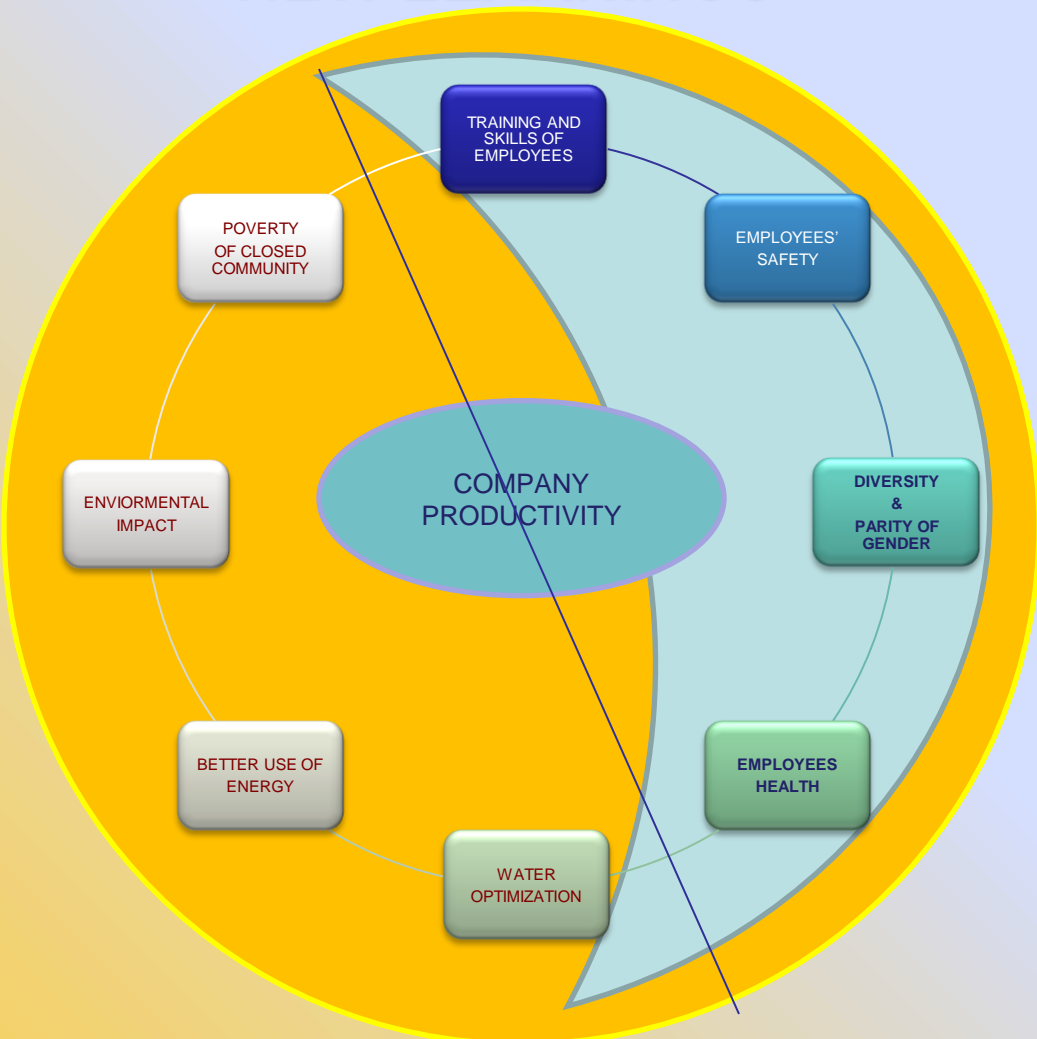
ASSESSMENT/EVALUATION

ASSESSMENT/EVALUATION

FROM TRAINING TO DEVELOPMENT

SOME DATA

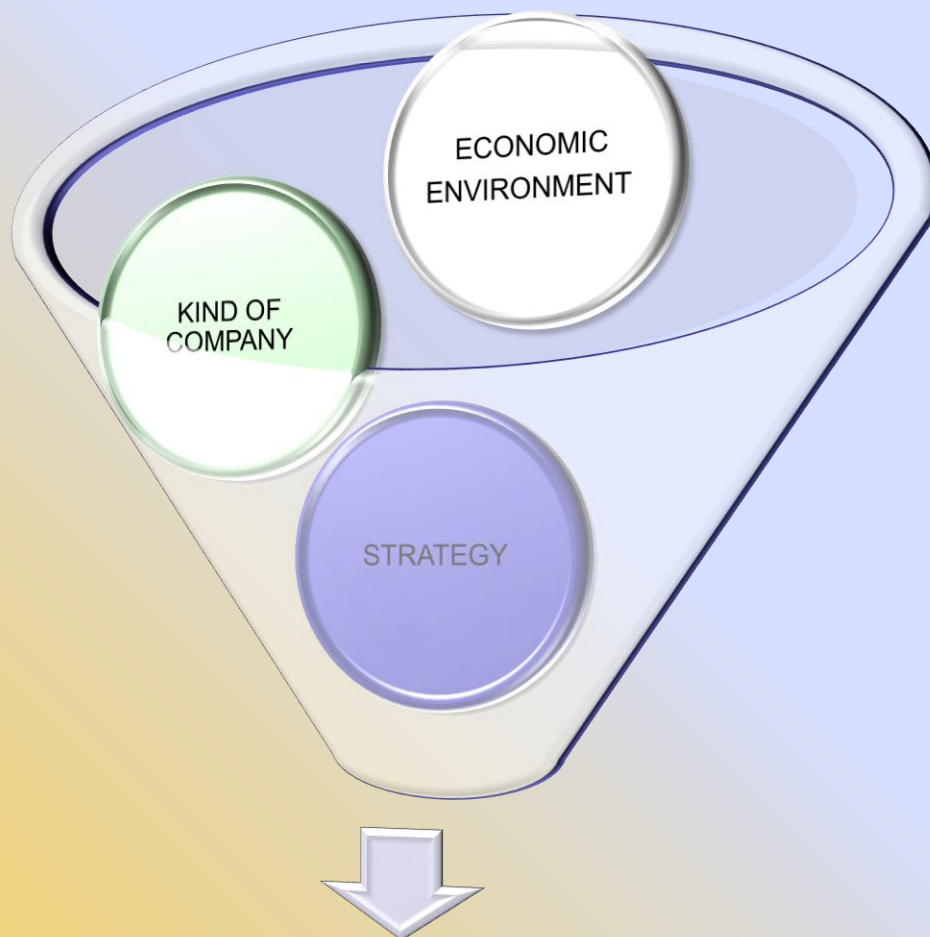
SOURCES OF COMPETITIVE ADVANTAGE NEW LEARNINGS



PEOPLE

SOCIETY

Michael Porter



HR STRATEGIC PLAN

FROM TRAINING TO DEVELOPMENT

Hierarchy

Functional



ATTRIBUTES OF LEADERSHIP



LEVERS OF MORE IMPACT



Manager: Concentration on a maximum of 3 key skills

Board of Directors: Commitment Reciprocity

Compensation: A help for retention but is not generating additional effort

Benefits: Information and show interest for the employees

Integration Plan: Very important from the first day

Day to day work: Connect the employee with something bigger, challenging

Learning and Development: Individual plan and efficient

Corporate Culture: Contribution & credibility

FROM TRAINING TO DEVELOPMENT

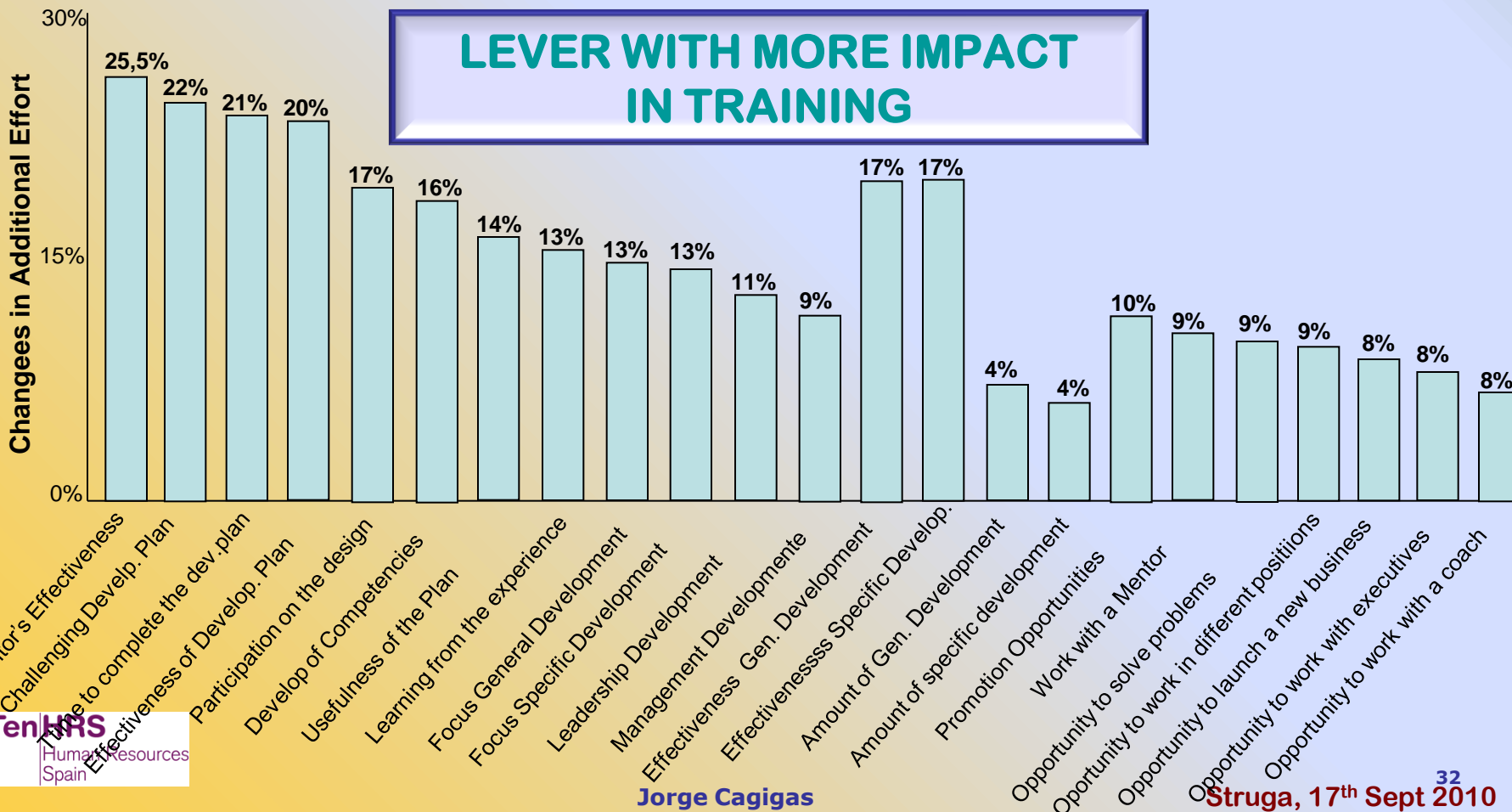
“Help me to improve my skills and to be more effective in my work”



Carreer Plans and Development

Training Programs

Oportunities of Learning on the Job



FROM TRAINING TO DEVELOPMENT

COST?



OR



INVESTMENT?

FROM TRAINING TO DEVELOPMENT

TRAINING



DEVELOPMENT



LINKED ONLY WITH TECHNICAL SKILLS



INCLUDING VALUES, COMPETENCIES & SKILLS



BASED ON GENERIC TRAINING



BASED ON INDIVIDUALS PLANS



NOT MEASUREMENT IMPLEMENTED



MEASUREMENT IS COMPULSORY



WITHOUT ANY PREVIOUS AGREEMENT



WITH PREVIOUS AGREEMENT



EXCLUSIVE RESPONSIBILITY OF THE COMPANY



SHARED RESPONSIBILITY (COMPANY & EMPLOYEE)

FROM TRAINING TO DEVELOPMENT

THE MEANING OF THE WORK



AS A JOB



AS A CAREER



AS A CALLING



**COMPENSATION IS THE KEY,
TRAINING IS THE
RESPONSIBILITY OF THE
COMPANY AND PROVIDE THE
TOOLS**



**TRAINING IS A KEY ELEMENT
IN ORDER TO BE PROMOTED,
COMPENSATION IS ALSO
IMPORTANT**

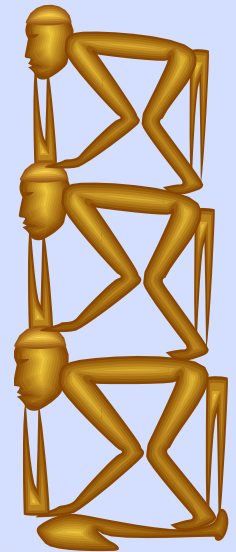
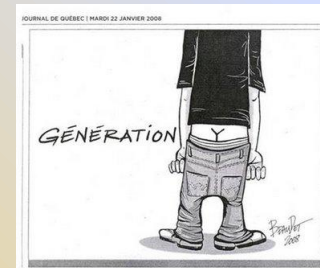
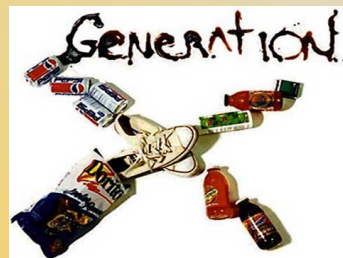


**DEVELOPMENT AND
IMPROVEMENT IS
CONSTANTLY IN THE AGENDA.
COMPENSATION IS NOT
ESSENTIAL**





THE DIFFERENCE BETWEEN GENERATIONS

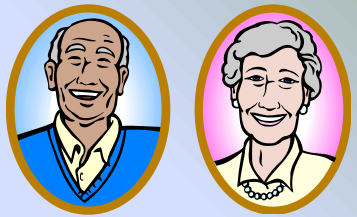




WAR

TRADITIONAL GENERATION

BORN 1.939 - 1.946




PERSPECTIVE
PRACTICAL



PROFESSIONAL ETHIC
DEDICATED



ATTITUDE TO AUTHORITY
RESPECT



LEADERSHIP BY
HIERARCHY



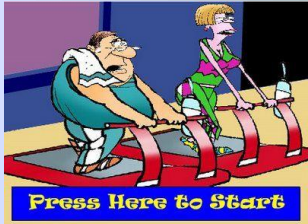
SPIRIT OF
SACRIFICE

RECONSTRUCTION



"BABY BOOMER" GENERATION

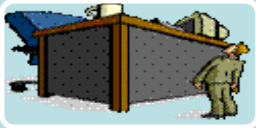
BORN 1.947 - 1.960



PERSPECTIVE
OPTIMISTIC



PROFESSIONAL ETHIC
COMMITTED



ATTITUDE TO AUTHORITY
LOVE/HATE

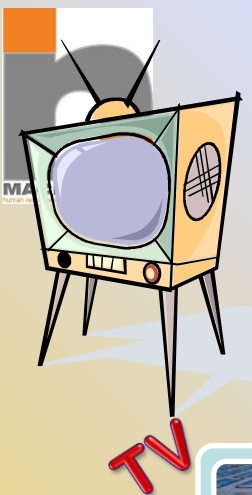
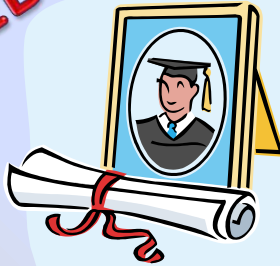


LEADERSHIP BY
CONSENSUS



SPIRIT OF
SELF MOTIVATION

EDUCATION

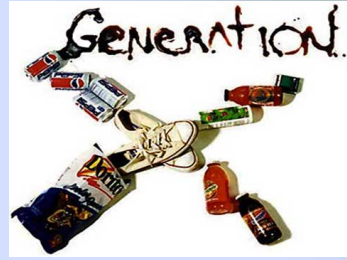




TECHNOLOGIES

GENERATION "X"

BORN 1.961 - 1.979



PERSPECTIVE
SKEPTICAL



PROFESSIONAL ETHIC
BALANCED



ATTITUDE TO AUTHORITY
DESINTEREST



LEADERSHIP BY
COMPETITION



SPIRIT OF
ANTI-COMMITMENT

PROSPERITY



GENERATION "Y"

BORN 1.980 - 1.995

INTERNET



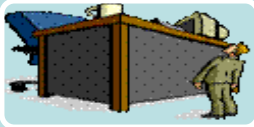
PERSPECTIVE

HOPEFUL



PROFESSIONAL ETHIC

DECISIVE



ATTITUDE TO AUTHORITY

COURTESY



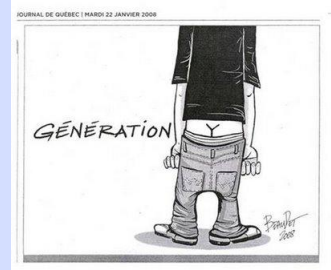
LEADERSHIP BY

COLLECTIVISM



SPIRIT OF

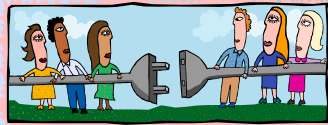
INCLUSION



GLOBALIZATION



WORK OUT AS INSPIRATION



GROUPS OF WORK



NOT NATURAL ACTS IN A NOT NATURAL PLACE

RESOLUTION OF PROBLEMS & REDUCTION OF BUREAUCRACY



NOT NATURAL ACTS IN NATURAL PLACES

CATALYST TO CREATE EMPLOYEES WITH EMPORWEMENT



NATURALS ACTS IN NATURAL PLACES

WORK-IN

WORK - OUT



Learning Individually

Learning Shared

Change Induced

Change through the action

Participant as student

Participant as a teacher

Participant as an instigator

Participant as an actor



**“GIVE A PERSON A GOLF CLUB,
AND THEY WILL BE FRUSTRATED
EVERY DAY.**

**TEACH A PERSON TO GOLF, AND
THEY WILL ENJOY THE GAME
FOR A LIFETIME”**

“Finishing the course”

Jim Sheard & Wally Armstrong



Благодарен

THANK YOU