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What are Some of the Most Important Capacities Needed to Build Accountability in Managing HR Processes?

Abstract

The old-fashioned perception of the role of managers was focused on transactional work, and the practice of building manager capacities was focused on helping managers complete routine tasks such as filling out review forms and conducting regular appraisals. Now the expectations of managers have changed. As leaders in the organization, it is critical for managers to know what the company's priorities and objectives are in order to align these strategies to what the company needs its managers to do.

Managers are accountable for roles in fulfilling overall organization goals. Managers are further expected to perform these cyclical tasks alongside and at the same time as they are expected to fulfill the organization goals at a strategic level.

Keywords

human resources, accountability, HR processes, talent management, performance management, feedback, coaching

Comments

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Research Question

What are some of the most important capacities needed to build accountability and capability in managing HR processes in areas such as talent management, performance management, feedback, and coaching?

Transformation of the Manager Role

The old-fashioned perception of the role of managers was focused on transactional work, and the practice of building manager capacities was focused on helping managers complete routine tasks such as filling out review forms and conducting regular appraisals. Now the expectations of managers have changed. As leaders in the organization, it is critical for managers to know what the company's priorities and objectives are in order to align these strategies to what the company needs its managers to do.

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Building Manager Capacity

HR staff serve to ensure managers have the capabilities they need to perform behaviors in line with the company culture. After clarification with the company sponsor about the current talent needs of Merck, capacities in this executive summary are focused on innovation, motivation, collaboration, judgment, and delegation.

Innovation

An organization pursuing an innovation strategy may want to develop leaders who foster creativity and risk taking. One case example is about how DreamWorks fosters a culture of creativity and keeps creative talent on staff. DreamWorks fosters a culture of creativity, offering free drawing, sculpture, and improvement classes to both managers and staff. Brainstorming is not limited to certain groups, but everyone is encouraged to pitch movie ideas freely without worrying about being judged. The studio runs "Life's a Pitch" workshops, where animators and accountants alike can hone presentation skills just like the core creative team members.¹

Motivation

Managers with stronger learning goal orientations gain more and achieve higher levels of competency from developmental assignments than those with weak learning orientations. This relationship goes beyond the influence of factors such as ethnicity, gender, and time in the job or with the company.² For instance, at the of Delhi State Cancer Institute, the leader, Dr. Grover, inspires and motivates the employees to work harder to serve the needy. As a leader, he is someone in authority that can lead others to accomplish the goals of the institute, but he is also able to motivate and encourage others to work toward their own professional goals.³ It will be essential for managers to build up the capacity to motivate others and as well as to motivate themselves to step forward.

Collaboration

Collaborative leadership is a management style and skill-set that engages all participants by designing constructive processes for working together, convenes appropriate stakeholders, and facilitates and sustains their interaction. In collaborative leadership, the principals of each interest group promote and

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safeguard the process through shared leadership, rather than taking unilateral action. Collaborative leaders perform their work in coalitions, alliances and partnerships.

To meet these aspirations in commerce and industry, at least three key conditions must be met consistently. First, collaborative leadership requires the capacity to form new alliances fast, even with organizations that historically may have been distrusted. Second, the ability to repair broken relationships with suppliers and customers is essential; and third, and perhaps most importantly, is the capacity to handle and resolve the inevitable conflicts that will arise when resources are short.

In all cases there are five essential skills or attributes that a leader needs to develop when dealing with conflicts in collaboration relationships. These five leadership skills in dealing with conflicts are understanding your relationship to conflict, understanding the needs of groups, holding difficult conversations, finding the greater good, and mediating in conflicts. ⁴

Judgment

In making decisions affected by these three conditions, judgment is required. Judgment is the capability of making successful decisions when no obviously correct model or rule is available or when relevant data are unreliable or incomplete. In such situations, decision makers must be aware of possible cognitive biases, such as over-confidence. Individuals who are too confident in the decisions they make about how to use the firm's resources may fail to fully evaluate contingencies that could affect those decisions.

When exercising judgment, decision makers often take intelligent risks. In the current competitive landscape, executive judgment can become a valuable capability. One reason is that, over time, demonstrating effective judgment by decision makers allows a firm to build a strong reputation and retain the loyalty of stakeholders whose support is linked to above-average returns. ⁵

Delegation

Managers should manage their workforce effectively and allocate their time to run business at its best. Delegation is an efficient way to meet this requirement. Some of the reasons managers are reluctant to delegate responsibilities include: "If I want it done right, I have to do it myself.", "There's only one right way, which is my way, to do it.", and "It is quicker for me to just do it myself." An employee who is closer to the work may devise a better way to perform the task than managers can, and the refusal to delegate also represents a fallacy of short-term thinking. Delegation should be able to increase employees' sense of empowerment and job satisfaction, which helps with the retention of both managers and high-performing employees. ⁶

Conclusion

To develop manager capabilities, the most efficient practice for organizations would be formalizing a specific leadership development process and ensure their leadership program's goals are aligned with their business strategy.

An effective leadership development program can be a source of competitive advantage by helping organizations retain and engage key managers as they develop leadership competencies. This leadership development program should be able to nourish employees in order to build up innovation, motivation, collaboration, judgment, and delegation from the potential management talents. Employers should be creative and willing to invest in the long-term in order to achieve a better return on their talents. ⁷

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