

LEADING THROUGH HR
PRESENTATION OUTLINE

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- The most recent HR trends have a track record of professional development which may be categorized in FOUR Broad Phases. Each phase has been influenced by radical management ideas which have defined the role of HR Manager in business organizations.
- In our discussions today we will have a quick glance of each of these four phases, the changes in management ideas influencing the work place and dynamically challenging role of HR in organizational leadership.

▪ **PHASE I – THE PHASE OF WELFARE & ADMINISTRATION (1900 to 1940's)**

- The following Management ideas flourished in this phase:-

1923

- Efficiency was the buzzword as enterprises applied the scientific management methods of Frederick Taylor, Frank Gilberth and others.
- Henry Ford's Mass production technique churning out Model Ts at increasingly lower prices.
- Alfred Sloan's new structure for GM, decentralized decisions, centralized staff functions
- Mary Parker Follett saw the future of management: key words introducing such as Group thinking coordination, and power with, not power over.
- The human element Elton Mayo's famous Hawthorne studies find that human and social factors have a big impact on productivity.

1938

- Janes Mooney identified hierarchy showing that organizations have a ladder of duties & responsibilities.
- Chester Bernard defined organization as a system of cooperative efforts with a common purpose in the “The function of the Executive”.
- Emergence of Labour Laws for industrial workers.

- **PHASE 2 – WELFARE ADMINISTRATION STAFF AND TRAINING : PERSONNEL MANAGEMENT, INDUSTRIAL RELATIONS 1940's TO MID 1970's**

- The following management ideas flourished during this period:-
 - Post Second World War.

 - Quantitative methods of analysis influenced decision making in business.

 - Henry Fayol's Complete theory of 14 principles of management functions (Planning controlling staffing....) published in English 33 years after Frenchman Henry Fayol wrote it (General & industrial management).

1954

- Maslow's theory of human needs hierarchy.
- The rise of MBO Peter Draker: "managers should be driven by clear objectives" in "The Practice of Management".
- Frederik Herzberg's theory of Motivation.

1962

- Douglas Mc Gregor's argument of Theory Y Management (encouraging self direction) on Theory X (encouraging authority).
- Organizational structure takes Centre Stage as Alfred Chandler & Drucker focus on big picture.
- Likert's concept of Leaders who develop participative organizations get better results.

1967

- Peter Drucker introduces the knowledge worker and recognizes growing up of knowledge
- **PHASE 3 – HUMAN RESOURCE MANAGEMENT MID 1970's – 1990's**
- The following management ideas groomed in this.

1980

- What do managers do (Henry Mintzberg) finds that immediate tasks rather than long term thinking consume their days.
- Quality rises in the West US Companies belatedly discover the teachings of Deming and Juran.
- Tom Peters' In Search of Excellence: Research of 43 Excellent Companies' identifying success factors behind their excellence. "Within Productivity through People" highlighted as key to organization excellence

May 1986 Wall Street Journal

- Peter Ducker's article on "Goodbye to old personnel department" in which he predicted:
 1. Personnel function will drastically change in years ahead.
 2. New and different tasks
 3. Will have to act as a line rather than staff function.
 4. Employing different people.
 5. Will have to redirect itself away from concern with cost of employees to concern with their yield as resource.
 6. Personal Management & Org. Planning (OP) will have to come together.
 7. **PERSONAL MANAGEMENT:** Treated organization as given and tried to provide people. Focused on supply

8. **ORGANIZATION PLANNING:** Fashioned impersonal boxes with functional titles. Focused on demand.
 9. Both will have to come together Personnel function will have to concern itself with job design and job relations rather than simply try to supply people to fill predetermined slots
- **PETER DRUCKER IDENTIFIED FOLLOWING FACTORS RESPONSIBLE FOR ABOVE CHANGE:**
 1. Changing technology, taking away functions of first line supervisors by automaton will need to redirect them to acquire new vision, new skills.
 2. Shift in composition of workforce. Productivity of white collar workers, new challenge, restructuring of career ladders, compensation and recognition.
 3. Changing age composition of professional and managerial functions.

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- The Credibility gap: The tug of war between HR and Line Managers.
 - Moving back or moving forward:- The HR linkage.

▪ PHASE 4 STRATEGIC HUMAN RESOURCE MANGEMENT 2000 ONWARDS

- Influence of IT revolution in Strategic Decision Making.
- From “Doables” to “Deliverables”.
- Lagging indicators & Leading indicators as new parameters of organizational success.
 - The Strategic Alignment and the HR Score Card.
 - **Dave Ulrich’s new mandate for HR Managers: The future Humane Resources Champions:**
 - As STRATEGIC PARTNER
 - As ADMINISTRATIVE EXPERTS
 - As EMPLOYEE CHAMPIONS
 - As AGENTS OF CHANGE

- **Charles Handy's Productivity Challenge**

Productivity = Half the people, Double the Wages Three Times the Performance.

Wealth = Productivity + Alchemy (Creative mind)

Happiness = Wealth + Humanity (Concern for people)

- The new challenge of Managing Talents.
- HR's Leading Role as the Future CTOs : The Ladder to the Board Room
- Where are we? The HR leaders of Pakistan: Respond to the Wakeup Call