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WELCOME!
Quality of Working Life

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TECHNOLOGY

Professor Mare Teichmann
Institute of Industrial Psychology, Tallinn University of Technology, Estonia
School of Management, University of Silesia, Poland

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Competence

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The term competence was known in Europe as a 'learned capacity to perform' (Roe, 2002)

There are two main approaches:
Any characteristics relating to superior performance

- Competency/ce (~ US) Learned capacity to perform
- Competence/cy (~ EU)

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Competency (Spencer & Spencer, 1993)

.....? "an underlying characteristic of an individual that is causally related with criterion- referenced effective and/or superior performance in a job or situation"

The diagram is an iceberg model. The tip of the iceberg, which is above the water line, is labeled 'VISIBLE' and contains 'SKILL' and 'KNOWLEDGE'. The larger part of the iceberg, which is below the water line, is labeled 'HIDDEN' and contains 'SELF-CONCEPT', 'TRAIT', and 'MOTIVE'. Below the diagram is the text 'Iceberg Model (modified by L.M. Spencer & L.M. Spencer, 1993)'.

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Competence (Roe, 2002)

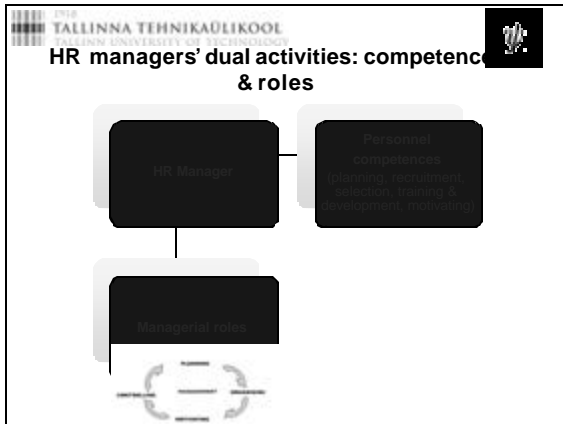
Competence as "a learned capacity of an individual to adequately perform a task, duty or role?" (Roe, 2002)

The diagram is titled 'Architectural Model of Competences'. It shows a classical building with a pediment. The pediment is labeled 'Professional competence'. Below the pediment is a horizontal line labeled 'Subject expertise'. The building is supported by four columns. To the left of the columns are two arrows pointing right, labeled 'Practical learning' and 'Acquisitive learning'. Below the columns are three horizontal lines labeled 'Methods', 'Theoretical skills', and 'Other competences'. At the bottom of the diagram is the text '(modified by G. Barrow and A.A. Roe, 2001)'.

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HRM Competences



What is HR managers primary responsibility at company?

- ✓ Right amount of employees
- ✓ in right time
- ✓ doing right tasks at workplace

To guarantee that in particular company there would work at any moment of time, the sufficient and most competent staff with highest possible productivity (output products/services with necessary quantity and quality)



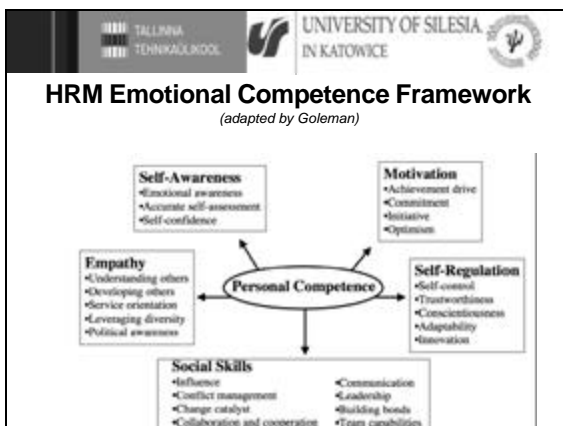




I. Personal	II. Organisational	III. Managerial	IV. Functional
I.1 Communication	II.1 Knowledge of the environment	III.1 Management of self	IV.1 HR planning and staffing
I.2 Decision making and problem solving	II.2 Knowledge of the industry/service	III.2 Management of people	IV.2 Performance management and development
I.3 Business acumen	II.3 Knowledge of the organisation	III.3 Management of resources	IV.3 Employee and labour relations
I.4 Credibility and professionalism	II.4 Impact and assessment	III.4 Management of operations, including outsourcing	IV.4 Compensation and benefits
I.5 Leadership	II.5 The HR department as a part of the organisation	III.5 Management of information	IV.5 Health, safety, welfare and security
I.6 Relationship management		III.6 Change management	IV.6 Systems and information management
I.7 Adaptability			IV.7 Organisational design and development







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HRM Competences *(Michigan University)*

- **Credible Activist.**

The HR professional is both credible (respected, admired, listened to) and active (offers a point of view, takes a position, challenges assumptions). Some have called this "HR with an attitude." HR professionals who are credible but not activists are admired but do not have much impact. Those who are activists but not credible may have ideas but will not be listened to.

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HRM Competences *(Michigan University)*

- **Culture and Change Steward.**

The HR profession appreciates, articulates, and helps shape a company's culture.

Culture is a pattern of activities more than a single event. Ideally, this culture starts with clarity around external customer expectations (firm identity or brand) and then translates these expectations into internal employee and organization behaviors. As stewards of culture, HR professionals respect the past culture and also can help to shape a new culture. Additionally, successful HR professionals facilitate changes in two ways. First, they help make culture happen. Second, they develop disciplines to make changes happen throughout the organization. They help turn what is

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HRM Competences *(Michigan University)*

- **Talent Manager / Organizational Designer.**

The HR professional masters theory, research, and practice in both talent management and organization design. Talent management focuses on competency requirements and how individuals enter and move up, across, or out of the organization. Organization design focuses on how a company embeds capability (for example, collaboration) into the structure, processes, and policies that shape how an organization works. HR is not just about talent or organization, but also about the two of them together. Good talent without a supporting organization will not be sustained, and a good organization will not deliver results without talented individuals with the right competencies in critical roles.

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HRM Competences *(Michigan University)*

- **Strategy Architect.**

The HR professional has a vision for how the organization can win in the future and plays an active part in the establishment of the overall strategy to deliver on this vision. This means recognizing business trends and their impact on the business, forecasting potential obstacles to success, and facilitating the process of gaining strategic clarity. The HR professional also contributes to the building of the overall strategy by linking the internal organization to the external customer expectations. This linkage helps make customer-driven business strategies real to the employees of the company.

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HRM Competences *(Michigan University)*

- **Operational Executor.**

The HR professional executes the operational aspects of managing people and organizations. Policies need to be drafted, adapted, and implemented. Employees also have many administrative needs (e.g., to be paid, relocated, hired, and trained). HR professionals ensure that these basic needs are efficiently dealt with through technology, shared services, and/or outsourcing. This operational work of HR ensures credibility if executed flawlessly and grounded in the consistent application of policies.

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HRM Competences *(Michigan University)*

- **Business Ally.**

Businesses succeed by setting goals and objectives that respond to external opportunity and threats. HR professionals contribute to the success of the business by knowing the social context or setting in which their business operates. They also know how the business makes money, which we call the value chain of the business (who customers are, why they buy the company's products or services). Finally, they have a good understanding of the parts of the business (finance, marketing, research and development, engineering), what they must accomplish, and how they work together, so that they can help the business organize to make

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Challenges for the HR in global companies (Fromholtz-Maki , 2005)

Six key contextual factors, which describe the current business environment and challenges for all global companies

- 1. Global economy** – organizations must acquire global awareness and leverage. Global awareness and sensitivity will enable firms to adapt products to local conditions and culture
- 2. Technology** – fueled by digitalized hardware and software, will make the world faster and smaller. With technology, an office will be location independent but more defined by connection and contact

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Challenges for the HR in global companies (Fromholtz-Maki , 2005)

- 3. Speed** – will be the major determination of success. Product life cycles will shorten, and first-mover advantages will become even more important. Speed will mean change towards risk-taking and innovation.
- 4. Customization** – consumer customization will be target for market research. Employee customization will also occur to attract and keep top talent. Customized deals will require more flexibility than rules; service more than systems and commitment more than consistency.

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Challenges for the HR in global companies (Fromholtz-Maki , 2005)

- 5. People** -Intellectual capital and knowledge of people – firms that access, leverage and create knowledge will win. Organizations must become thought leaders and set the rules of the game rather than be constrained by being strategic followers.

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Challenges for the HR in global companies (Fromholtz-Maki , 2005)

6. Profitable growth – firms that do not meet financial goals will fail. Financial success will become not just reducing costs but creating growth. Cost-reduction pressures will continue as evidenced in attention to improve processes, avoiding redundancies and higher productivity. An agenda for growth will continue through attention to global distribution (selling product and services to new markets) customer intimacy (selling more to existing customers); and innovation (creating new products and services). Leaders of the future will have a clear strategy for growth and costs simultaneously.

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Challenges for the HR in global companies (Fromholtz-Maki , 2005)

- a) Determining the firm's purpose or vision
- b) Exploiting and maintaining core competences
- c) Developing human capital
- d) Sustaining an effective organizational culture
- e) Emphasizing ethical practices
- f) Establishing balanced organizational controls

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Study background

- ✓ Well-known publications of human resource management (HRM, such as *Human Resource Management* and *Human Resource Magazine*) act as a bridge between knowledge and practice
- ✓ These journals attempt to intermediate, reflect, and rephrase major academic positions, based on empirical studies and scientific fact, for those working in the personnel field Unfortunately, these efforts sometimes end up looking like a fun-house mirror rather than a true reflection of the evidence that they are trying to represent

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Study background

The mentioned publications and personnel management training textbooks and handbooks fail to address some of the academic knowledge that is vital to HR work

Analysing the content of articles published over five years, researchers in the USA *(Rynes, Giluk, Brown, 2007)* reached the conclusion that topics addressed in publications and books that were geared towards practitioners addressed far less academic studies and literature

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Study of Estonian HR professionals

Sample

- 1) a group of HR professionals (58 females, five males, with an average age 32.4 years)
- 2) a control group of professionals from a variety of different occupations (such as engineers, book-keepers, lawyers, civil servants, and teachers (56 females, eight males with an average age 31.9 years)

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Study of Estonian HR professionals

Research method

We interviewed 63 HR professionals and the control group that consists of 64 non-HR professionals from different occupations

We proposed the same eight statements to both samples and they were asked if they agreed or disagreed with each statement e.g., "Money does not motivate an employee to boost their productivity"

These statements were taken from the misunderstandings of research evidence ("myths") that had vividly occurred in the first part of interview study.






HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)


Results

Table 1. Personnel professionals' and non-personnel professionals' judgements

Statements	Sample 1		Sample 2	
	Agree (%)	Disagree (%)	Agree (%)	Disagree (%)
1. Money does not motivate an employee to boost their productivity	33.4	66.6	19*	81*
2. It's not possible to use a test to gauge an employee's integrity in order to help decide whether to hire him or not	43.9	56.1	95	5
3. Work stress is the primary reason for employees falling ill	47.2	52.8	79*	21*
4. Including employees in the decision-making process is vital to improving work productivity	43.3	56.7	95	5
5. Satisfaction with one's work guarantees greater productivity and more loyalty to an organisation	44.4	55.6	83	17
6. Charismatic leaders are not as good	13.8	86.2	9	91
7. Labour unions conduct negotiations about wages instead of employees	13.9	86.1	15	85
8. It is not possible to account and to prove the profitability of personnel selection	33.3	66.7	35	65

*Statistically different from the HR group (Sample 1) at p<0.05





HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)


Myth 1 – Money does not motivate an employee to boost their productivity

Myth 2 – It's not possible to use a test to gauge an employee's integrity in order to help decide whether to hire him or not

Myth 3 – Work stress is the primary reason for employees falling ill

Myth 4 – Including employees in the decision-making process is vital to improving work productivity





HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Myth 5 – Satisfaction with one's work guarantees greater productivity and more loyalty to an organisation

Myth 6 – Charismatic leaders are not as good

Myth 7 – Labour unions conduct negotiations about wages instead of employees

Myth 8 – It is not possible to account and to prove the profitability of personnel selection

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Results showed that there are a number of embedded attitudes (myths) that are not evidence-based. Four statements were judged, by the majority in both samples, inadequately:

- ✓ 1. Money does not motivate an employee to boost productivity
- ✓ 6. Charismatic leaders are not as good
- ✓ 7. Labour unions conduct negotiations about wages instead of employees
- 8. It is not possible to account and to prove the profitability of personnel selection

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

In contrast there were three statements in which majority from both samples judged inadequately:

- ✓2. It's not possible to use a test to gauge an employee's integrity in order to help decide whether to hire him or not (36.1% disagree HR; 35% disagree non-HR);
- ✓4. Including employees in the decision-making process is vital to improving work productivity (16.7% disagree HR; 5% disagree non-HR);
- ✓5. Satisfaction with one's work guarantees greater productivity and more loyalty to an organisation (5.6% disagree HR; 15% disagree non-HR).

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

One statement did show significant difference ($p < 0.05$) between the judgments of HR and non-HR samples:

- ✓ 3. Work stress is the primary reason for employees falling ill; (47.2% HR; 75% agree non-HR)

The prevailing view among non-personnel professionals was (incorrect) that work stress was the primary reason for employees falling ill.

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HRM Competences & Myths among Personnel (HR) Professionals (Teichmann, Randmann, 2013)

Conclusion

Based on results of the current study, four statements were judged in both samples adequately, and there were three statements in which both samples judged inadequately. One statement did show significant difference ($p < 0.05$) between the judgments of HR and non-HR samples i.e. "Work stress is the primary reason for employees falling ill"

We have to conclude that personnel professionals' knowledge has not much progressed far as the 37.5% of judgments personnel specialists are making are not supported by evidence. Most intriguing was the finding that there was not much difference between HR and non-HR samples by their level of knowledge

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Managers' Competences

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Management Levels & Skills (Bozewicz, 2007)

3 rd Level (Senior Managers)	Administrative and Conceptual Skills
2 nd Level (Middle Managers)	Interpersonal Skills
1 st Level (Supervisors)	Technical Skills

As organizations evolve to reflect their business environment-- the skills mix is also changing for the organization's managers

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Managers' Competences (Employee Development Systems, Inc.)

- ✓ Appraising People and Performance
- ✓ Disciplining and Counseling
- ✓ Employees Listening and Organizing
- ✓ Setting Goals and Standards
- ✓ Thinking Clearly and Analytically
- ✓ Giving Clear Information to Employees
- ✓ Getting Unbiased Information
- ✓ Identifying and Solving Problems
- ✓ Making Decisions and Weighing Risks
- ✓ Planning and Scheduling
- ✓ Work Training, Coaching, and Delegating
- ✓ Time Management and Prioritizing

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Managerial competence (An Organizational Development Approach, Bozewicz, 2007)

Team Leader Project Leader PO&Ms Project Tracking Resource Expenditures Customer Orientation Quality Focus Consensus Myers-Bridge Analysis	Supervisors Situational Leadership Demonstrate Core Values Managing Diverse Workforce Coaching/Counseling Conflict Management Change Management Team Building Influencing/Negotiating Human Resources Mgmt Branch Head (Middle Mgr)	Managers Innovative Thinking Program Development Planning & Evaluation Model/Reinforce Core Values Resource Management Technology Management Process Oversight Management Mentoring Presentation/ Marketing Skills Risk Management Division Head (Senior Mgr) Program Manager	Executives Strategic Vision External Awareness Organizational Representation & Liaison Directorate Head (Senior Mgr)
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Knowledge and Skills

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First Things First: "Manage" Yourself (Bozewicz, 2007)

- ✓ Know Your Personality
- ✓ Personality/Behavior Tests
- ✓ Work Within Yourself
- ✓ Know Your Constraints and Limitations
- ✓ Don't Become Something You're Not!
- ✓ Take Care of Yourself Physically and Mentally
- ✓ "Management" Will Require Much of Your Energy
- ✓ Strive for Balance - Don't Become a Workaholic!

Manage Yourself before Managing Others

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“Extra-curricular” Preparation *(Bozewicz, 2007)*

Look for and take advantage of opportunities to get involved with corporate or organization-level teams/projects - get exposure at the corporate-level

There's more than just the focused technical area you work in!

Look at organization's internal website or other sources of corporate information, policies and strategic planning – “good stuff” from an organizational perspective – get familiar with how your organization does business (e.g., budget development, marketing, etc.) and strategic planning

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“Extra-curricular” Preparation *(Bozewicz, 2007)*

Professional Society involvement – good for exposure – become an “active” member not just an attendee – offers great early “management” opportunities

Make the investment in yourself (time and \$\$\$) – not everything will be provided to you – you must take the initiative – treat yourself as a small business (YOU, Inc.)

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Key Focus Areas *(Bozewicz, 2007)*

Continuously improve your Communication skills – written and oral

New Focus Area: International Communications

Negotiating – key skill to your future success

❖ Understand that there is a “political landscape”

Financial Management/Budget Development – general theory and your organization's accounting and budgeting practices

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Key Focus Areas *(Bozewicz, 2007)*

“Soft skills” will play a significant part in successfully transitioning from Engineer to Manager

A strong desire to want to continue to develop yourself
AND more importantly a desire to develop others

Become a Decision Maker – Managers have to make the “Tough Choices”

Take Charge: Initiate development of your Personal Strategic Plan for You, Inc.!

Set an Active Course for Yourself...Don't Coast... If You're Coasting, You're Going Downhill

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Thank You!

mare@pekonsult.ee
