

OLDN 2021

**Multidisciplinary Insights to Leading
Sustainable Strategic Change in HR, Law
& Security**

**GLOBAL
OLDN
REPORT**



**HR, LAW &
SECURITY**



OLDN 2021 ANNUAL CONFERENCE

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2021 OLDN - HRLS GLOBAL REPORT

**Cultivating Gadfly
Mindsets to facilitate
sustainable strategic
change!**

Editorial Comment

On behalf of the Organization Leadership and Development Network (OLDN) and in my capacity as CEO & President at Centre for Organization Leadership and Development (COLD), I am humbled to see the Vision and Mission of OLDN evolving and emerging for the real impact we anticipated in January 2018. OLDN is a global community of scholars and practitioners guided by the Science, Theory, Practice and Values of Organization Development (OD). The field of OD is a multi-disciplinary field focused at facilitating sustainable strategic change, fostering continuous improvement and improving the human condition. OLDN-HRLS deliberates on human capital management and human capital development related issues and practices. It also includes collaborating with other foreign affiliates to deepen the practice in relation to OD. We are grateful for having facilitated the inaugural OLDN-HRLS Forum on the 24th of April 2021. The OLDN-HRLS International Forum covered law, security, and security enforcement agencies with presenters from Zimbabwe, India, Nigeria, Kenya, Afghanistan, and Namibia.

The 2021 OLDN-HRLS Global Report is the inaugural report from the OLDN Community and espouses the direction of the OLDN professional networking community. The focus of our engagement and publications is on profiling OLDN Members and associates for global impact. As a non-academic publication, the Global OLDN-HRLS Report covers scholar-practitioner insights in Human Resource Development, Law and Security. The publication follows the OLDN-HRLS International Forum and summarizes the presentations and recommendations made by the globally renowned HR, Law and Security speakers. The 2nd Edition is scheduled for April 2022.



2021 OLDN-HRLS International Forum

*Transformation Insights & Interventions in HR,
Law & Security*

24 April 2021
05:00 PM (CAT)
Meeting ID: 882 5823 5305

SPEAKERS:

 Dr. Preethi Dsouza (India)	 Mrs. Yvonne Kanjanda (Zimbabwe)	 Mr. Hassan Tawakoli (Afghanistan)	 Ms. Jane Njeri (Kenya)	 Mr. Anurag Hazarika (India)
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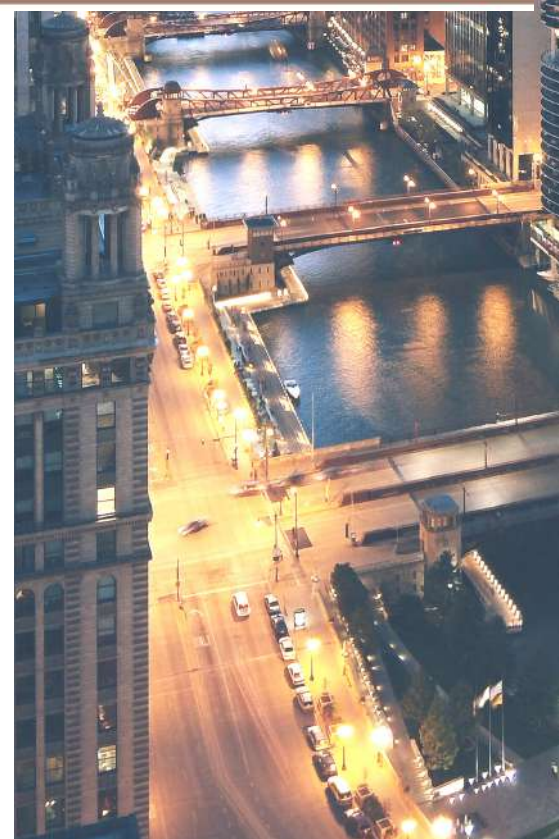
KEYNOTE SPEAKERS:

 Amb. (Dr.) Roy Okhievbie (Nigeria)	 Ms. Chaze Nalisa (Namibia)
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HOST:

 Dr. Dotun M. Jegede (Nigeria)
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The 2021 OLDN Global Report covers insights from India, Zimbabwe, Afghanistan, Kenya, Nigeria and Namibia. The insights focused on the need to facilitate emergence in the field of HR, Law and Security. This work aligns greatly with OLDN's partnership with Patrick Trottier, Founder & Director, The Institute of Emergent Organizational Development and Emergent Change (EODC)®. In line with this segment, we appreciate our partnership with UNICAF University in Zambia and Transform Your Performance in facilitating Reframing Corporate Perspective Sessions under the theme "Practical Integration of Employees in an Organization as a Performance Strategy".

We appreciate the Contributors and Reviewers for believing in this mission and making our Vision a Living Vision.

Dr. Justine Chinoperekweyi

(Managing Editor)



INSECURITY – GLOBAL STRATEGIES FOR A GLOBAL THREAT

AMB. (DR.) ROY OKHIDIEVBIE

MAJOR THREATS OF GLOBAL SECURITY

Violent extremism, terrorism and cyber threats have grown to constitute new sources of major risks to security, peace and stability around the world. However, non-traditional society threats are on the rise, which are extending from terrorism to financial crisis, climate change, shortage of food supply and health pandemic. National development and national security are intertwined. They are complementary and inseparable phenomena. There cannot be security without real development and no development without security. It is vice versa. Any country that seeks to achieve adequate security against the background of acute food shortage, over population, low level of productivity, fragile infrastructure base for technological development, inadequate and inefficient public utilities and chronic problem of unemployment has a false sense of security.

- We must pursue modernization in the area of deployment of security equipment and reorientation of the of the security forces from inception stage of training.
- Regional cooperation and security collaborations: The dismal state of Nigeria's liaison with other countries in the area of security was emphasized with the response of United State to Nigeria on the request to relocate AFRICOM to AFRICA.

Page, who was previously with the US Department of State's Bureau of Intelligence and Research, said "I am sure the Biden administration was puzzled by President Buhari's invitation, given that Nigeria has been reluctant and difficult security partner for the United States. The Nigerian Army has long viewed US military engagement in West Africa with deep suspicion, shunning deeper ties and ignoring Washington's calls for security sector reform and human rights improvements. Inviting AFRICOM to relocate to Nigeria is the equivalent of proposing marriage before going on a first date"





Human side in Organizations: A ramble from conventions to contemporary and beyond

Dr. Preethi Keerthi D'souza

I am humbled to be OLDN Member and OLDN-HRLS Team Leader and to have presented HR Insights at the OLDN-HRLS International Forum held on 24 April 2021. During this Global Forum of scholars and practitioners guided by Organization Leadership and Development, my role was to give a preamble of HR based on the transitions from traditional HR to contemporary HR. This brief report is informed by my presentation and other HR engagements I facilitated as a scholar and practitioner in India. The focus of this report is on insights on the journey of HR Management from the Indian perspective. The HR journey can be viewed as from **Nowhere** to **Now Here** indicating the historical beginning of HR. This also entails the history of man from Ancient, to Medieval, to Modern. Furthermore, the historical evolution of HR indicates the transitions from Pre-history (no-written records) to History (written records).

To enhance our understanding of the evolution of Human Resource Management, it is worth noting that the journey of Man started as Hunter, then Food Gatherer, Farmer and then Trader. This evolution brought about Commerce leading to significant changes that started with Stone Age where the primary occupations were Pot making, Weaving, Brick making and Tool Making. It is well documented that the best inventions during the Stone Age were Fire, Wheel and Metals.

The transitions can be viewed as follows:

Exchange of goods – Trade - Trade Centres – Cities – Civilizations - Management

Looking at that transition, it is accurate to state that the Evolution of Man led to the Evolution of Management. For further reading and understanding of Human Resource Management foundations, it is important to note that there are three major influences of the origins of public management:

1. Moses – 10 Biblical Commandments
2. Influence of Ancient Rome
3. Military Heritage of Public Administration

First Employers

It is recorded that the first employers were the Kings and then much activities emerged during the Industrial Revolution (1780-1850). In contemporary HR, there is an increase in entrepreneurs and as such Small and Medium Enterprises. Employers have also become global as a result of the increased digitalization. Significant changes can be seen from nature of first employers and that of current employers. A review of the changing structure of HR employers is essential in understanding current and future Human Resource Management approaches and the need for Human Resource Development. Furthermore, the transitions can be understood through a review of Early Development and Later Developments in HR, some of which are highlighted below:

Early Developments (Pre-1920)

- Factory System – Industrial Revolution
- Mass Production
- Scientific Management
- Focus on Efficiency
- Workers Pressed – Relations Management

Later Developments (1920s to date)

- The Human Relations Movement
- Government Regulations
- Technology Revolutions

Early Scholars

During my presentation at the OLDN-HRLS International Forum, I also briefly profiled some of the early Human Resource Management scholars. Those new to the scholarship (practice included) of HR, need to be grounded on the early beginnings.

- Adam Smith (1723-1790)
- James Watt – watt steam engine in 1781 propelled the Industrial Revolution in Great Britain and the world
- Robert Owen – experimental socialist communities
- Charles Babbage – digital programmable computer (regarded as the ‘father of computers’)
- Fredrick Winslow Taylor – Scientific Management
- Jules Henri Fayol – Fayolism
- Mary Parker Follet – mother of scientific management led ideals of negotiation, conflict resolution, and power sharing
- Elton Mayo, White Head and Roethlisberger - Hawthorne Experiments



THE EVOLUTION OF HR

The evolution of HR indicates significant transitions from Personnel Management to HR to Strategic HR.

- The Industrial Revolution (beyond 1820 - 1840)
- Trade Unionism (1841-1909)
- Scientific Management (1910 evolve - 120 implementation to 1940)
- Industrial Psychology (1945-1970)
- Human Relation Movement Era (1971 - 1980)
- Behavioural Science (1980-1990)
- The Contemporary HRM Era (1990 onwards)

How HR is Perceived		
Personnel → Payroll Benefits Police Seek Leave Hiring & Firing Complaints	Human Resource → Employee Engagement Performance Management Policies & Procedures Recruitment & Selection Onboarding	Strategic Human Resource Management Human Capital Corporate Culture Strategizing Value Propositions Competitive Advantage Total Compensation

Appellations with the concept of HR

- Labourer
- Worker
- Employee
- Manpower
- Human Resource
- Human Capital
- Human Asset
- People Operations - Google
- Talent - Infosys
- People - Facebook
- Partner resources
- Employee Experience
- Knowledge Partner

HR Management Processes

It is also important to understand the Human Resource Management Process. There are seven criteria that can help us understand the fundamental human resource management process.

- Analyzing and Designing Jobs
- Recruiting and Hiring Employees
- Training and Developing Employees
- Managing Performance
- Planning & Administering Pay and Benefits
- Maintaining Positive Employee Relations
- Ensuring Compliance with Labour Laws

Latest Trends

- Cloud Computing
- Workplace Diversity
- The Virtual Enterprise – business without walls
- Contingent workforce
- End of fixed jobs as the Gig Economy is redefining the workplace
- Reverse mentoring
- Green HRM
- Weltanschauung

Trends in Practice

- Safe, healthy and happy workplace – workplace camaraderie
- 360 degree performance management
- 720 degree performance management
- Open book management style
- Knowledge sharing

The Dark Side of HR

As organizations become increasingly complex, the following are some of the dark side areas of HR.

- Presenteeism
- Sexual Harassment
- Office Romance
- Live in Relationship
- Ethical and moral values

It is interesting to note that there are lots of concepts to explore in Human Resource Management and such concepts are instrumental in enhancing the effectiveness of organizations through people. It is therefore important to shift our mental and emotional frameworks from talent management to people management and people development. Talent management focuses at integrated processes and systems while people management focuses on culture, engagement, environment, leadership, empowerment and fit.

In conclusion, when the entire HR story is being told, the key question becomes; *Is this the end or the journey of HR has only begun?*

Don't wait for opportunity, create it!



To learn more about conventional and contemporary HR, reach out to Dr. Preethi Keerthi D'souza. Dr. Preethi Keerthi Dsouza has two post graduate degrees, M.Com (HRM specialization) and MBA (marketing specialization) both with distinction. She is a topper in M.Com in HR specialization and she has stood first in Karnataka state in MBA program. She has also a PGDMM degree. Her PhD was on the topic 'Talent Management: A study of teachers in selected state universities in Karnataka'. From past 17 years, she is teaching the post graduate students of commerce and management. She has taught students of all other disciplines too in the choice-based subjects. She is also the visiting professor to the Royal university of Bhutan, Gedu, Bhutan where she trains the students and staff of Bhutan in soft skills.

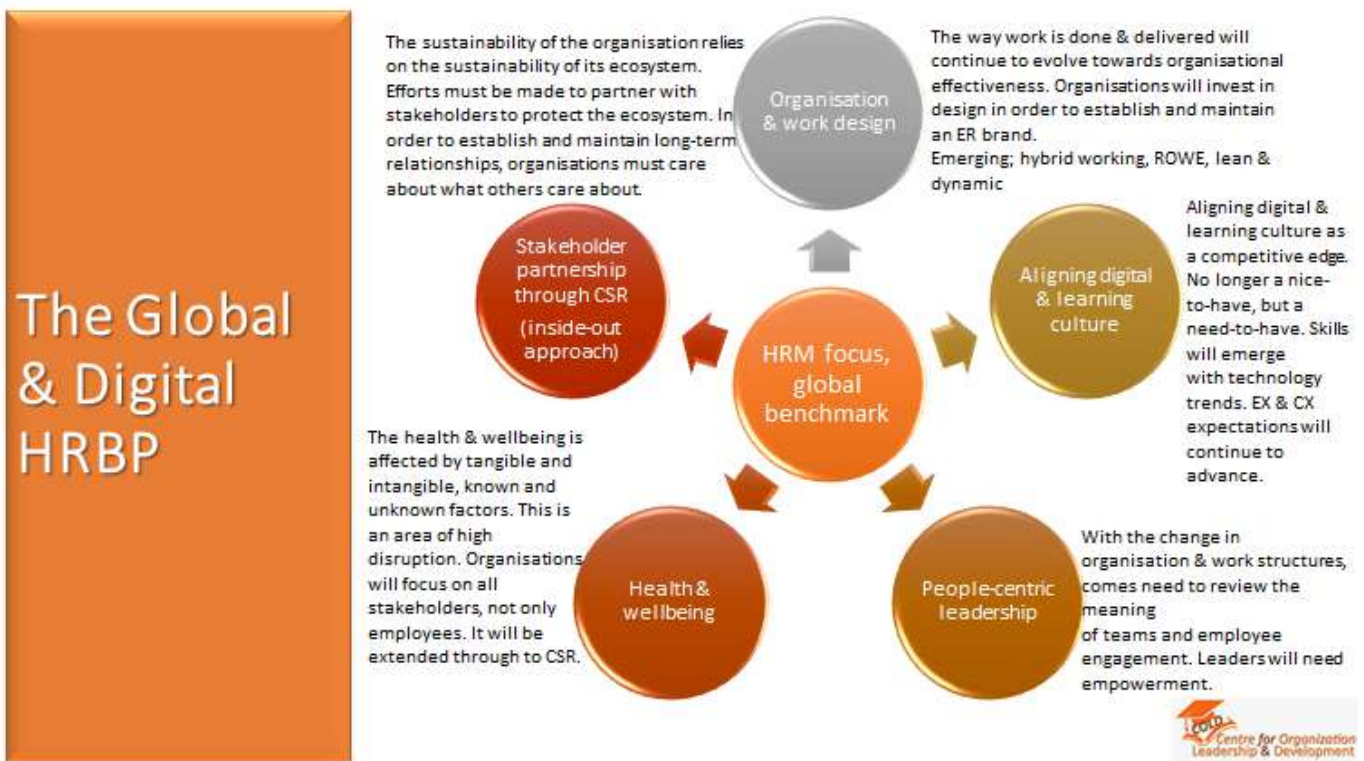
She has presented 135 plus papers in International and National Conferences and published 56 articles in reputed journals. She has won several best paper awards too. Her prominent achievements internationally are getting the best paper awards in the international conferences held at Pattaya Thailand in August 2014 and at Bali Indonesia in August 2018 and the latest best paper award in India is in the international Multidisciplinary Research Conference on "Women in 21st Century: Challenges and Opportunities" at Tirunelveli, Tamil Nadu, India in April 2018. Dr. Preethi is OLDN Advisory Council Member and International Director of Organization Leadership and Development Network in India.

**DR. PREETHI KEERTHI
DSOUZA**



HRM Focus, Global Benchmarks

- Organization and Work Design
- Aligning Digital and Working Culture
- People-centric leadership
- Health & Wellbeing
- Stakeholder partnership through CSR



Based on a social constructionist and positivist perspectives, the report is based on the HR Consultant Experiences and HR Conversations in Namibia. HR Business Partners need to start thinking and operating on a global level and benchmarking any initiative or approaches to partnering with the business and the stakeholders on a global platform. This realization is based on understanding that the disruptions that organizations have recently experienced as a result of global impact of Covid-19 pandemic and digitalization. Covid-19 and digitalization impacts are being felt on a global level rather than at continental or country-level.

Chaze Nalisa
(HR Generalist, Founder of
Pink Empowerment –
Namibia)



The five benchmarks are not novel concepts but guiding principles derived through HR conversations

HR needs to start **focusing and benchmarking organization and work design** on a global platform. The manner in which work is being done & delivered will continue to evolve towards organisational effectiveness. How can we partner with the business to ensure that the business continues to be effective in a digital era? HR professionals need to continue building the brand that is focused on attracting the right people, in terms of the skills that are relevant for the future or the current space the business is emerging into. It is also important to prioritize hybrid working – a combination of flexi time, flexi work, flexi workspaces, e.g working from home. HR also need to broaden the conversations from merely working from home and incorporate working from various hubs or remote areas – working from anywhere. In Namibian context, what is becoming more popular in large corporate entities is Results Only Work Environment (ROWE).

The focus here is on outcomes of work and results of work and not timing people in terms of how long they spend in the workplace in hours. It is also important to look at lean organizations because results show that smaller, more dynamic organizations have been able to quickly move into emerging work concepts faster than larger organizations. Organizations need to relook their designs and focus more on lean and dynamic organizations.

The biggest concern in changing work designs or hybrid working is; how do we manage and measure the productivity of staff members working remotely? HR should look at current work policies and clearly defining remote work. It is also important to relook and redesigning performance management and Key Performance Areas. This will require candid conversations with stakeholders, particularly knowledge experts (employees). Organizations also need to explore more on using different software such as task and project management software. It is also important such policies relating to remuneration, rewards & recognition so as to ensure organizations keep the employees engaged, motivated and productive. Organizations should also invest in the safeguard of the physical and mental health of the employees in remote workplaces.





Centre for Organization
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2021 OLDN-HRLS
International Forum

24 April 2021
05:00 PM (CAT)
Meeting ID: 882 5823 5305

Topic: The Global & Digital
HR Business Partner

- HR AI trends and how HR should drive transformation,
- Why HR professionals must aim for global relevance

AN AFFILIATE OF:

International Society
Organization
Development
Change

UNICAF

Chaze Nalisa
HR Generalist
Founder of Pink Empowerment
Keynote Speaker

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HR also need to focus on **aligning digital and learning culture**. Digital is not going anywhere but will continue to emerge and more into the future. It is therefore important for organizations to deliberately focus on aligning digital & learning culture as a competitive edge. Digital is no longer a nice-to-have, but a need-to-have. The expectations around employee and customer experience will continue to advance and emerge with the technology. HR should be able to move with the technological changes. In order to ensure there is alignment in digital and learning culture, organizations should create awareness that HR professionals' skills life span is shortening because of various disruptions. It is equally important to imbue or build a learning organization through endorsing broad learning and multi-disciplinary skills so that employees remain relevant. HR needs to drive and educate people on digital skills ensuring that learning must be in real time, practical, fit to the modern workplace, and flexible. Augmented reality is essential in creating the alignment in digital and learning culture. It is also important for HR to encourage collaborative learning platforms and capture lessons from disruptions. When the lessons are captured, HR needs to convert them into guidelines for the organization to continue evolving. Employees should understand the disruptions and how to emerge out of the disruptions and capitalize on it. HR also need to partner with the rest of the leadership in the business to ensure that there is a holistic review with regards to the alignment process. This includes reviewing the value chain, the processes, the jobs, the tasks that need to be done, and the skills.

HR also need to focus on cultivating **people-centric leadership**. With the change in organisation & work structures, comes need to review the meaning of teams and employee engagement. In view of the contemporary 'business without walls' the traditional ways are fading away towards creating community spirit and collaborative networks. There is need for a change in the focus of leadership – towards more situational leadership, particularly adaptive leadership. In view of the changing environment, leaders need to care more, encourage more, collaborate more. Leaders also need to promote diversity, equity and inclusion (DEI). The conversations on DEI should be broadened to include lifestyle diversity. HR need to empower leaders to become coaches, by becoming coaches that coach leaders. The coaching should focus on imbuing coaching as a fabric in the organization – fabric for engaging people. Coaching imbues a culture that enables people to explore and analyze problems with depth instead of being easily shaken by issues of difficult situations. People become more proactive and solution-focused. Coaching also encourages peer support and creates psychologically safe environment for growth, promotes innovation, creativity, resilience, facilitates accountability, and fosters an environment that is fit for business strategy development & implementation in times of extreme transformation and uncertainty.



The health & wellbeing is affected by tangible and intangible, known and unknown factors. This is an area of high disruption because nobody is immune to the impacts of health on the economy. Through the drive from HR, organizations need to start focusing on all stakeholders, not only employees. This is because the disruptions in the ecosystem due to health and wellbeing matters and affect the way businesses operate. These initiatives should be extended through CSR. It is important for HR to take a holistic approach to health and wellbeing – physical, mental, emotional, financial, intellectual, spiritual etc.

The traditional conversations around these factors are not the same with the conversations of today. For example, today's conversations include the need for reskilling and upskilling in a changing world.

The other HRM focus area is **stakeholder partnerships**. It is important for organizations to have an inside-out approach and focus of the broader stakeholder segment. HR need to ensure that whatever is extended to employees is also extended to stakeholders. The sustainability of the organisation relies on the sustainability of its ecosystem.

Organizations need to broaden the CSR perspective and effort must be made to partner with stakeholders to protect the ecosystem. In order to establish and maintain long-term relationships, organisations must care about what others care about.

AI-HR Professional

- Integrated thinker
- Embrace and rely on big data to make informed decisions
- Coaches of leaders

The war on talent has officially rooted a global battlefield – HR must benchmark at a global level. Keep reimagining the design of work that keeps people strategically and socially engaged.

HR WILL CONTINUE TO EMERGE!



JANE NJERI NJOGU
LEARNING & DEVELOPMENT PROFESSIONAL



HR Relation to Employee Development & Experience Post Covid-19

Covid-19, a global pandemic changed the dynamics in every aspect of our lives. From our social, economic, political and even religious lives.

HR department is no different. Now more than ever they have become a key element in organizations as they need to strategize on how they will build resilience amid the pandemic and beyond and at the same time foster value within the organization all this through restructuring of the personnel practices.

An understanding of the new HR currencies and their impact

Trends: Talent Acquisition

Fact: Despite having the Covid-19 pandemic that has gripped the world with fear, companies have not put a pin on hiring. At the start of the pandemic changes in customer demands caused a spike in hiring in some areas such as in grocery and lead to a massive decline in areas such as in hospitality.

Thus, amid the pandemic, recruitment techniques have had to shift and abide with the social distancing rules. This has made video interviews the new de facto medium for recruitment.

In order to stay competitive and adapt to the new normal, organizations have to pivot their practices to accommodate digital transformation.

Goal: Efficient and effective hiring process

Trends: Skills

Fact: The business environment is changing fast and a more agile way of working is needed to counter the changes.

According to the 2021 Mercer Global Talent Trends survey, more than half the organizations that responded are aiming at driving workforce transformations through re-skilling and up-skilling of their talent pools.

Pre Covid-19, the workforce was managed using the job descriptions and titles that defined how companies viewed their workforce and also in critical decisions around any work related transformations. Today, the base unit of managing the work force is skills.



Skills help organizations counter competition by aligning talent to where the demand is. As organizations have become more flexible on the how, where and when work is done, a lot of remote and virtual working has been trending. This has necessitated the HR department to put the spot light on:

- Collaborative skills that will help employees work together remotely.
- Digital skills that will help employees to work comfortably remotely.
- Cognitive skills for redesigning and renovation that will help enhance problem solving and encourage creativity.
- Social and emotional skills to ensure effective management and self-expression encouraging the growth of interpersonal skills such as empathy.
- Resilience and adaptability skills that will help thrive through the pandemic and use it as a source of learning. This will help build self-confidence and self-resilience.

Focusing on skills enables the HR department to build a workforce for the future that enables employees to work remotely, innovate and adapt to any change in the work climate.

Trends: Data

Fact: The shift to remote work due to the pandemic has made data invaluable. Most companies have to rely on tools to gauge employee's productivity and to some extent use the data for insights and directions.

Benefits:

1. Data enables better workforce planning.
2. Data proves how the various HR functions align with strategies set.
3. Data allows HR to identify ways to enhance the employee experience and promote better employee development.
4. Data helps in enhancing hiring practices.

HR also need to focus on cultivating people-centric leadership. With the change in organisation & work structures, comes need to review the meaning of teams and employee engagement. In view of the contemporary 'business without walls' the traditional ways are fading away towards creating community spirit and collaborative networks. There is need for a change in the focus of leadership – towards more situational leadership, particularly adaptive leadership. In view of the changing environment, leaders need to care more, encourage more, collaborate more. Leaders also need to promote diversity, equity and inclusion (DEI).

The conversations on DEI should be broadened to include lifestyle diversity. HR need to empower leaders to become coaches, by becoming coaches that coach leaders. The coaching should focus on imbuing coaching as a fabric in the organization – fabric for engaging people. Coaching imbues a culture that enables people to explore and analyze problems with depth instead of being easily shaken by issues of difficult situations. People become more proactive and solution-focused. Coaching also encourages peer support and creates psychologically safe environment for growth, promotes innovation, creativity, resilience, facilitates accountability, and fosters an environment that is fit for business strategy development & implementation in times of extreme transformation and uncertainty. Here is the question to ponder going forward:

IS SOCIAL HR THE NEW NORM?

The pandemic has encouraged organizations to use social technologies for recruitments, developments and engagement practices. Not so long ago, the search parameters for talent recruitment were regional or national at most. Today, as most companies have shifted and adapted to a virtual platform, companies can post jobs on social media that are location agnostic opening up a pool of qualified applicants.

Trends: Millennial Mindsets

Senior Executives, CEOs and Employees have become social brand ambassadors by having an active social presence and this has helped built authenticity and has reinforced the company's ability to source and hire the best in the market.

Conclusion

A new landscape has emerged one marked by lessons learned from Covid-19. In the coming years, we will experience a lot of dedication on virtual work, employee's mental health as well as skill and technology development among others.

- The move to digital will become inevitable.

While the pandemic disrupted the "normal" it has ushered in an era where opportunities have been presented. It has also brought in a new HR era!

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‘Digital revolution and Human Capital Management’

Digital transformation – The revolutionary matrix as a parameter for the technological growth of a nation has been widely discussed as a modern concept. The new digital age of the 21st century goes beyond technology and is able to enhance a new wave of transformation of industries and the entire gamut of business models. Human resource development is the mechanism to drive the tool of the digitization readiness of employees. It can be lucidly stated that people, not technology are the most important piece in today’s digital transformation puzzle. In this paper, attempt has been made to focus on the ‘human capital’ management in a digitalized world. In a cutting-edge competitive world of technological innovation, managing human capital is sparkingly making job markets more transparent and improving the match of skilled workers with high labour needs. This outcome is reflected since more companies use digital and social tools and platforms to integrate and optimize their recruitment, development, and employee engagement and retention efforts.

Digital revolution has sensitized the entire human race in regard to achieving total perfection in varied aspects. Human talents have got ample opportunity to accelerate its pace of development in today’s age of complexity.

Introduction

The age of the new millennium is often regarded as a ‘revolution’ to the technological advancements. In this age, we have seen many industries and professions seeing disrupted by the digital wave. Therefore, managing HR capital in the ‘digital disruption’ moment is an arduous and challenging task. Playing a critical role in adapting the business anticipation and to manage organisational changes, the HR needs to play a pivotal role. This in a nutshell means, HR has to ‘include’ technology as its core. In this rapid age of technological revolution, HR professional needs to rethink, redesign as well as reinvent and renovate all aspects of the core HR functionaries. This is not limited mainly to – talent acquisition, talent management, building the employer brand, employee engagement services.

The orthodox method which the companies have been generally following to recruit new employees are mainly- recruitment camps, referrals, ads and short listing them through multiple layers of interviews. However, though this process continues even today, the emergence of digital innovation and inclusion in the HR launch pad has made the process more focused and effective.

Today, analytics allow recruiters to assess the potential talent of the employees in real time based information from a varied multiple digital sources which includes social media, chat neds, e-learning, cloud storage etc.

The traditional stereo type of hiring employees is on the verge of extinction since with the advancement of technology and digital revolution, 'analytical' skills based judgement on recruitment for hiring future employees, identifying training need at an individual / team level, career planning, spotting opportunities for role rotation and role enhancement and leadership development have been the main 'focal' factors for adjusting to the new digital milieu and hiring employees for an organization. In this paper, I am trying to make an attempt on showcasing the complex HR capital management and the role of digital revolution – its effects and scope for further changes in HR capital management is lucidly described with core studies.

Need for the Study

Advances in the field of digital technology have made the today's corporate world adaptive, inclusive and more technological oriented. With the rapid change in technological surges, the level of competition and competitive environment within the corporate houses has increased drastically manifold. The 'Human Capital Management' in a digital revolutionized world has made today's job markets more transparent which also has a repercussion for the skilled workers to make them adaptive and upgraded with today's changing digitalized world of technological revolution.

Through this study, attempts have been made to highlight on the 'impact' of digital revolution for the 'Human Capital Management' in a corporation. A simple case study is taken as a role example in order to improvise the issue and its practical significance to take this change as a progressive insight to build the 'HR' Capital Management of a corporation stronger and competitive, adaptive to the changing scenario.





Objectives

The main objective of this study is to relate the HR with the digitalized technological revolution and its implications, modifications and ramification in order to manage the Human Capital in an organization more effective, competitive, updated, upgraded and adaptive to the complex imbroglio of technological advancements. In this paper, with the help of a case study, I will try to find out the significance of the study and how it has a practical implication on the today's technological and digitalized revolutionary world where the role of HR in human capital management is pivotal and most challenging.

Methodology

An analytical method has been adopted by the researcher to complete the paper. The information furnished in the paper is mostly taken from the secondary sources. Different journals, newspaper, magazine internet etc. have provided the necessary details & data for the researcher in the preparation for this researcher paper.

Findings

Stewarding a company into the digital era takes unique skills. The leaders in addition to creating the future they have also to build a bridge to the past. The set of required skills demands more from the digital leaders and this is why they have to find out ways to bridge the expertise and knowledge developed in companies that are born with the strategic needs and management & cultural challenges of ones that must go digital.

In this paper, I have made an attempt to relate the HR and human capital management in a digitalized world with the help of an example taken by Accenture in this regard.

Accenture has been conducting a research effort in order to better understand how HR will change in the coming years. In this example of Accenture, we will try to find out how technology will radically disrupt HR in the near future for human capital management. We will be the 'digital HR' – how it works in changing the way HR works and the role it plays in a changing digital environment.

The Future of New HR function of Accenture

1. New approaches to delivering HR services should be enabled –

In today's digitalized world, mobile tools, social media and other technologies makes it possible to enable the HR access to rich technological up gradation. The HR can take advantage and model of familiar consumer technologies – smart phones etc. to upgrade their adaptive association with a changing digital revolution. Also use of multiple channels to provide services on an anywhere-anytime basis and integrate channels to let employees use their devices of their own choice, seamlessly and interchangeably.

2. Enabling HR to act more like marketing –

It's been quite clear that an injection of marketing thinking could help lead to the HR transformation the company needs. Some of the possible ways the HR could benefit from adopting seven marketing practices:-

- Compete for talent the way cos. Compete for untoward –

When a high – Potential employee checks out a co, the first place they go is mainly social media platforms like- FB, Linked In etc. Since the company presence on these sites is usually owned by marketing, finding the best employee might be as important as finding the best customs.

- Pay more attention to user interfaces –

As a job applicant, one would want to fill in a few fields and then have a coos to a live person through Chat/ Skype/ Webvidere. In most of the companies, many applicants apply to the web page of them. Nowadays it is information is designed to feed into an algorithm. This process is not human oriented, its computer oriented.

- Being more human –

In most high-tech companies, there is a toll free no. And one can talk on this by dialling and from the other side of the air; a random person will answer the call and tackle with the customer. Large companies can promote this option like the way Sweden did a cool promotion by the tag line – 'Sweden has a phone number'.

- Think strategically about touch paints –

Considering adding content for each of the decision points in a potential employee's journey like helping them to access or ever compare the company's culture, pay, benefits etc.

- Using influencer marketing to recruit –

Hiring a well-known industry blogger to create content on behalf of the company is a precariously new idea to recruitment process. A blogger's prestigious status can instantly gain credibility for the company's goodwill and trust amongst the customers.

3. Driving the democratization of talent management –

In today's world, HR can use technology to extend its processes into the organization, enabling employees & managers for perform many of the processes themselves closer to the business. It basically means embedding talent management into the business to involve employees and managers in recruiting, on boarding, performance reviews, learning of the design of career paths.

From the above disused brief description on the changing role of HR we can infer from Accenture's recommendations that by adopting new techniques in digital methodology, HR is likely to be less centralized, more nimble and more embedded in the business, which in itself is a grass transformation of today's HR functionaries. Maureen Brosnan, MD of talent & HR lead, Accenture has said, "Often HR spends too much time on routine processes & adm. Work, but that burden will be largely eliminated'. This can be justified absolutely since a digital HR will spend more time on shopping the workforce support growth and keep up with changing and often volatile business realities.

The impact of adv technology on HR is almost clear. From a research study based on human capital management, success factors has found out that more extensive use of human capital management solutions saw a 15.2.% decrease in turnover, 13.7% increase in internal job fill rate and 5.4% increase in productivity. As HR become more adoptive to better are of technology, there benefits have become more widespread.

Solution to better upgrade technologies for HR transformation and Human Capital Management

From the research study of Accenture and success factors, we can infer some key technologies which they have recommended for upgradation and rapid transformation of the role of HR in HCM. Some of them are discussed below in brief –

1. Use of analytics for deep insight into the field –

In this technique, Companies can use the technology to create and monitor metrics that clearly measure the effectiveness of HR and its impact on biz. To strengthen the HR processes, analytics can be used extensively. In today's world, though this technique is not extensively used, still there is ample scope to improve it and utilize it utmost. This happens mainly because data collection is a challenge. Therefore, many HR groups are avoiding this technique. To help sort out this issue, some of today's analytics systems can tap into varied data from different sources and thus it can avoid the need to change source systems or going through extensive data modelling and integration efforts. The best outcome of this process would be that these technologies will allow HR to integrate traditional business and talent data with Big Data gathered from sources such as – tweets, blog, posts, etc. this can lead to deeper insights into the workforce's abilities and needs. Business analytics model will surely be a key element in digital HR and an enabler of the 'HR as marketing' model. This can create HR to take a more predictive approach to matching talent strategies to biz needs.

2. Making HR mobile –

To reach a critical and a constantly moving workforce, mobile technology is very suitable. Some mobile apps, now-a-days provide sophisticated tool and enable employees to do much more than being always practically in touch. There apps provides support effective learning, letting employees work with experts or complete classes. These apps also enable hiring teams to collaborate and speed up recruiting efforts that can help streamline the gathering of performance info to provide more frequent feedback to employees. This mobile based technology can be used to push-HR related, individualized alerts and info about development opportunities and progress toward goals out to employees.

3. Leveraging social media platform to get close with employees –

Social media is a tool for democratization of HR and enabler of marketing adoption strategies approaches. It can end HR's traditional role as a 'middleman' in delivering many services. To enable employees for defining their compensation or use shift-trading sites to negotiate in scheduling changes with one another, social media as a tool for digital revolution can play a pivotal role in enhancing the HR's role in Human Capital Management. HR can take advances of this technology to improve collaboration and speed up HR processes. Now-a-days, some HR systems provides social-based on boarding tools that can quickly connect new employees with the people and info they need.

4. Moving towards an integrated, consolidated HR platform –

It is now recommended in business research of HR and Human Capital Management; that a centralized HR platform which can provide unified, consistent data for the workforce management and automated extended processed which can work seamlessly across employee-interaction channels is a time bound need for the hour. Most of the HR groups lack an integrated platform and hence data is scattered across disparate systems. One needs to open up particular files in different sources for learning / recruiting processes or in different formats that may be hectic at the need of the hour. But this to some extent has been solved by the end-to-end talent management systems that address the full range of HR processes which are now available at the stores. Overtime, Cos can implement an integrated suite to handle core HR functions and hen can gradually expand it to include the full range of talent-management processes.

5. Shifting focus for agility and innovation –

David Ludlow, Group V.P., Line Biz. Solutions has said – “We have found that in moving to the cloud, HR has an opportunity for streamline and improve processes – rather than keep doing ‘business as usual’”. The cloud can be an important enabler of information and flexibility in supporting changing biz needs. Cloud computing has in fact, rapidly become mainstream and more Cos are using HR capabilities delivered from vendors. In this situation, the vendor and not the HR group, is responsible for maintaining and improving the technology and in delivering end-to-end talent management tools. Some HR organisation use Cloud/ SaaS solutions in this regard. They have realized that many typical HR transactions are commodity and can be consistent across the enterprise.

The cloud based model is essentially cost-effective since vendors offering flexible pay-as-you-go models can be beneficial for HR in readily adjusting to changing biz. needs. In this process, those who adopt cloud platform can have now capacity to focus on activities that make a difference to the biz and deliver value like succession, compensation packages, individual skills, retention strategies.

Thus from the above findings and discussion, we have seen how Accenture as well as success factors have adopted itself to the digitized technical revolution and the various roles HR needs to play for HCM in a diverse and complex scenarios. If these are adopted by the Indian Cos. today, we hope to see a digitized Indian corporate scenario that can multiply the scope, order and platform of these Cos. across the country and make it more dynamic, adaptive and suit to the globalized world to complete at the international market.



CONCLUSION

The digital revolution has proven how Companies will benefit from dynamization capabilities and digitization fitness of their employees. Updating the HR towards digitization leads to more anticipation, more modernity, and more proactively in order to break the vicious circle of missing the future. The focus on the dynamic future of the digitized economy is said to increase the success rate of Companies. The very list of new digitization-related professions like-social media manager, Comm. Manager, chief Exp.officer, online reputation manager, Augmented Reality Architect are indicators for the upcoming changes in the corporate world. Digital info systems are big and fast enough to deal with the big amount of data that accompanies the dynamic view. Maureen Brosan has said in their regard to change in revolution of digital technology as – “The role of HR will change and in some ways the HR function will have a smaller footprint”.

The HR function may become smaller as transactional processes become more efficient and line managers and employees handle more HR processes themselves. Now HR will transform itself into project-oriented and able to devote more effort to improving organization effectiveness rather than executing administrative work. This can mean mining employee data for insights, creating customised talent offerings, helping to constantly improve the understanding and use of the drivers of workforce performance.

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HR, OD and Covid 19-Pandemic: Emergent Change Perspective

The Covid-19 pandemic casted a dark shadow on most traditional management approaches towards emergent change approaches that promote adaptability, agility and collaboration. Interestingly, Human Resource Management & OD has been called to shift from linear, piece-meal organizational development approaches towards creating collaborative, whole system approaches that assess, contribute and embeds organizations' strategic and sustainability objectives. In view of emergent change that is characteristic of 21st Century operating environment, organizations need to adopt strategies for business continuation that also addresses how people can stay psychologically resilient. The authors assert that HR and OD practitioners should invest in approaches that radically shift mental and emotional frameworks of people and promote a climate of calm while also engaging leadership to respond with timely, accurate, assertive, clear, and consistent communication.

In facilitating meaningful conversations, communication needs to be honest, open, and as transparent as possible to maintain credibility. HR and OD approaches should come from a place of empathy and understanding of the different impacts that emergent and disruptive situations like Covid-19 pandemic have on people, processes, plans and performance. In order to facilitate the transition of organizations from chaos to purpose in VUCA environment, the authors proposes 10 fundamental shifts that should inform HR and OD consulting engagements: 1) static mental frameworks to shifting mental frameworks; 2) reactive thinking to proactive strategic thinking, 3) problem-solving approaches to possibility creation approaches, 4) reacting to numbers to tracking trends and patterns, 5) static strategies to emergent approaches, 6) good subordinates to exploring, experimenting and acting, 7) top-down feedback to circular, ongoing feedback loops, 8) hierarchical silos to integrated collaborative networks, 9) hierarchical coercive leadership to emergent leadership, 10) conceptual tools to applied tools. The authors explore how these shifts will facilitate HR and OD interventions effectiveness now and in the future.

Centre for Organisation
Leadership & Development



2021 OLDN-HRLS International Forum

HR and COVID-19 pandemic: Emergent
Change Perspective



— YVONNE KANJANDA
Ecobank Zimbabwe
Speaker

24 April 2021
05:00 PM (CAT)
Meeting ID: 882 5823 5305

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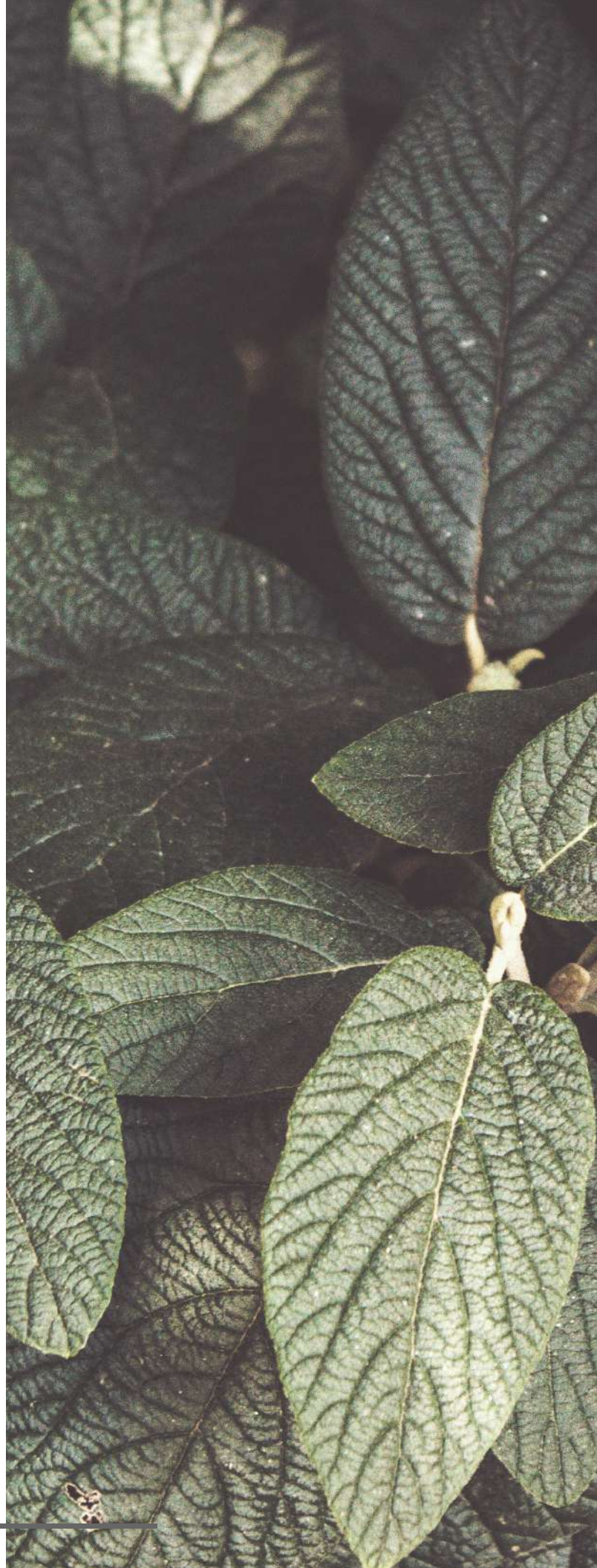
Introduction

In times of crisis such as the one we are currently experiencing, HR is called to create whole system approaches, assess and contribute to a broader response that embeds organizations' mission, values, and societal impact with a focus on the well-being of our staff, stakeholders, and the community. We need strategies for business continuation that also addresses how people can stay psychologically resilient.

It is therefore key for HR to shift mental frame works and promote a climate of calm while also engaging leadership to respond with timely, accurate, assertive, clear, and consistent communication from all levels of the organization. In addition, communication needs to be honest, open, and as transparent as possible to maintain credibility. The approaches should always come from a place of empathy and understanding of the different impacts situations like these have on people, from the physical to the mental. All staff are our most valuable asset, and we need to look at our mission and our people together.

A practical global example on emergent change would be the corona virus pandemic. It therefore rise to emergent change as organization require change as they have to provide all the necessary needs to meet the environment. Moving from chaos to purpose.

Emergent Change is the shaping of continuous "forms" by internal and external influencing patterns and determines. That which emerges may be further shaped into further continually evolving patterns. Emergent change is universal, infinite and essence of creation (Troitter P. A., 1995)



TRADITIONAL PERSPECTIVE

1. Static mental frameworks

No changes made to suit the emergent change and to ensure the organization remain sustainable. The organizations remain fixed on traditional operating models in a rapidly changing business environment. To illustrate this, when a botanist looks at a forest they may focus on the ecosystem, an environmentalist sees the impact of climate change, a forestry engineer the state of the tree growth, a business person the value of the land. None are wrong, but neither are any of them able to describe the full scope of the forest.

2. Reactive Thinking

Reactive: Reacting to the past rather than anticipating the future.

A reactive thinker takes a question and rapidly seeks an answer. They leap to decisions quickly, which can be very useful, although their answers are not always the best.

3. Problem-Solving Approaches

Traditional approaches to HR and OD are problem-oriented with increased competition. Most of the time while working in a team a person's individual efforts can be ignored because of the team:

- Level of confirmation
- Lack of objective guidelines
- Time constraints
- Unequal participation
- Unwillingness to participate
- Lack of team spirit

EMERGENT PERSPECTIVE

Shifting mental frameworks

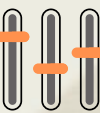
Organizations constantly define and modify policies, controls, and practices that address these emergencies. In appreciating emergent change, leaders effectively communicate those changes with transparency through emergent leadership. To enhance this perspective require sharing knowledge, or learning the basics of the other disciplines, would lead to a more well-rounded understanding that would allow for better initial decisions about managing the forest; thereby being proactive and make appropriate decisions.

Proactive strategic thinking

Proactive: Acting before a situation becomes a source of confrontation or crisis. Be proactive! Anticipate answers to questions and concerns you will face. Make it easy for staff and clients to ask questions via a specific channel of communication that creates consistency, and follow through.

Creating Approaches

Emergent approaches seek to create new possibilities. The key question is: What do we want to create as a whole system /network to be effective? Stay updated. Monitor changes and updates on new employment legislation that impact employee benefits and leave, like the Families First Coronavirus Response Act (FFCRA), and communicate those with the Emergency Response Team to develop solutions around implementation and communication.





4. Reacting to numbers

Traditional approaches wait for reported data before taking action. Though data is important to effective decision making, it is the excessive reliance on past data without being proactive that presents the challenge.

Tracking trends-patterns

Continually challenge our beliefs, assumptions, and perspectives to facilitate new thinking based on continuous emerging data and information. Using the Covid 19 example, to be proactive those in HR and need to ensure:

- Tracking, documenting and analyzing your employees' data especially behavioral data, like employee relations issues helps uncover patterns and trends to guide your organization forward.

- Tracking trends on discrimination or harassment allegations during COVID, in certain areas within the organization.

- How will you manage and analyze who has received the COVID vaccine?

- How did your investigation close rates change during the pandemic?

- Documenting, tracking and applying predictive analytics will enable you to uncover insights like these and more. In addition, sharing data cross-functionally and across the enterprise will accelerate.

Thereby, as emergent OD practitioner, it will enable you to help the leaders to be proactive through strategic thinking.


5. Static Strategies

Traditional HR & OD is premised on static strategies or strategies that are designed and communicated at the start of the business year, only to be reviewed at the next strategic meetings (held 12 months later). Static strategies have no changes from original policies and procedures to overcome the challenges and the rate of change during the 21st Century.

Emerging strategies


SI -Create and share a quick guide for supervisors and employees with best practices for working remotely. This guide should address efforts to encourage health and well-being, work engagement, boundaries, and the rhythm and pace of remote work. Make sure you set up a live meeting to share these practices.






6. Good subordinates

No change from traditional to modern ways of business practices. Thereby productivity is limited.



7. Top-down feedback

Some of the employees may feel left out and as if they can't voice their opinions.



8. Hierarchical silos

Limited due to be inconsistent information or uncertainty when the knowledge and resources are needed to address the issues that are out of boundaries.

Exploring, experimenting, acting *Create/Activate an Emergency Response Team*

Ensure that HR is part of an Emergency Response Team. Provide input in the guidelines to be implemented, gather and share staff and client's questions and concerns; inform the team of new developments in employment laws and benefits; share revised policies; provide strategies to manage remote workers; share risks related to the crisis; and make sure that values and equity are still at the center of decision-making.

Circular, ongoing feedback loops

This team should have established meetings on a regular schedule basis to discuss updates, initiatives, and communication strategies. Feedback should be availed to all employees regardless of the grade levels as the pandemic affects everyone.

Integrated collaborative networks

The virus knows no borders, and efforts to support of integrated collaborative networks will be essential to defeating the spread of the pandemics around the globe. For example, a World Bank-funded regional operation - are making important contributions to the fight against COVID-19 and drawing on regional scientific research.





9. Hierarchical leadership

Coercive

At the same time, a “one-size-fits-all” approach won’t allow for the kind of individual thinking and creativity that result in the most innovative solutions.

Emergent leadership

Adopting a complexity mindset starts by accepting that complexity and COVID-19 patterns may be somewhat unpredictable and needs to be accounted for differently. Shifting strategies and open communication need to emerge rapidly as situations change quickly.

This means that HR leaders will need to start collaborating more with employees at every level. Now is the time to focus on interpersonal relationships rather than control, standards, and hierarchy. Adopting a complexity mindset starts by accepting that complexity exists and needs to be accounted for differently.



Lastly but most importantly, do not forget to show your humanity and your compassion. Share strategies on how to stay physiologically resilient in the midst of these strange and difficult times. Business is not “as usual” right now, and it will take time to adjust to a new routine. There is still much uncertainty, and the economic and social impacts of this pandemic will have long lasting effects.

Author: Yvonne Kanjanda

CASE STUDY LEADING TRANSFORMATION IN HR DEPARTMENT OF PUBLIC SECTOR IN AFGHANISTAN

HASSAN TAWAKOLI



Introduction

Organization development (OD) is defined as a long-range effort to improve an organization's ability to cope with 'change and its problem-solving and renewal processes through effective management of organization culture. OD is intended to create an internal environment of openness, trust, mutual confidence and collaboration and to help the members of the organization to interact more effectively in the pursuit of organizational goals. Thus the organization is enabled to cope effectively with external forces in the environment. Our case study is about using practical OD intervention in public sector in (AFG). As team of Public Sector Organization (three staff) have been selected to work on Public Sector Human Resources Department. The Case Study provide analysis on current situation of HR department of public sector in Afghanistan which include data collection through SWOT analysis and prescribing way forward to lead transformation in HR processes, procedures, structures, technology, and human resources of the organization. This case study is based on the Certified Organization Leadership and Development Consultant (COLDC) training which was provided through six months certification programme by Centre for Organization Leadership and Development (COLD), facilitated by *Dr. Justine Chinoperekweyi*.

Background:

Key areas of focus in this case study were five departments of human resource directorate of governmental public sector in Afghanistan. These five departments were Structure (Tashkil), Recruitment, Training and Capacity Building Dep. (TCBD), HRMIS and Health/Employee Relation Department. All these departments were responsible of HR activities and fulfilling HR directorate mandates, as follows:

- Structure department which is responsible for proposing new organizational structure for each year;
- TCBD department is responsible for staff learning, training, capacity building programme;
- HRMIS is database recording the staff data and responsible for maintenance of HR files of staff information;
- Recruitment department is in charge of staff hiring, selection of candidates and onboarding process; and
- Health/employee relation department have to facilitate health and hygiene in an organization, orienting new staff, look after staff attendance and employee engagement and relation.

As HR department is heart of organization and leading the organization change so our focus was on bringing sustainable change to HR departments and apply whatever we have learnt from OD certification programme in practical manner. Emphasis was placed on the difference between OD, HR and other change management approaches. Our focus was therefore to ensure Emergent Action Research, Whole System Thinking, Stakeholder Engagement, and Applied Behavioural Science.

The main objectives of the case study were as follows:

- 1.To enhance capacity of HR directorate to have better and efficient coordination and communication internally and externally
- 2.To ensure human resource directorate fulfil their mandate and achieve the predetermined objectives

We started by creating department specific objectives before working collaborative networking of the departments to facilitate whole system perspectives.

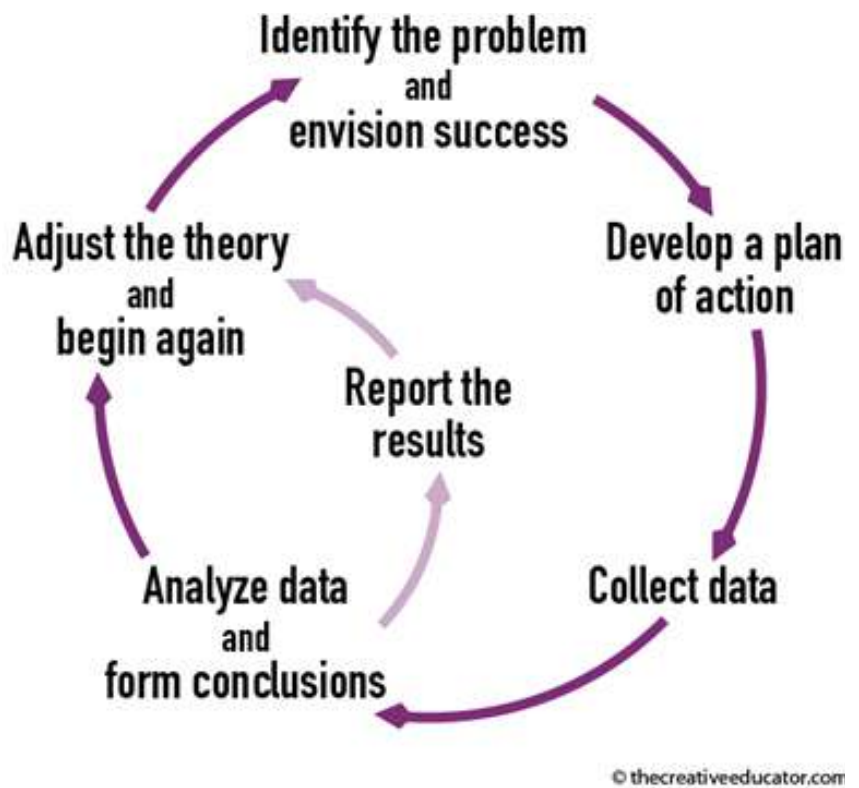
Structure department objectives were to propose proper and flat structure which meet the organization needs for new staff and develop tangible and comprehensive manpower planning.

Recruitment department objectives are to develop recruitment plan based on new structure and absorb talent and right people with required skills, attribution for the vacant positions.

HRMIS department objectives revolved around the need to keep staff record updated and maintain staff information, metrics for future decision making.

Health and Employee relation department objectives were to ensure staff health and safety are the priority of the organization and facilitate staff relationship with others department as well as client are maintained and staff are really oriented on rule, regulation, policy and organization culture and meantime they are truly engaged with their preassigned task and objectives.

Training and Capacity Building Department's objectives were provision of learning and development process of staff through training and capacity building of staff in HR and other departments.



TRANSFORMATION PROCESS:

The Case Study was premised on the Action Research Method as depicted on the graphic by thecreativeeducator.com. The other conceptual models that informed the case Study included Appreciative Inquiry & Appreciative Leadership and Creative Problem Solving. This Case Study focused on collecting data from each department in HR directorate, so the target group were all HR staff working in these five departments. After facilitating informal consultation sessions with other colleagues from the Cohort, who also worked in public sector organizations we embarked on discussions with staff members within the organization.

The initial conversations were guided by the need to facilitate Engagement, Explanation, and Expectation Clarity among the consulting team, Heads of Department, and External Advisors. These conversations were held during office-hours and helped in understanding the challenges that individuals and teams were facing in the organization. The conversations helped in creating the focus objectives as highlighted above. As the Lead Consultant for the Case Study, Mr. Hassan Tawakoli has access to the leadership of the organization in his capacity as HR Advisor. This helped in gaining commitment from the senior leaders and all Heads of Departments.

Therefore, the first step we took was selecting the methodology of data collection with consultation of OLDN-HR Advisor (Ms. Tsitsi Chundu). The consultation sessions with Ms. Tsitsi Chundu were facilitated through the WhatsApp and Zoom sessions. Tsitsi is based in Zimbabwe and having her insights helped to bring divergent views and different perspectives to the Case Study.



The SWOT Analysis was adopted as the ideal starting point since most of the staff members in the organization were familiar with this tool. Another conceptual tool which was recommended during the Guest Session with Dr. Joanne C. Preston (President, International Society for Organization Development & Change) was the SOAR Analysis. The SWOT analysis format was designed with forty questions; each question covered one of the aspects of organization from HR process and procedures, technology, assets, structures, communication and coordination mechanism, employee relation, staff conduct, compliance and policy.

Second step was to share the SWOT analysis format with each department's head to have their comments, inputs and feedback to have comprehensive format covers all aspect and finalizing that for data collection purposes. This pilot testing of the questionnaire with the Heads of Department was essential to deepen conversations around the need for change and also to gain commitment to the OD process. Meetings were held with the Heads of Department and this facilitated a sense of ownership.

The questionnaires were then distributed to the departmental members through the Heads of Department. Since these were hand delivered, the Head of Department introduced the essence of the questionnaire and any clarifications were directed to the Lead Consultant/HR Advisor. This process of Engagement, Explanation, and Expectation Clarity was facilitated through the Heads of Department.

The respondents were given ample time to complete the questionnaires and some of the respondents sought clarity from the HR Advisor. It is worth mentioning that the questionnaires were filled in Dari language as most respondents indicated that they would express themselves well in local language. Translations of the responses were done in order to effectively communicate with the external advisor and OD Mentor - Dr. Justine Chinoperekweyi and other cohort members from Botswana and Kenya.

The analysis of the results was done by facilitating conversations that were led by the HR Advisor, Heads of Departments and other organizational members.

- All information received was assessed and analyzed to get the root cause of the problem, constraint or challenges the departments and the organization was facing
- We identified almost 10 challenges individuals, work groups and the organization have been facing during their work and the need to use their strength and external opportunities to tackle those challenges.
- A matrix was designed (see sample) in excel sheet in order to classify their challenges and propose way forward and activities to meet these challenges and overcome these problem

Number	Departments	Challenges, Problem	Way forward/Solution	Activities	OD Intervention
1	Recruitment	There are high workload in recruiting of ministry staff due to lack of proper and compiled recruitment plan/tracker	Proper division and delegation of work, authority and responsibilities, prioritize and create recruitment plan, outsourcing recruitment process	Head count should be done with real duties and responsibilities, Developing/reviewing of the TORs, recruitment tracker, Mass Recruitment plan, engagement of director and getting approval, implementation of recruitment tracker, make cluster based on grade/level, prioritize recruiting HR Staff,	teambuilding intervention, organizational design, and proper delegation of work and authority, process consultation,
2			Develop proper recruitment plan, HR Matrix and then staff action plan		Process consultation intervention, HR planning, training and capacity dev intervention, Mentoring recruitment staff
3		Lack of expertise and required skill to take over the core duties and responsibilities	Develop proper training, mentoring and coaching plan in HR related subject	TNA should be done first, review HR policy, provision of training for HR staff, induction on shortage of staff with expertise	TNA Developing Talent, Coaching & mentorship, staff retention
4		Irrelevancy and inconsistency between incumbent education background with scope of work in recruitment department	Provision/facilitation of academic learning, education and certification program for HR Staff	continues training, short term training, mentoring and coaching, TCBD involve and engage, motivation by career planning and education opportunity	Training/Learning Needs Analysis, Developing Talent, Coaching & mentorship, staff retention
5		Lack of coordination mechanism inter-group/team and inter-departmental	Developed efficient communication and coordination mechanism (team building, meeting, ...)	flow chart, coordination focal point should be assigned, meeting should be conducted weekly, monthly, share their activities and engage each dep. head	Human Process Interventions
6		Lack/Shortage of staff for recruitment department	Recruiting and filling the vacant position of HR dep.		Department Structure, Staffing Plan
7		Improper organization structure/Tashkil (inefficient/vertical)	Review, modification of Tashkil based on standard practices		Technostructural Interventions: Organization Design, Total Quality Management, Large Group Interventions (Brainstorming sessions)
8		Lack of priorities in recruitment based on organization needs and urgency	Draft and implementation of action plan and prioritize recruitment task based on need, urgency and importance of position		HR Management Plan
9		No proper and standard universal recruitment practice, process and procedure (shortlist, test, interview)	create proper and standard training plan, curriculum based on update universal norm, practices and standard		Recruitment Policy
10			Develop and implementation of proper recruitment policy, strategy and guideline		Developing policy

As we have shared the SWOT analysis template to HR staff, we found that each department has their own strength, weakness and opportunities they could utilize to tackle the threat and challenges they may face. As we held meetings with HR department's heads, we came to know that there were many shortcomings or challenges in HR department which led to mis-functioning and inefficiency of the HR system from Structure, technology, people and task. The findings pointed out to the organization's strengths, weaknesses, opportunities and threats based on Structure, Technology, People and Task. A strength-based system using Appreciative Inquiry model was adopted in crafting interventions to improve the HR department.

Development of Activities and Interventions:

Through analysis of the current status of HR department, the challenges, problems that each department facing in their routine task are identified and proper intervention are suggested for each challenge. The development of the interventions was a collective process with, first the consulting team and then with the organizational members. Online Zoom sessions were held and contributions solicited from external Advisors, Ms. Tsitsi Chundu and Dr. Justine Chinoperekweyi. Some of the interventions that were adopted and are being implemented include:

- Process Consultation for the Recruitment & Selection and HRMIS departments
- HR Interventions
- Techno-structural Interventions for Tashkil Department and Recruitment & Selection Department
- HR Management Planning
- Policy Review & Development - HR Management Policy

Conclusion:

The Case Study started as a professional certification Action Learning and Experiential Learning project but turned out to be the needed business strategy for improvement of the Human Resource Department in public sector organizations.

The following are some of the key lessons derived from this Case Study in relation to conducting OD work:

1. There is need to work with a diverse team of inside and outside professionals committed to the desired change
2. Effort should be made early in the consulting process to get leadership commitment and ownership rather than mere leadership buy-in
3. The Lead Consultant should administer commitment test with responsible organizational members (in this case Heads of Departments)
4. Network mapping is essential in executing OD initiatives in line with whole system thinking. In the current case, the network mapping was essential to ensure interdepartmental collaboration.
5. Expectation Clarity should always precede effective Engagement and Explanation. The clarification should be facilitated through open-ended questions
6. The OD Consultant should be skilled at weaving together ideas and threads from multiple perspectives.
7. Development of OD initiatives and interventions should be collaborative rather than Consultant-driven.
8. In line with emergent OD perspectives as was presented by Mrs. Yvonne Kanjanda during the OLDN-HRLS International Forum on 24 April 2021, this is continuously evolving Case Study and more refinements will be shared in the future Global OLDN-HRLS Reports.





Justine Chinoperekweyi, Ph.D.,



OD, Governance & Leadership Insights

In one of my previous publication I did assert that “the thinking and incorporation of Organization Development should be touted as a strategic and operational imperative for high performing institutions”. The articles published in this inaugural Issue of the Global OLDN-HRLS Report indicate that ‘change is the new constant’. However, it is evident that emergent thinking or emergent mindsets are fundamental to the ability to drive sustainable strategic change, facilitate continuous improvement and improve the human conditions. Organizations are increasing becoming complex social systems and as such the evident transitions from personnel management to strategic human resource management should inform contemporary and future practices. The human side of organizations should be given the pride of place in contemporary conversations. This aligns with the humanistic concerns of OD and the need to shift from excessive and exclusive instrumentalism in practice.

Chaze Nalisa pointed out that contemporary HR should focus at Organization and Work Design, Aligning Digital and Working Culture, People-centric leadership, Health & Wellbeing, and Stakeholder partnership through CSR.

This whole system thinking perspective emphasizes the need to build strong collaborative networks and leveraging novel technologies in OD, leadership and governance.

As organization structures or form is changing, it is important for those in HR, OD, management consulting to recognize the complexity of managing and directing open systems. It is against this background that HR and OD practitioners need to enhance the exploration and exploitation competencies in order to build ambidextrous organizations. This calls for a shift from traditional to emergent OD and Change perspectives.

As rightfully posited by Yvonne Kanjanda, “In order to facilitate the transition of organizations from chaos to purpose in VUCA environment, the authors proposes 10 fundamental shifts that should inform HR and OD consulting engagements: 1) static mental frameworks to shifting mental frameworks; 2) reactive thinking to proactive strategic thinking, 3) problem-solving approaches to possibility creation approaches, 4) reacting to numbers to tracking trends and patterns, 5) static strategies to emergent approaches, 6) good subordinates to exploring, experimenting and acting, 7) top-down feedback to circular, ongoing feedback loops, 8) hierarchical silos to integrated collaborative networks, 9) hierarchical coercive leadership to emergent leadership, 10) conceptual tools to applied tools.”

OD is action-research oriented and OLDN and COLD emphasises the need for Emergent Action Research, wider stakeholder consultation, and Experiential Learning. The time is now for those in HR, OD, Leadership and Governance to give Case Studies the pride of place and share successes and failures in their work.

Anurag Hazarika pointed out to a fundamental trend in HR, OD, Leadership and Governance. Anurag stated that “the digital revolution has proven how Companies will benefit from dynamization capabilities and digitization fitness of their employees. Updating the HR towards digitization leads to more anticipation, more modernity, and more proactively in order to break the vicious circle of missing the future.”

The submissions by Amb. (Dr.) Roy Okhidievbie on Insecurity, points to the need for fundamental OD values in policy conversations.



Looking Ahead

There is need to strengthen the community of HR, Law & Security on the OLDN platform. The ability to create a strong social system of professionals will help facilitate effective knowledge exchange and transformational engagements. During the year 2021-22, interventions will be put in place to ensure members actively participate in OLDN-HRLS activities and other forums outside OLDN.



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