



“HRM & OrgDev” Introduction

Dipl.-Ing. Johannes GÖLLNER, MSc

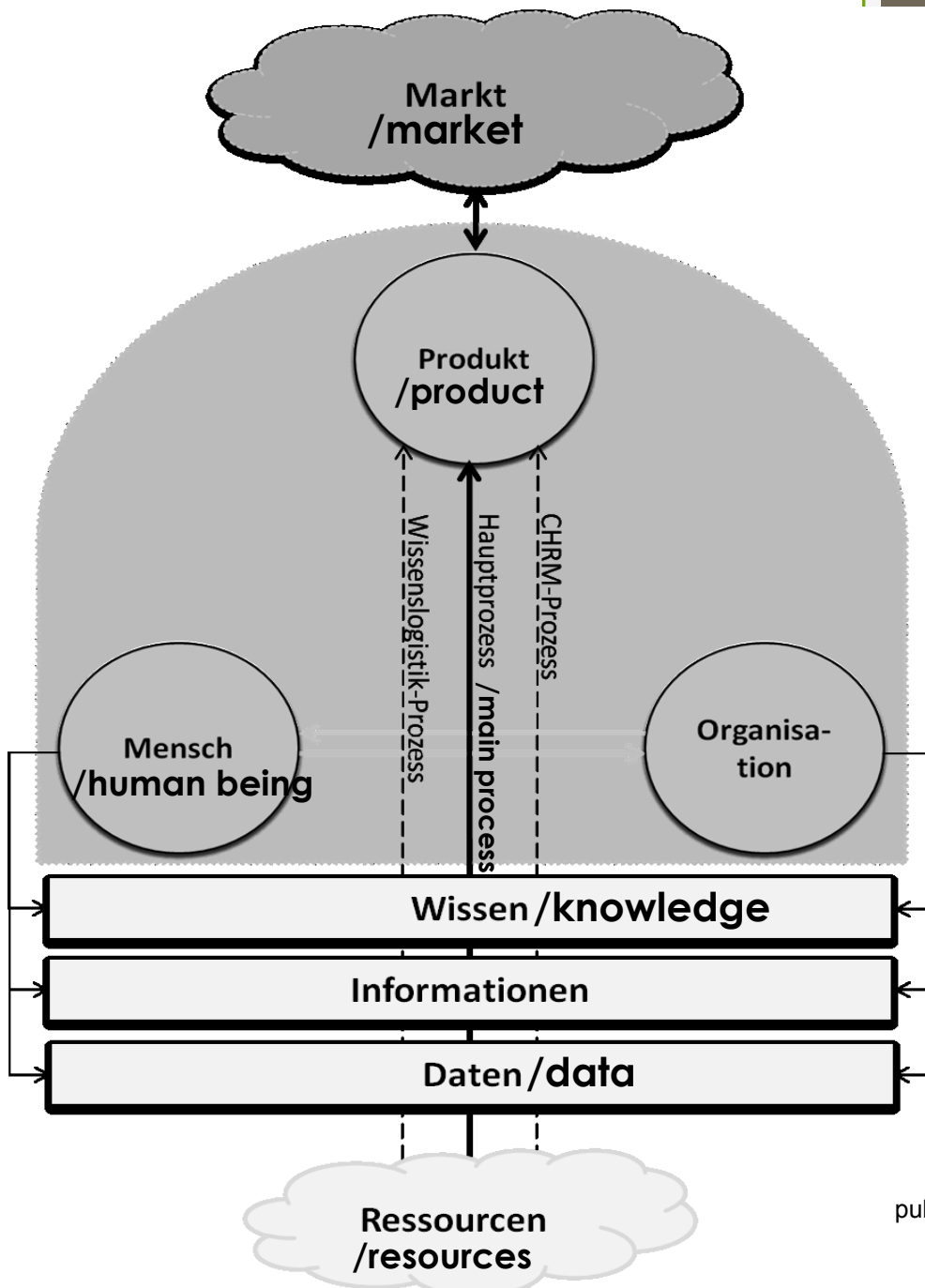
Masaryk University, Brno, CZ

September, 20th, 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



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

320+ **NEW** **twitter** ACCOUNTS

100+ **NEW** **Linked in** ACCOUNTS

13,000+ **iPhone** APPLICATIONS DOWNLOADED

1 **associatedcontent** **NEW** ARTICLE IS PUBLISHED

THE **WORLD'S LARGEST** COMMUNITY CREATED CONTENT!!

QUESTIONS ASKED ON THE INTERNET...

100+ **Answers.com**
40+ **YAHOO! ANSWERS**

600+ **NEW** **VIDEOS**

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

25+ HOURS **TOTAL** DURATION

70+ **DOMAINS** REGISTERED

50+ **WORDPRESS** DOWNLOADS

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

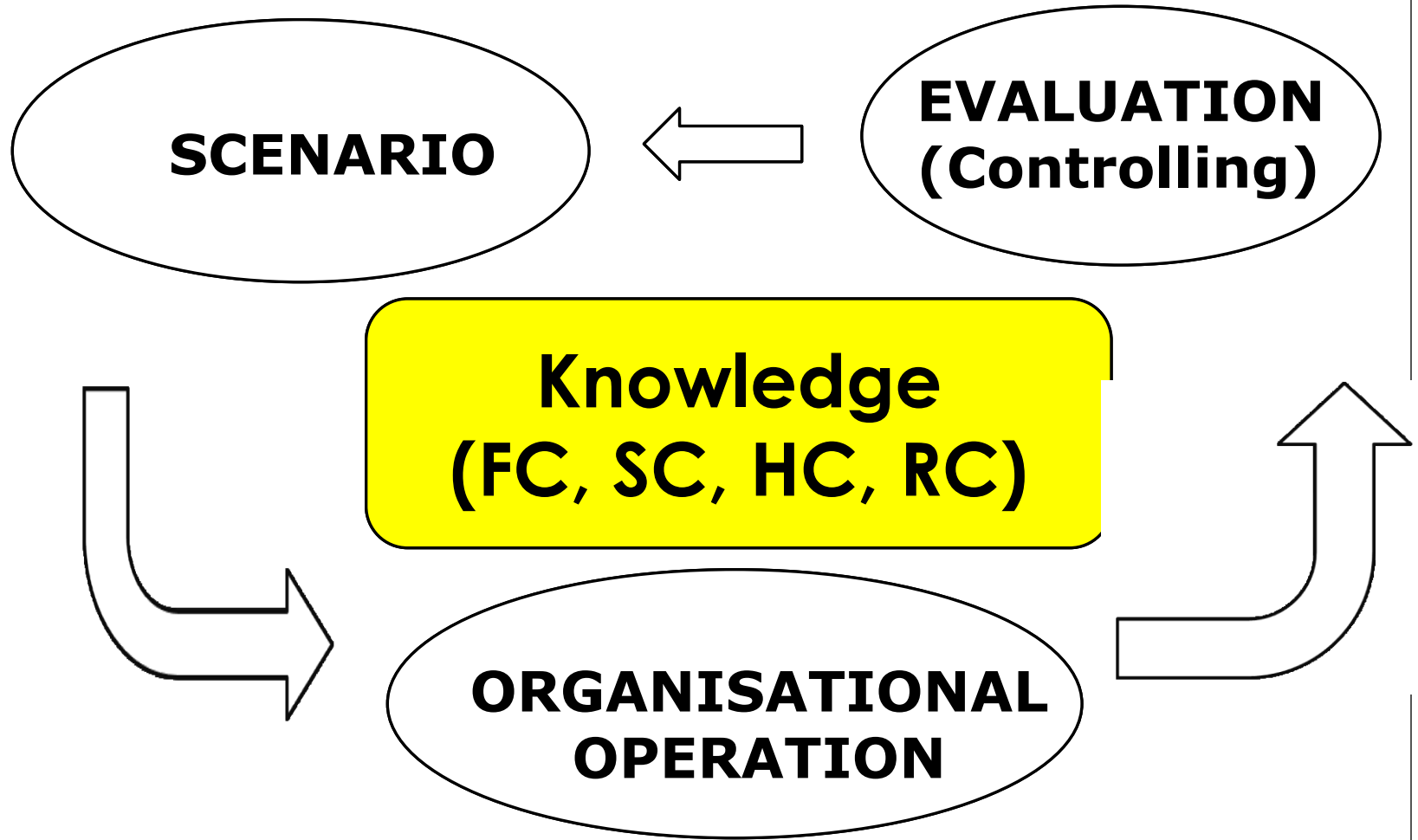
79,364 **WALL** POSTS

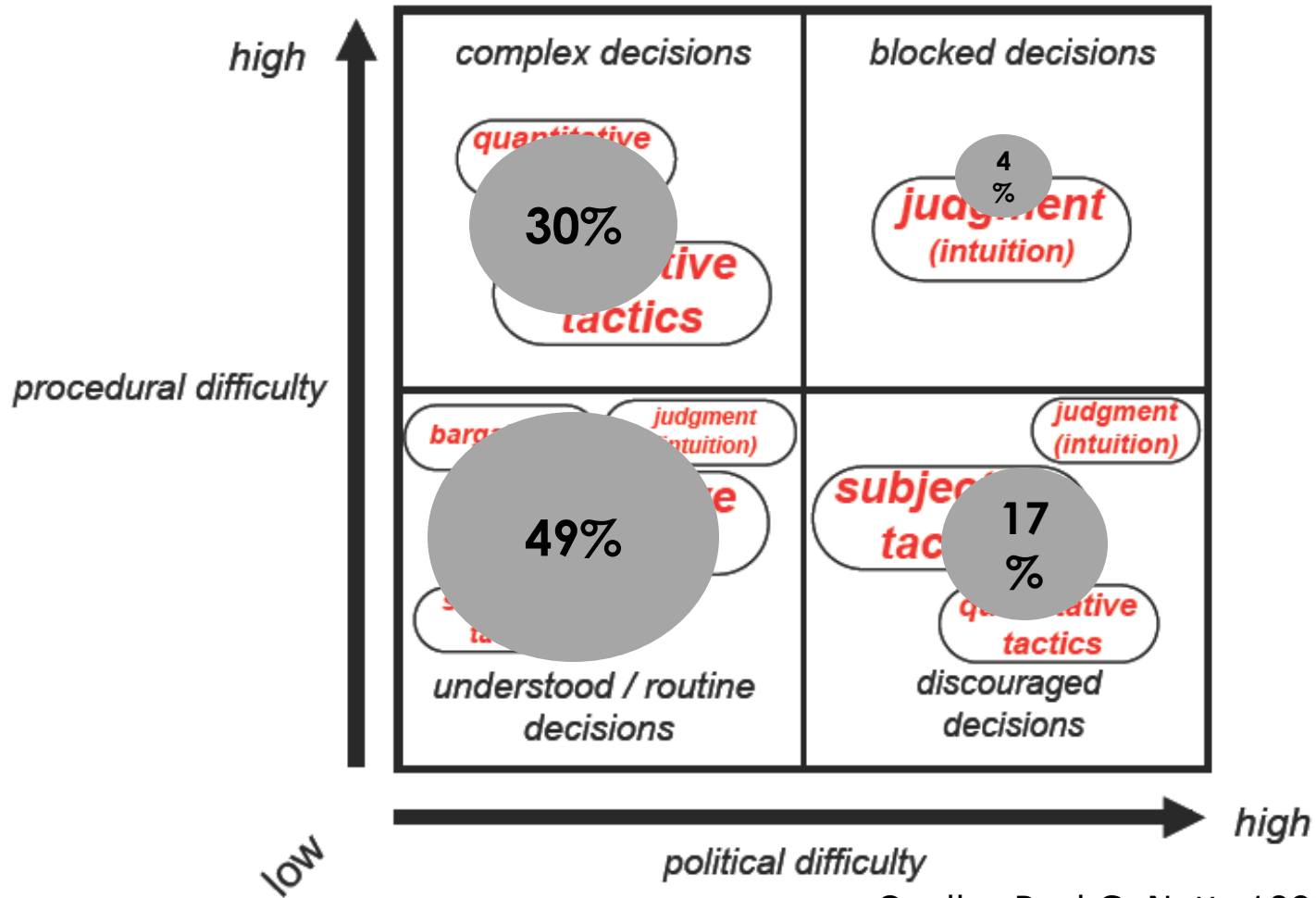
510,040 **COMMENTS**

Google

Google Search

Organisation-Development





Quelle: Paul C. Nutt, 1998



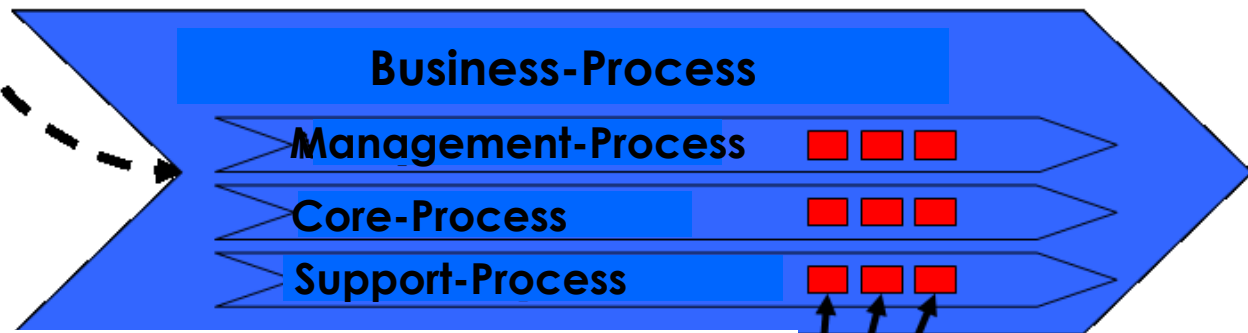
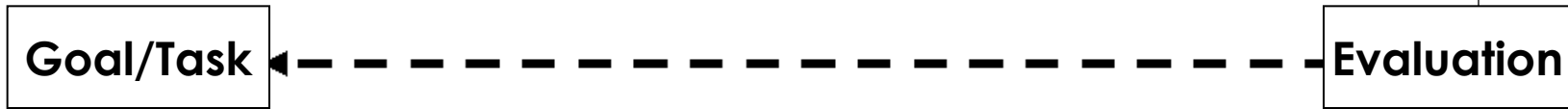
Building the Knowledge Performance System with a Model Based Approach

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

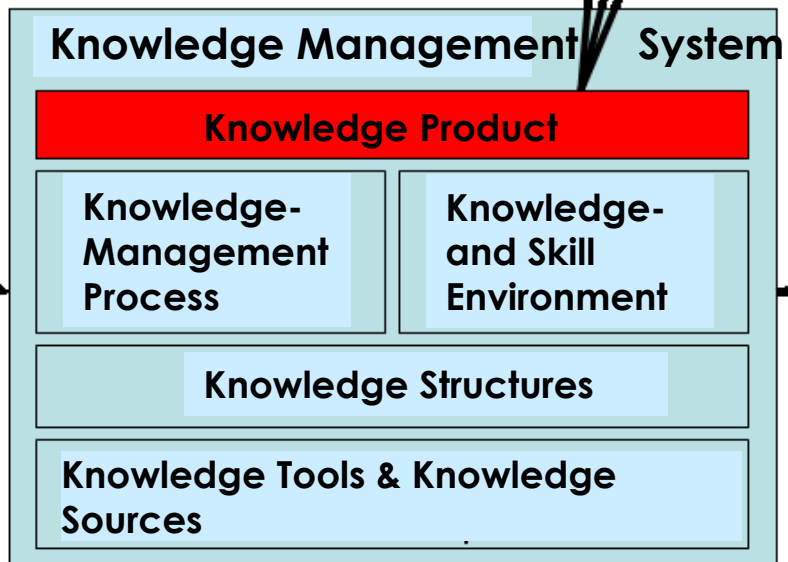
Do we have a KM - System, a Knowledge planning/
modelling tool and a KM/Evaluation tool in our
organisation?

„idea“

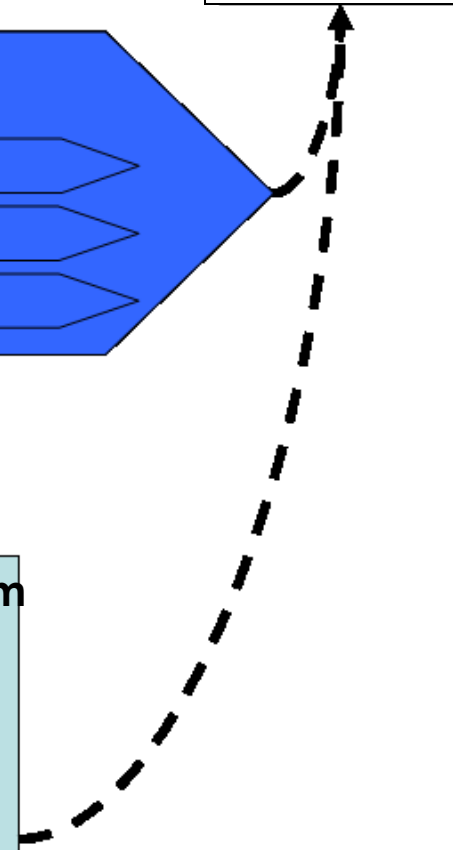
**IF YOU CAN'T MEASURE -
YOU CAN'T MANAGE IT!**



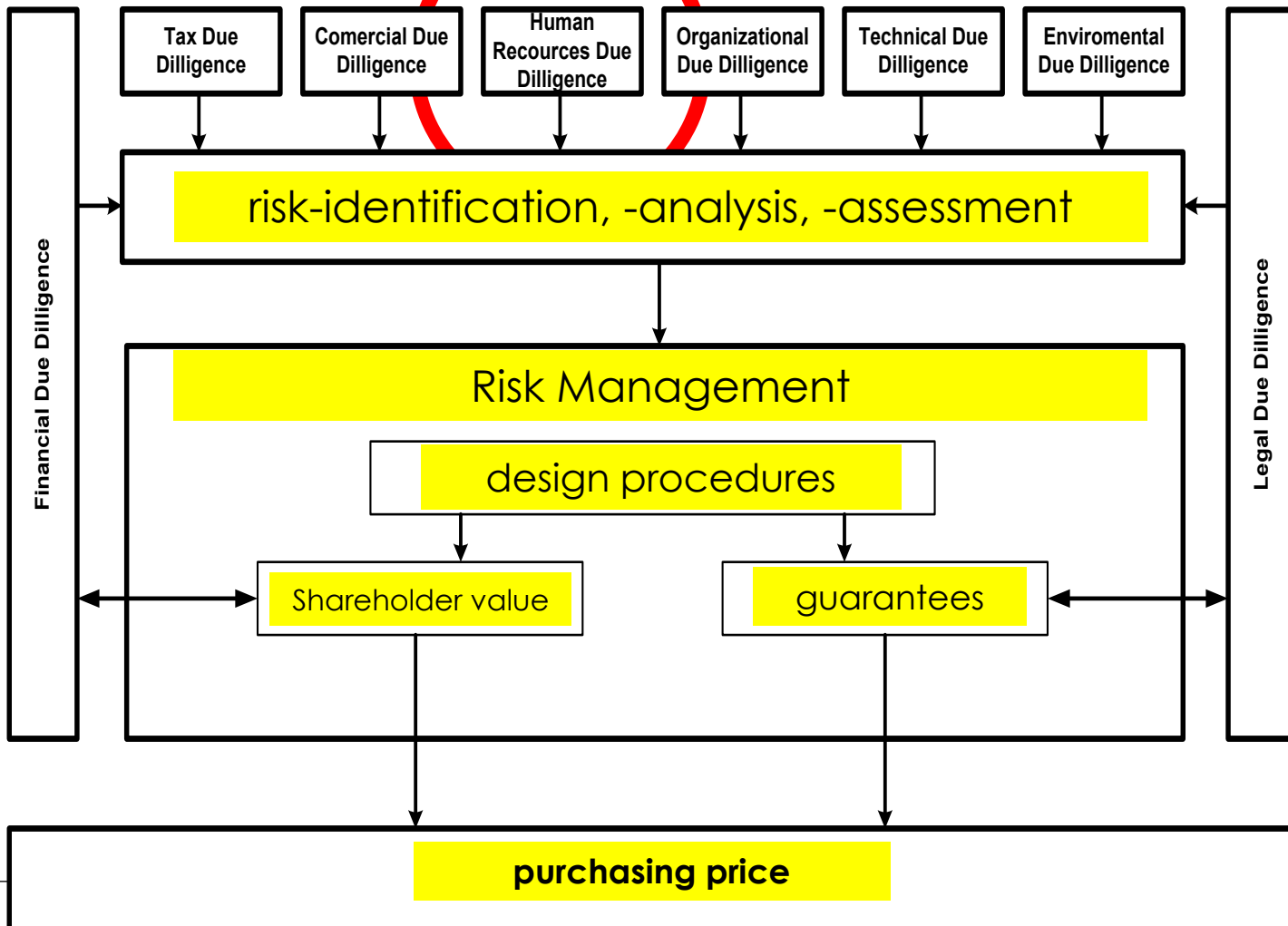
„The Knowledge-Product – anchor point
of business process oriented
Knowledge Management“



- Use case and product
- HC relations and skills
- Processes and structures
- Ressources and support



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.

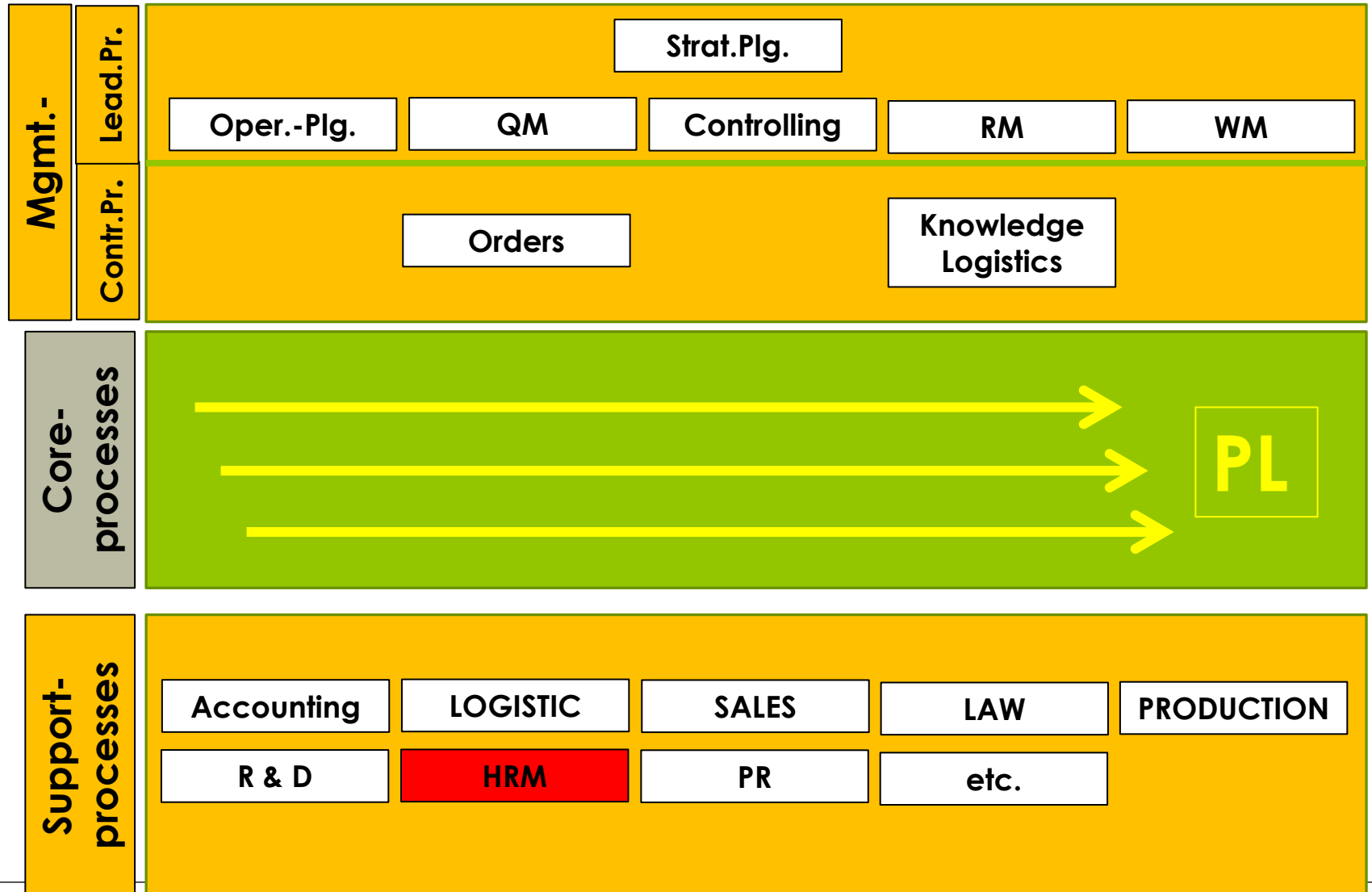
The main task of the Board / CEO is to ensure that:

- organizational measures, training and controls and**
- the correct conduct of the company and its employees**

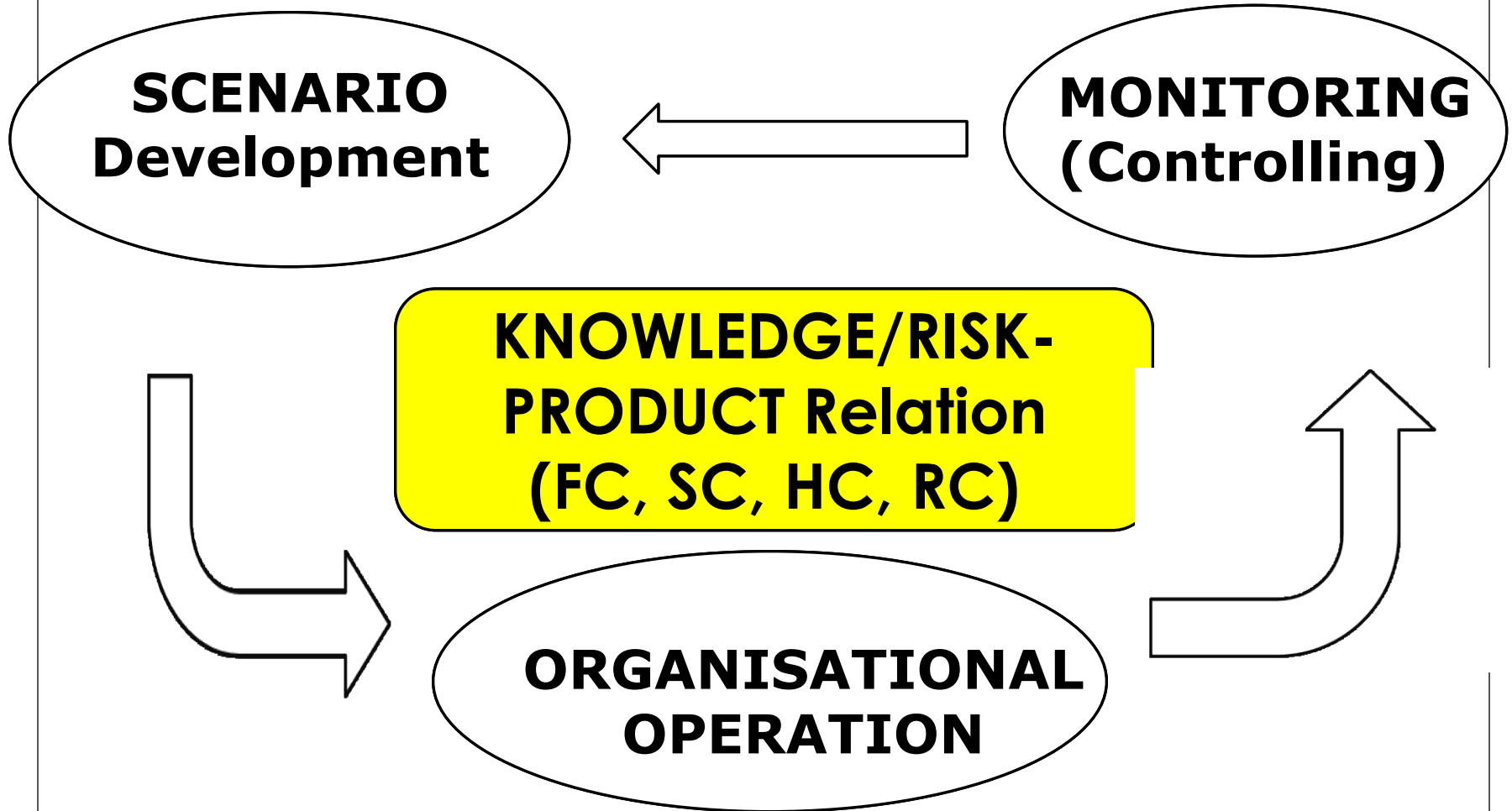
is ensured.

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

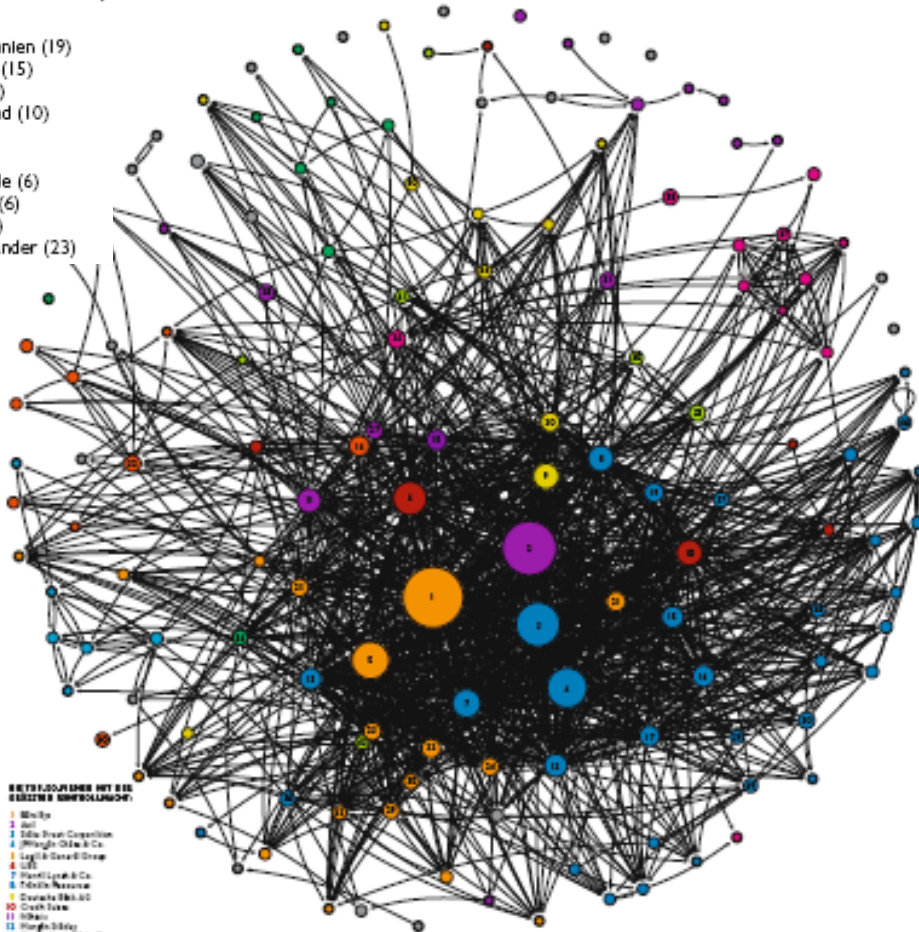


Network Analysis of Banking & Finance Organisations

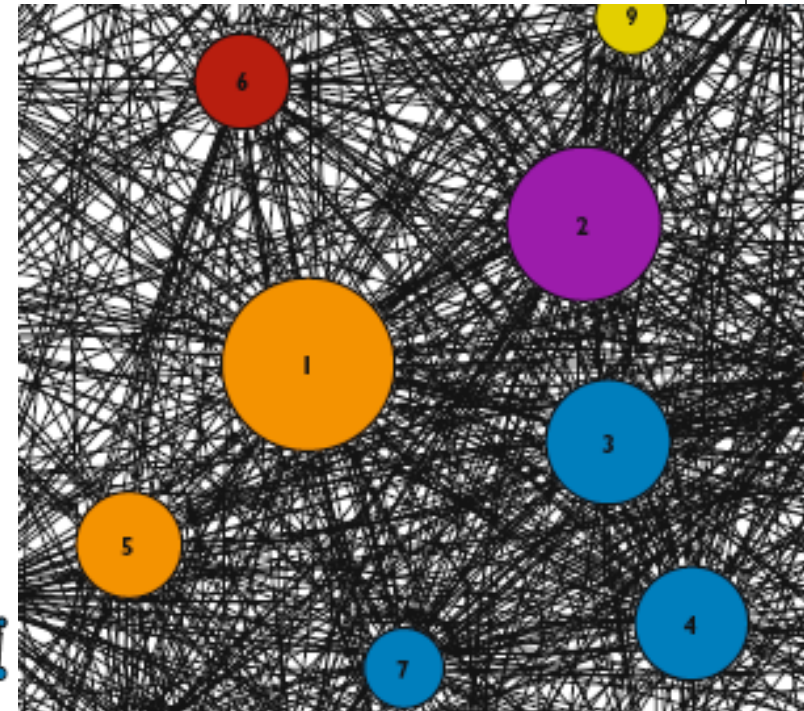
37 GRAFIK 31. Mai 2012
DIE ZEIT N° 23

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)



- BEZUGSPUNKTE MIT DEN GRÖSSTEN BETRIEBSUMFÄNGEN:**
- 1 Wells
 - 2 Citicorp
 - 3 Citicorp
 - 4 JPMorgan Chase & Co.
 - 5 JPMorgan Chase & Co.
 - 6 Citicorp
 - 7 Citicorp
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 - 33 Citicorp



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

DIE TOP-50-FIRMEN MIT GRÖSSTEN KONTROLLM

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

Source:

Institut für Systemgestaltung, ETH Zürich

147

Mitglieder der »Superzelle« im Inneren des Netzwerks kontrollieren fast 40 Prozent des Vermögens aller transnationalen Firmen

Practical example

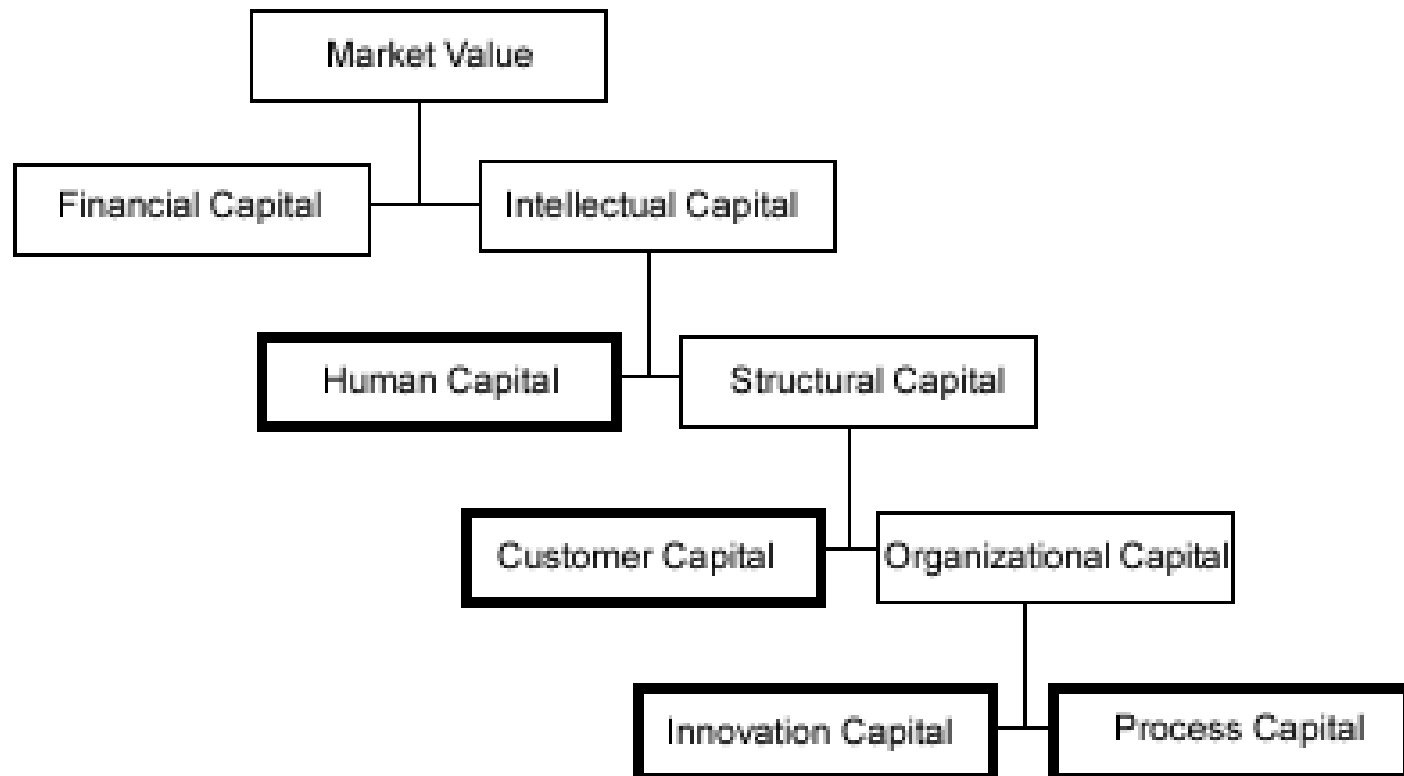
- competence profiling:
 - social competences
 - personal competences
 - professional competences
 - technique competences
 - Leadership competences

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 Scorecard 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

o Comparison Value Models:

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

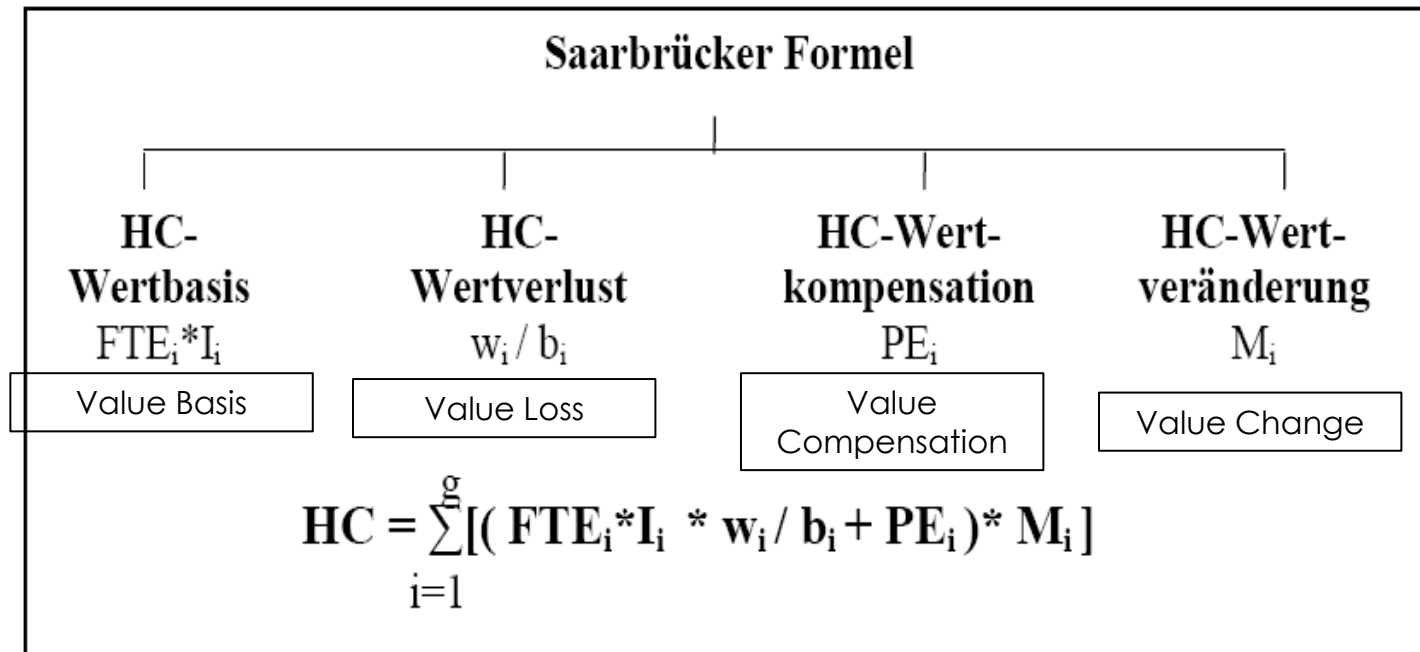
scheme of HC-models

- **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

- o Saarbrücker Formel (formula):



Practical example

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

Anzahl SE: 1

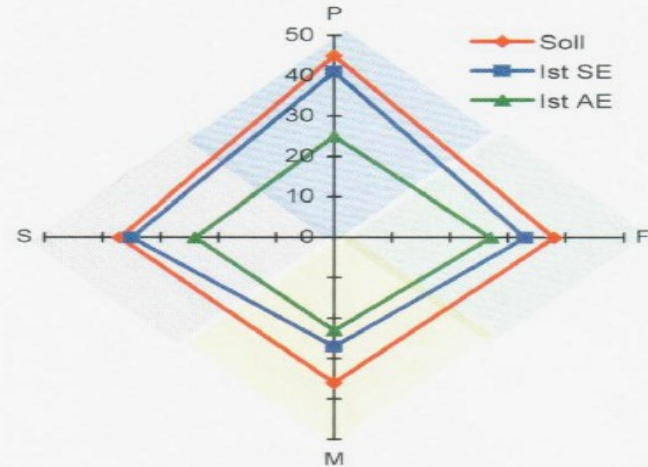
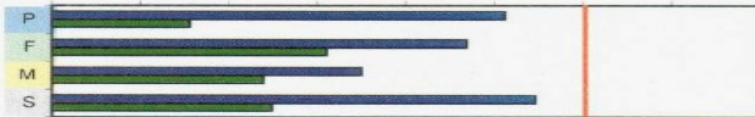
Anzahl AE: 1

	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

0 10 20 30 40 50



40 50 60 70 80 90 100 110 120 %

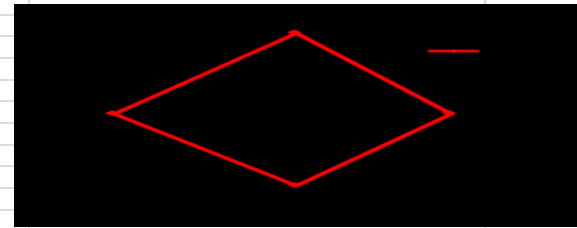
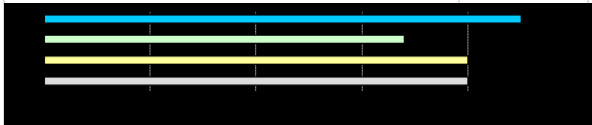


	Soll	Ist SE	Ist AE		Soll	Ist SE	Ist AE
Personale Kompetenz				Fachkompetenz			
Charaktereigenschaften				Denkpräferenzen			
Glaubwürdigkeit	5	4	3	Vernetztes Denken	4	4	3
Optimismus	4	4	3	Strukturiertes Denken	4	4	3
Selbstvertrauen	5	4	3	Konzeptionelles Denken	5	4	3
Handlungsqualität				Kommunikationsfähigkeiten			
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
Verfahrenskennntnisse	5	4	3	Ergebnisorientierung	4	4	3
				Wahrnehmungsvermögen	4	4	2
	36	27	23		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”

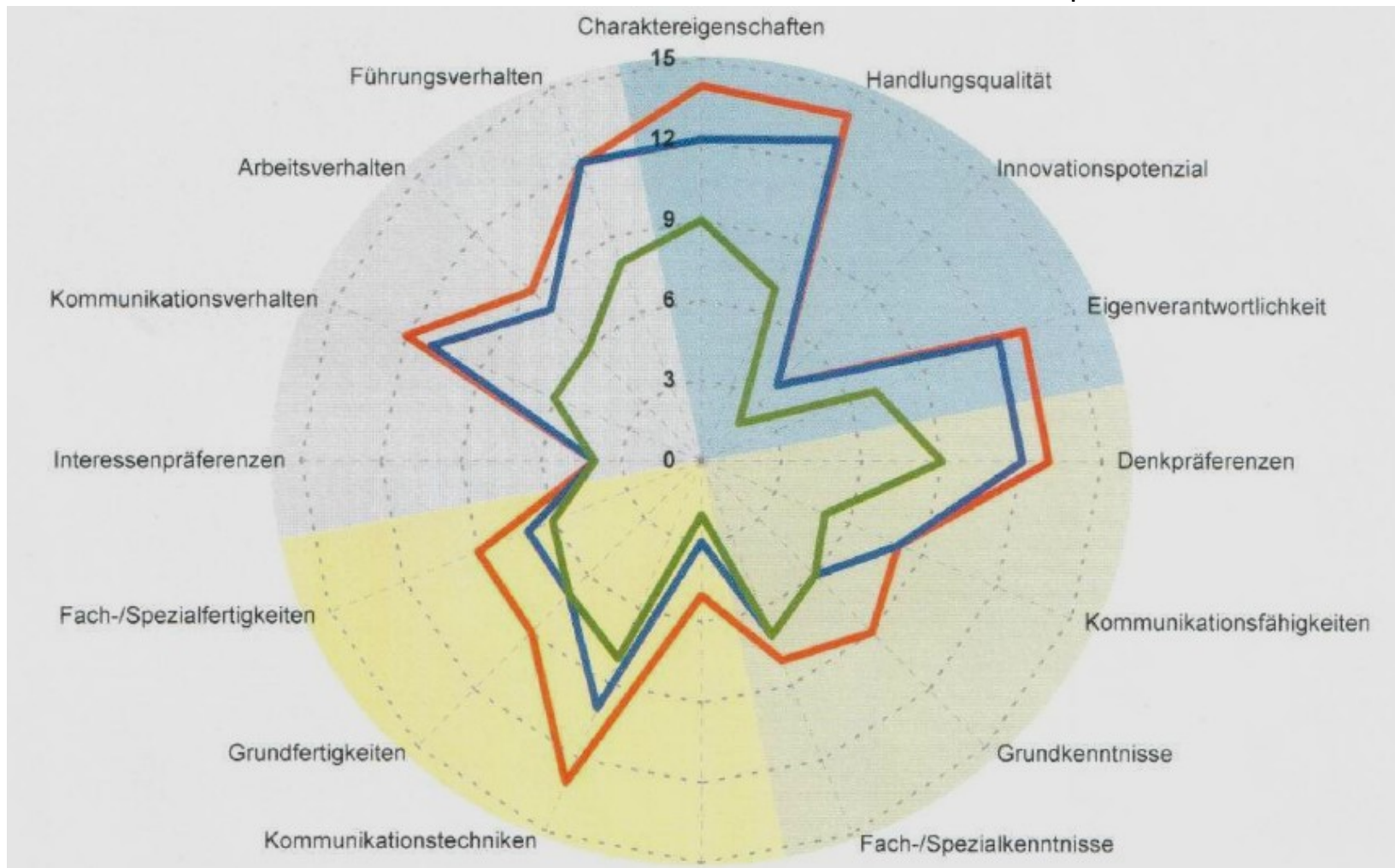
Tasks	Skill profile	Description
Task 1-Control production costs	Personal competences	load-bearing capacity,credibility,goal oriented
	Technique competences	critical thinker,conceptual skills,negotiation skills
	Professional competences	strategy formulator,decion maker,problem solver
	Social competences	conflict resolution ability,persuasive
Task 2-Processing customer orders	Personal competences	credibility, 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:

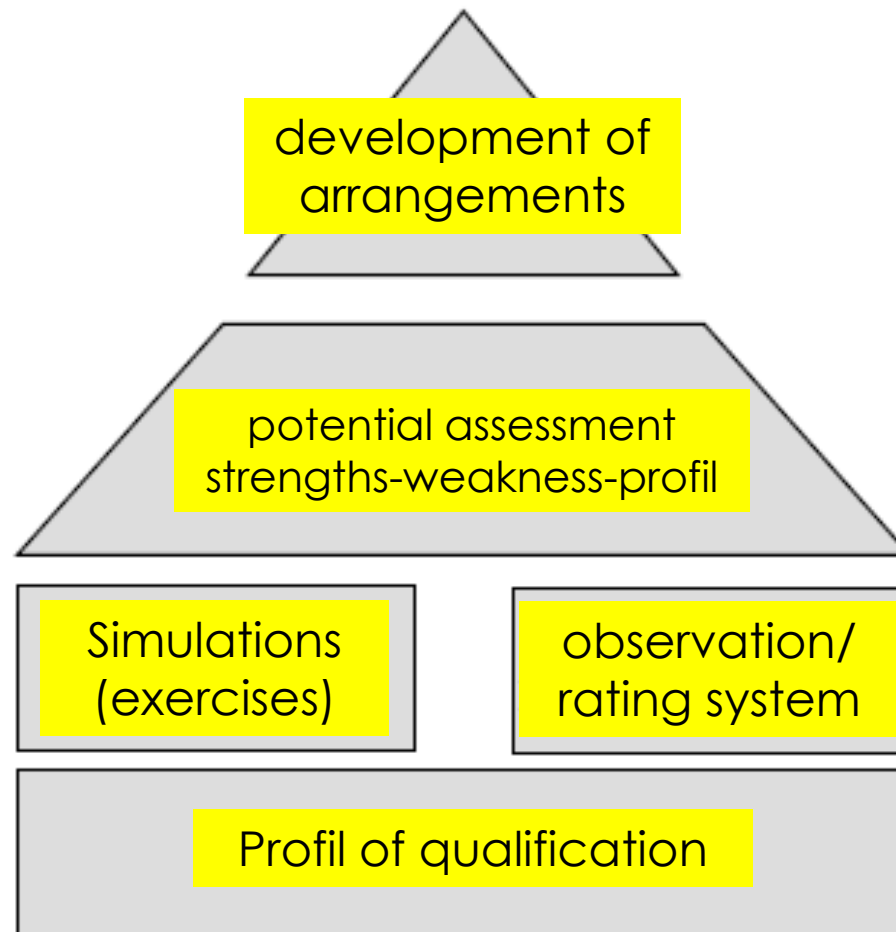


Practical example

Kompetence Radar

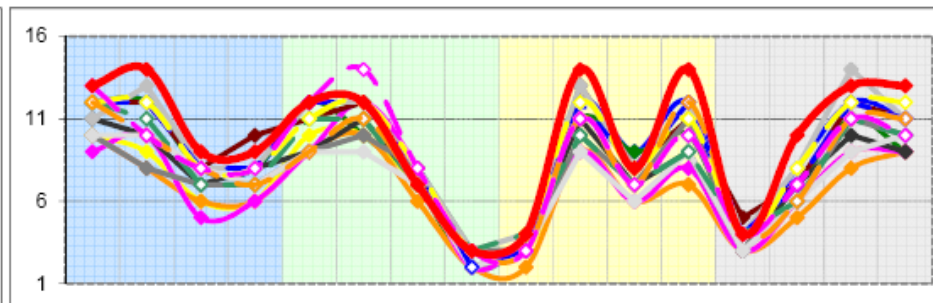
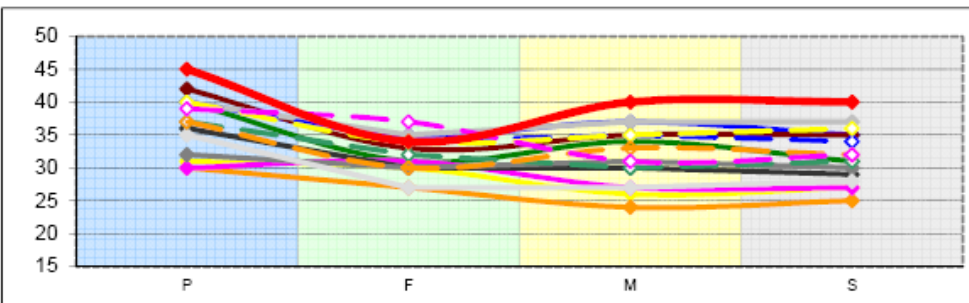


Practical example Assessment Center:



structure of a assesment center

Nr.	Name	Vorname	Pers. Code	Total Summe	Kompetenzbereiche				Kompetenzdimensionen															
					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 ?