"HRM & OrgDev" Introduction

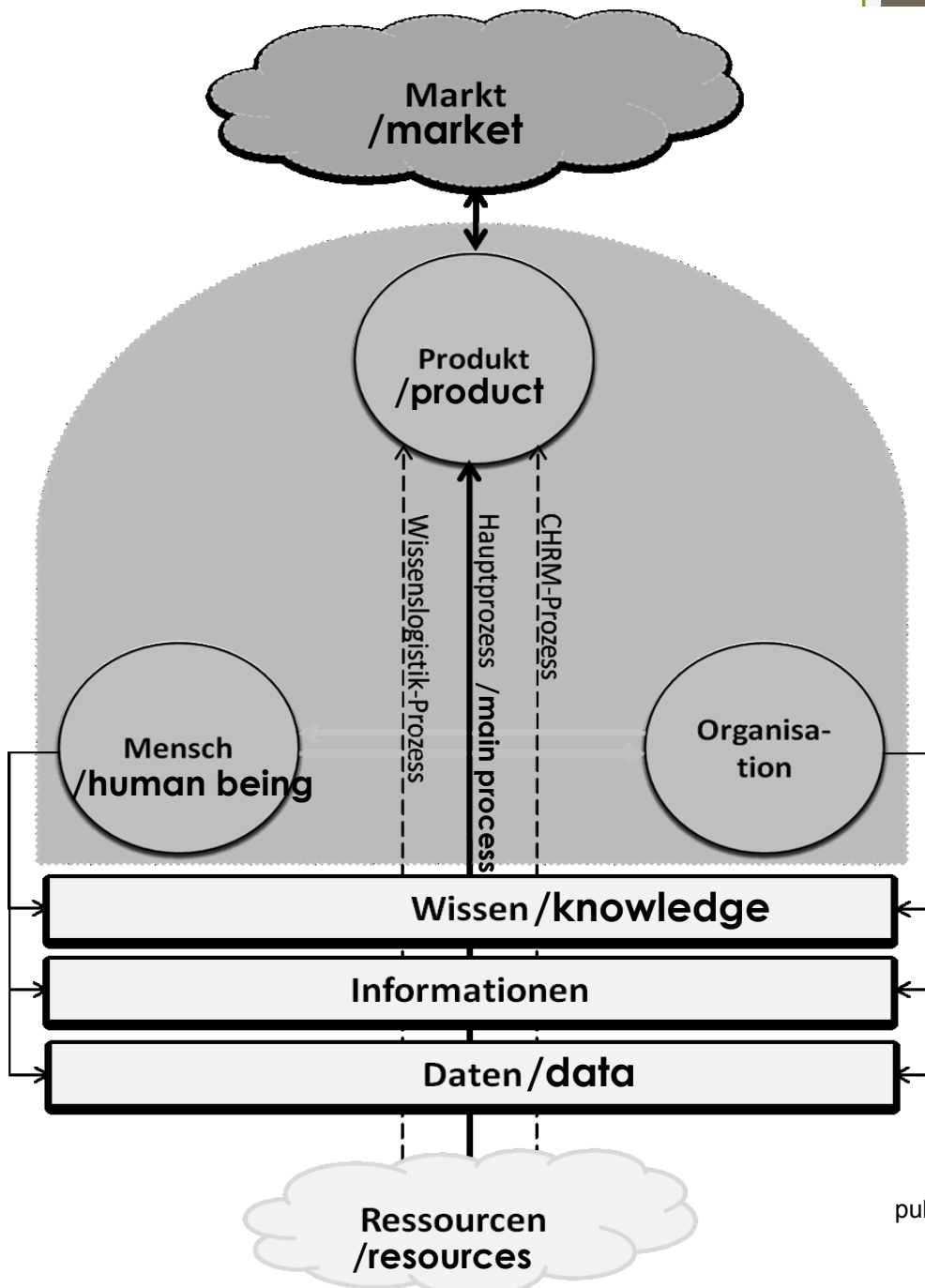**Prof. DI Johannes GÖLLNER, MSc**

Masaryk University, Brno, CZ

October, 05th, 2018, 10:00–15:50

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

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

complex decisions | blocked decisions

quantitative

30%

4%

judgment
(intuition)

tive
tactics

procedural difficulty

barg... | judgment
(intuition)

49%

subjec...
tac...

17%

qu...tative
tactics

understood / routine
decisions

discouraged
decisions

low

political difficulty

high
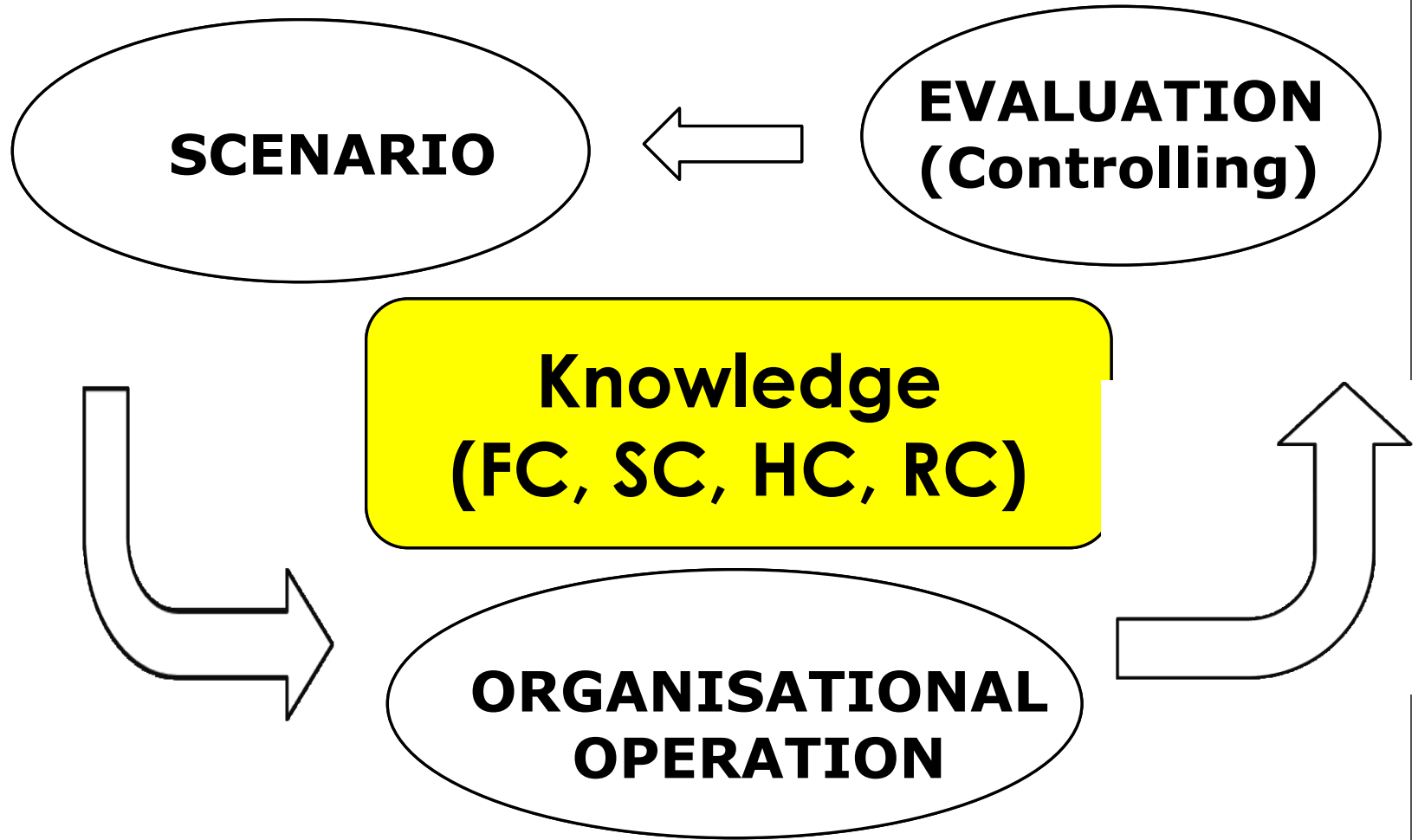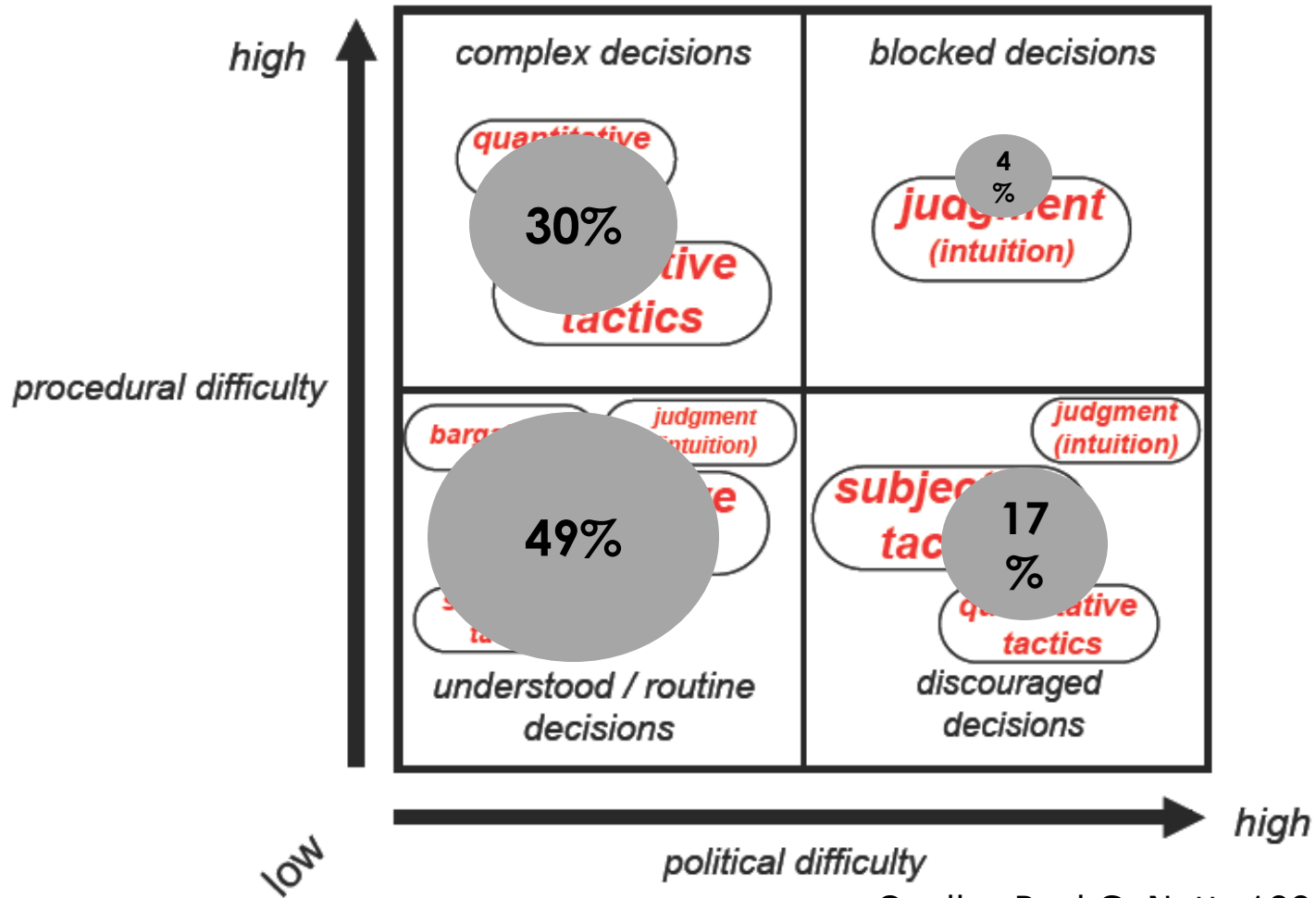
Quelle: Paul C. Nutt, 1998

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"

Goal/Task ◄ — — — — — — — — — — **Evaluation**

Business-Process

Management-Process

Core-Process
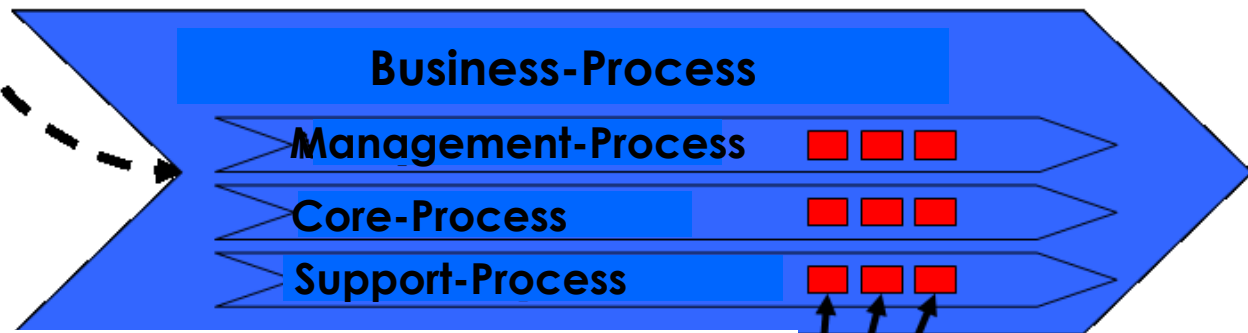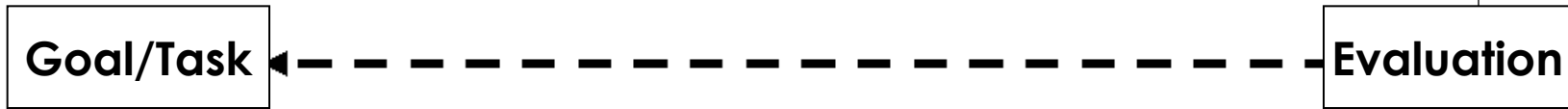
Support-Process

„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
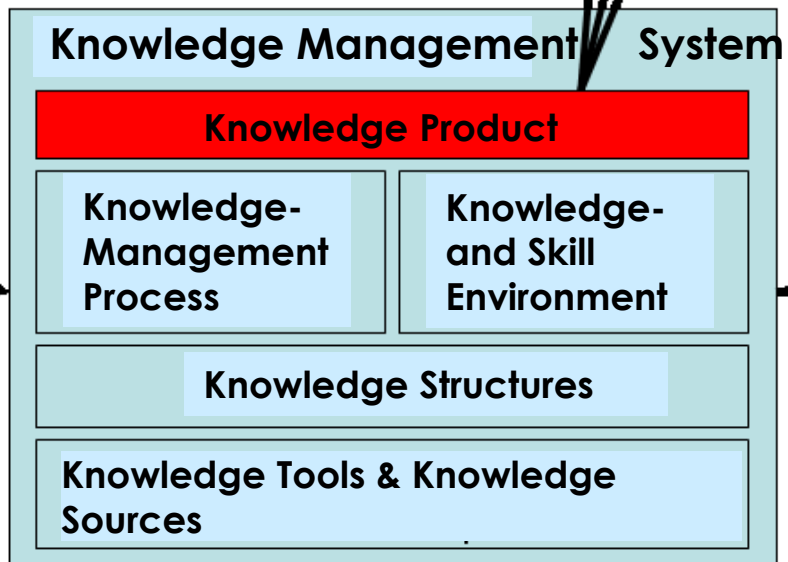
Use case and product

HC relations and skills

Processes and structures

Ressources and support
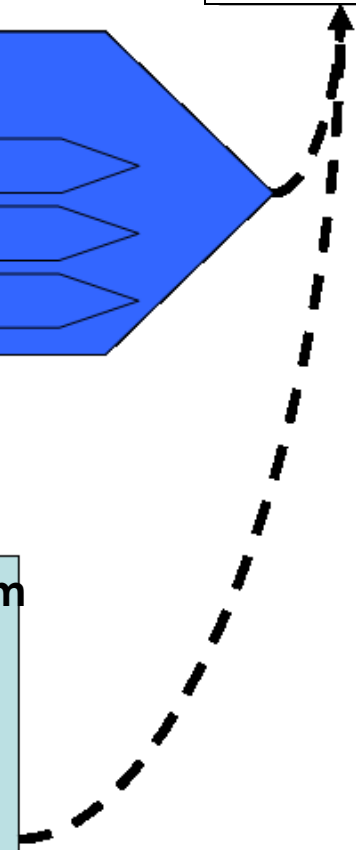
Relation HC and Risk Management (RM) for organisational development

	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
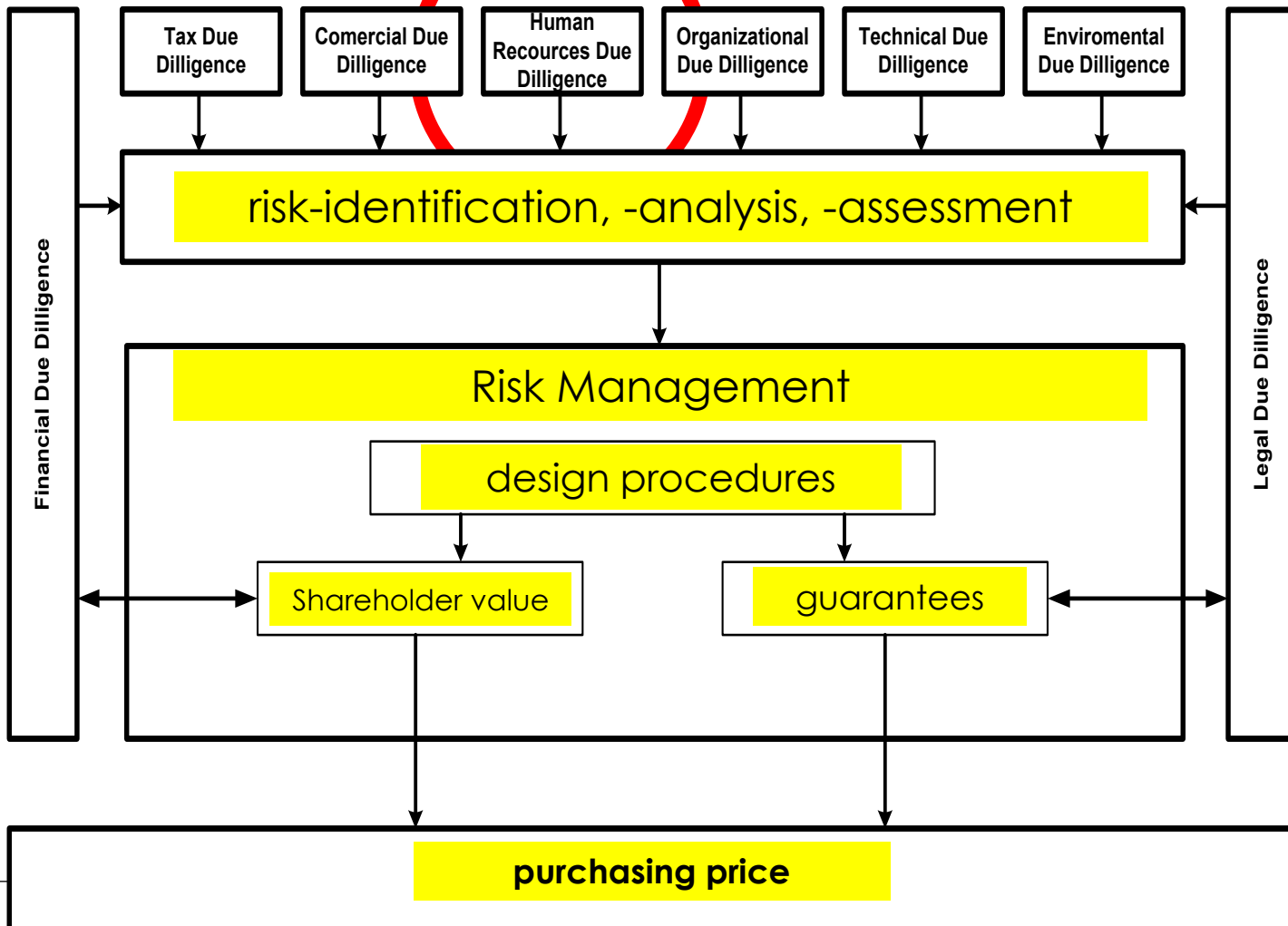
LEGAL COMPLIANCE

	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**

Strategic HRM
= Strategic HR-Controlling

Integrierted CONTROLLING/ Balanced Controlling

Strategic CONTROLLING

Operatively CONTROLLING

Operatively HRM
= Operatively HR-Controlling

Finance   **IKS**

Accounting
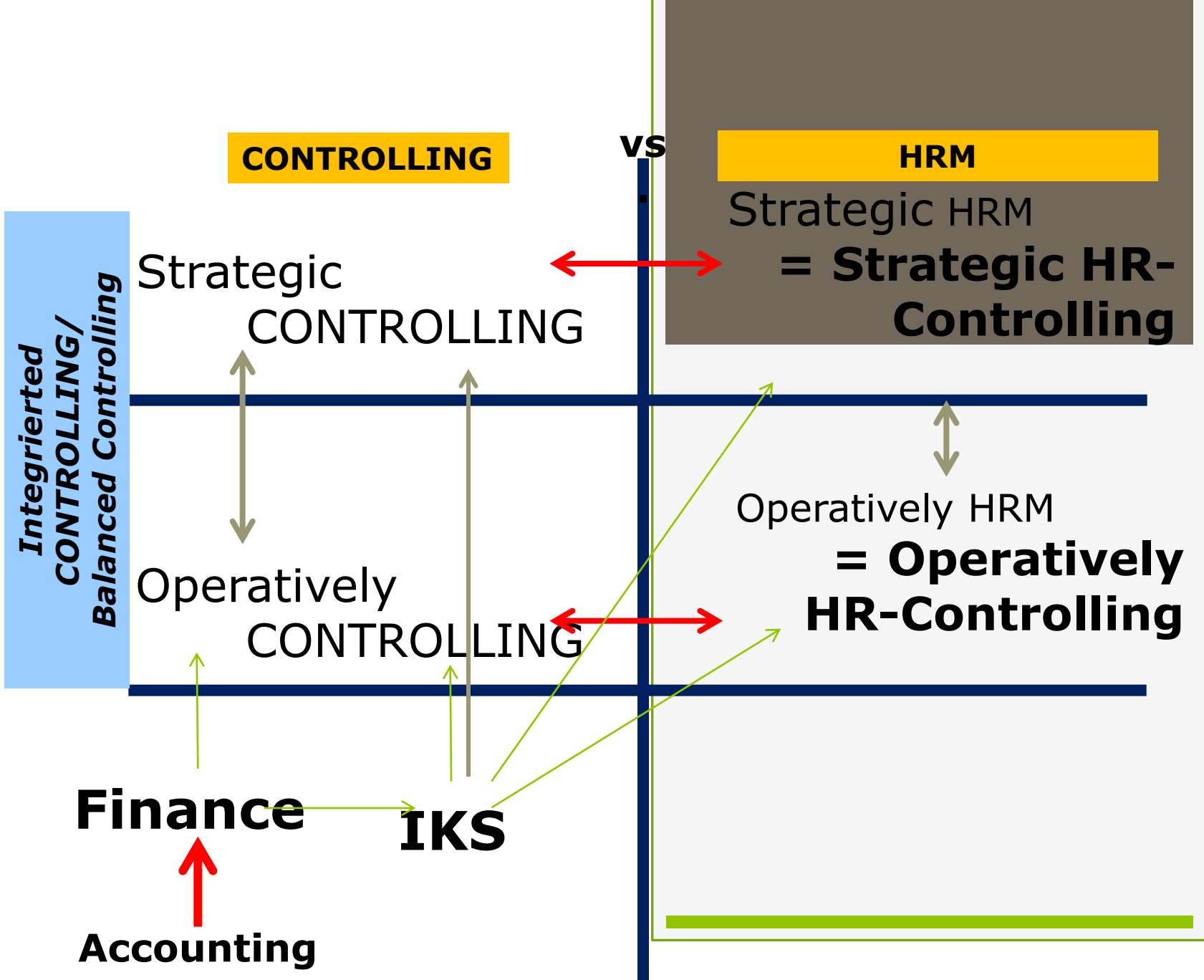
Process-Chart: Organisation „X":

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.	

SCENARIO Development

MONITORING (Controlling)

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

ORGANISATIONAL OPERATION

Source: Goellner
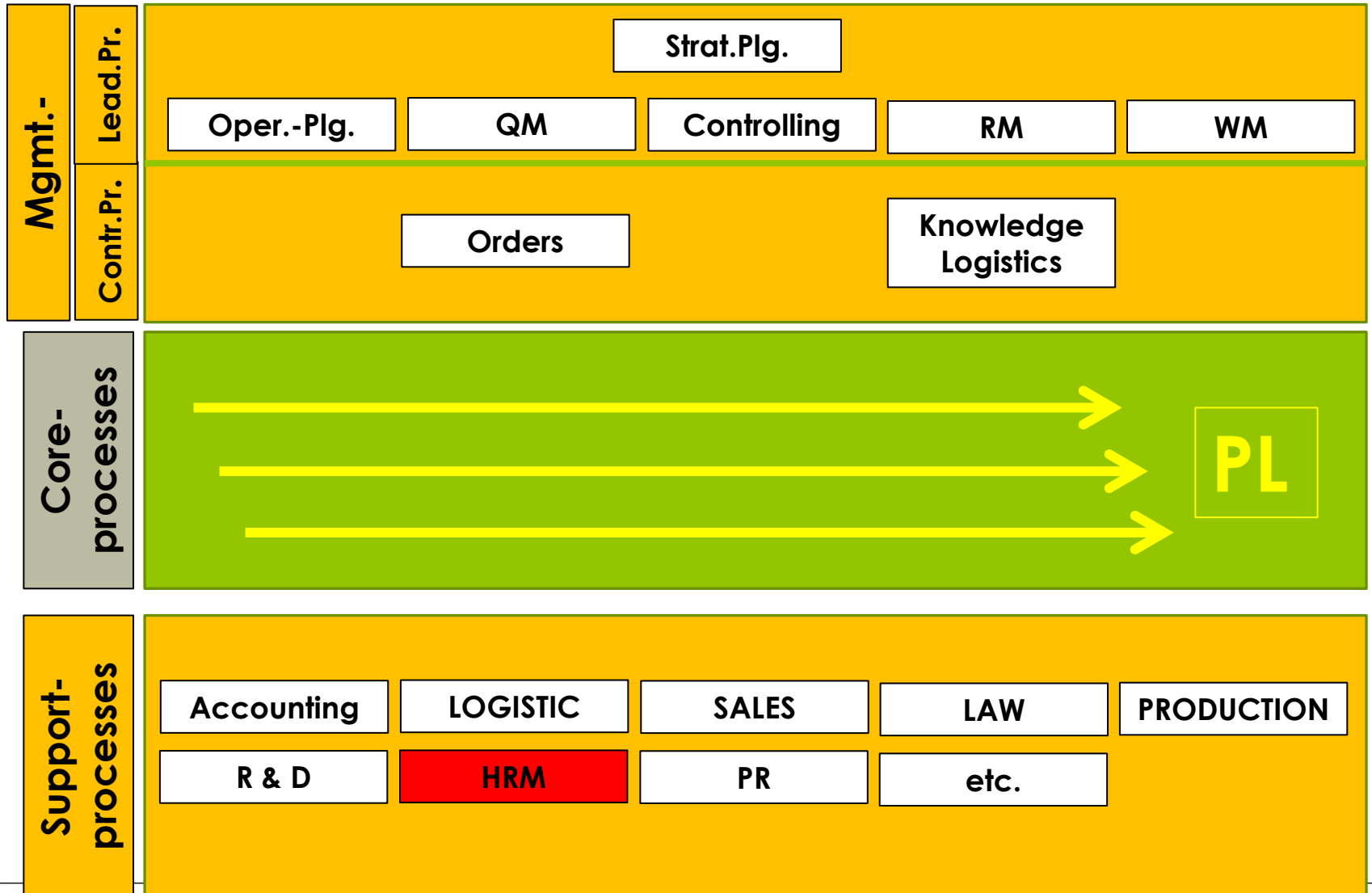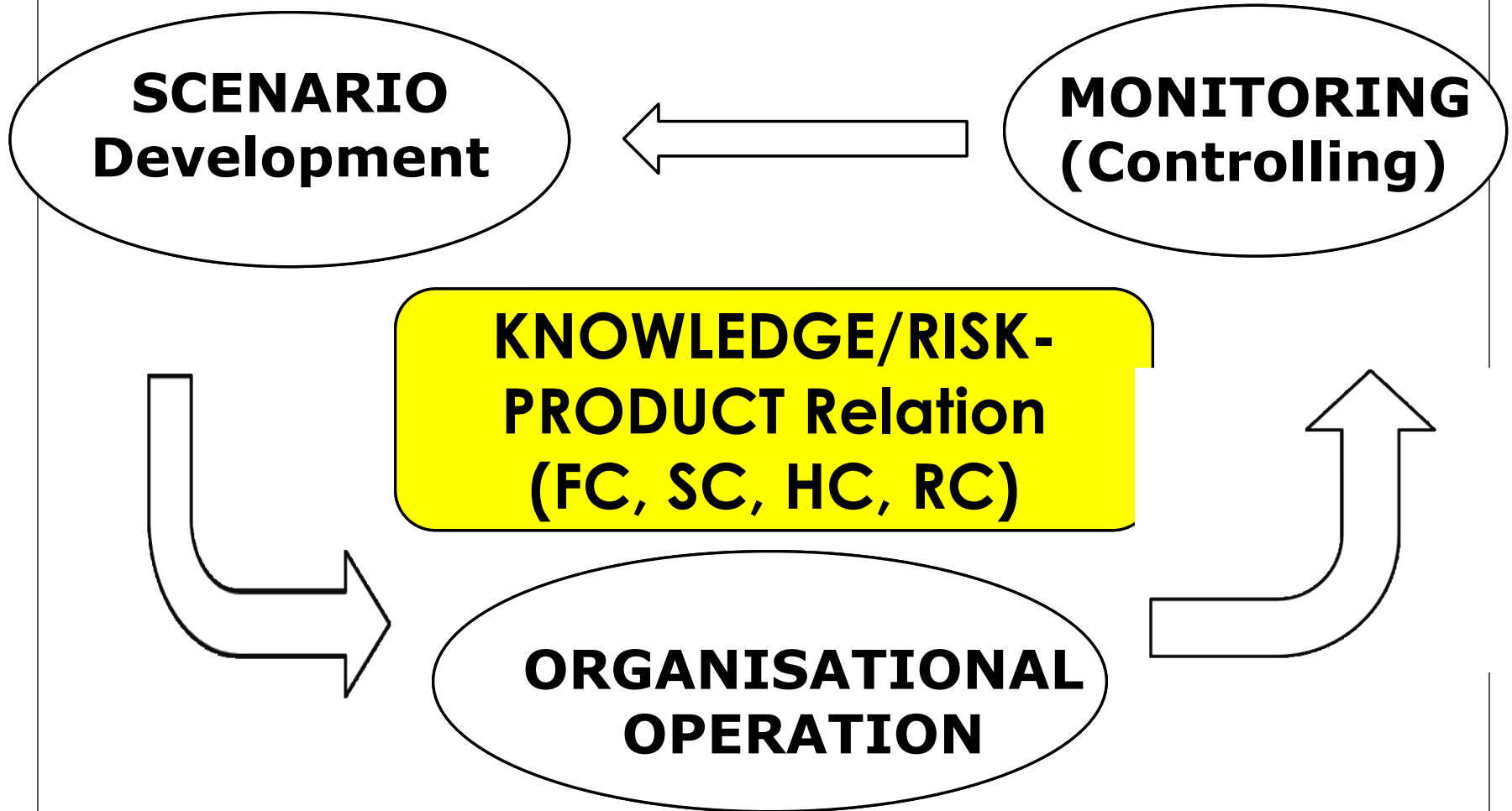
Network Analysis of Banking & Finance Organisations

Source: Institut für Systemgestaltung, ETH Zürich

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:
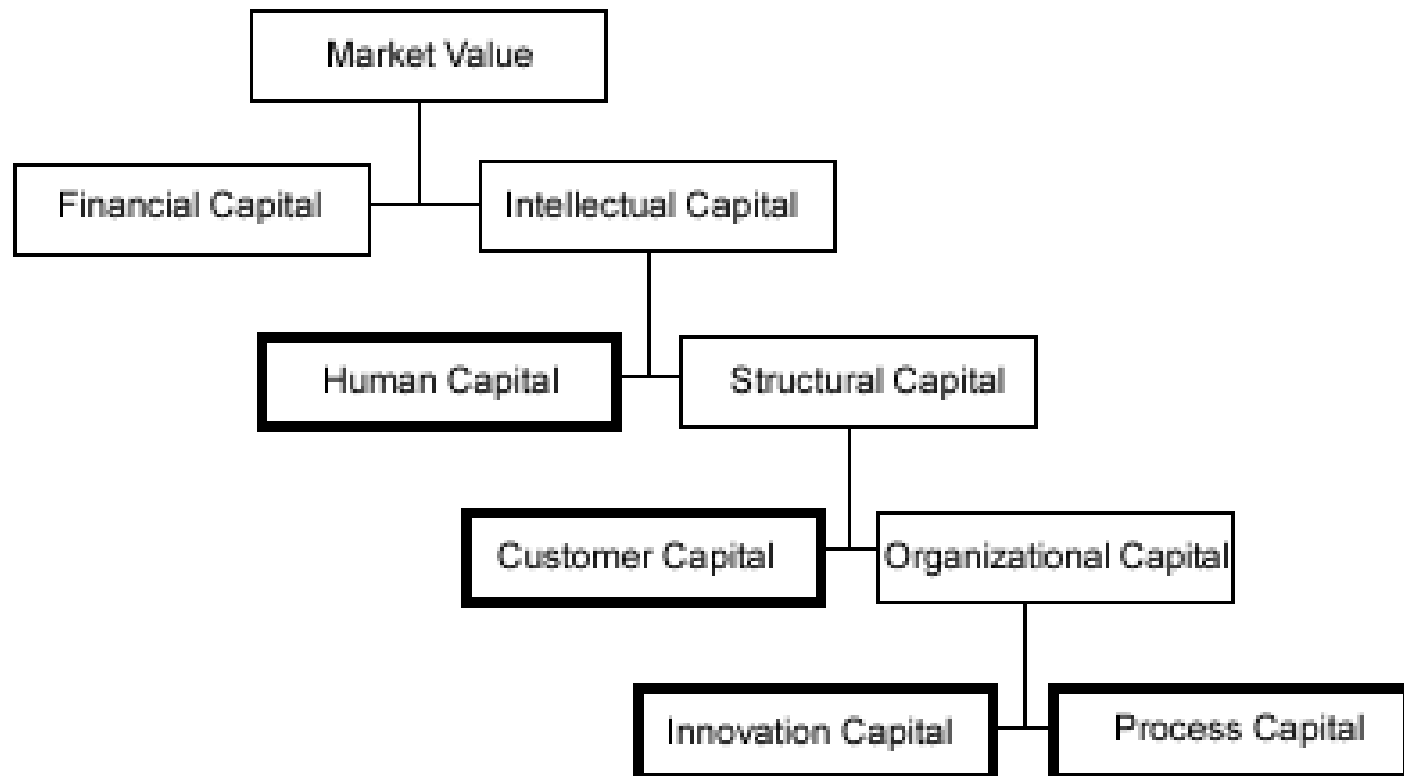
Human Capital - Models

- **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):**
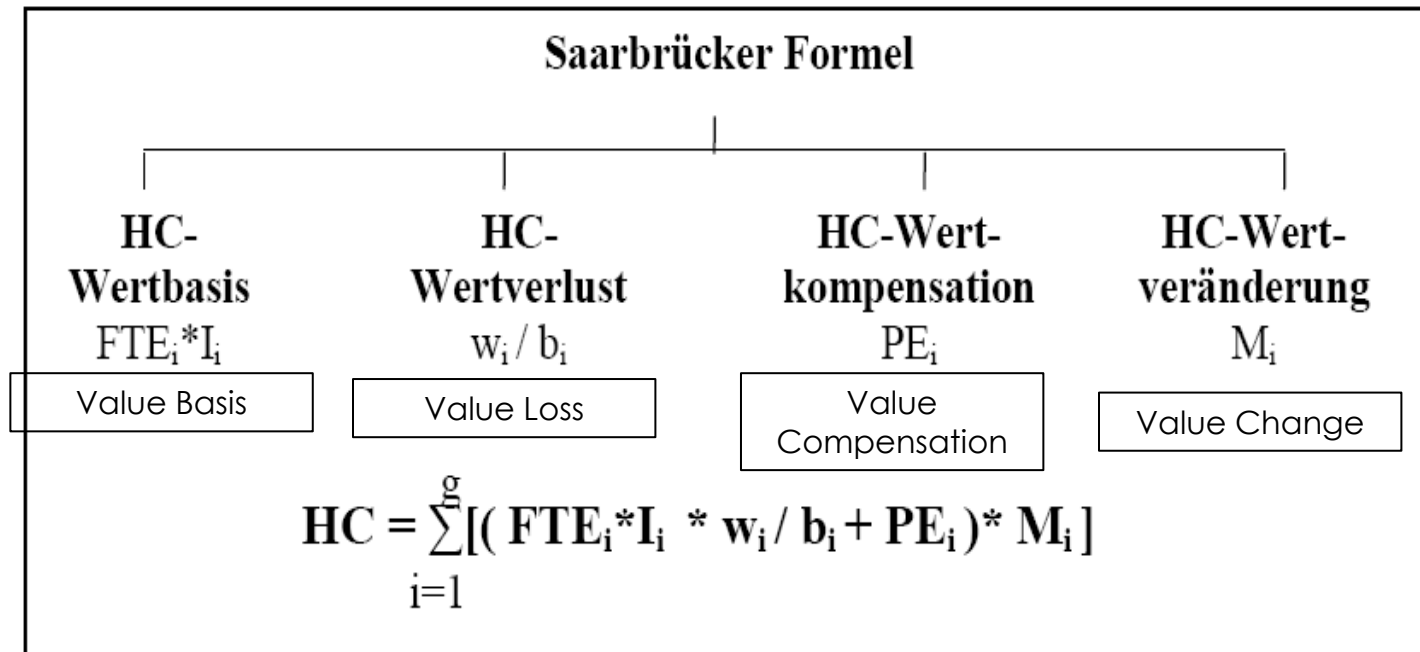
Saarbrücker Formel

HC-Wertbasis	HC-Wertverlust	HC-Wert-kompensation	HC-Wert-veränderung
$FTE_i * I_i$	w_i / b_i	PE_i	M_i
Value Basis	Value Loss	Value Compensation	Value Change

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

Practical example

○ competence profiling:

  ○ social competences
  ○ personal competences
  ○ professional competences
  ○ technique competences
  ○ 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

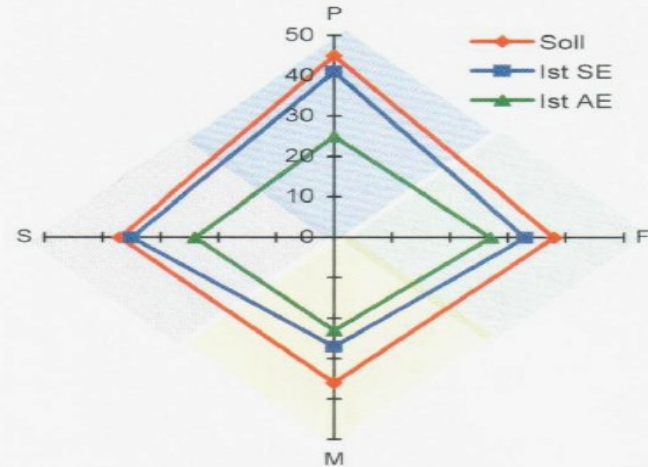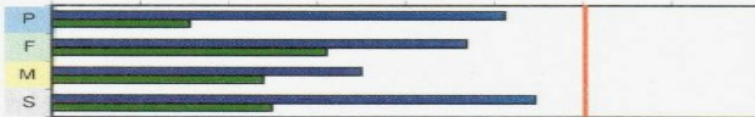|	Soll	Ist SE	Ist AE		Soll	Ist SE	Ist AE
Personale Kompetenz				**Fachkompetenz**			
Charaktereigenschaften				**Denkpräferenzen**			
Glaubwürdigkeit	5	4	3	Vernetztes Denken	4	4	3
Optimismus	4	4	3	Strukturiertes Denken	4	4	3
Selbstvertrauen	5	4	3	Konzeptionelles Denken	5	4	3
Handlungsqualität				**Kommunikationsfähigkeiten**			
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				**Sozialkompetenz**			
Denkmethodik				**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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Dr Gerhard Hanggi's Model

COMPRO+®
COMPETENCE - PROFILING

Personal competences	45
Technique competences	34
Professional competences	40
Social competences	40
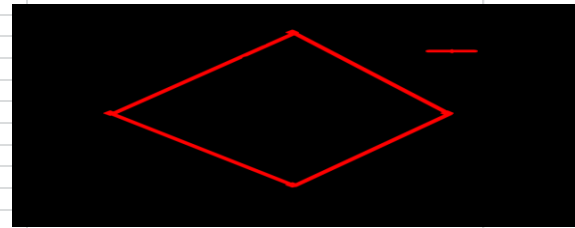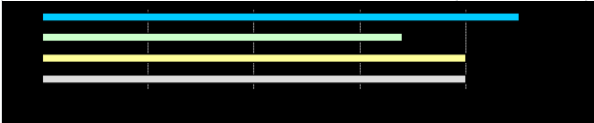
PERSONAL COMPETENCES		TECHNIQUE COMPETENCES	
CHARACTERISTICS		THINKING PREFERENCES	
willpower	4	critical Thinking	4
load-bearing capacity	4	structured thinking	4
credibility	5	conceptual thinking	5
QUALITY OF ACTION		COMMUNICATION SKILLS	
creative power	4	expressiveness	5
assertiveness	5	negotiation skills	4
follow-awareness	5	Knowledge of foreign languages	3
INNOVATION POTENTIAL		BASIC KNOWLEDGE	
goal orientation	5	leadership skills	4
willingness to change	4	Computer Skills	3
OWNERSHIP		TECHNICAL/SPECIALIZED KNOWLEDGE	
Assumption of responsibility	5	financial literacy	3
decision resistance	4		
sum	45	sum	34

PROFESSIONAL COMPETENCES		SOCIAL COMPETENCES	
THINKING PROCESS		INTEREST PREFERENCES	
need orientation	4	social Intelligence	4
COMMUNICATION SKILLS		COMMUNICATION BEHAVIOUR	
argument strength	5	Conflict resolution ability	5
strategy Formulation	5	persuasiveness	5
communication skills	4		
BASIC SKILLS		WORK BEHAVIOUR	
decision-making skills	4	achievement orientation	5
time management	4	promoting readiness	4
		Interaction skills	4
SPECIALIST/SPECIAL SKILLS		LEADERSHIP SKILLS	
Problem solving ability	5	risk-taking	4
delegation capability	5	ability to represent	4
qualification ability	4	perception	5
sum	40	sum	40

Individual skill profiling

Defining skill profile for position "Production Controller"

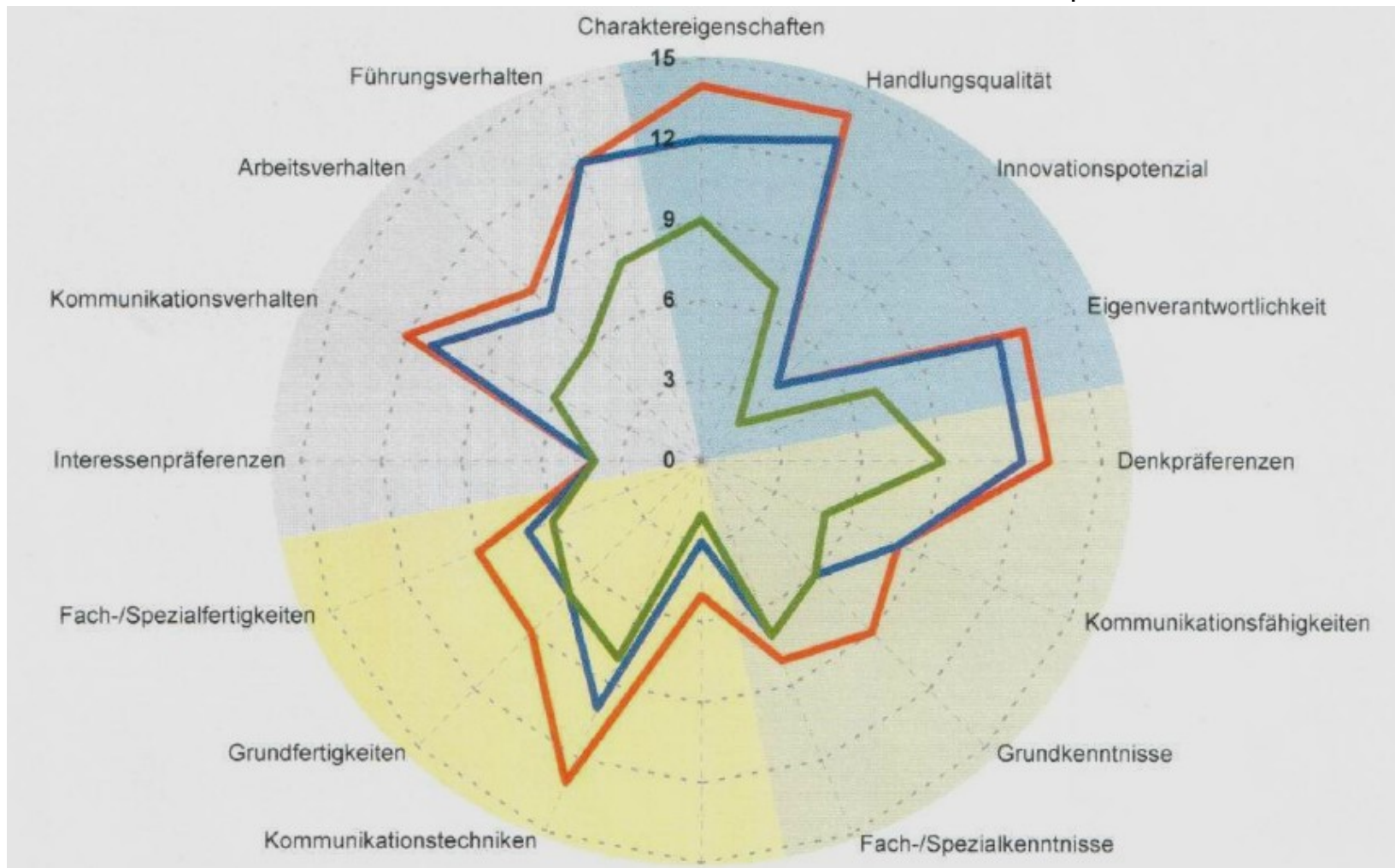| Tasks	Skill profile	Description
Task 1-Control production costs	Personal competences	load-bearing capacity,credibility,goal oriented
	Technique competences	critical thinker,conceptual skills,negoiation skills
	Professional competences	strategy formulator,decion maker,problem solver
	Social competences	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

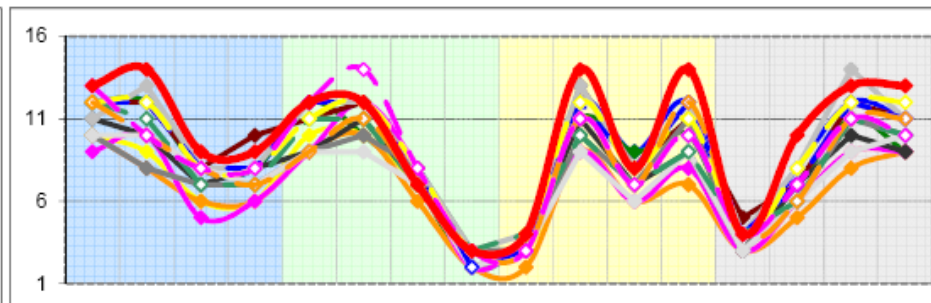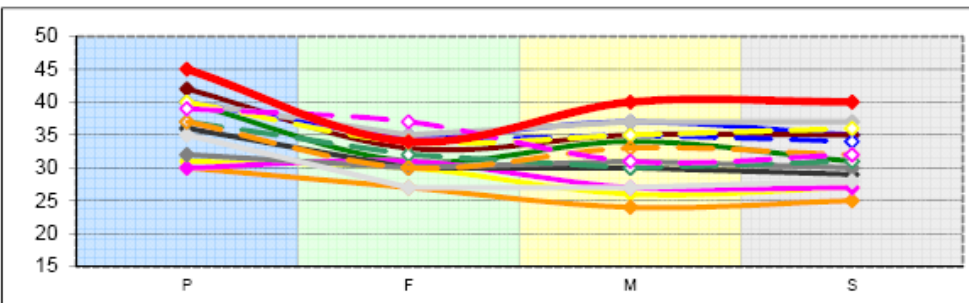Kompetence Radar

Practical example Assessment Center:

development of arrangements

potential assessment strengths-weakness-profil

Simulations (exercises)

observation/ rating system

Profil of qualification
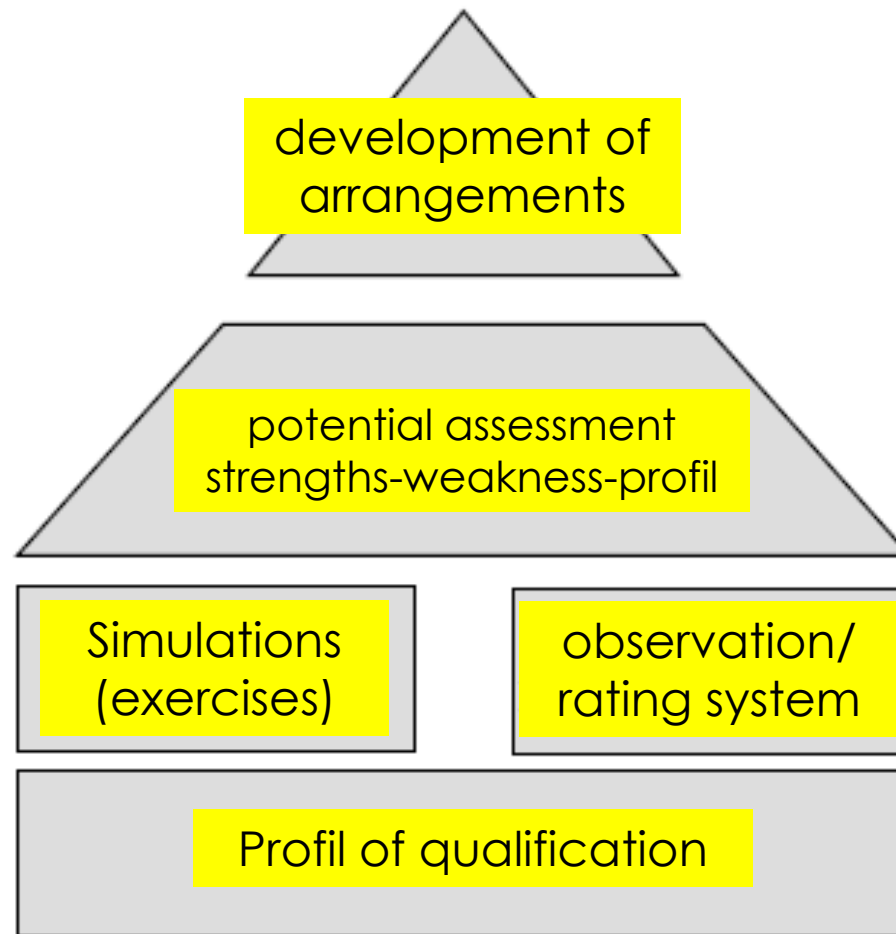
structure of a assessment center

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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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).*

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