

TALK TOGETHER

erkennen – bewerten – entscheiden

The Topic:

Innovation is in demand, even in human resource management, because the growing **shortage of one of the most important resources** – p e o p l e – is posing great challenges to our economy.

The Facts:

- 1) Identification and **a feeling of connectedness with companies are at an historic low**;
- 2) Preparedness for turnover as well as **turnover are at an all-time high**;
- 3) Different expectations and a **lack of agreement on values**:
Management = Expertise, being adept at giving presentations, self-management skills vs.
Workforce = Integrity, social responsibility, work climate;
- 4) **Goals, intentions and needs are unclear**. This is true for both sides;
- 5) There is a **lack of processes** to create greater openness, whereby:
- 6) “Selecting personnel based on suitability diagnostics is one of the **most profitable business investments**” (Prof. Dr. Heinz Schuler)

(Sources: The “Work Quality and Economic Success” longitudinal study (770 human resource managers, 7,100 employees), German Federal Ministry of Labor and Social Affairs 2012/2014, Institute for Employment Research, Center for European Economic Research, Gallup, Seminar for General Human Resource Management, University of Cologne)

The Solution Options:

- 1) **Strengthen the employer brand!**
 - Precisely define and communicate the company personality;
 - Share purpose and values between the workforce and management;
 - Credibility requires honest self-reflection;
 - Avoid transparent marketing slogans.
- 2) **Reduce turnover!**
 - Retain the best people and integrate them over the longer term;
 - Don't select people based solely on their expertise, but rather due to how well they fit with the company's culture and with the company's goals;
 - Consciously practice a culture of appreciation for the workforce.
(This means salary and vacation days are secondary, whereas the continuous, earnest and serious communicative involvement are the main factor)
- 3) **Reduce the complexity** of personnel evaluations!
 - Consult with external specialists;
 - Standardize the decision-making processes;
 - Instrument-supported personality assessments;
 - Highly structured interviews.

The Recommendation:

Specialists are absolutely indispensable for various process steps:

- 1) Check that there is sufficient **transparency of the company culture**;
- 2) Supplement **personality competences** in requirement profiles;
- 3) Utilize **multi-modal methods** for personality descriptions;
- 4) Recognize **values** as stable behavioral indicators;
- 5) Understand **team signals**.