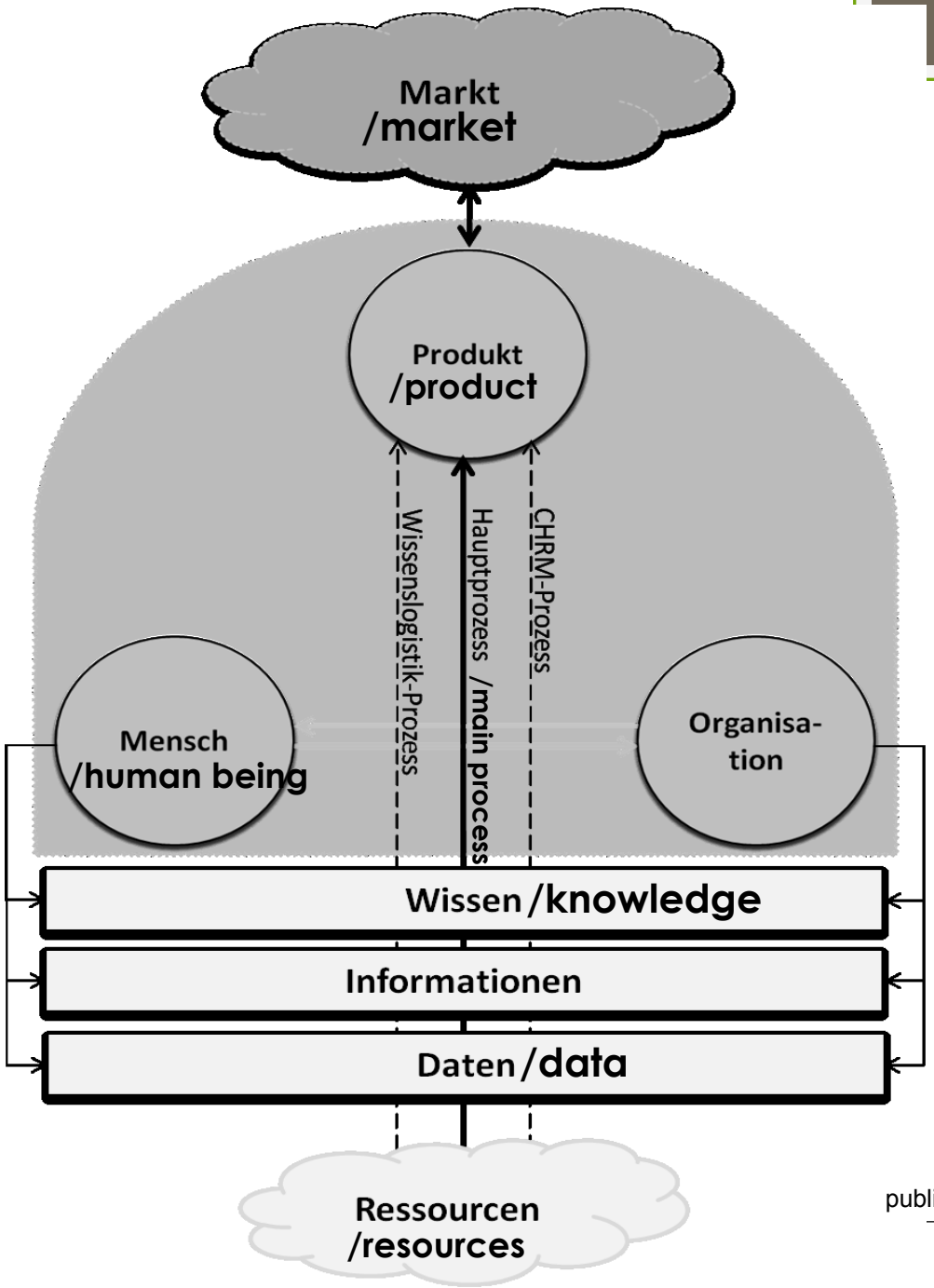
“HRM & OrgDev” Introduction

Dipl.-Ing. Johannes GÖLLNER, MSc
Masaryk University, Brno, CZ
01st, 2019, 10:00–15:30
Lecture 1

Relevant CONTENT of HRM & OrgDev:

1. Which problems should have been solved by Human Resource Management in organizations, and in further consequence in economy and society?
2. Relation between organizational and individual capabilities and skills for strategic and operational organizational development
3. Relevance of Knowledge Management for Human Capital Leadership?
4. Models and methods for skill analysis and development (input, output and comparison models and methods with a special focus on assessment centres)
5. A practical example for the application of the assessment centre method in context of HRM
6. Relation between HRM, Knowledge Management and Risk Management for organizational development, controlling and leadership



Generic description of the system ORGANISATION

Quelle: Copyright by GÖLLNER,
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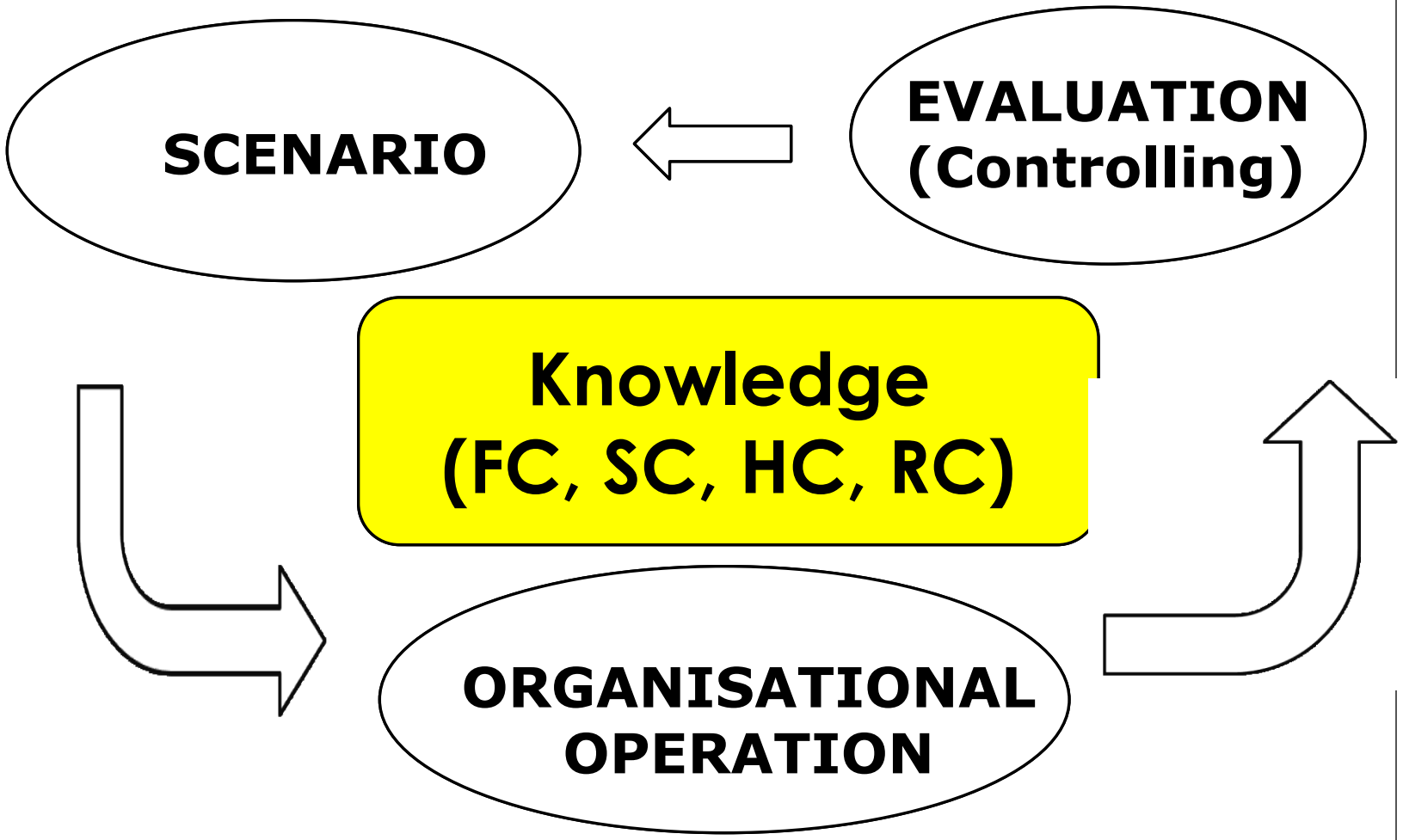
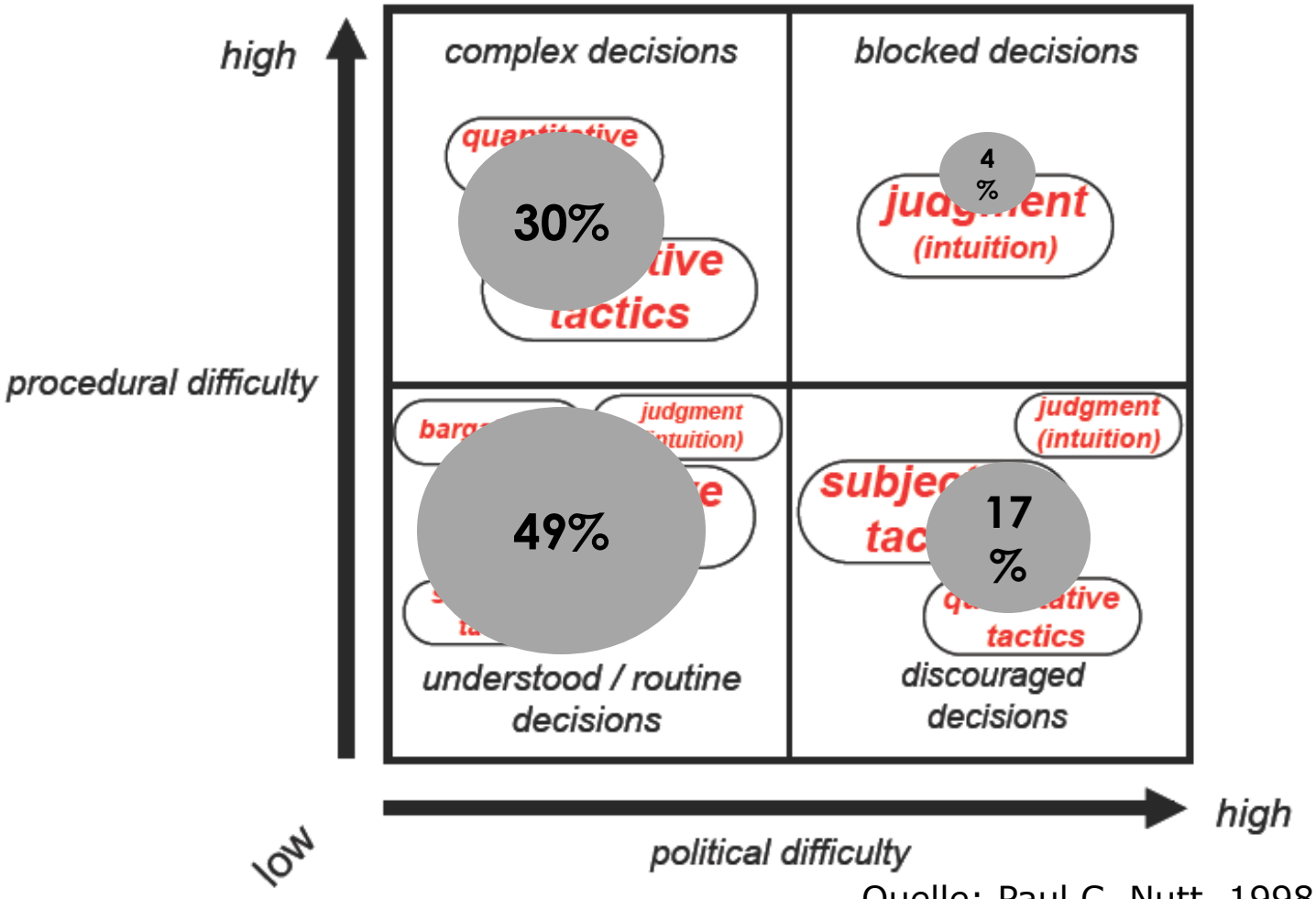
1 NEW DEFINITION IS ADDED ON urban
1,600+ READS ON Scribd.
13,000+ HOURS MUSIC STREAMING ON PANDORA
12,000+ NEW ADS POSTED ON craigslist
370,000+ MINUTES VOICE CALLS ON skype
98,000+ TWEETS
20,000+ NEW POSTS ON tumblr.
THE LARGEST SOCIAL READING PUBLISHING COMPANY!!
New Craigslist Ads
320+ NEW twitter ACCOUNTS
13,000+ iPhone APPLICATIONS DOWNLOADED
100+ NEW Linked in ACCOUNTS
1 associatedcontent NEW ARTICLE IS PUBLISHED
THE WORLD'S LARGEST COMMUNITY CREATED CONTENT!!
IN 60 SECONDS...
QUESTIONS ASKED ON THE INTERNET...
100+ Answers.com
40+ YAHOO! ANSWERS
6,600+ NEW PICTURES ARE UPLOADED ON flickr
600+ NEW VIDEOS
50+ WORDPRESS DOWNLOADS
25+ HOURS TOTAL DURATION
70+ DOMAINS REGISTERED
695,000+ facebook STATUS UPDATES
125+ PLUGIN DOWNLOADS
60+ NEW BLOGS
168 MILLION EMAILS ARE SENT
694,445 SEARCH QUERIES
1,700+ Firefox DOWNLOADS
1,500+ BLOG POSTS
79,364 WALL POSTS
510,040 COMMENTS
Google
Google Search
GO-Globe.com

Organisation-Development





Quelle: Paul C. Nutt, 1998

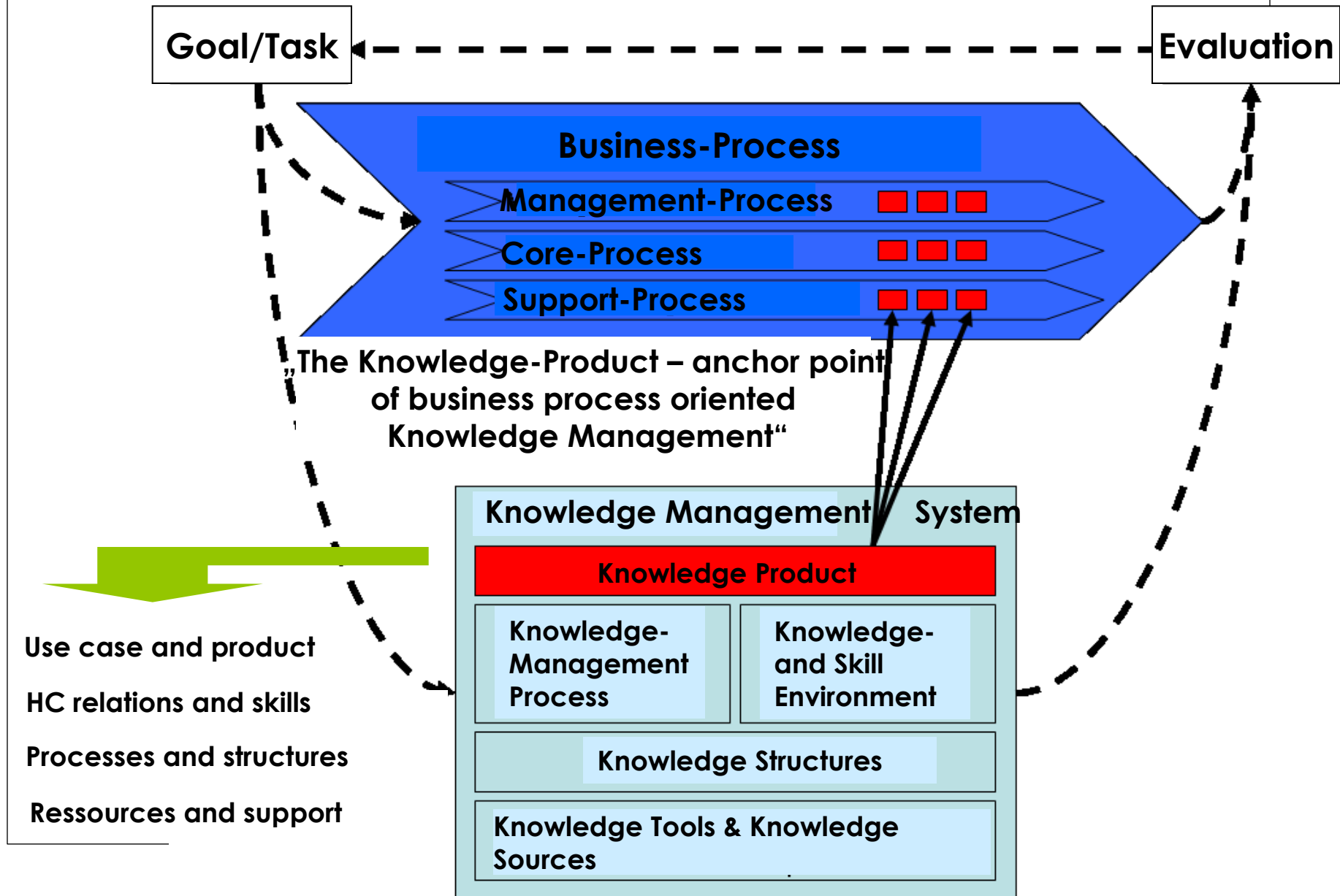
Building the Knowledge Performance System with a Model Based Approach

No engineer, designer or architect works without a plan / planning / BPM - tool!

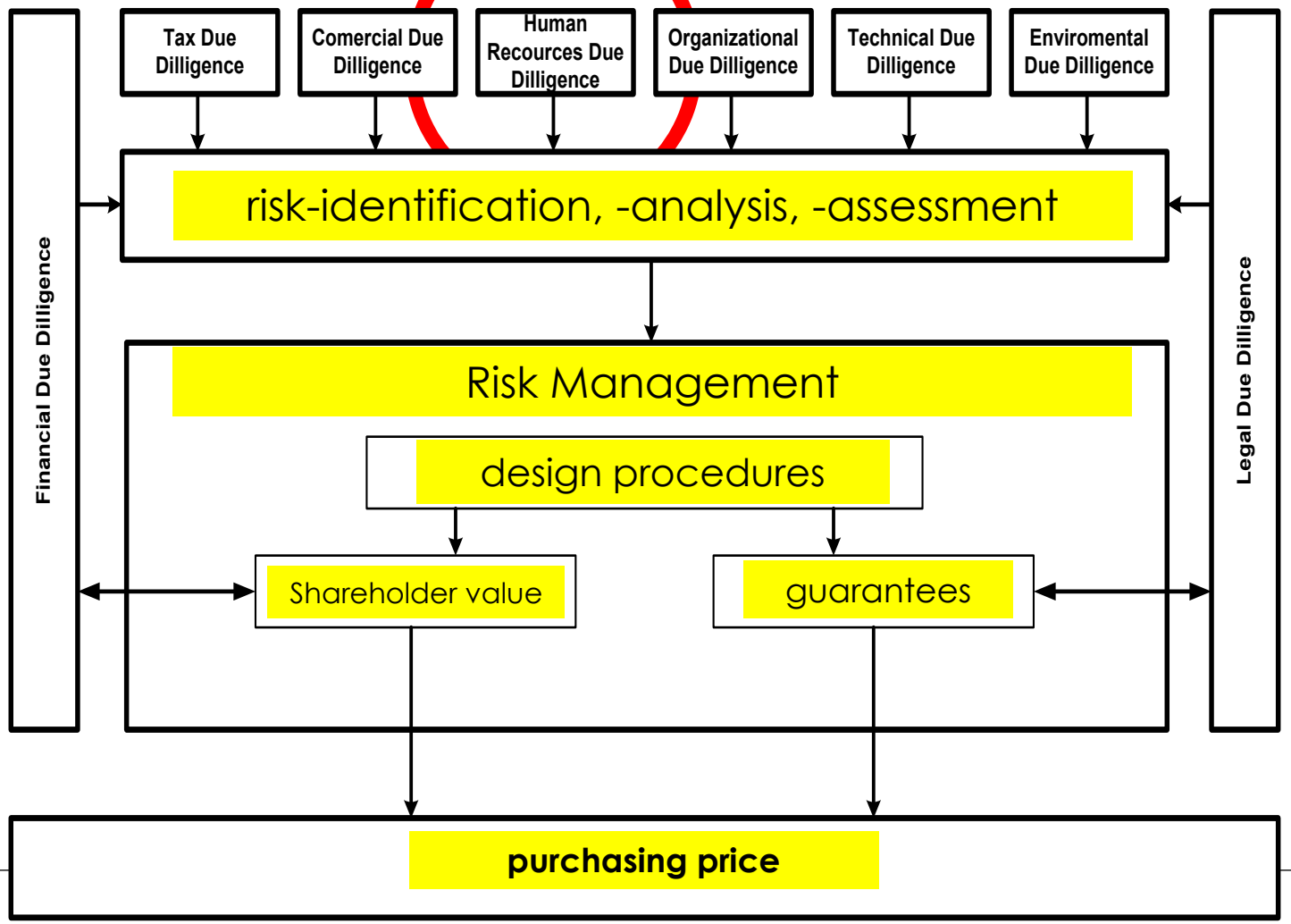
Do we have a KM - System, a Knowledge planning/ modelling tool and a KM/Evaluation tool in our organisation?

„idea"

IF YOU CAN`T MEASURE - YOU CAN`T MANAGE IT!



Relation HC and Risk Management (RM) for organisational development



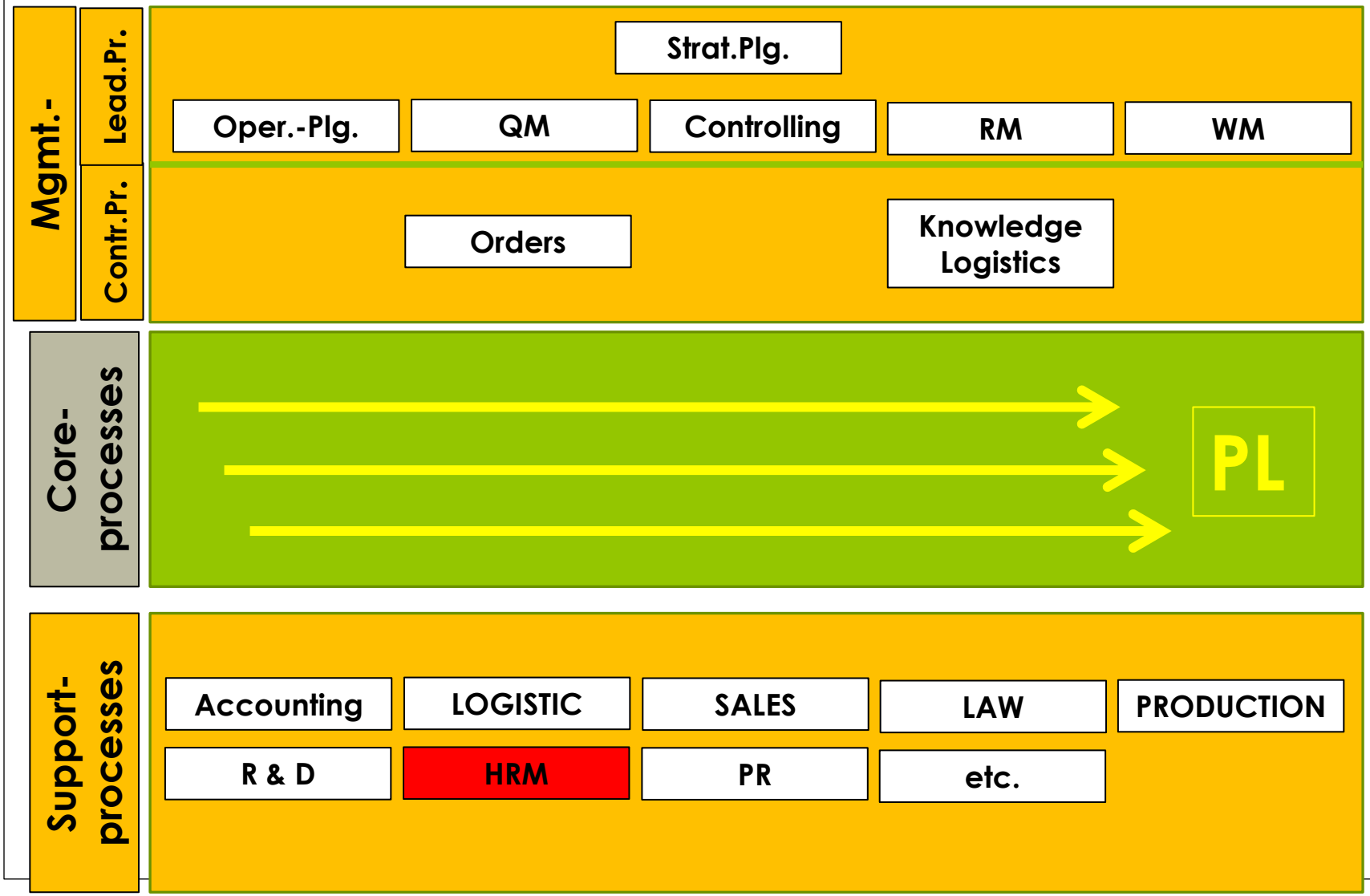
CORPORATE COMPLIANCE

All measures designed to ensure the correct conduct of a company, its management and supervisory bodies and its employees.

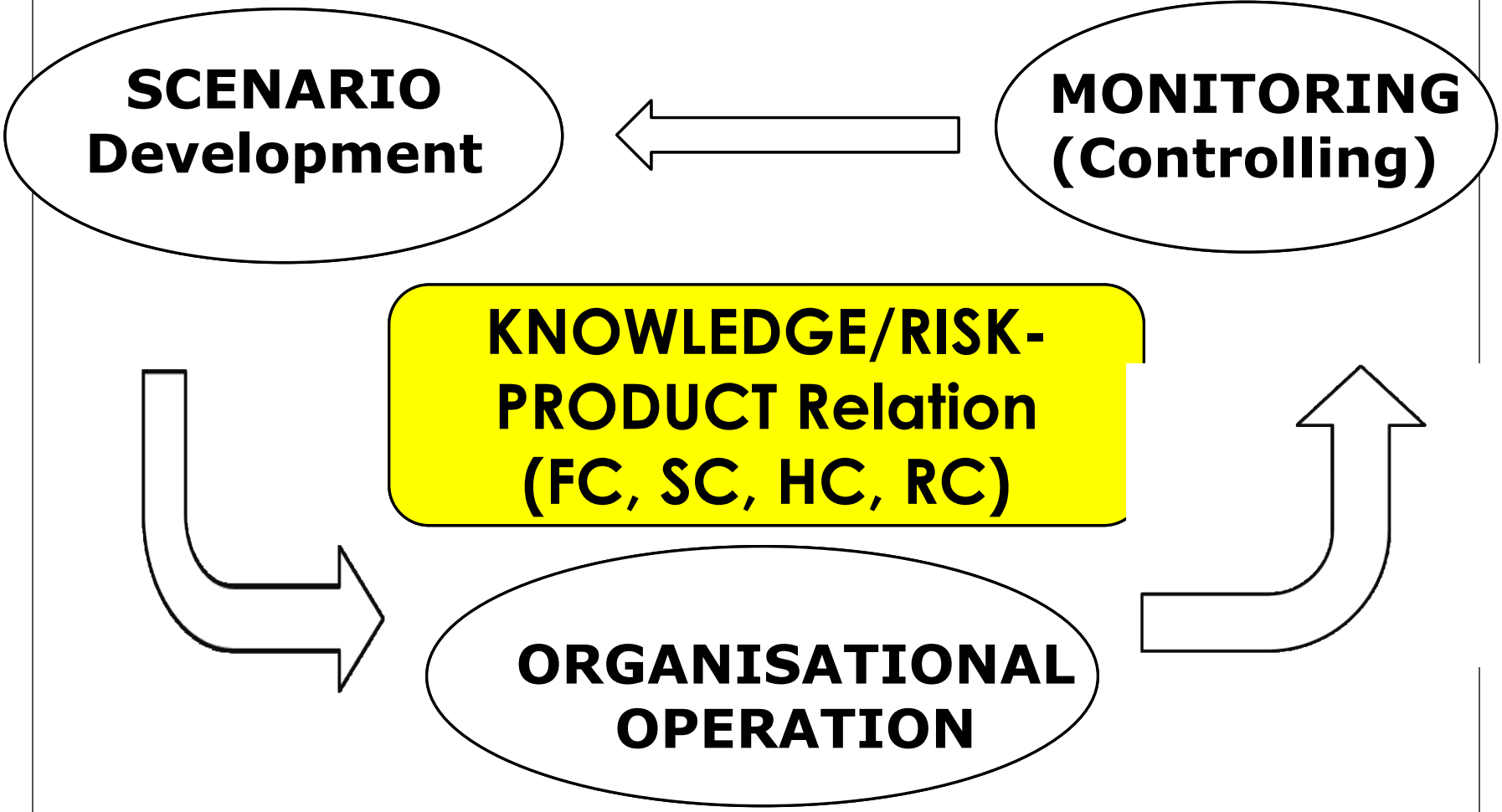
The main task of the Board / CEO is to ensure that:
- organizational measures, training and controls and
- the correct conduct of the company and its employees
is ensured.

The company should be protected from claims for damages and judicial and administrative authorities penalties.

Process-Chart: Organisation „X“:



General Process-Logic of an Organisation



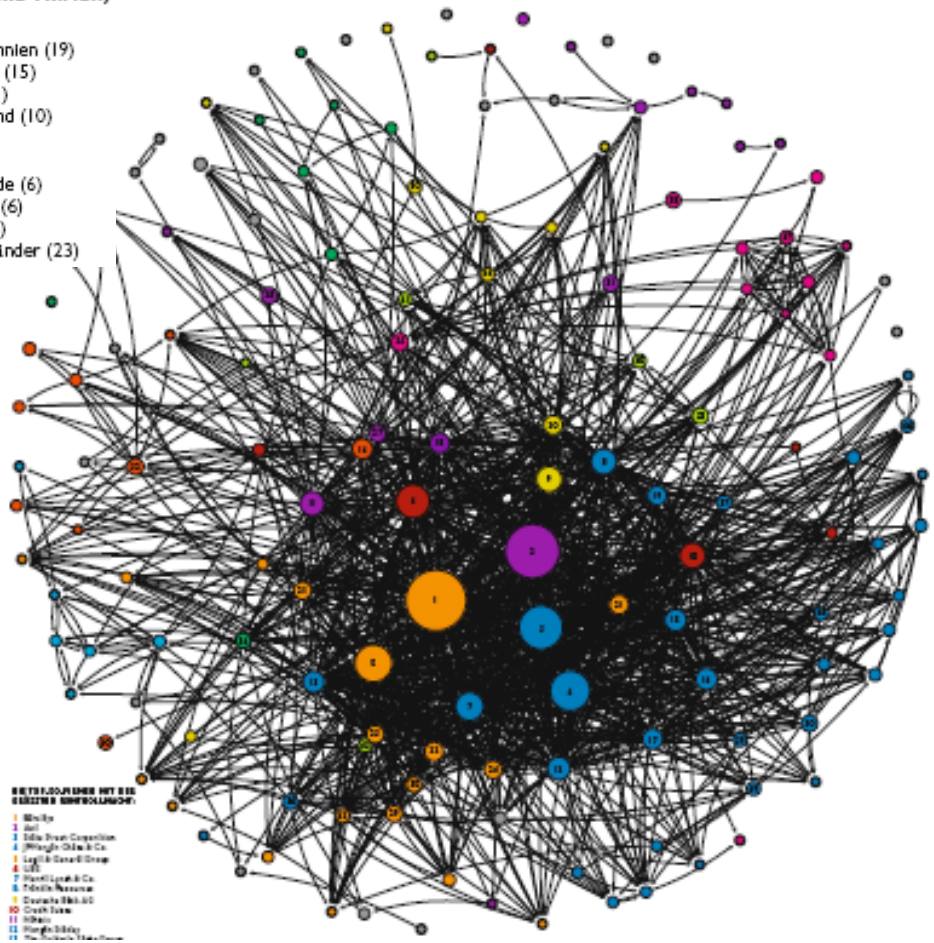
Source: Goellner

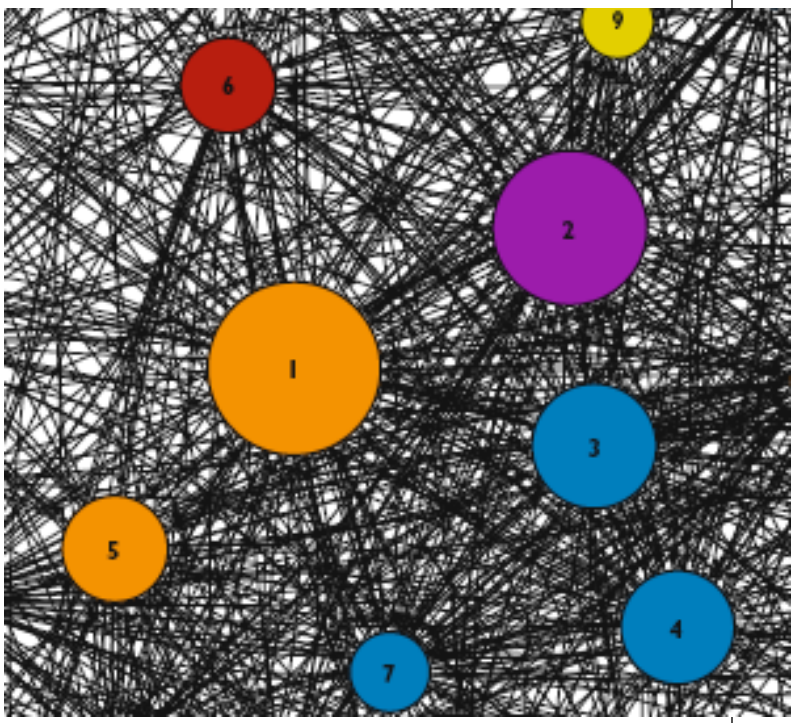
Network Analysis of Banking & Finance Organisations

37 GRAFIK 31. Mai 2012 DIE ZEIT N° 23

LAND (ANZAHL FIRMEN)

- USA (33)
- Großbritannien (19)
- Frankreich (15)
- Kanada (11)
- Deutschland (10)
- Japan (10)
- Italien (8)
- Niederlande (6)
- Schweden (6)
- Schweiz (6)
- sonstige Länder (23)





AUSWAHLPROZESS

37 000 000
Firmen, Stiftungen und Investoren enthielt die Datenbank, die das Material für die Studie lieferte

43 060
transnationale Unternehmen operieren in mindestens zwei Ländern

1318
Firmen bilden den Kern des Netzwerks und haben im Durchschnitt 20 Beteiligungen

147
Mitglieder der »Superzellee im Inneren des Netzwerks kontrollieren fast 40 Prozent des Vermögens aller transnationalen Firmen

DIE TOP-50-FIRMEN MI GRÖSSTEN KONTROLLM

1 Barclays
2 Axa
3 State Street Corporatio
4 JPMorgan Chase & Co.
5 Legal & General Group
6 UBS
7 Merrill Lynch & Co.

Source:
Institut für Systemgestaltung, ETH Zürich

Practical example

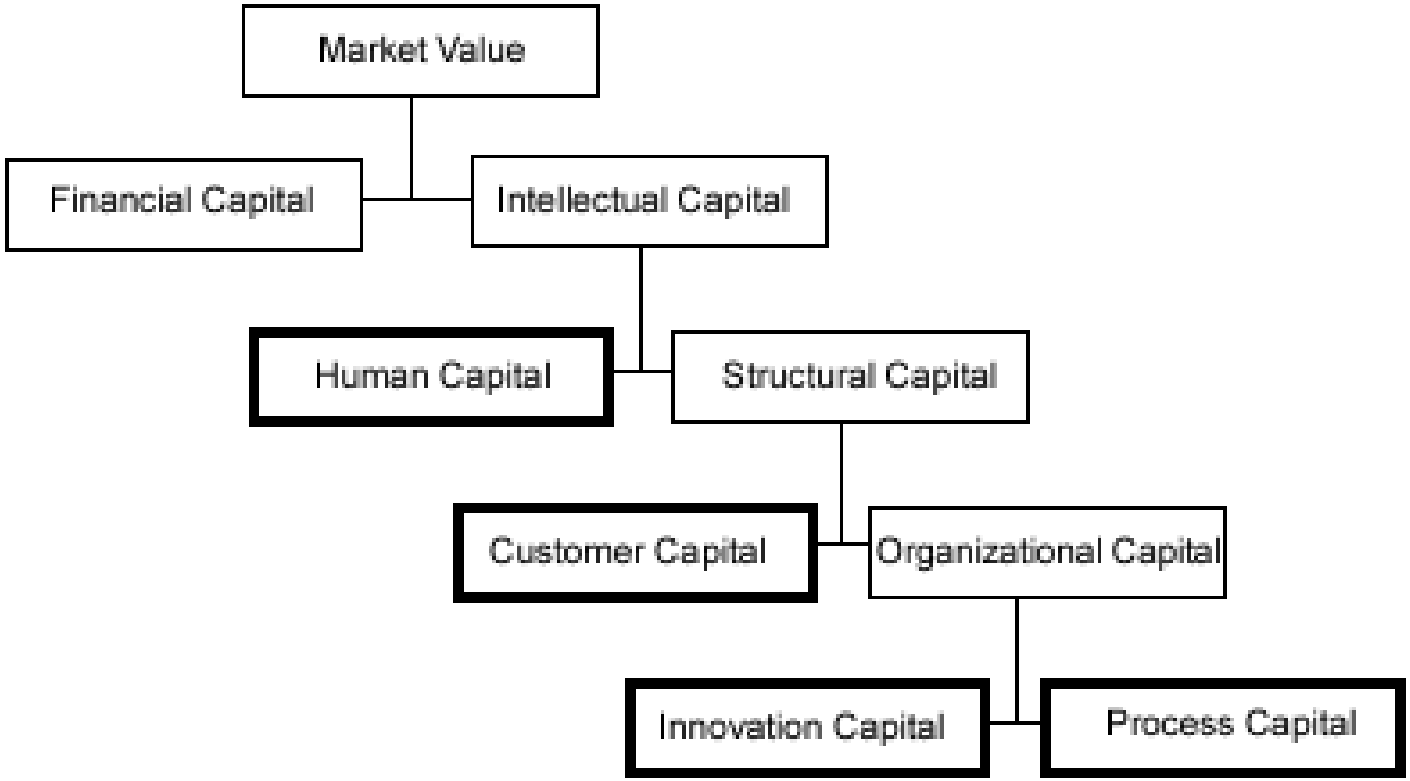
- competence profiling:
  - social competences
  - personal competences
  - professional competences
  - technique competences
  - Leadership competences

Human Capital - Ideas

for instance:

- Prof. Eduard E. Lawler III, USA, Development: **Human-Capital-Measurement** 1970-1980 as well as political implications for enterprises, shareholder and state,
- Prof. David P. Norton, USA, developed **Balanced Scorcard under the criteria of measurement of Intangible Assets,**
- The book: **„Humanvermögensrechnung“** von Dr. Herbert Schmidt im Jahr 1974 and
- ***Flamholt s Buch: Human Resource Accounting, published 1974,***
- **Introduction of Human Resource Accounting (HRA) at Barry Corporation, USA,1972,**
- **HC-Measurements at the enterprise SKANDIA** (Skandia Navigator)
- HYPO-BANK, Germany, Realisation of the **Human-Capital-Measurements via Employee-Value-Index (EVI) 1990,**
- Buck Consultants of Mellon Financial: Development of a **EVi-Expected Value of the individual** (EVi represents the value of a individual for the organisation as minimum of the expected partitional contribution to the profit of the organisation)
- Intellectual Capital Report (Wissensbilanz) of the Austrian Research Centers ARC (2003)
- **Intellectual Capital Report-Act** (Wissensbilanz) for Austrian Public Universities (2004)

Scandia Navigator:



Human Capital - Models

- **Input Models:** value of the HC = in employee invested sum of money
- **Output Models**: value of the HC = from employee earned profits
- **Comparison Value Models**: value of the HC = difference between at the employment market potentially achievable value and the transacted investments
- **Indicator Models:**
  - often only listings of indices
  - mostly approximations

scheme of HC-models

- **Input Models:**
  - HumanAssetWorth (Mayos 2001)
  - Value Added Intellectual Coefficient (Public 1998/2000)
- **Output Models**:
  - Accounting for the Future (Nash 2003)
  - Calculated intangible Value (NCI Research, Stewart 1997)
  - Human Capital Pricing Model (Bender/Röhling 2001)
  - ROI on Human Capital (Fitzenz 200)
  - Knowledge Capital Scoreboard (Lev/Bothwell 2001)
  - EVi - (expected value of the individual) (Buck Consultants)

scheme of HC-models

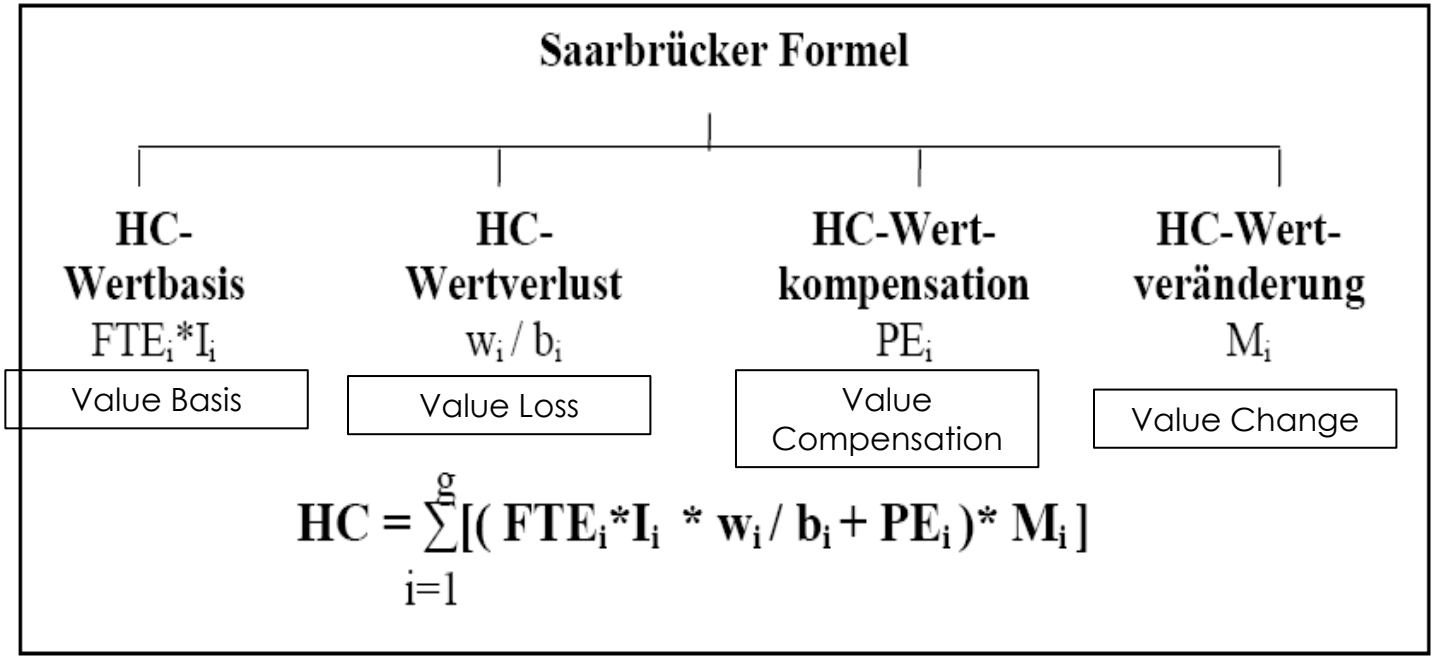
- **Comparison Value Models**:
  - Excellence Modell (EFQM) (European Foundation for Quality Management, Brüssel)
  - Global Human Resources Survey Report (PriceWaterhouseCooper, 2003)
  - TRI*M Index (NFO Infratest)
  - Overall Human Capital Index (Watson Wyatt)
  - Ranking: Attractive Employer (Hewitt 2001)
  - Value Creation Index (Cap Gemini Ernst & Young, 1997/2000)
  - CIPD Framework (Scarborough/Chartered Institute of Personnel& Development 2003)
  - Intellectual Capital Ranking (Edvinsson2000)
  - Human Capital Value (Human-Capital-Club e.V. Munich, Ge, 2003)
  - Intellectual Capital Audit (Brooking 2000)

scheme of HC-models

- **Indicator Models:**
  - Intangible Assets Monitor (Sveiby 1986/87)
  - Skandia Navigator (Edvinsson 1991)
  - Intellectual Capital Navigator (Stewart 1995)
  - Human Resource Scorecard (Becker/Huselid/Ulrich 2001)
  - Human Capital Indicator (Mercer 2001)
  - Werttreiber-Modell (Wucknitz 2002)
    (value driver-Model)

scheme of HC-models

- **Saarbrücker Formel (formula):**



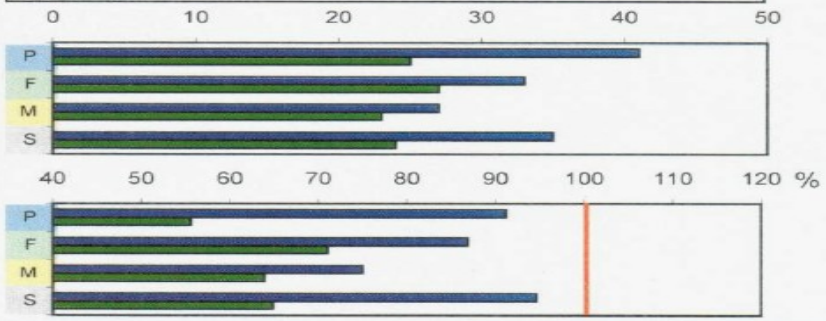
Practical example

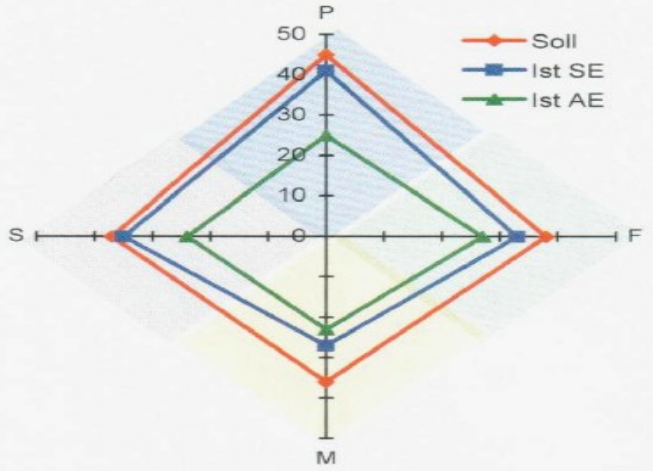
- competence profiling:
  - social competences
  - personal competences
  - professional competences
  - technique competences
  - Leadership competences

Anzahl SE: 1

Anzahl AE: 1

	Soll	Ist SE	Ist AE	Diff SE	Diff AE
Personale Kompetenz (P)	45	41	25	-4	-20
Fachkompetenz (F)	38	33	27	-5	-11
Methodenkompetenz (M)	36	27	23	-9	-13
Sozialkompetenz (S)	37	35	24	-2	-13





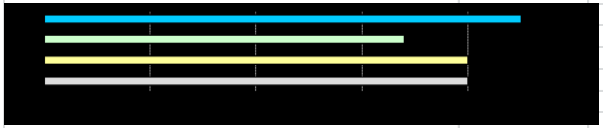
	Soll	Ist SE	Ist AE
Personale Kompetenz			
Charaktereigenschaften			
Glaubwürdigkeit	5	4	3
Optimismus	4	4	3
Selbstvertrauen	5	4	3
Handlungsqualität			
Zuverlässigkeit	5	5	2
Durchsetzungsfähigkeit	4	4	2
Kooperationsfähigkeit	5	4	3
Innovationspotenzial			
Innovationsumsetzung	4	4	2
Eigenverantwortlichkeit			
Verantwortungsübernahme	5	5	2
Mobilität	4	3	3
Entscheidungsbeständigkeit	4	4	2
	45	41	25
Methodenkompetenz			
Denkmethodik			
Nutzenorientierung	5	3	2
Kommunikationstechniken			
Präsentationsfähigkeit	4	4	3
Moderationsfähigkeit	4	3	2
Argumentationsstärke	5	3	3
Grundfertigkeiten			
Zeitmanagement	5	3	4
Entscheidungsfähigkeit	4	4	3
Fach-/Spezialfertigkeiten			
Qualifikationsfähigkeit	4	3	3
Verfahrenskenntnisse	5	4	3
	36	27	23

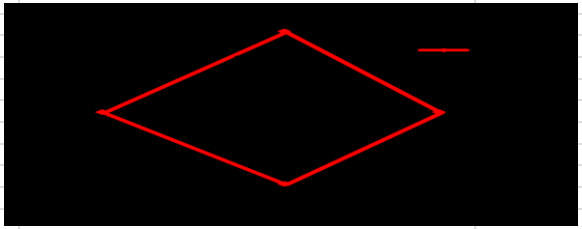
	Soll	Ist SE	Ist AE
Fachkompetenz			
Denkpräferenzen			
Vernetztes Denken	4	4	3
Strukturiertes Denken	4	4	3
Konzeptionelles Denken	5	4	3
Kommunikationsfähigkeiten			
Ausdrucksfähigkeit	4	4	3
Verhandlungsfähigkeit	4	4	2
Grundkenntnisse			
EDV-Kenntnisse	4	3	3
Prozesskenntnisse	5	3	3
Fach-/Spezialkenntnisse			
Branchenkenntnisse	4	4	4
Planungskenntnisse	4	3	3
	38	33	27
Sozialkompetenz			
Interessenpräferenzen			
Technisches Interesse	4	4	4
Kommunikationsverhalten			
Begeisterungsfähigkeit	4	3	2
Improvisationsfähigkeit	4	5	2
Überzeugungskraft	4	3	2
Arbeitsverhalten			
Zielorientierung	5	4	3
Förderungsbereitschaft	4	4	3
Führungsverhalten			
Risikobereitschaft	4	4	3
Ergebnisorientierung	4	4	3
Wahrnehmungsvermögen	4	4	2
	37	35	24

Dr Gerhard Hanggi's Model

COMPRO+®
COMPETENCE - PROFILING

Personal competences	45
Technique competences	34
Professional competences	40
Social competences	40





PERSONAL COMPETENCES	
CHARACTERISTICS	
willpower	4
load-bearing capacity	4
credibility	5
QUALITY OF ACTION	
creative power	4
assertiveness	5
follow-awareness	5
INNOVATION POTENTIAL	
goal orientation	5
willingness to change	4
OWNERSHIP	
Assumption of responsibility	5
decision resistance	4
sum	45

TECHNIQUE COMPETENCES	
THINKING PREFERENCES	
critical Thinking	4
structured thinking	4
conceptual thinking	5
COMMUNICATION SKILLS	
expressiveness	5
negotiation skills	4
Knowledge of foreign languages	3
BASIC KNOWLEDGE	
leadership skills	4
Computer Skills	3
TECHNICAL/SPECIALIZED KNOWLEDGE	
financial literacy	3
sum	34

PROFESSIONAL COMPETENCES	
THINKING PROCESS	
need orientation	4
COMMUNICATION SKILLS	
argument strength	5
strategy Formulation	5
communication skills	4
BASIC SKILLS	
decision-making skills	4
time management	4
SPECIALIST/SPECIAL SKILLS	
Problem solving ability	5
delegation capability	5
qualification ability	4
sum	40

SOCIAL COMPETENCES	
INTEREST PREFERENCES	
social Intelligence	4
COMMUNICATION BEHAVIOUR	
Conflict resolution ability	5
persuasiveness	5
WORK BEHAVIOUR	
achievement orientation	5
promoting readiness	4
Interaction skills	4
LEADERSHIP SKILLS	
risk-taking	4
ability to represent	4
perception	5
sum	40

Individual skill profiling

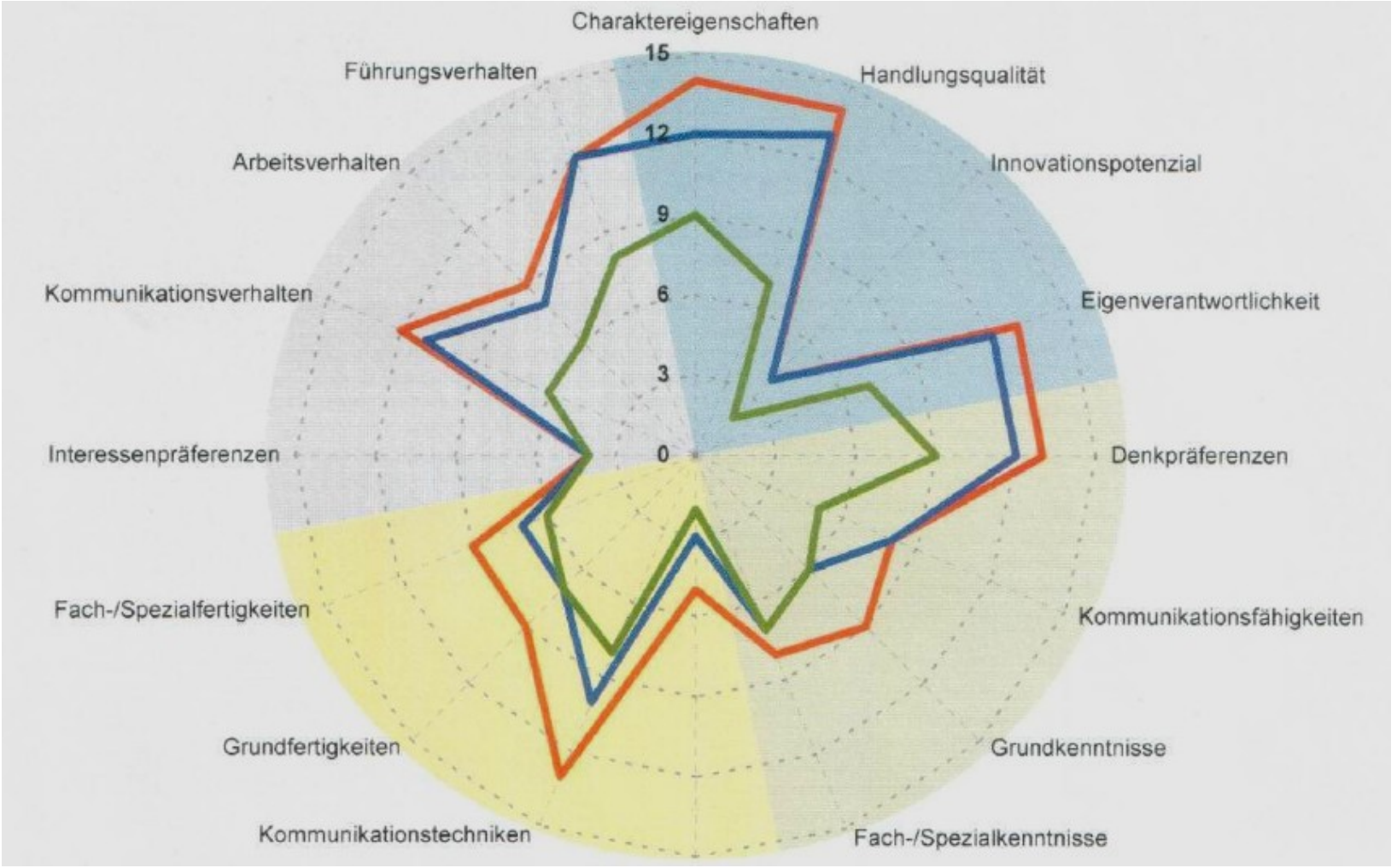
Defining skill profile for position “Production Controller”

Tasks	Skill profile	Description
Task 1-Control production costs	Personal competences	load-bearing capacity,credibility,goal oriented
	Technique competences	critical thinker,conceptual skills,negoiation skills
	Professional competences	strategy formulator,decion maker,problem solver
	Social competences	conflict resolution ability,persuasive
Task 2-Processing customer orders	Personal competences	crediblity, assertiveness,goal oriented
	Technique competences	negotiation skills, language skills
	Professional competences	delegation capabilites, problem solver
	Social competences	social intelligence, conflict resolution
Task 3-Investigate production problems	Personal competences	willingness to change, assertiveness, load bearing capacity
	Technique competences	negotiator,structured thinking
	Professional competences	decision maker, problem solver
	Social competences	conflict resolution, flexibility

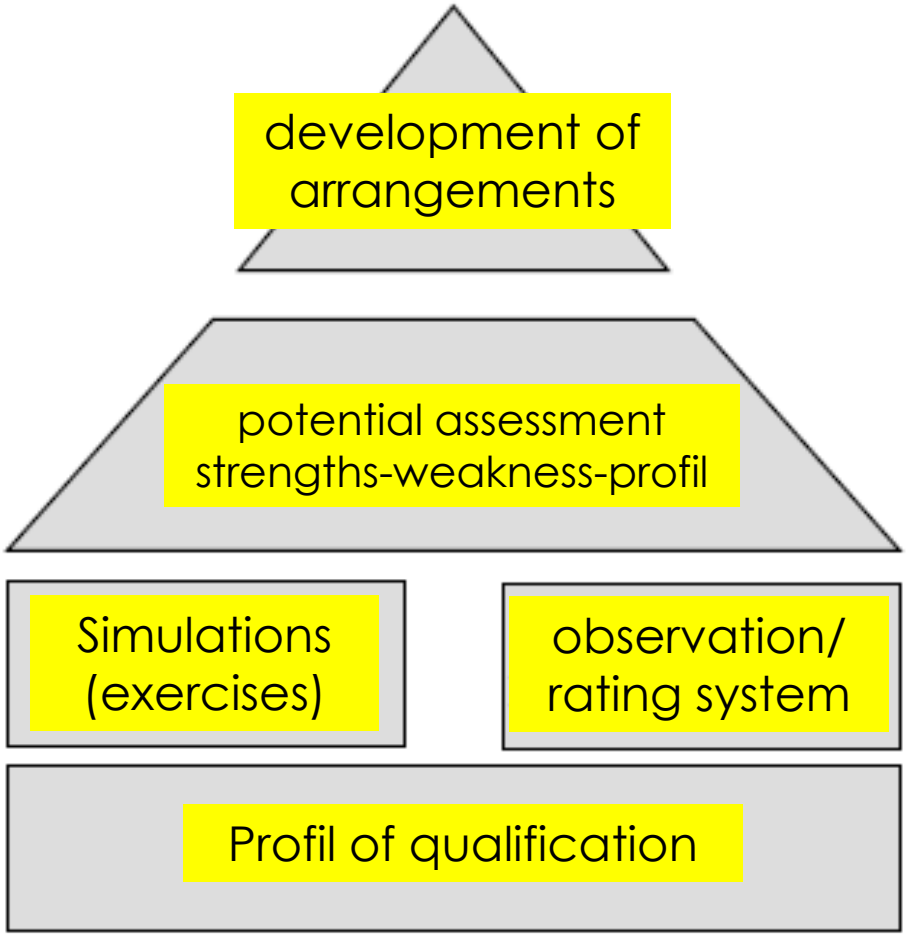
Users of Dr Hanggi's model:

Practical example

Kompetence Radar



Practical example Assessment Center:



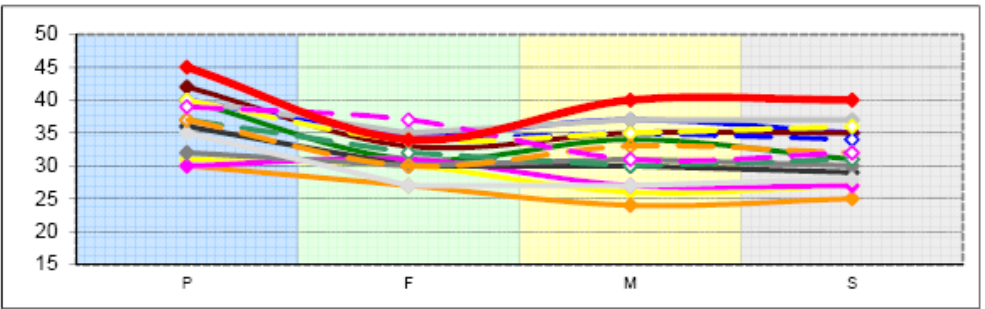
structure of a assessment center

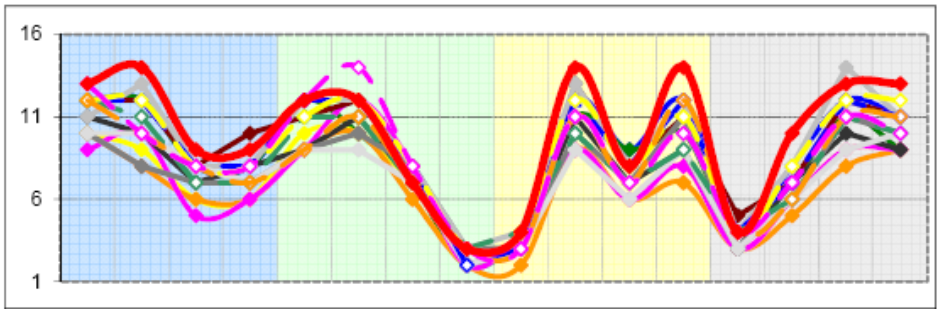
Ranking

Führungsprofil

COMPRO+ COMPETENCE - PROFILING

Nr.	Name	Vorname	Pers. Code	Total Summe	Personale Kompetenz	Fachkompetenz	Methodenkompetenz	Sozialkompetenz	Charaktereigenschaften	Handlungsqualität	Innovationspotenzial	Eigenverantwortlichkeit	Denkpräferenzen	Kommunikationsfähigkeiten	Grundkenntnisse	Fach-/Spezialkenntnisse	Denkmethodik	Kommunikationstechniken	Grundfertigkeiten	Fach-/Spezialfertigkeiten	Interessenpräferenzen	Kommunikationsverhalten	Arbeitsverhalten	Führungsverhalten
	Soll Profil			159	45	34	40	40	13	14	9	9	12	12	7	3	4	14	8	14	4	10	13	13
AC-201-1	AC-201		SE-201	147	40	35	37	35	12	12	8	8	12	12	8	3	4	12	9	12	4	8	12	11
AC-203-1	AC-203		SE-203	136	40	31	34	31	12	12	8	8	12	10	7	2	4	11	9	10	4	7	11	9
AC-204-1	AC-204		SE-204	114	31	30	26	27	10	9	6	6	10	10	7	3	3	9	6	8	3	6	9	9
AC-205-1	AC-205		SE-205	106	30	27	24	25	10	8	6	6	9	10	6	2	2	9	6	7	3	5	8	9
AC-206-1	AC-206		SE-206	115	30	31	27	27	9	10	5	6	9	12	8	2	4	9	6	8	3	6	9	9
AC-207-1	AC-207		SE-207	145	42	33	35	35	12	12	8	10	11	12	8	2	3	13	8	11	5	7	12	11
AC-209-1	AC-209		SE-209	125	36	30	30	29	11	10	7	8	9	11	7	3	3	11	7	9	3	7	10	9
AC-210-1	AC-210		SE-210	123	32	30	31	30	10	8	7	7	9	10	8	3	3	10	7	11	3	6	11	10
AC-211-1	AC-211		SE-211	149	40	35	37	37	11	13	8	8	12	12	8	3	4	13	8	12	4	8	14	11
AC-212-1	AC-212		SE-212	117	35	27	27	28	10	10	8	7	9	9	7	2	3	9	6	9	3	6	9	10
AC-213-1	AC-213		SE-213	143	40	34	35	34	12	12	8	8	12	12	8	2	3	12	8	12	4	7	12	11
AC-214-1	AC-214		SE-214	130	37	32	30	31	12	11	7	7	11	11	7	3	4	10	7	9	4	6	11	10
AC-215-1	AC-215		SE-215	145	40	34	35	36	12	12	8	8	11	12	8	3	4	12	8	11	4	8	12	12
AC-216-1	AC-216		SE-216	132	37	30	33	32	12	10	8	7	9	11	7	3	3	11	7	12	4	6	11	11
AC-217-1	AC-217		SE-217	139	39	37	31	32	13	10	8	8	12	14	8	3	3	11	7	10	4	7	11	10





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mobil: +43-(0)650-22529991

Thank you for your attention.

Questions ?

INTRODUCTION

short CV Dipl.-Ing. Johannes GÖLLNER, e.g.:

- ***Visiting Professor*** *for Human Resource* Management at the MASARYK University Brno (CZ), 02-06/2015.
- ***Visiting Professor*** *for Organisational* Knowledge Development & Knowledge Management at the MASARYK University Brno (CZ), 10/2014.
- ***CEO & Partner*** of M²D MasterMind Development GmbH (Ltd.), Vienna, Austria
- ***Head of the Section*** of Knowledge Management at the National Defence Academy of the Austrian Ministry of Defence & Sport, Vienna, (AT), 2011-dato)
- ***Lecturer*** for Risk – and Crises Management and Organisational Leadership at the University of Natural Resources and Life Science Vienna (AT), 2008-2017.
- **Core Member** of the Standardization/Guideline-Workshop "**Supply Chain Risk Management**" of the Risk Management Association, e.V., Munich, Germany (2013-dato).
- ***Chairman*** of the **Center of Risk & Crises Management** (at the University of Natural Resources and Life Science Vienna); *www.zfrk.org*
- ***Founder*** *and* ***Chairman*** *of the Standardization Committee for Risk- and Crises Management (ONK 246) at the Austrian Standardization Institute (01/2003-11/2008); (ISO 31000, ISO 22399, CEN "Critical Infrastructure").*
- *Director of the postgraduate* ***MSc- Study Program "Risk Management"*** *at the Danube University Krems (AT) (2009-2012).*
- *Director of the postgraduate* ***MBA- Study Programm"Environmental Threats & Disaster Management"*** *at the NBC Defence School of AFF (2003-2009).*
- ***S3, Ref. Knowledge Management & Head of the Section*** of **Risk Management** at the *NBC Defence School* of the Austrian Ministry of Defence & Sport (since 2003-2010).
- *Assistant & Visiting Professor, Scientific employee and Lecturer at Austrian Universities and Universities of Applied Science (1992-2010)*
- ***Scientific Leader*** *of the EU-FP 7-Project "****Foresight Security Scenarios: Mapping Research to a Comprehensive Approach to Exogenous EU Roles****" at the Danube University Krems (AT) , www.focusproject.eu ;(2011-2013).*

INTRODUCTION

Actuall Research Activities: DI GOELLNER, MSc

actuall research activities in Relation to the National Austrian Security Research Programm, called KIRAS (http:www.kiras.at) are, **e.g.:**

- **RSB:** Risikanalysis for Simultanious Threats
- **MDL & QuOIMA**
- **SG²:** Smart Grids
- **Cloud Sicherheit/Security:** Guidelines for SME & Authorities
- **LMK-MUSE**: Last Mile im Katastrophenfall-Modellunterstützte Simulation für Entscheidungsfindung-decision making in logistics under VPPP-Supply Private Public Partnership-requirements & conditions
- **META RISK:** Meta-Risiko-Modell für kritische Infrastrukturen (Development of a META RISK MODEL)
- **RAGOUT** Risikoanalyse Güterverkehr – Organisation, Umsetzung und Technologien
- **GeRiAn** Gesamtstaatliche Risiko-Analyse
- **ABC-DEKO**
- **ABC-VR**
- **SRA**-Strategisches Lagezentrum für Ressource-Analysis
- **BITCRIME:** Verfolgung und Prävention organisierter Finanz-kriminalität mit virtuellen Währungen