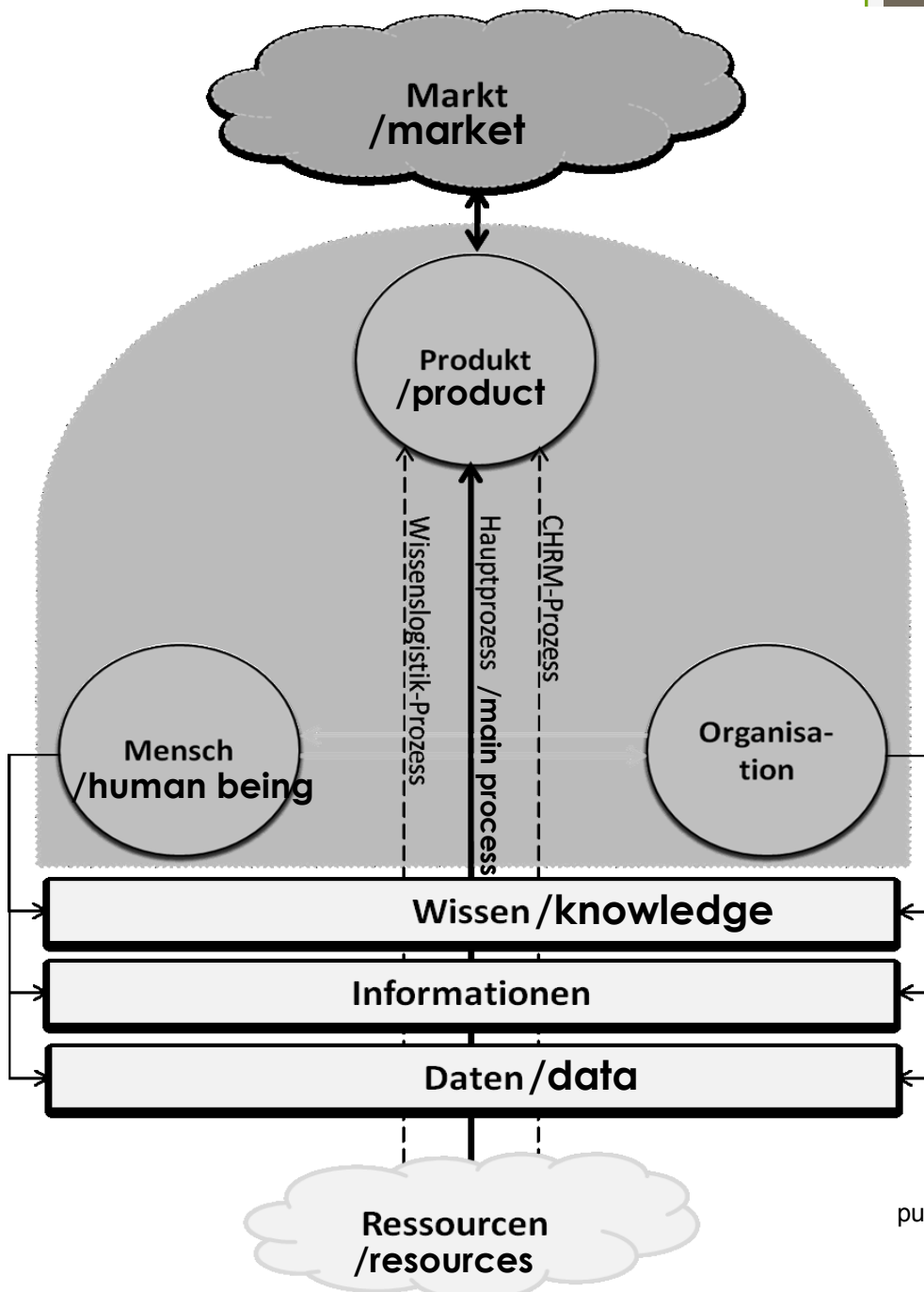# "HRM & KD"

Dipl.-Ing. Johannes GÖLLNER, MSc
Masaryk University, Brno, CZ
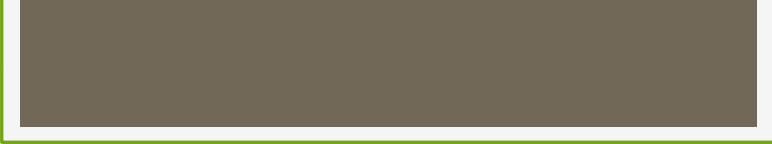September, 29th, 2017, 11:05–16:10, following
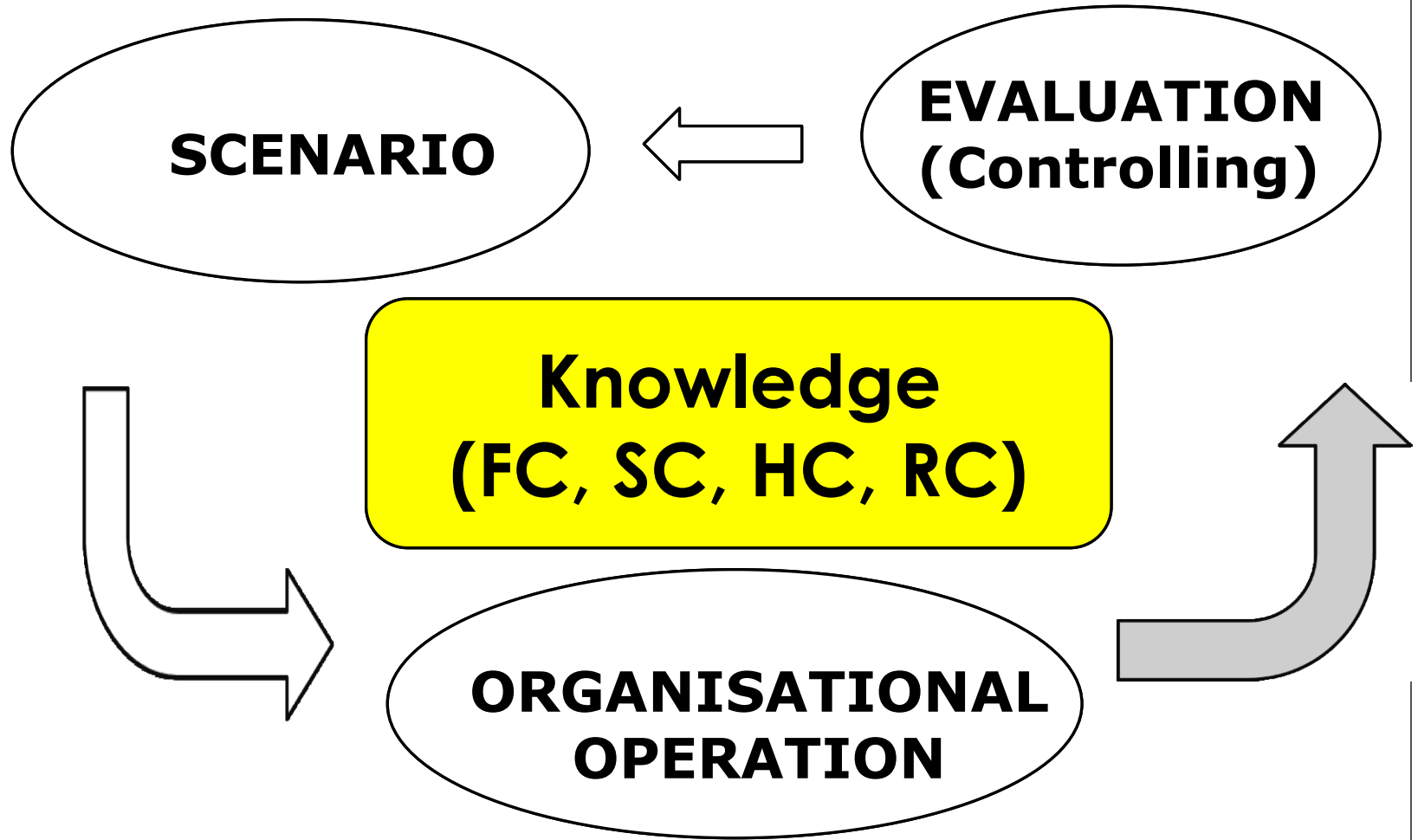
Lecture 2

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

Markt /market

Produkt /product

Wissenslogistik-Prozess

Hauptprozess /main process

CHRM-Prozess

Mensch /human being

Organisa-tion

Wissen /knowledge

Informationen

Daten /data

Ressourcen /resources

Generic description of the system ORGANISATION

IN **60** SECONDS...

1 **NEW** DEFINITION IS ADDED ON urban DICTIONARY

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 Ad's

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!!

? **QUESTIONS** ASKED ON THE INTERNET...

100+ Answers.com 40+ YAHOO! ANSWERS

6,600+ **NEW** PICTURES ARE UPLOADED ON flickr

You Tube 600+ **NEW** VIDEOS

50+ **WORDPRESS** DOWNLOADS

25+ HOURS **TOTAL** DURATION

70+ **DOMAINS** REGISTERED

60+ **NEW** BLOGS

168 MILLION **EMAILS** ARE SENT

694,445 **SEARCH** QUERIES

1,700+ **Firefox** DOWNLOADS

695,000+ facebook. **STATUS** UPDATES

=125+ **PLUGIN** DOWNLOADS

1,500+ **BLOG** POSTS

79,364 **WALL** POSTS

510,040 **COMMENTS**

Google

Google Search

Organisation-Development

SCENARIO

EVALUATION (Controlling)

Knowledge (FC, SC, HC, RC)

ORGANISATIONAL OPERATION

complex decisions | blocked decisions

quantitative

30%

4%

judgment (intuition)

tive tactics

procedural difficulty

bargai... | judgment (intuition)

49%

subjecti...

17%

tac...

q...tative tactics

understood / routine decisions | discouraged decisions

low

political difficulty

high
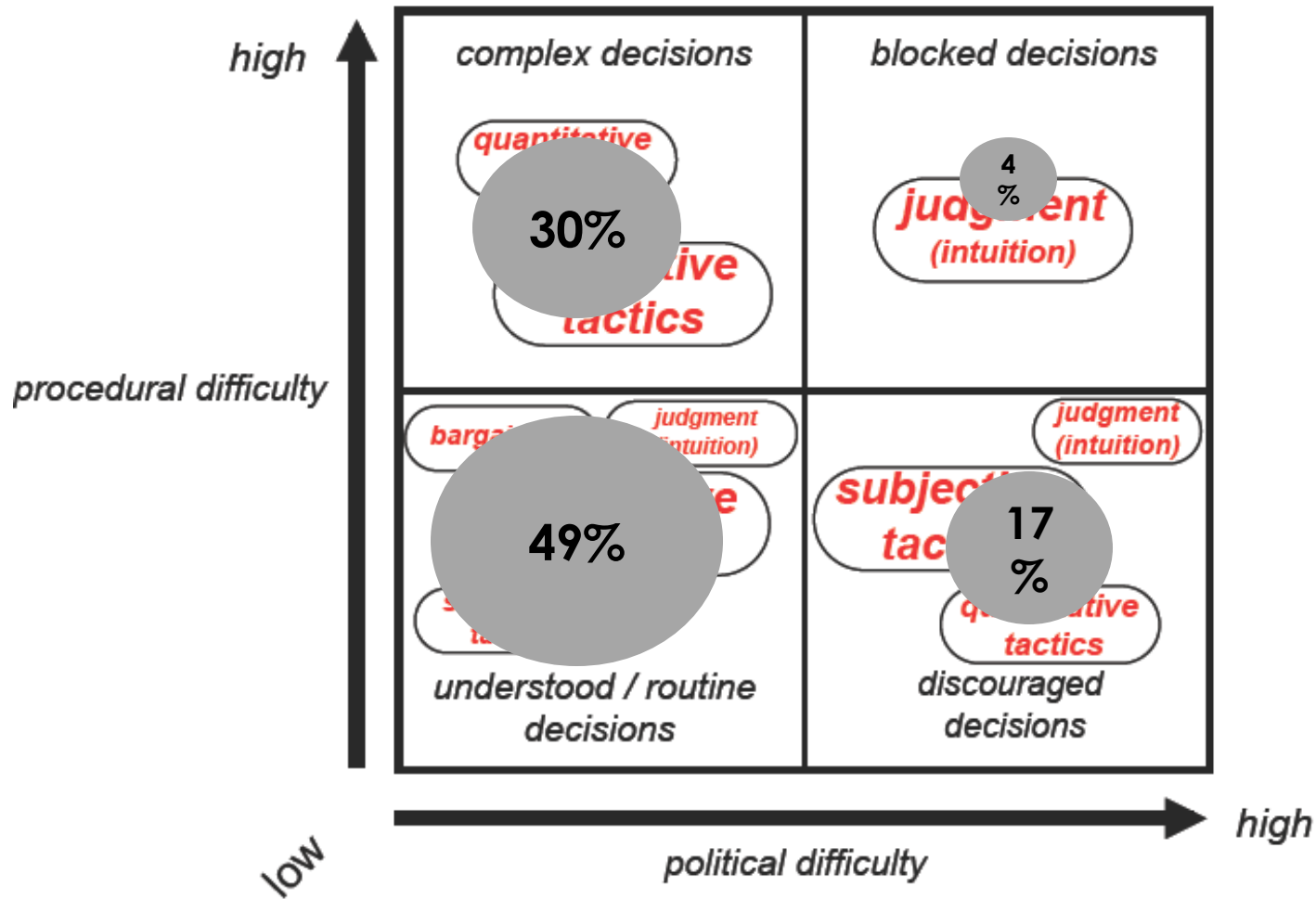
Quelle: Paul C. Nutt, 1998

Sozialkapital als
vermittelnde Ressource
Mikro<->Makro

Sozialkapital als
Wissensressource
Wissensperspektive
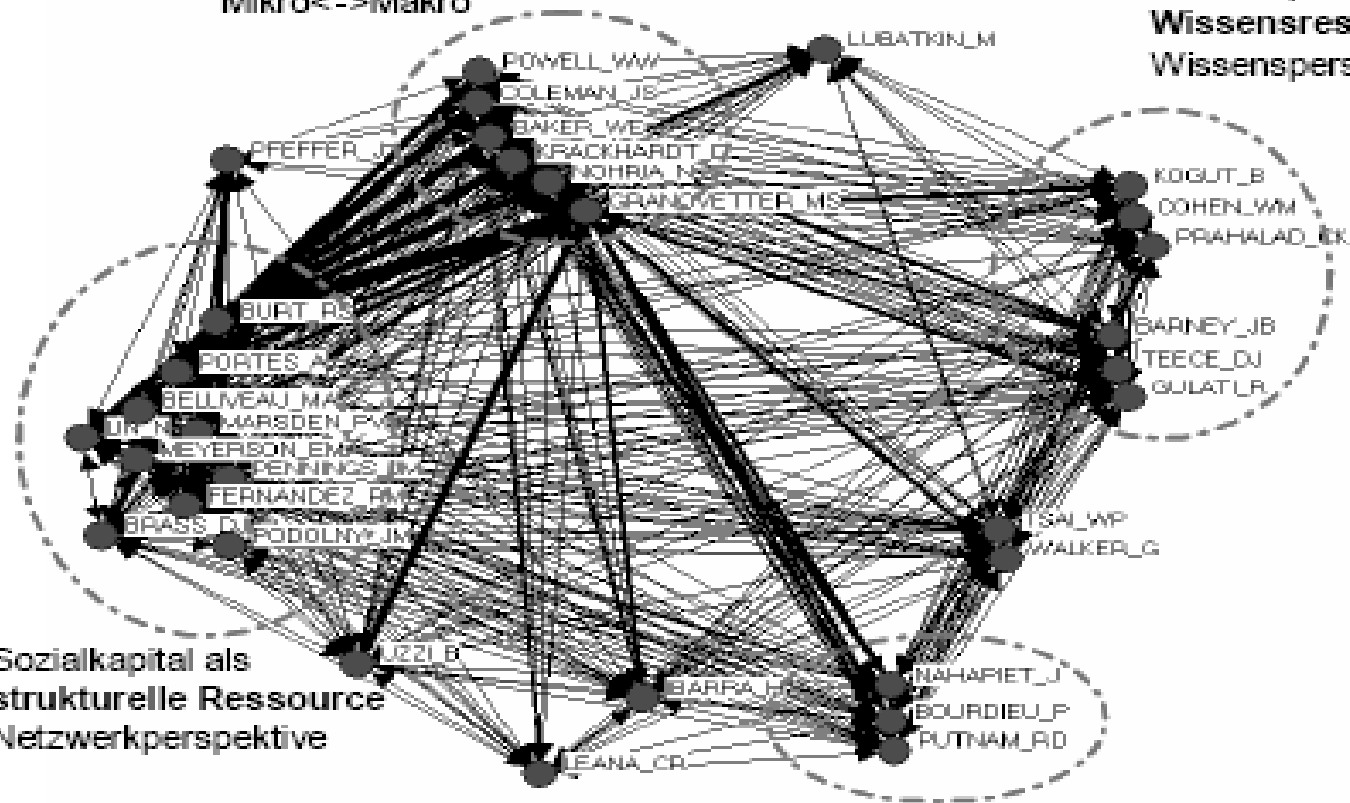
Sozialkapital als
strukturelle Ressource
Netzwerkperspektive

Sozialkapital als
kulturelle Ressource
Evolutionäre, kulturalistische
Perspektive

1. Challenges of HR in a Organisation

1.1 Support for capability development

1.2 Enabler for organisational/system interoperability

1.3 Improvement of the evaluation quality („learning organisation")

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?

1.1 Support for capability development

- Capability is the entirety of a system that delivers an output or effect. It will most likely be a complex combination of:

  Strategy, Organisation, Training, Material,

  Leadership, Personnel,Facilities.

Holistic approach: „Product View"

- output or effect (capability) defined as a product/knowledge product?
- product - view for complex organisations/systems?

Knowledge is a Product

If you can`t measure it -
you can`t manage it!

You have to design, produce and evaluate a product with resources, skills, processes and knowledge!

Do you know, what quality/quantity of knowledge you need for a organisational development?

1.2 Enabler for interoperability

- Political
- Legal
- Organisational
- Semantical
- Technical

  interoperability for a specific task/goal

Managing approach:

„Process-Oriented KM & Model-Based KM - View"

- Do we have a tool for analysing, planning, documenting, managing and evaluating knowledge?

„idea"
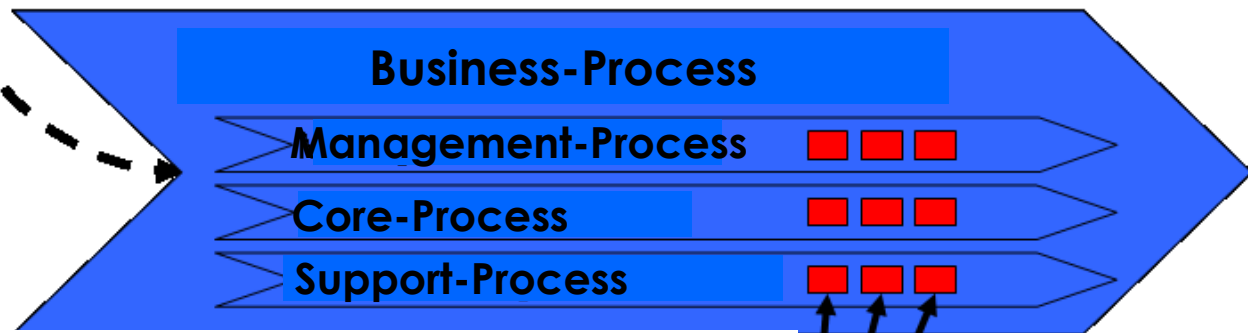
Goal/Task ← — — — — — — — — — — **Evaluation**

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
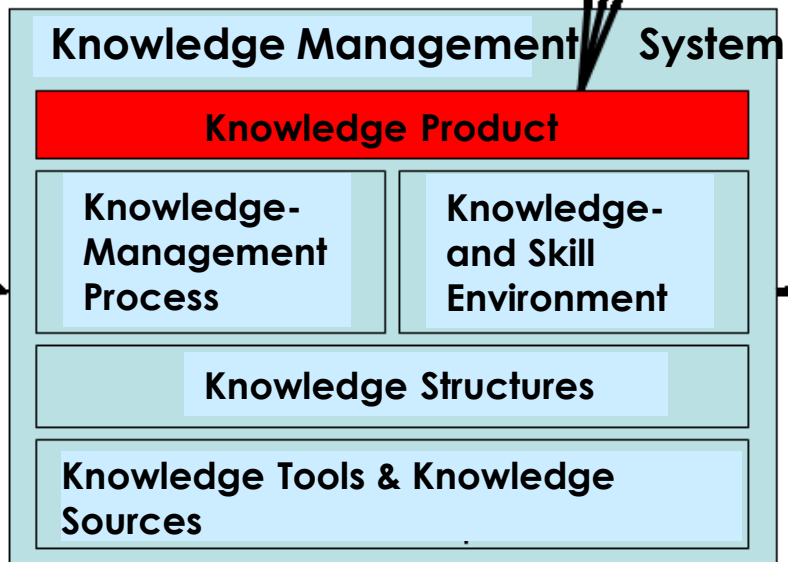
Use case and product

HC relations and skills

Processes and structures

Ressources and support

1.3 Improvement of the evaluation quality

- Support the organisational development in the fields of:

  Resources, Human Capital, Processes, Use Cases

  Managing Approach:
  „Knowledge Performance System - View"

  - Realisation of the „Roadmap to Knowledge Monitoring" in Organisations possible?

Knowledge Scorecard

Business instrument for measuring knowledge!

We have to design and integrate a knowledge scorecard in corporate environments!

Do we have the quality/quantity of knowledge workers (skills) we need in our organisation?

2. Common Denominator for Challenge

3 pillars of a Knowledge Product

x

4 perspectives of the scorecard

=

12 views of the Architecture of the Knowledge Performance System (KPS)

„Meta Layer"
combination of organisational & knowledge view

Task
Vision
Mission

Knowledge
Architecture
„model"

Goals
Success
Factors

Cause &
Effect
Relations

Business
Scorecard

Knowledge
Scorecard
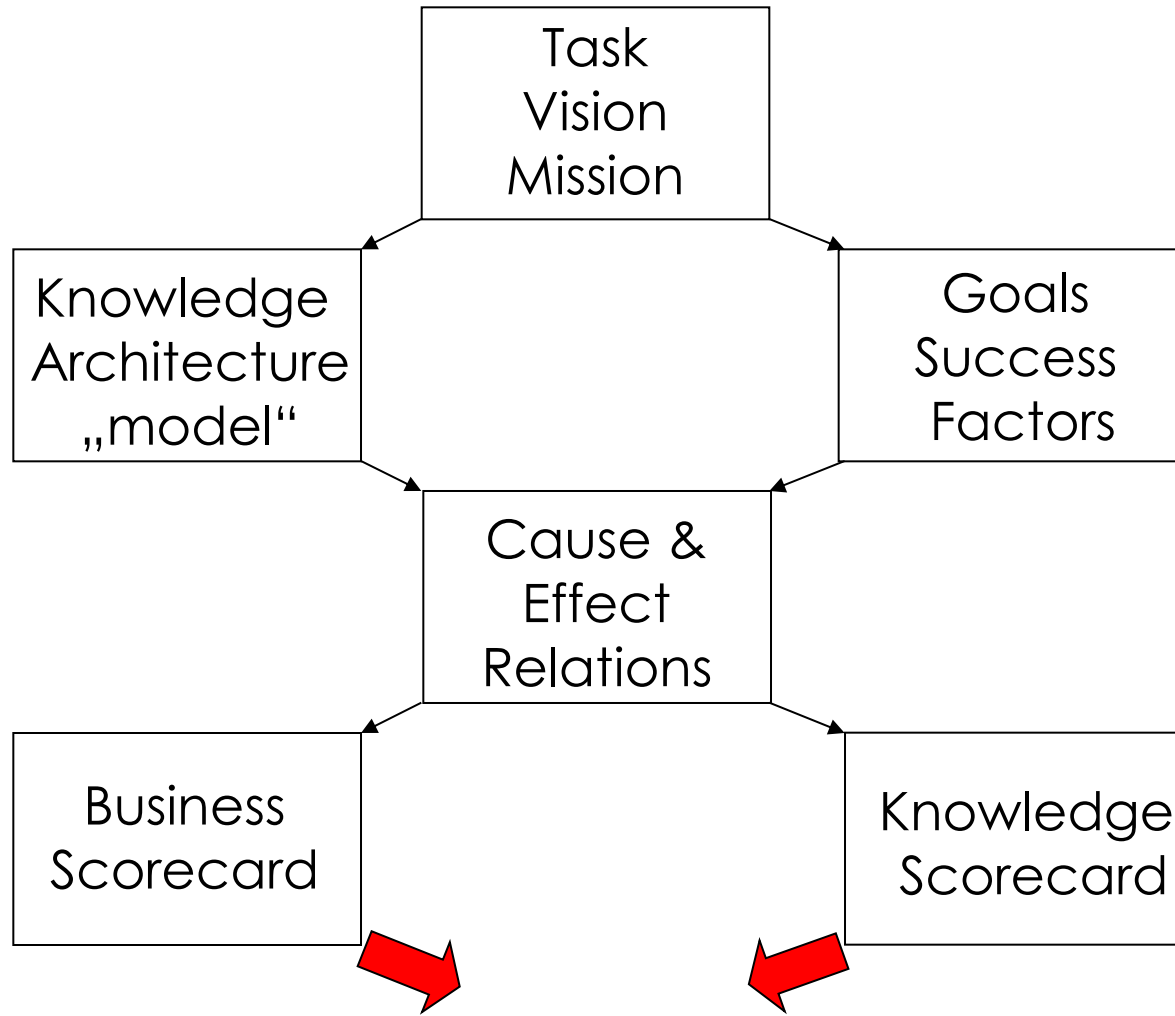
**Comprehensive analysing,
planning, documenting, managing & evaluating instrument**

Z-Model:
Future of strategic long-term planning

Horizon Scanning

Risk Management

Automated

Big Data Analysis

| Generation of Data, Information & Knowledge | → | Information Analysis |

RM - Process

| Scenario Development | → | Risk Evaluation |

| Situational Awareness | → | Risk Analysis | → | Ratings/Portfolio | → | Knowledge-Models |

| Customer Correlation | → | Options for Decisions |

13.11.2017
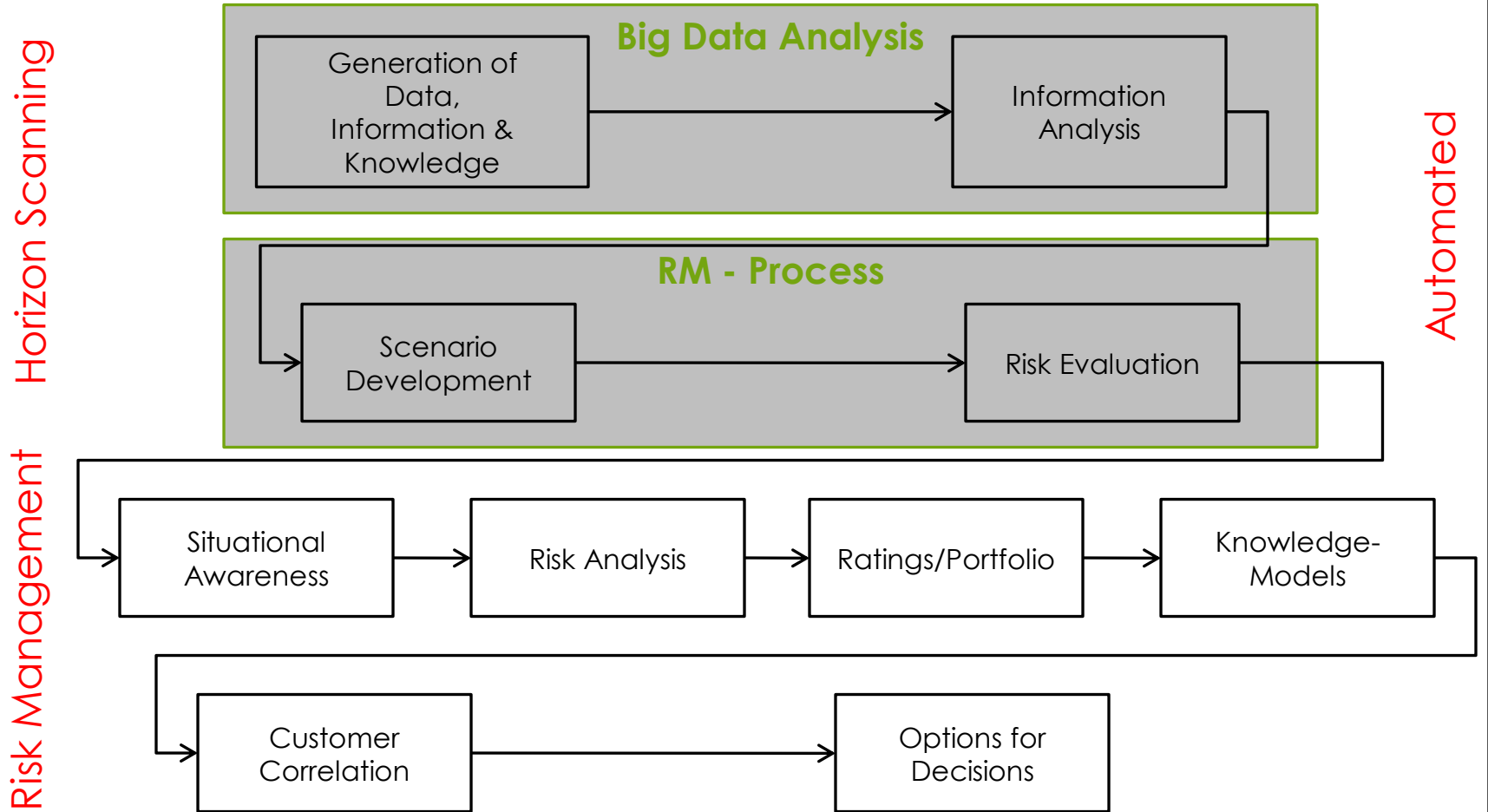
LEGAL COMPLIANCE

	Austria	Germany	U.K.	USA
Gesetze	AktG, GmbHG, IRÄG, URÄG, RLÄG	KontTraG, dAktG, dHGB,	-	Sarbanes-Oxley Act (2002)
Corporate Governance Kodizes	Nationaler CGC (2002)	Nationaler CGC (2006)	Combined Code on Corporate Governance (2003)	Final NYSE Corporate Governance Rules (2003)
Standards & Empfehlungen	ONR 49000:2010 ON ISO 31000 ISO 31010	-	Revised Turnbull Guidance (2005), Orange Book (2004), BS 31100	COSO I & II

Exemplarely Documentation of different Regulations

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.

CONTROLLING   VS   **HRM**

Integrierted CONTROLLING/ Balanced Controlling

Strategic CONTROLLING

Strategic HRM = **Strategic HR-Controlling**

Operatively CONTROLLING

Operatively HRM = **Operatively HR-Controlling**

Finance   **IKS**

Accounting
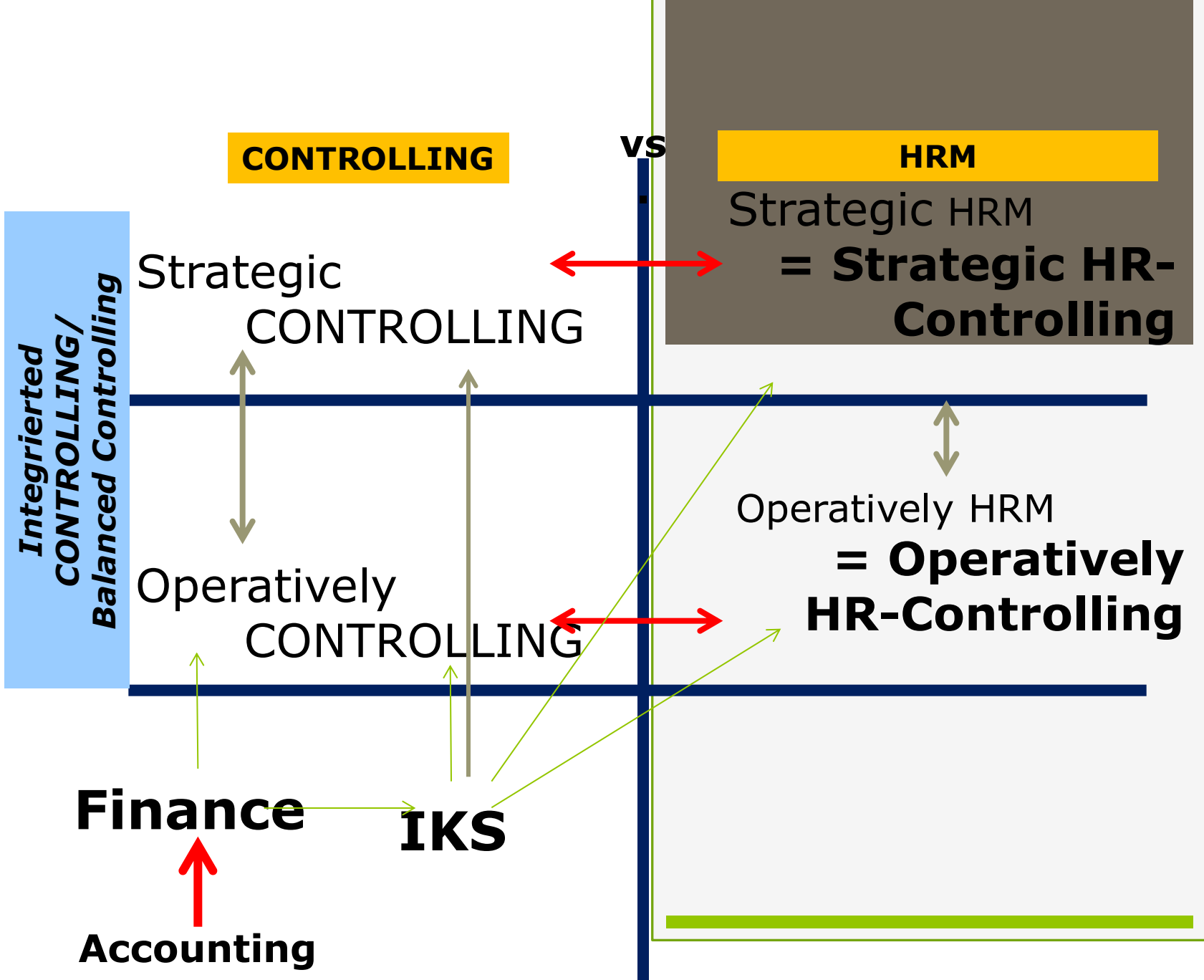
CONTENT.:

2.2. Knowledge Management II. :

- 2.2.3. Practical example: System of organizational knowledge development and knowledge management at a Austrian Governmental Organisation and its documentary, process and technical parameters.

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?

Knowledge Flow in a Organisation

SCENARIO ← EVALUATION

Knowledge

→ ORGANISATIONAL OPERATION ↑
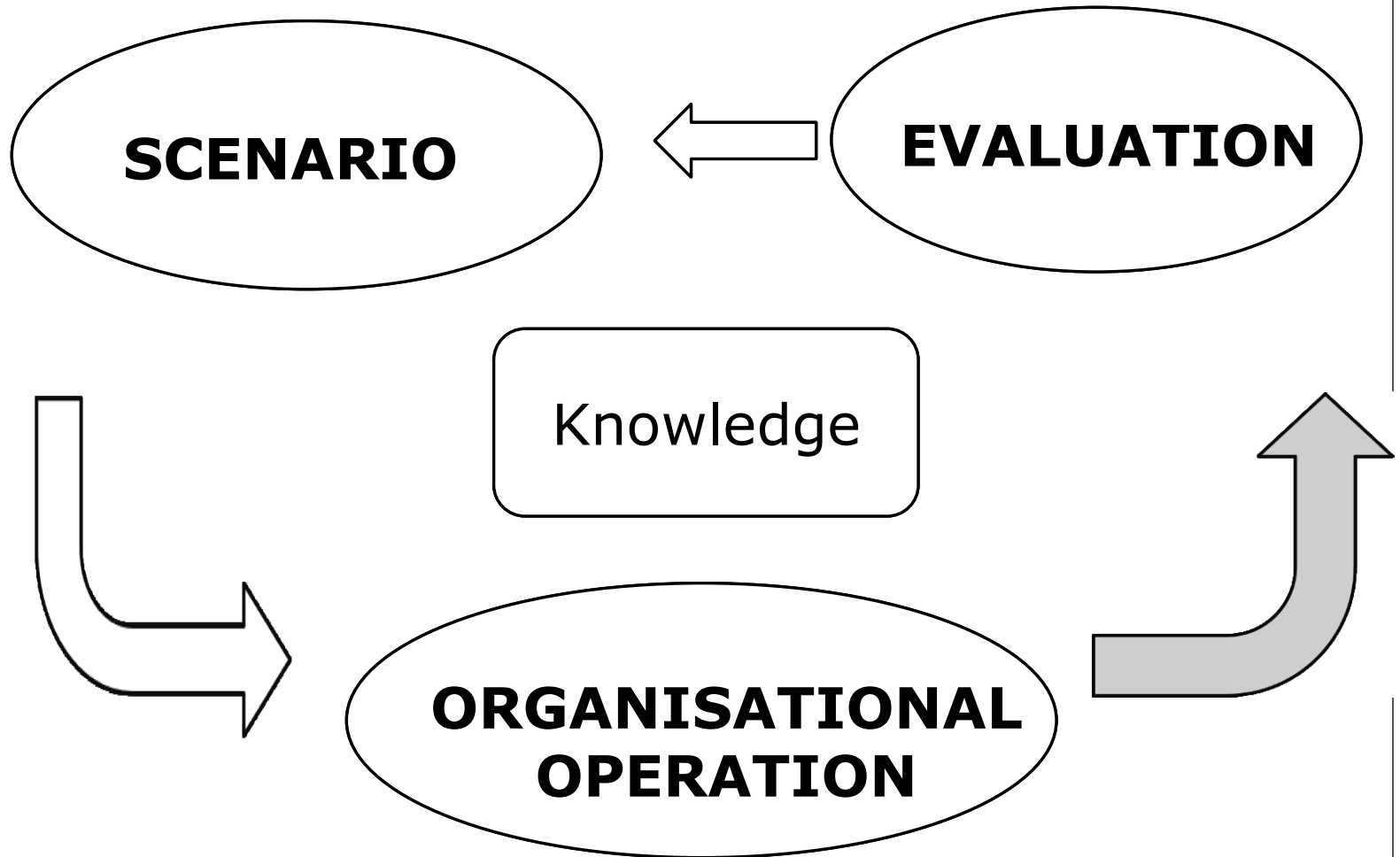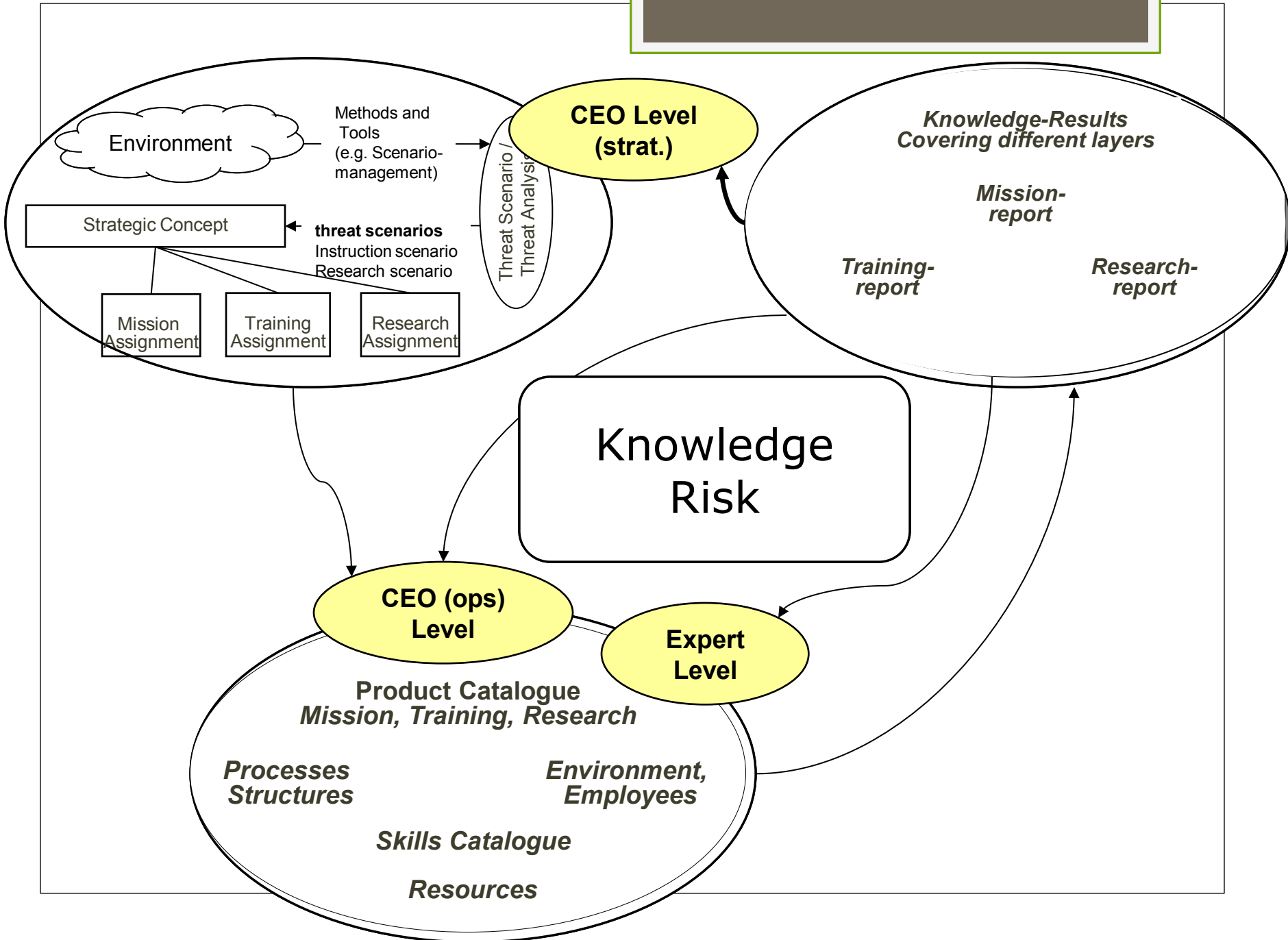
Knowledge Balance: Specification of Goals

INPUT: Structure quality based:
- **Human Resources**
  - Employee's knowledge
  - Partner Knowledge
  - Suppliers Knowledge
- **Material Resources**
  - Material Knowledge
  - Facility Knowledge
- **Market, Product, Customer Knowledge**

OUTPUT: Result quality based:
- **Effectiveness**
  - Costs Knowledge
  - Effectively Knowledge
  - Financial Capital Knowledge
- **Efficiency**
  - Efficiency Knowledge
  - Productivity Knowledge
  - Social Knowledge
- **Customer Satisfaction, Quality and Environmental knowledge**

- **TRANSFORMATION: Process Quality based:**
  - **Process planning** (Planning Knowledge, Method Knowledge)
  - **Process steering** (Steering Knowledge, Relationship Knowledge)
  - **Transaction based Best Practise Process standard** (Organisational Knowledge, Process Knowledge)
  - **Process execution** (Technical Knowledge, Execution Knowledge)
  - **Process controlling** (Controlling Knowledge, Criteria Knowledge)
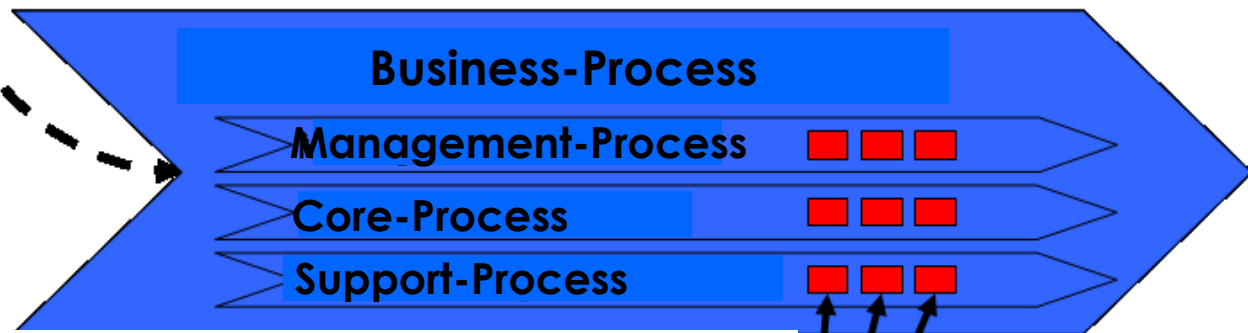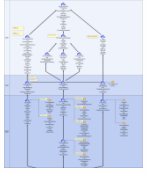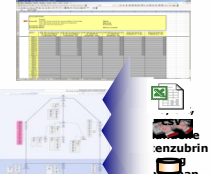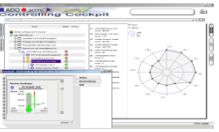
Knowledge Products of a Organisation „XYZ"

Production   Training   R & D

According to the Organsational Preconditions?

„idea"

Goal/Task ◄ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ► **Evaluation**

Business-Process

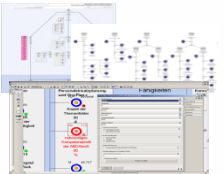**Management-Process**

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
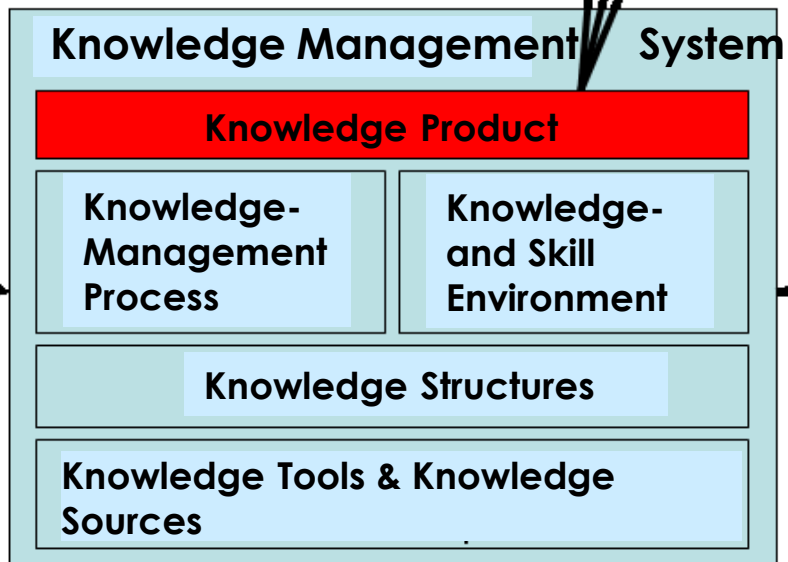
Use case and product

HC relations and sk

Processes and structures

Ressources and support
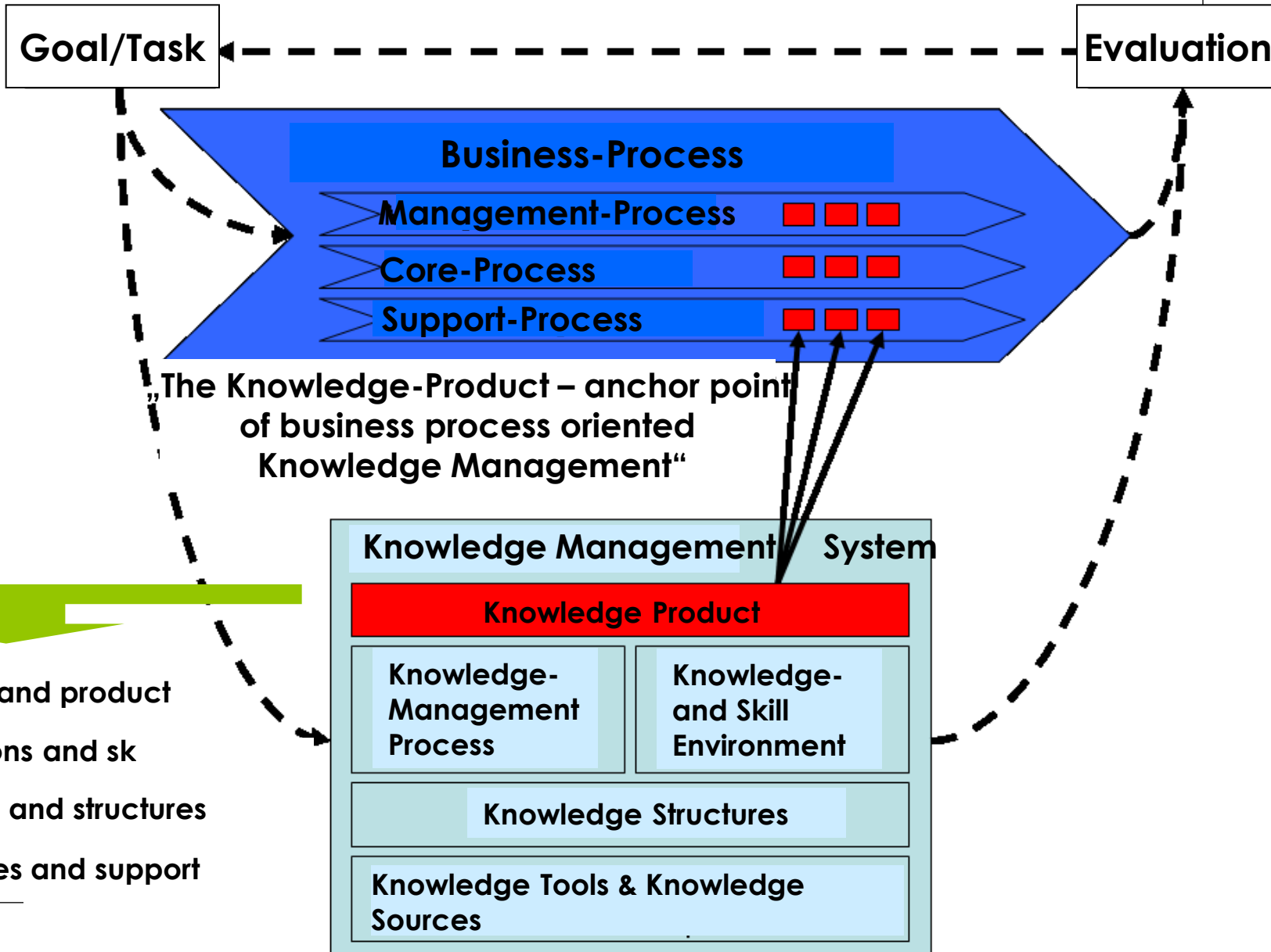
Roadmap to Performance Monitoring
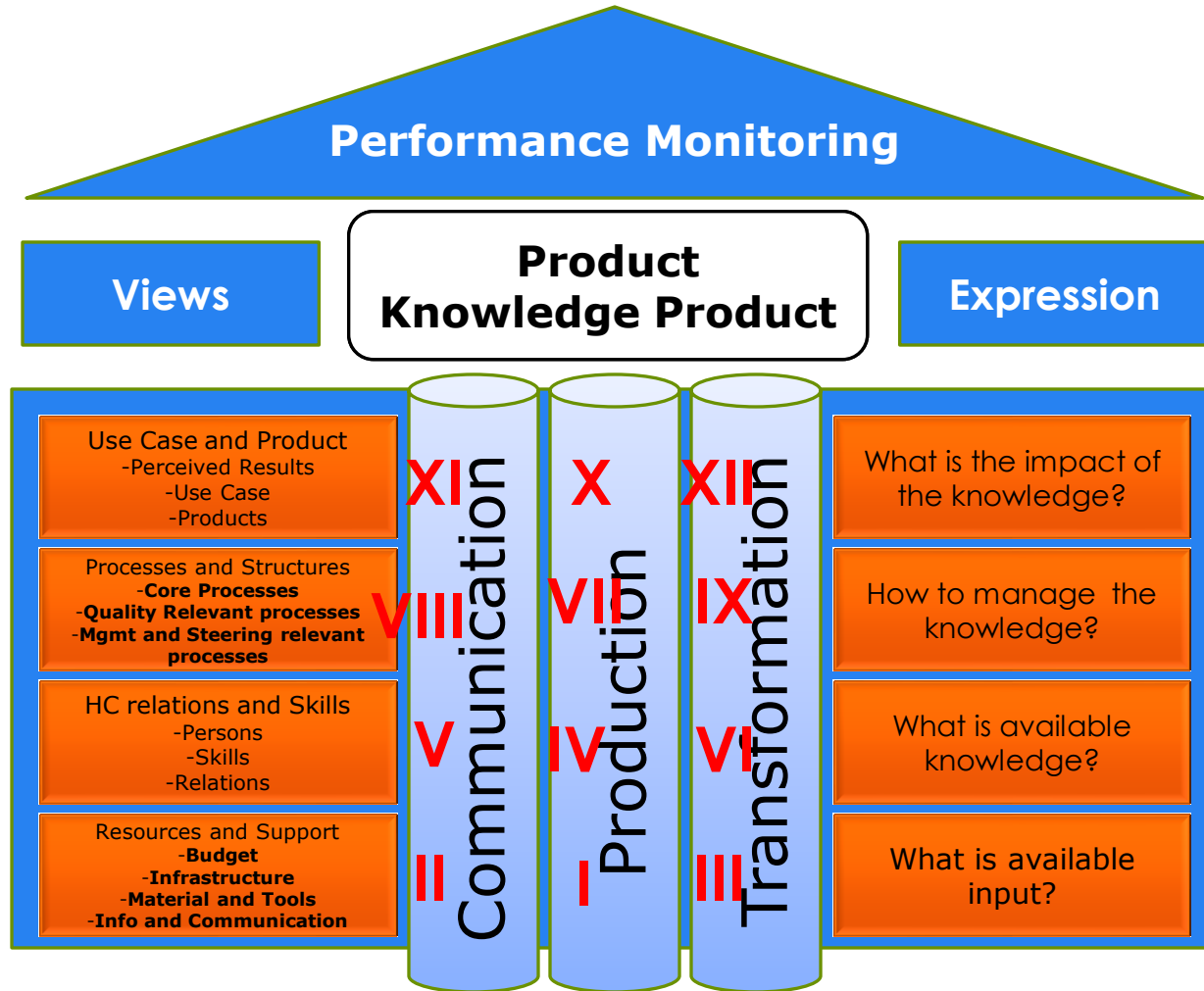

Phase

Instruments

| Knowledge Relevant Models | Success Factors and Knowledge Goals | Cause and Effects Relations | Indicators | Operational Data | Reports | Knowledge Performance Cockpit |

Results

Knowledge Relevant Models	Success Factors and Knowledge Goals	Cause and Effects Relations	Indicators	Operational Data	Reports	Knowledge Performance Cockpit
✓ Knowledge products are identified ✓ Knowledge processes, environments, structures and ressources become transparent ✓ Models are the graphical user interface for the knowledge management system	✓ Strategy and Vision of Organisation becomes transparent ✓ Knowledge perspectives are identified ✓ Success factors and goals are defined	✓ Cause-and-effect relations between knowledge goals become obvious ✓ Steering of organisation through the identification of relations	✓ Knowledge is measureable by indicators ✓ Calculation of knowledge indicators ✓ Existing and newly identified indicators are specified in detail	✓ Existing data from various sources is coupled within the system ✓ The knowledge scorecard is operational ✓ Knowledge relevant data is integrated in the system	✓ Strategical filtered information for external communication ✓ Report on internal knowledge and structure for internal communication	✓ Active steering of knowledge processes ✓ Continuous knowledge development for increasing performance

Improvement of the evaluation quality?
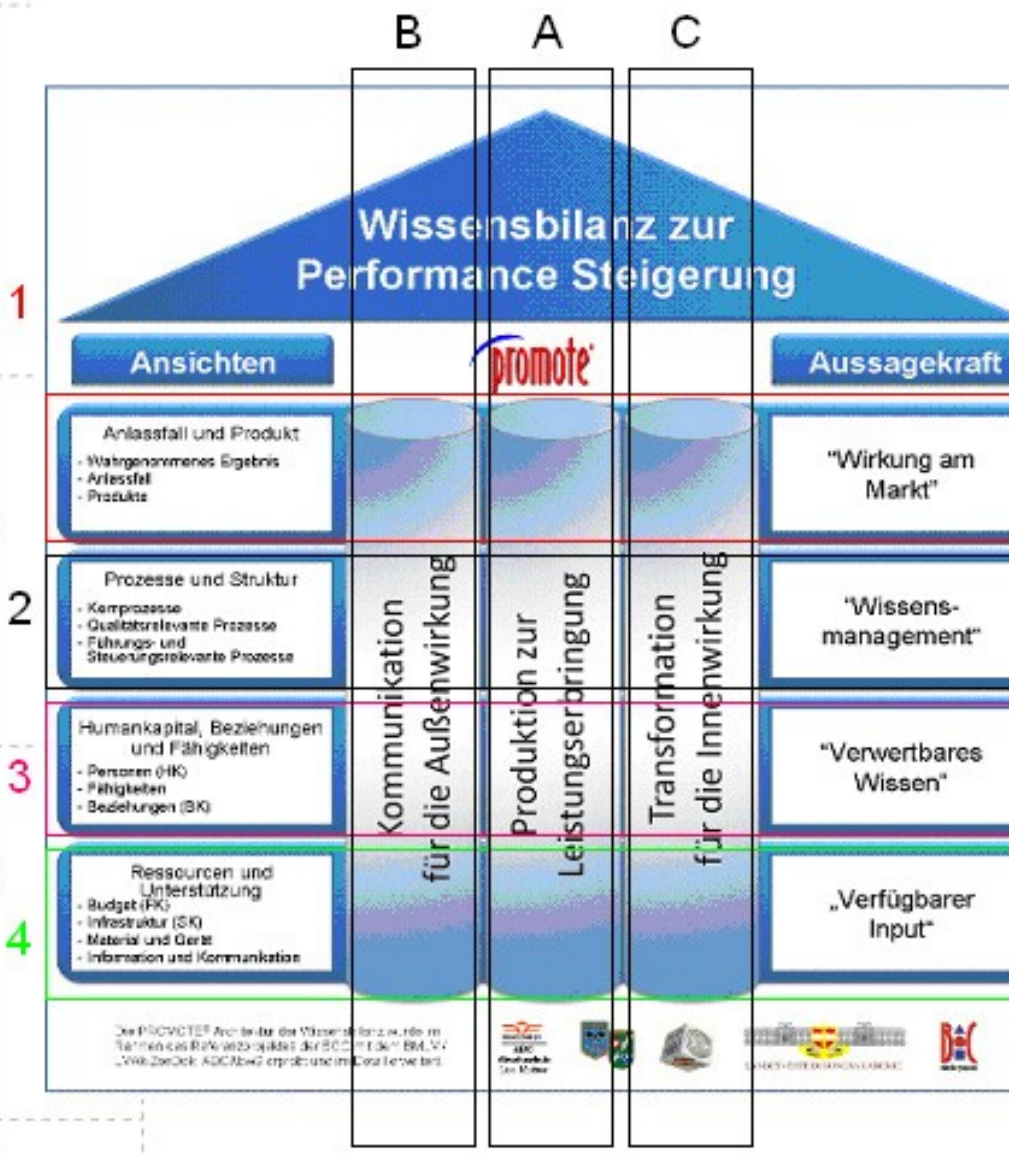
Knowledge Performance System "Simulation – model"

Reporting

Steering

Performance Monitoring

Needed			
Resources Support	Relations Skills HR	Processes Structure	Product Use Case
4	**3**	**2**	**1**

Available			
Resources Support	Relations Skills HR	Processes Structure	Product Use Case
4	**3**	**2**	**1**

Use Case

Environment

NBC Defence School

Real Organisation

Learning organisation?
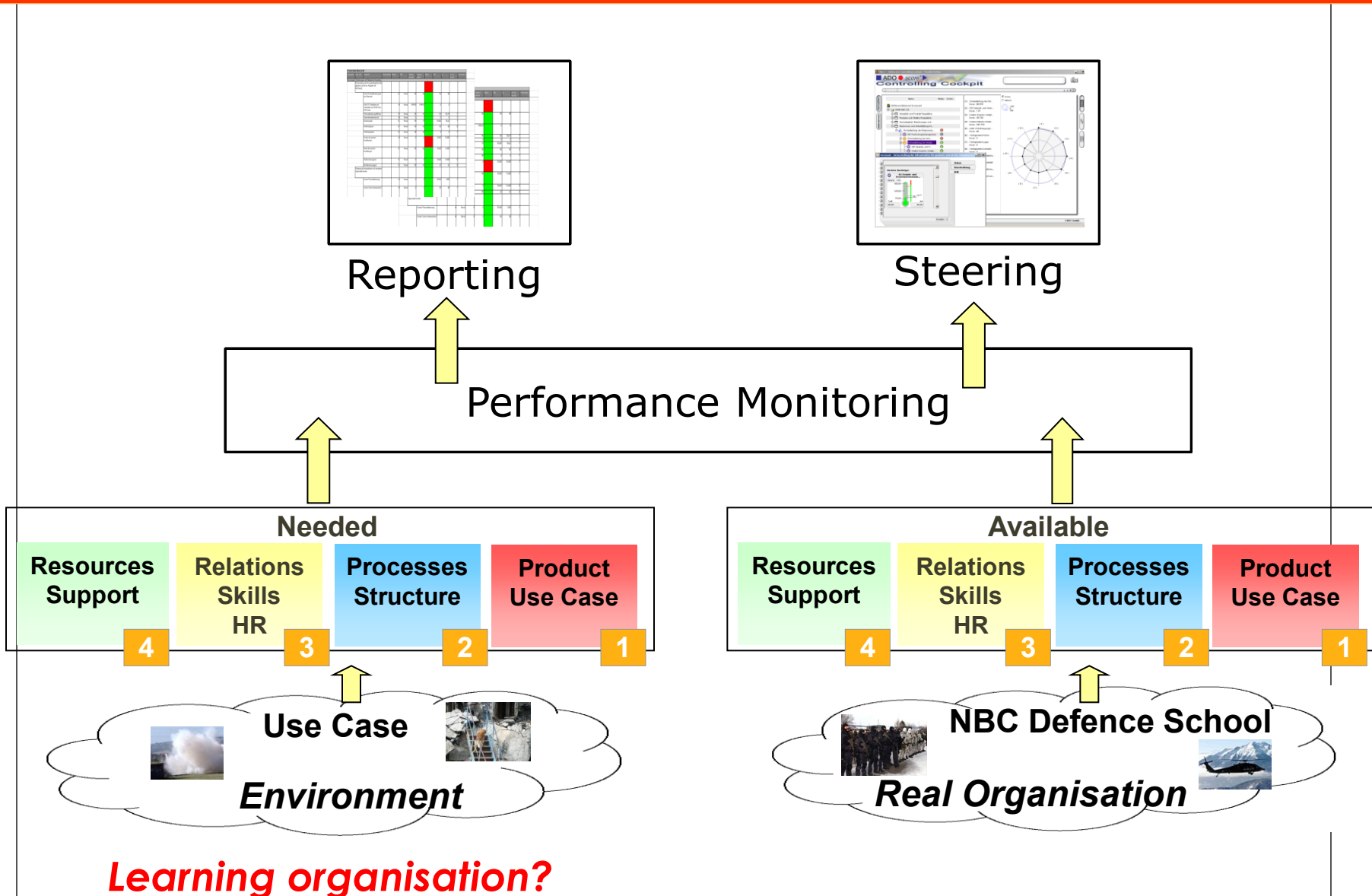
Architecture of the KPS + "12 Views"

Performance Monitoring

| Views | Product Knowledge Product | Expression |

Use Case and Product
-Perceived Results
-Use Case
-Products

Processes and Structures
-Core Processes
-Quality Relevant processes
-Mgmt and Steering relevant processes

HC relations and Skills
-Persons
-Skills
-Relations

Resources and Support
-Budget
-Infrastructure
-Material and Tools
-Info and Communication

XI — X — XII
VIII — VII — IX
V — IV — VI
II — I — III

Communication — Production — Transformation

What is the impact of the knowledge?

How to manage the knowledge?

What is available knowledge?

What is available input?

Outlook in Investments:

TOP und FLOPS 2011

Capgemini - IT Trends 2011

1. Virtualisierung
2. Integration von Standard- und Individualsoftware
3. Risikomanagement
4. Master Data Management

- -

28. Mashup-Integration
29. Unternehmensinterne Blogs
30. Social CRM
31. Google Apps

+

-

BOKU

Universität für Bodenkultur Wien
Institut für Produktionswirtschaft und
Logistik

ADOscore® Controlling Cockpit

ADOscore® Controlling Cockpit is HTML-based steering and management instrument for your Knowledge Balance. It combines Analysis, Management and Reporting functionalities in one application.
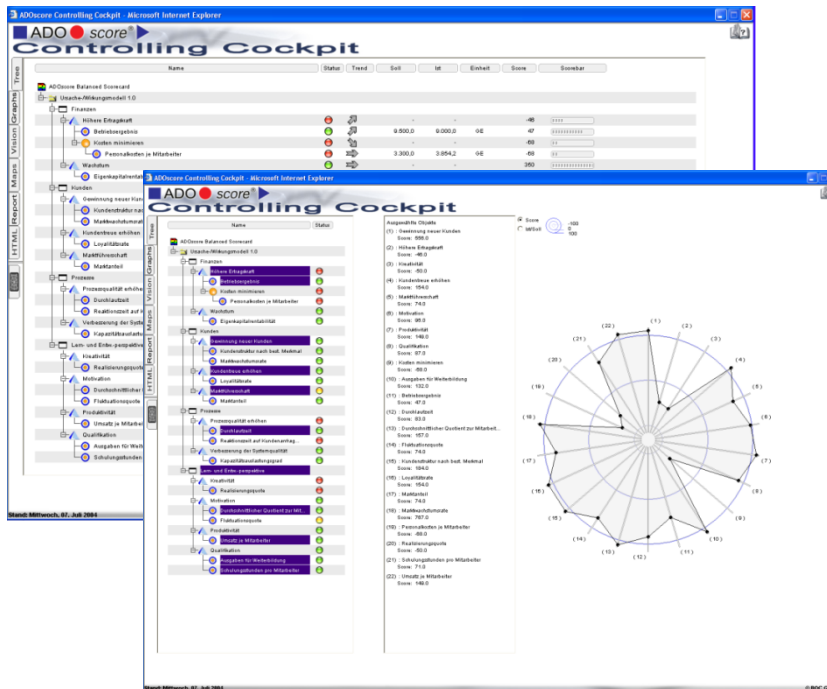
- ✓ *Anytime*
- ✓ *Anywhere*
- ✓ *Tool Independent*
- ✓ *Individually customizable*
- ✓ *Fast and efficient*
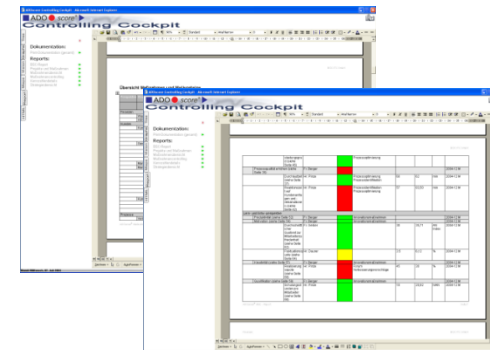
Improvement of the evaluation quality?

Knowledge

is the precondition for:

- *an* *action*

  or

- *a* *non-action*

in an organisation / a system/ a domain,
it must be checked as relevant or irrelevant
(valid or not valid)(sure or not sure) by a

„*decision instance*"

**Knowldge is the ability to interpret data and information correctly,
depending on the environment (system, organisation,...).
Data and information are not sufficient for an interpretation!**

Contact:

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Thank you for your attention.

Questions ?