"HRM & OrgDev" Introduction

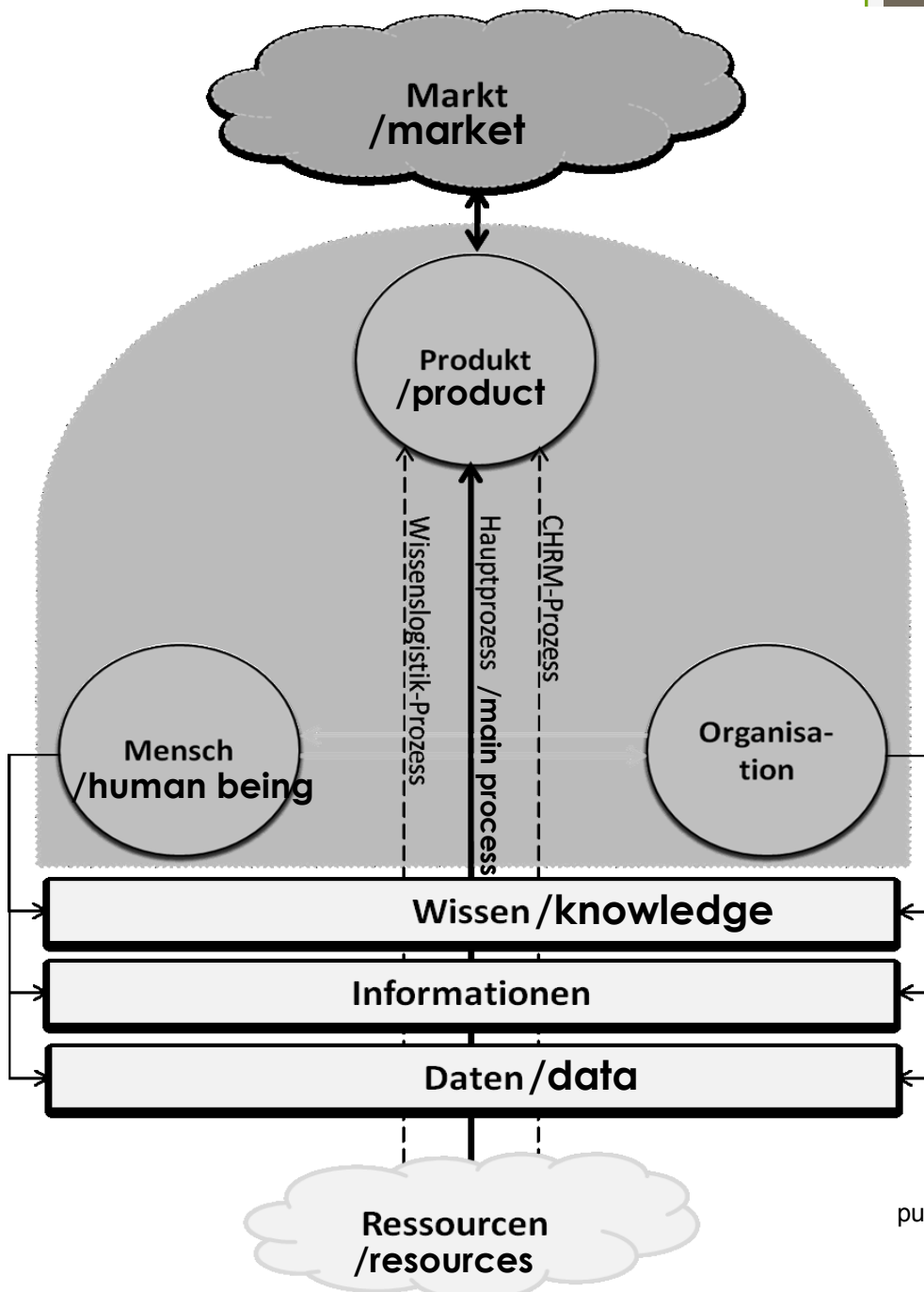**Dipl.-Ing. Johannes GÖLLNER, MSc**
Masaryk University, Brno, CZ
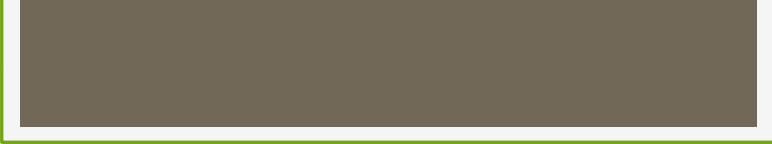September, 23th, 2016, 11:05–16:05

Lecture-part 1
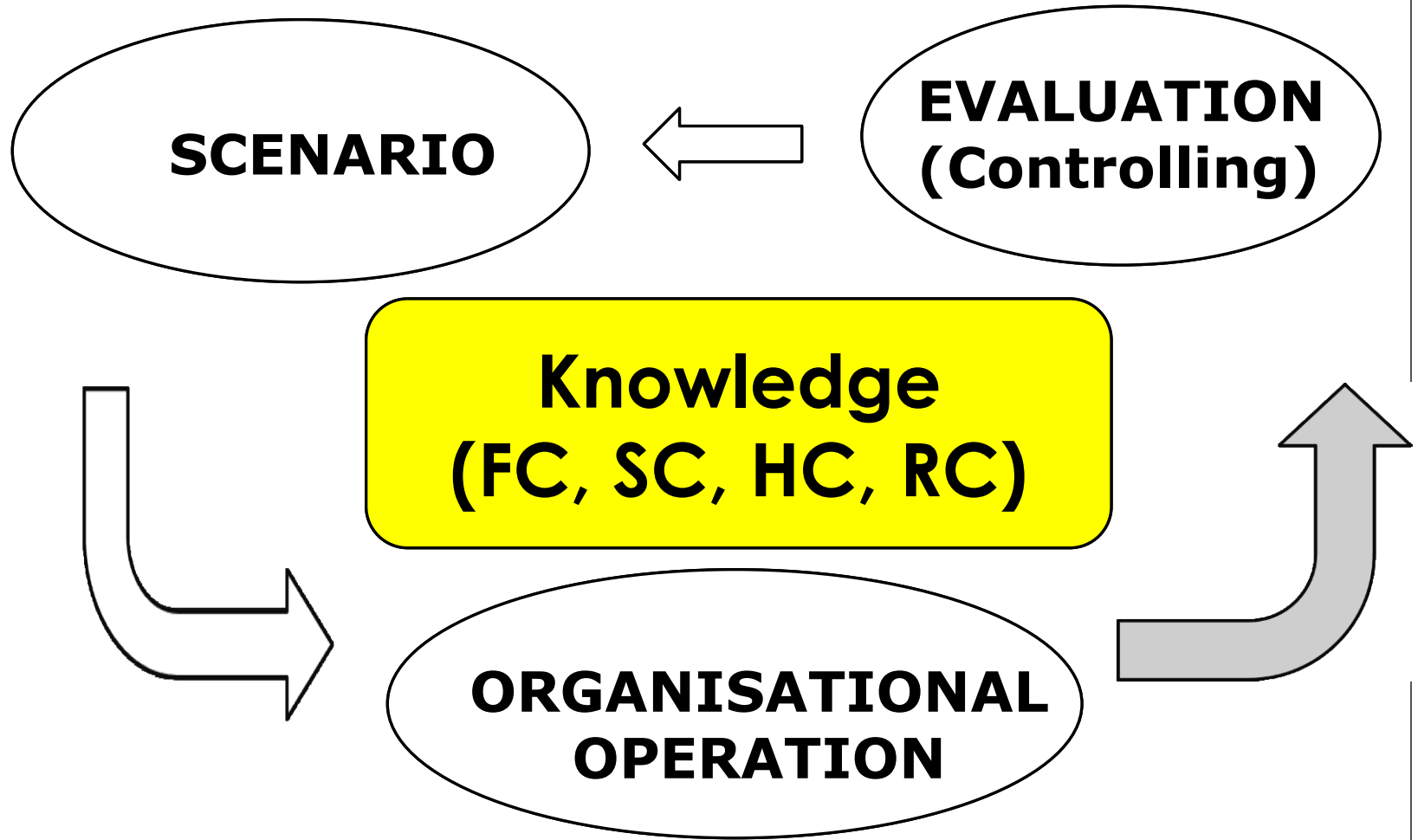
Relevant CONTENT of HRM & OrgDev:

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

Markt /market

Produkt /product

Wissenslogistik-Prozess

Hauptprozess /main process

CHRM-Prozess

Mensch /human being

Organisa-tion

Wissen /knowledge

Informationen

Daten /data

Ressourcen /resources

Organisation-Development

SCENARIO

EVALUATION (Controlling)

Knowledge (FC, SC, HC, RC)

ORGANISATIONAL OPERATION

high

complex decisions

quantitative

30%

tive tactics

blocked decisions

4 %

judgment (intuition)

procedural difficulty

bargai
judgment (intuition)

49%

subjective tactics

17 %

quantitative tactics

understood / routine decisions

discouraged decisions

high

political difficulty

low

Quelle: Paul C. Nutt, 1998

Building
the Knowledge Performance System with a Model Based Approach

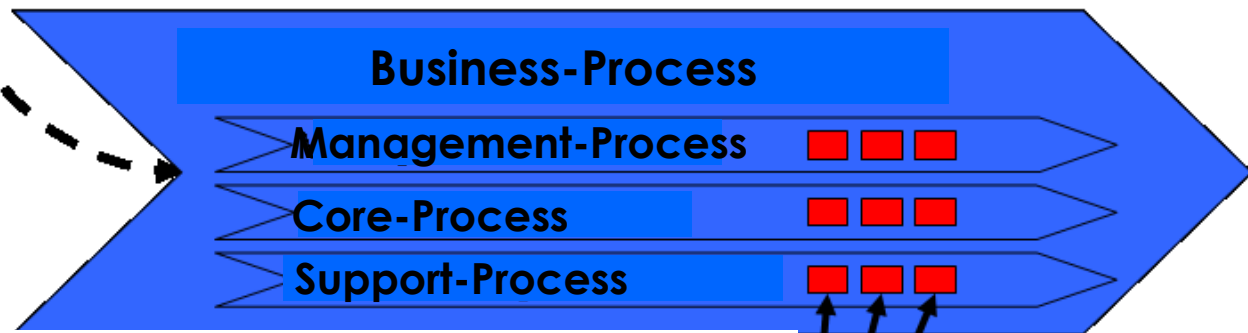*No engineer, designer or architect works without a plan / planning / BPM - tool!*

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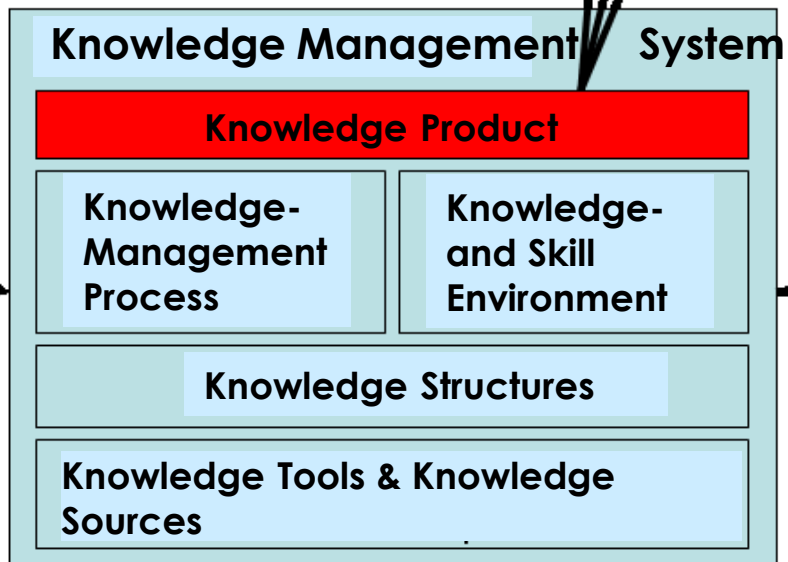
„idea"

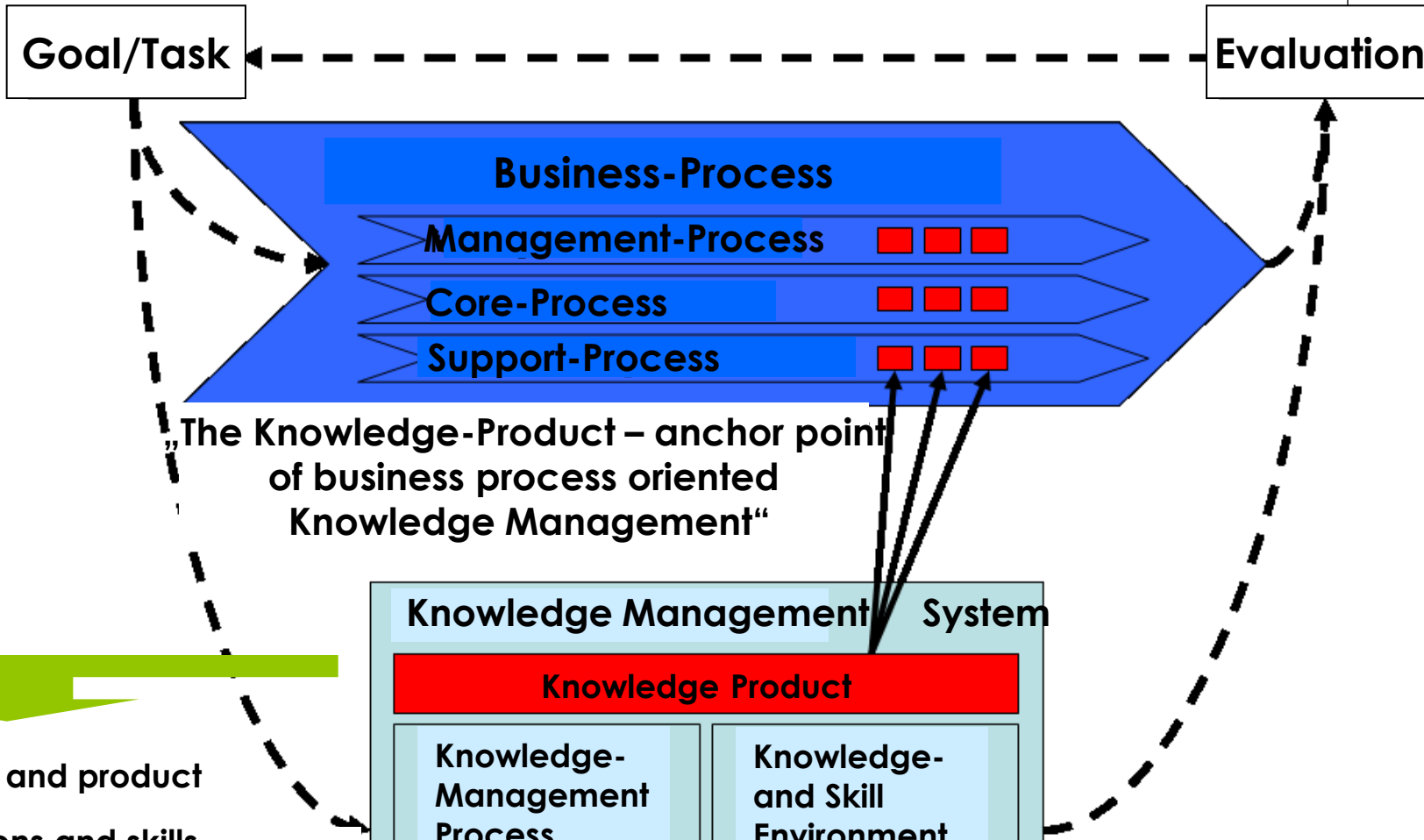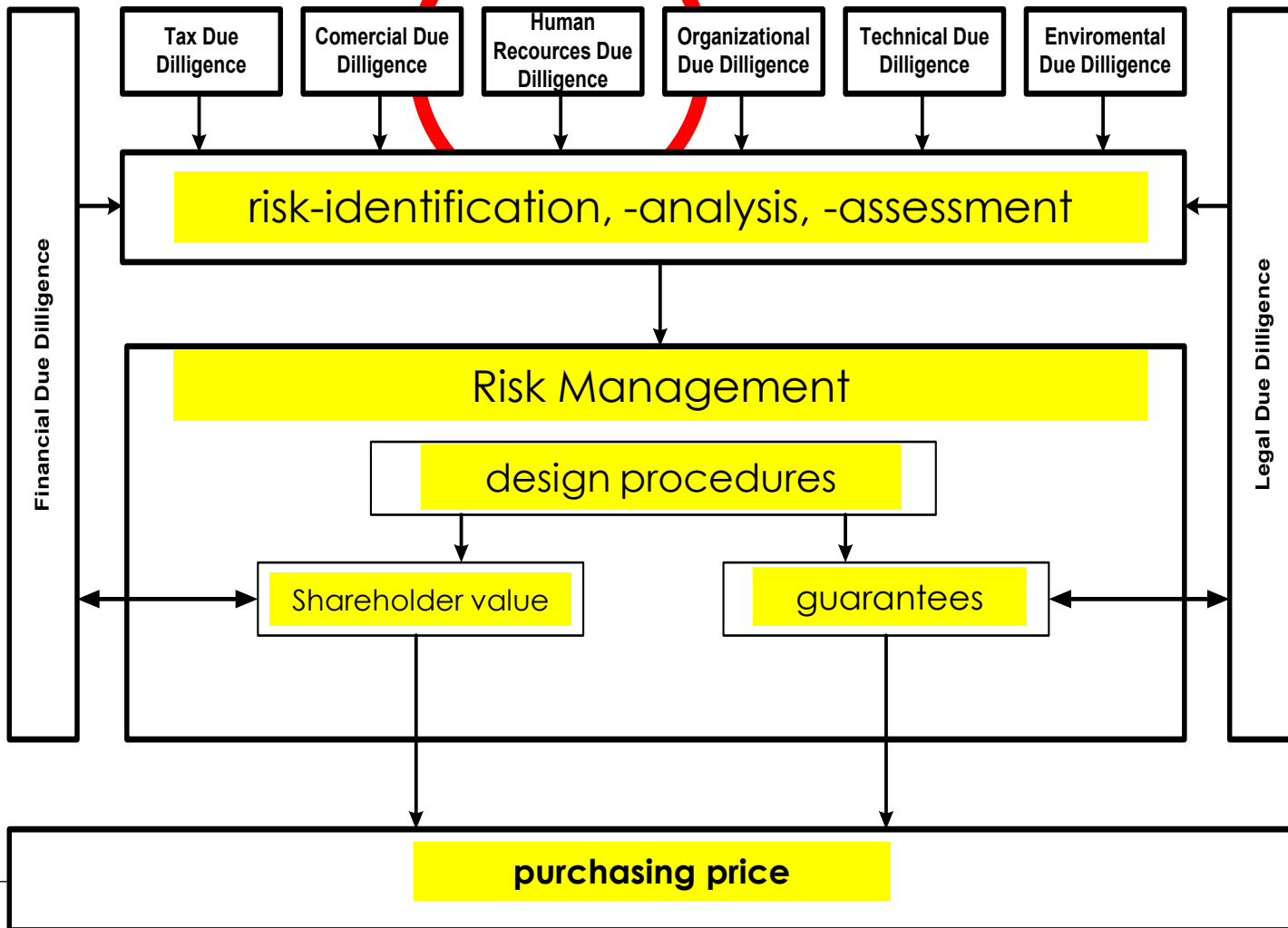**IF YOU CAN`T MEASURE - YOU CAN`T MANAGE IT!**

Goal/Task - - - - - - - - - - - - - → **Evaluation**

Business-Process

Management-Process 🟥 🟥 🟥

Core-Process 🟥 🟥 🟥

Support-Process 🟥 🟥 🟥

„The Knowledge-Product – anchor point of business process oriented Knowledge Management"

Knowledge Management System

Knowledge Product

Knowledge-Management Process	Knowledge- and Skill Environment

Knowledge Structures

Knowledge Tools & Knowledge Sources

Use case and product

HC relations and skills

Processes and structures

Ressources and support

Relation HC and Risk Management (RM) for organisational development

Tax Due Dilligence	Comercial Due Dilligence	Human Recources Due Dilligence	Organizational Due Dilligence	Technical Due Dilligence	Enviromental Due Dilligence

Financial Due Dilligence

Legal Due Dilligence

risk-identification, -analysis, -assessment

Risk Management

design procedures

Shareholder value

guarantees

purchasing price

CORPORATE COMPLIANCE

All measures designed to ensure the correct conduct of a company, its management and supervisory bodies and its employees.
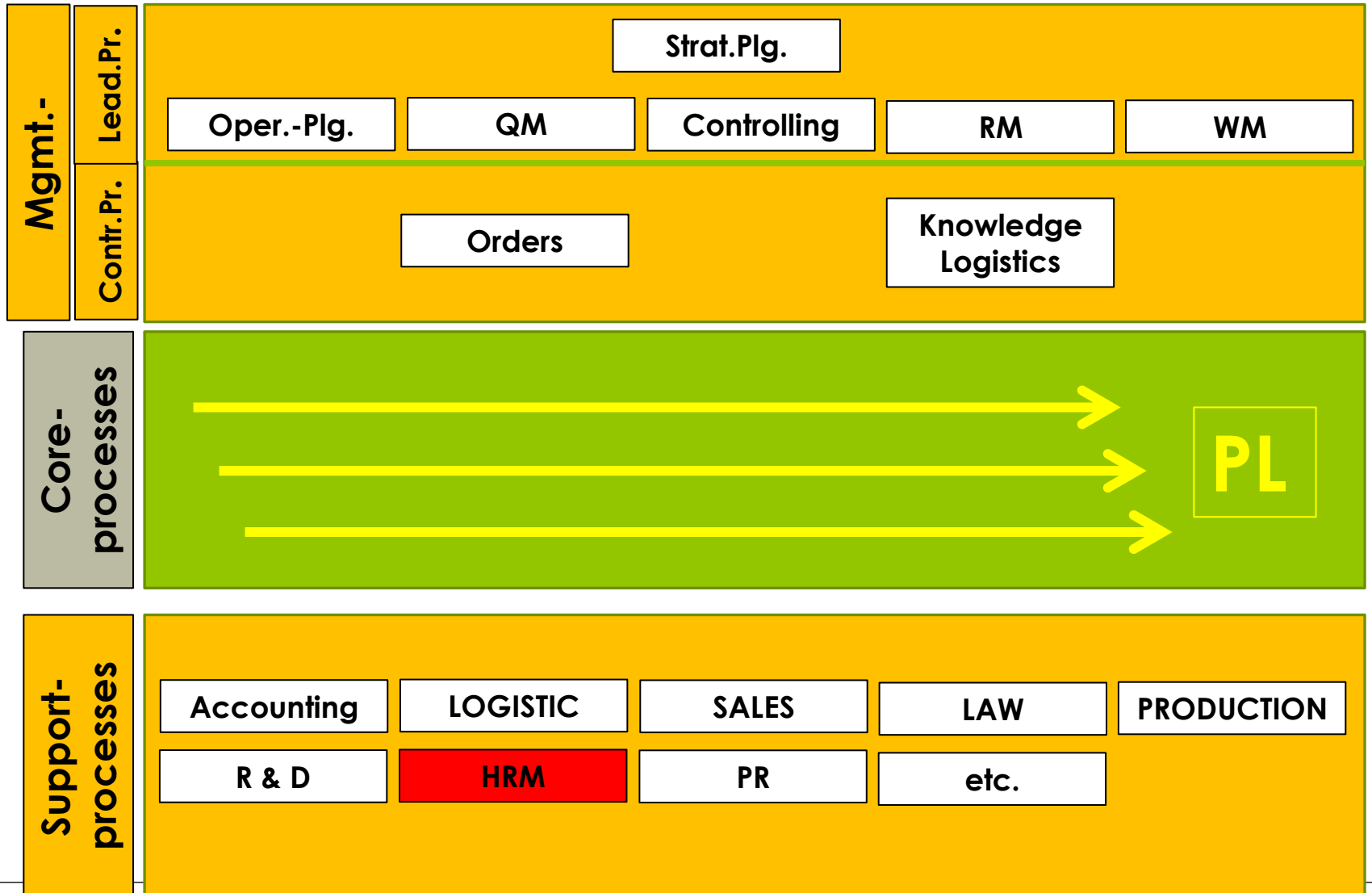
The main task of the Board / CEO is to ensure that:
- organizational measures, training and controls and
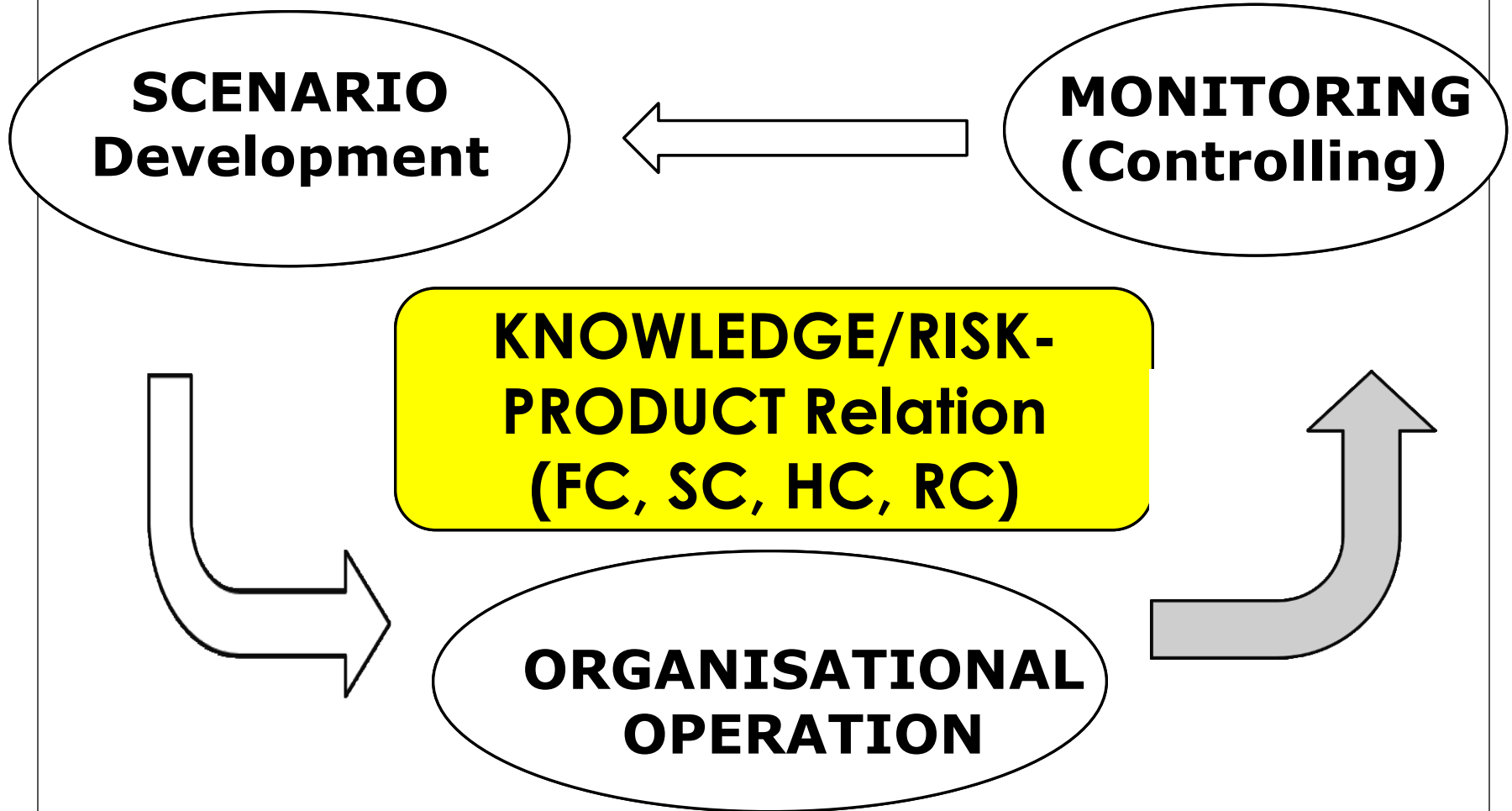**- the correct conduct of the company and its employees**
is ensured.

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

Process-Chart: Organisation „X":

Mgmt.-	**Lead.Pr.**	Strat.Plg. / Oper.-Plg. QM Controlling RM WM
	Contr.Pr.	Orders Knowledge Logistics
Core-processes		PL
Support-processes		Accounting LOGISTIC SALES LAW PRODUCTION / R & D HRM PR etc.

General Process-Logic of an Organisation

SCENARIO Development

MONITORING (Controlling)

KNOWLEDGE/RISK-PRODUCT Relation (FC, SC, HC, RC)

ORGANISATIONAL OPERATION

Source: Goellner

Network Analysis of Banking & Finance Organisations

Source: Institut für Systemgestaltung, ETH Zürich

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:
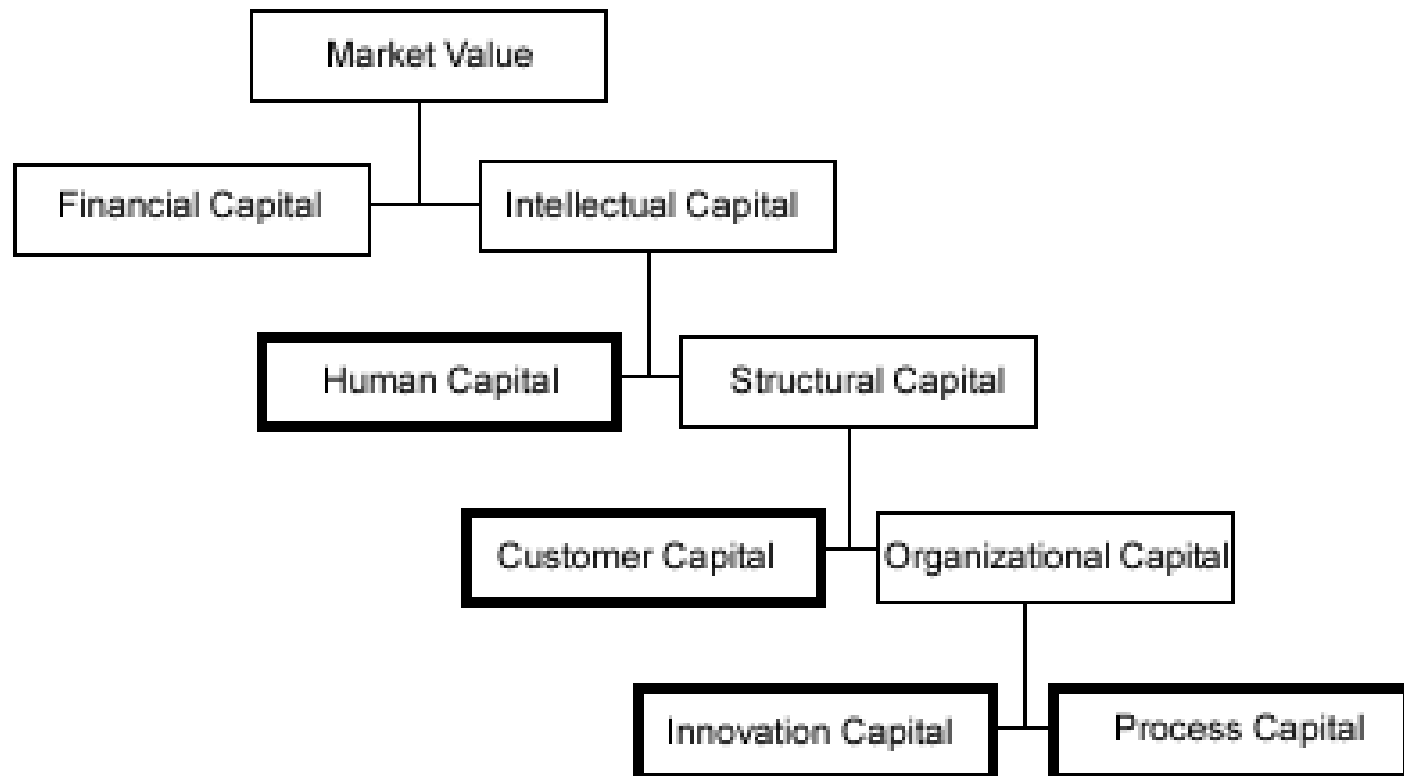
Human Capital - Models

- **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):**

Saarbrücker Formel

HC-Wertbasis	HC-Wertverlust	HC-Wertkompensation	HC-Wertveränderung
$FTE_i * I_i$	w_i / b_i	PE_i	M_i

$$HC = \sum_{i=1}^{g} [(FTE_i * I_i * w_i / b_i + PE_i) * M_i]$$
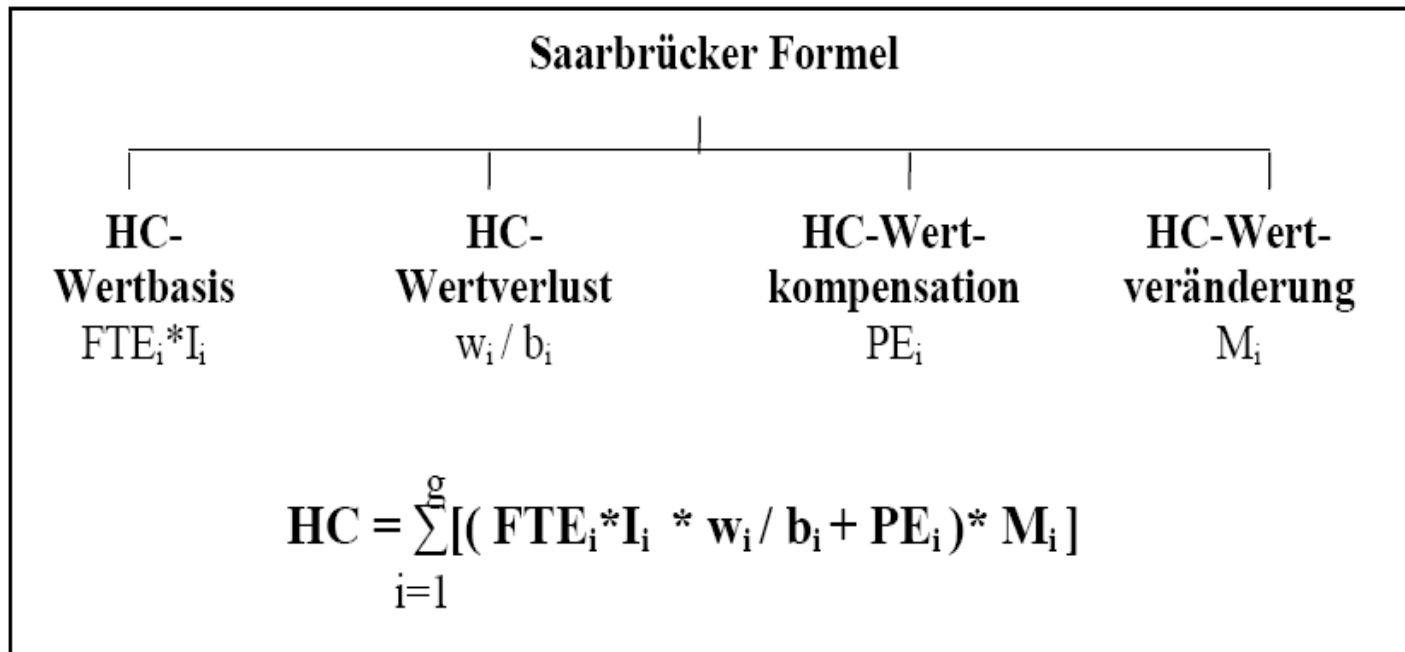
Practical example

- competence profiling:

  - social competences
  - personal competences
  - professional competences
  - technique competences

Practical example

Kompetence Radar

Practical example Assessment Center:

development of arrangements

potential assessment strengths-weakness-profil

Simulations (exercises)

observation/ rating system

Profil of qualification

structure of a assessment center

Anzahl SE: 1
Anzahl AE: 1
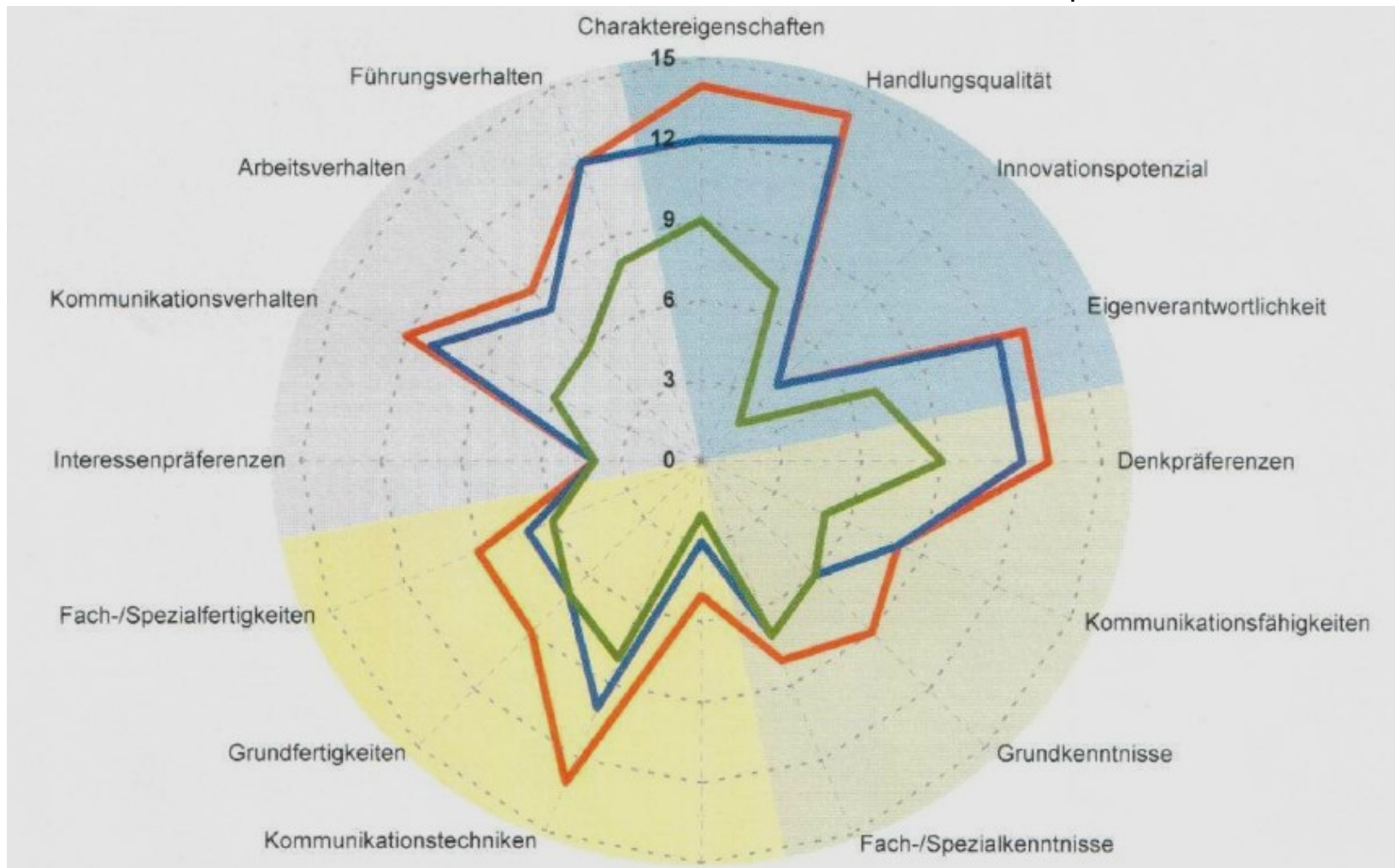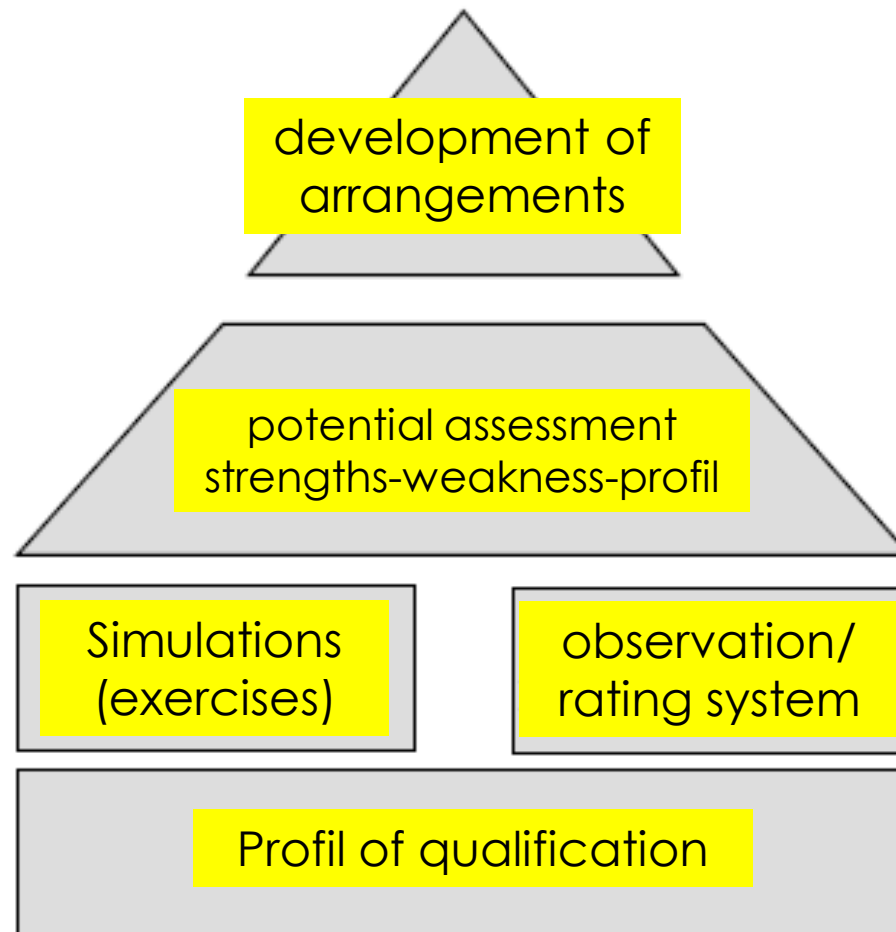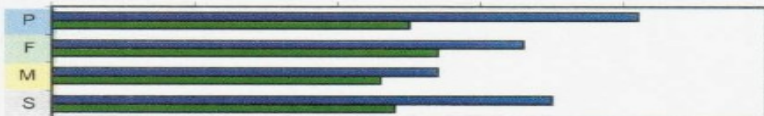
	Soll	Ist SE	Ist AE	Diff SE	Diff AE
Personale Kompetenz (P)	45	41	25	-4	-20
Fachkompetenz (F)	38	33	27	-5	-11
Methodenkompetenz (M)	36	27	23	-9	-13
Sozialkompetenz (S)	37	35	24	-2	-13

Personale Kompetenz Charaktereigenschaften	Soll	Ist SE	Ist AE	Fachkompetenz Denkpräferenzen	Soll	Ist SE	Ist AE
Glaubwürdigkeit	5	4	3	Vernetztes Denken	4	4	3
Optimismus	4	4	3	Strukturiertes Denken	4	4	3
Selbstvertrauen	5	4	3	Konzeptionelles Denken	5	4	3
Handlungsqualität				Kommunikationsfähigkeiten			
Zuverlässigkeit	5	5	2	Ausdrucksfähigkeit	4	4	3
Durchsetzungsfähigkeit	4	4	2	Verhandlungsfähigkeit	4	4	2
Kooperationsfähigkeit	5	4	3				
Innovationspotenzial				Grundkenntnisse			
Innovationsumsetzung	4	4	2	EDV-Kenntnisse	4	3	3
				Prozesskenntnisse	5	3	3
Eigenverantwortlichkeit				Fach-/Spezialkenntnisse			
Verantwortungsübernahme	5	5	2	Branchenkenntnisse	4	4	4
Mobilität	4	3	3	Planungskenntnisse	4	3	3
Entscheidungsbeständigkeit	4	4	2				
	45	41	25		38	33	27
Methodenkompetenz Denkmethodik				Sozialkompetenz Interessenpräferenzen			
Nutzenorientierung	5	3	2	Technisches Interesse	4	4	4
Kommunikationstechniken				Kommunikationsverhalten			
Präsentationsfähigkeit	4	4	3	Begeisterungsfähigkeit	4	3	2
Moderationsfähigkeit	4	3	2	Improvisationsfähigkeit	4	5	2
Argumentationsstärke	5	3	3	Überzeugungskraft	4	3	2
Grundfertigkeiten				Arbeitsverhalten			
Zeitmanagement	5	3	4	Zielorientierung	5	4	3
Entscheidungsfähigkeit	4	4	3	Förderungsbereitschaft	4	4	3
Fach-/Spezialfertigkeiten				Führungsverhalten			
Qualifikationsfähigkeit	4	3	3	Risikobereitschaft	4	4	3
Verfahrenskenntnisse	5	4	3	Ergebnisorientierung	4	4	3
				Wahrnehmungsvermögen	4	4	2
	36	27	23		37	35	24

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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
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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
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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
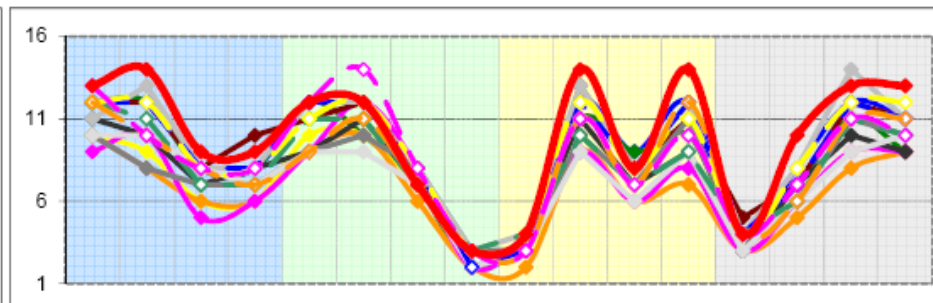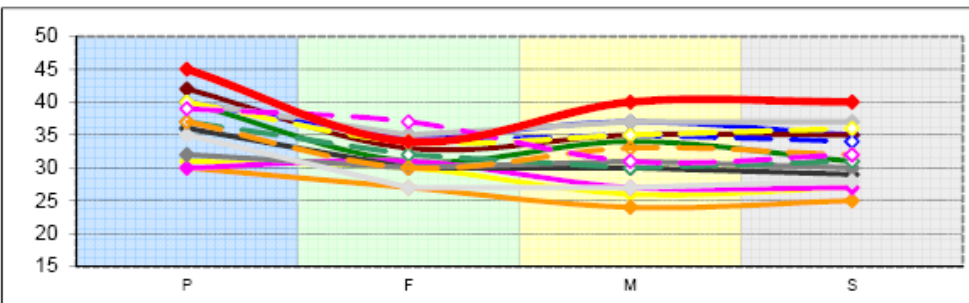
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Thank you for your attention.

Questions ?

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-dato.
- **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).*