

Human Resources & Interim HR Management



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■ Increasing significance of HR as a differentiating asset in competition

- ✓ Demographic changes in staff structure
- ✓ Increasing requirements for employees regarding skills and knowledge
- ✓ Looming skills shortage (specialists / executives)

■ Advancing overlapping

- ✓ Increasing demand for specialists trained in different fields
- ✓ Lack of specialists for development
- ✓ Lack of specialized courses at universities / vocational schools
- ✓ Shortage of specialists may worsen

■ Increasing internationalization

- ✓ Higher staff requirements due to the market entry of international investors
- ✓ Greater challenge to professional and language skills of employees
- ✓ Professional qualifications and terminology must be adapted

☐ Which action needs to be taken with regard to the company's staff structure?

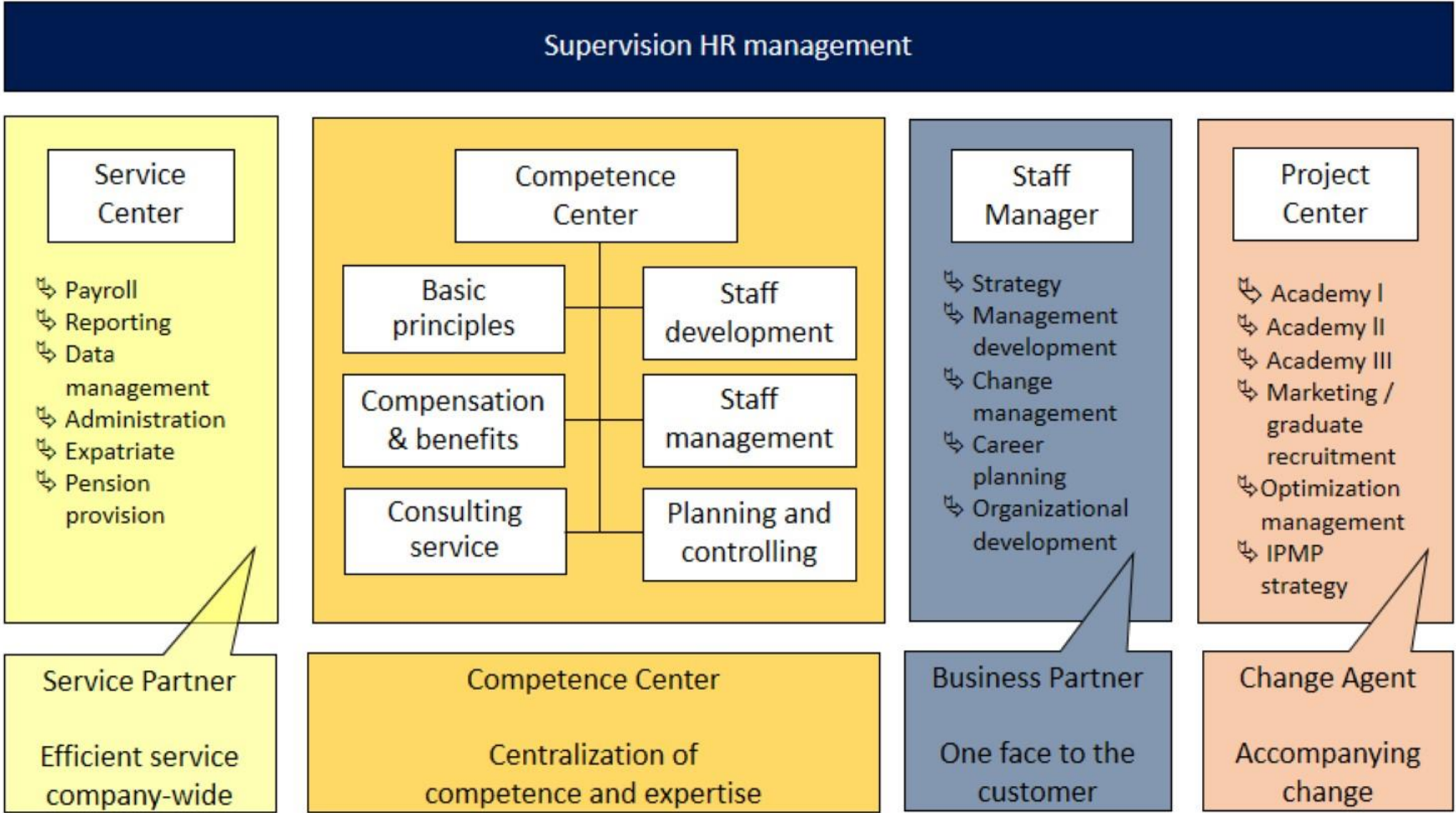
☐ Which HR strategy does the company have to choose in order to remain internationally competitive?

☐ How can the company use and support its differentiating asset of HR?

☐ How can German companies compete on global markets?

1. Significance of HR
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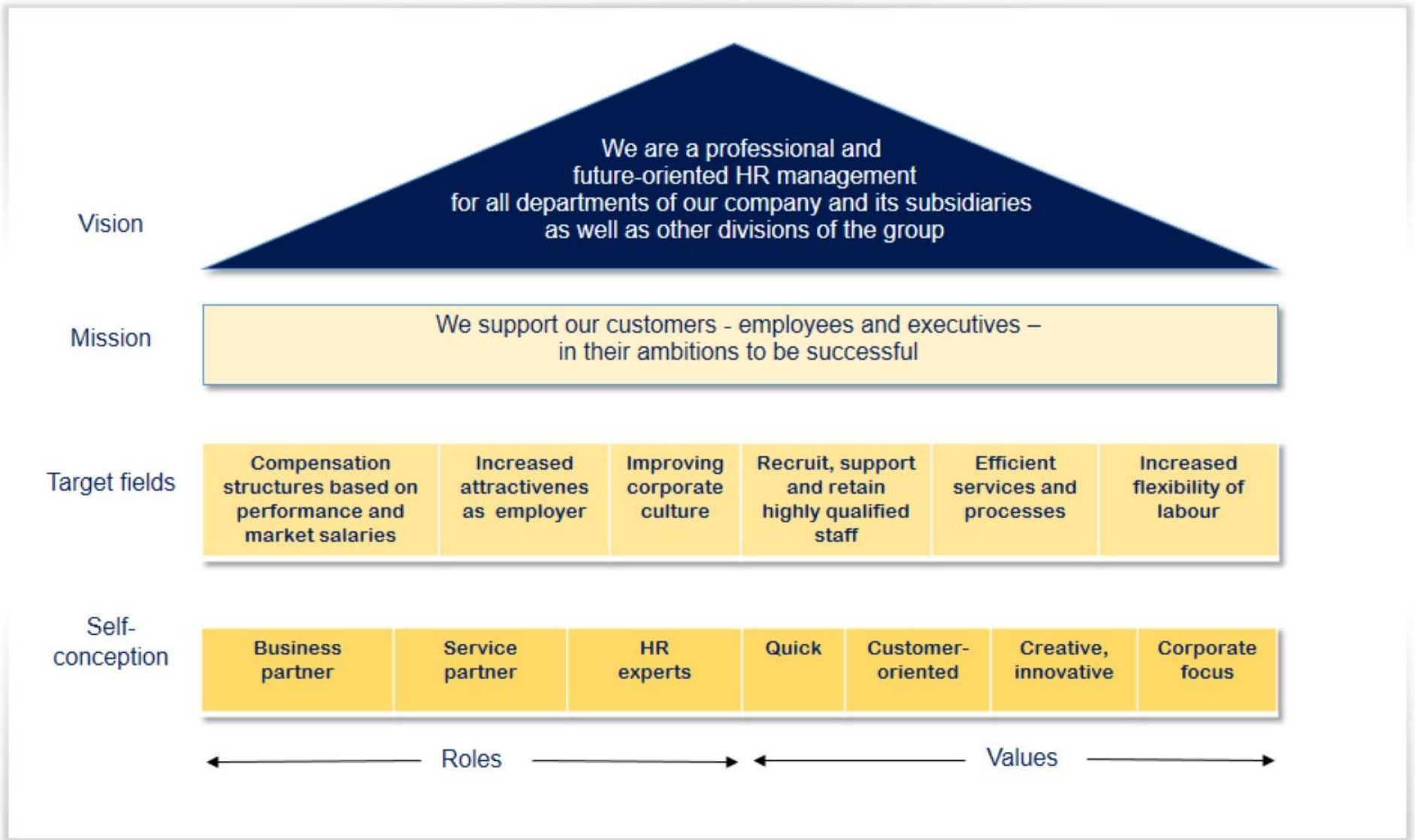
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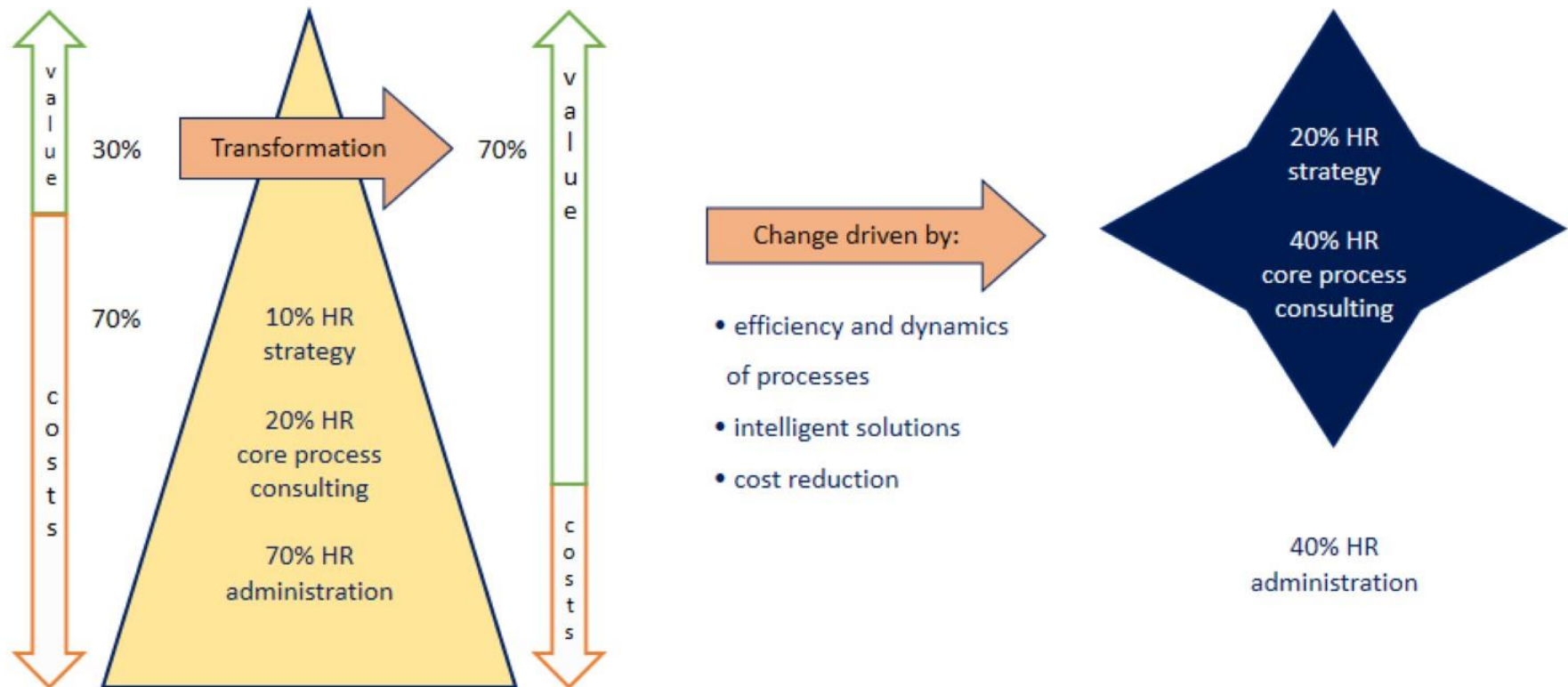
- First step in creating a HR strategy: Analysis of current situation (interviews with internal customers; analysis of staff administration processes as well as the company's environment and strategies).
- Goals for HR as well as the corresponding range of activities were developed; a self conception was defined.
- HR key data operationalizes the HR strategy and is summarized through efficient controlling systems like the HR Balanced Scorecard.



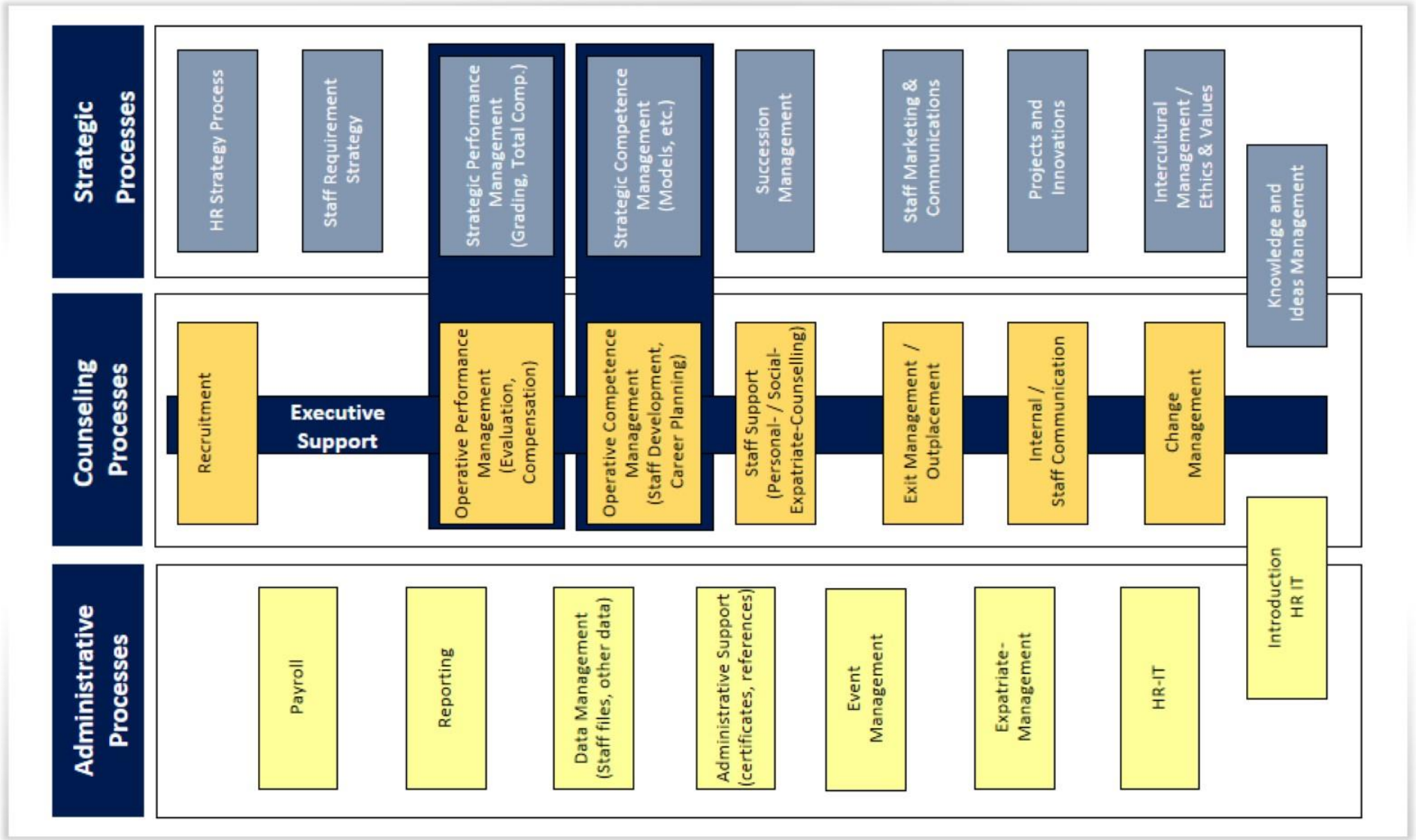
Utility

- Greater transparency of HR's value-added contribution
- Improved sustainability of HR strategy due to more efficient HR management and controlling systems

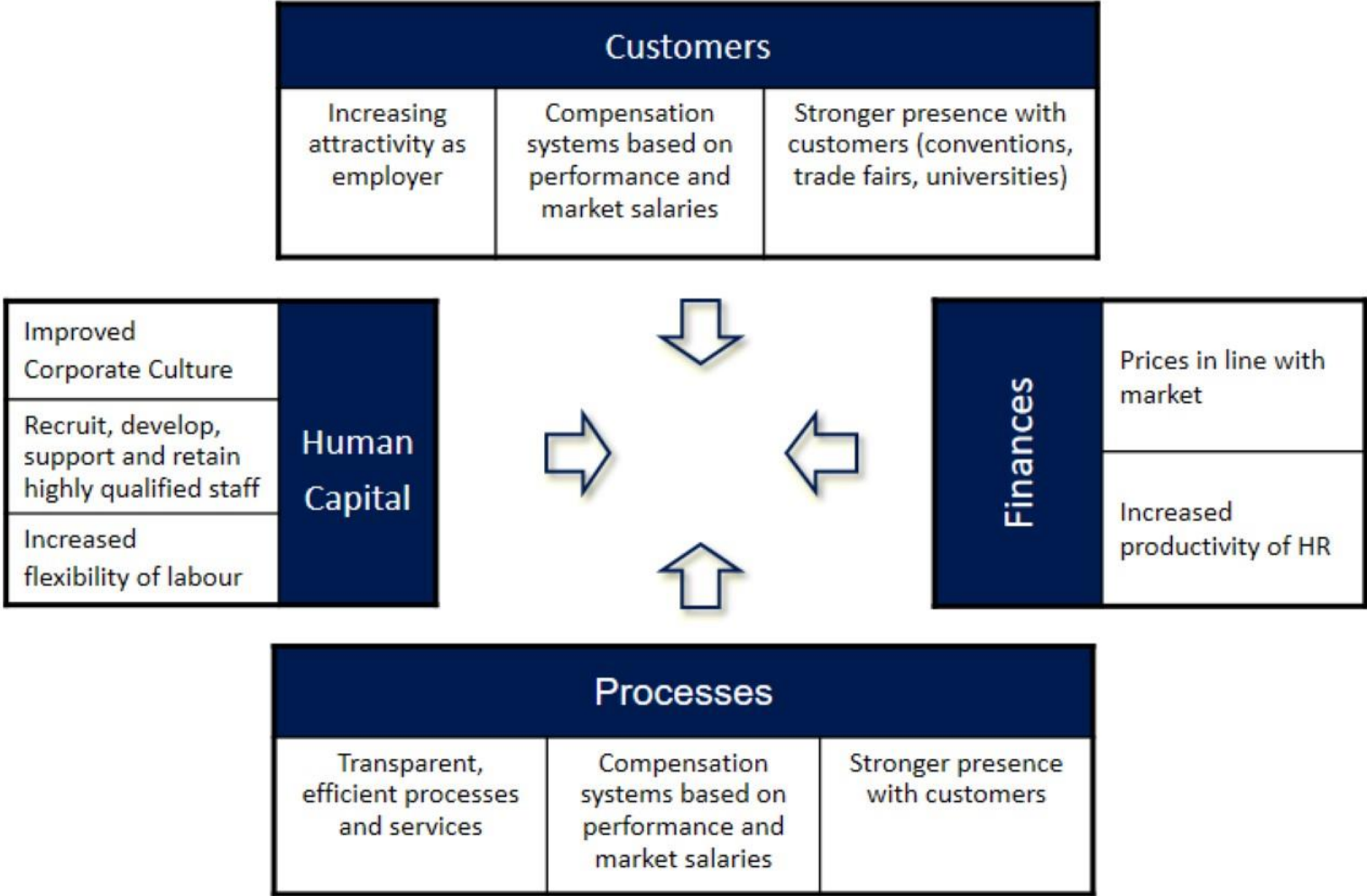




A transformation of HR management must aim to increase the value added contribution of HR through a transition from administrative to strategic processes.



2. HR Scorecard as Suitable Tool for HR Management





Turnover performance per capita indicates
staff potential and potential for growth

Capacity risks

- Recruitment risk
- Retention risk
- Risk from a personnel reassignment

Financial risks

- Adjustment costs
- Staff development costs
- Labour costs



Performance risks

- Portfolio risk
- Job change risk
- Risk from a new appointment

Legal risks

- Law against discrimination
- Directors' / officers' liability
- Privacy / data protection

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- 3. **Diagnostics**
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Description

- HR diagnostics analyses and evaluates strengths, need for development and potentials of employees.
- In order to optimize performance, this process requires individual products and strategies which cater to the customer's needs.
- The customized application of all measures and its detailed and careful evaluation are as crucial to this approach as is the appreciation of all parties involved.



Utility

- Ideal matching of individual competences and job requirements specific to our company.
- Backs and validates HR decisions; supports strategic realignments.
- Constitutes the need for staff development and target agreements.
- Solves and / or prevents problems and underperformance.

Management Review

- Definition of management as controlling tool
- Analysis:
Do existing management skills and competences meet the requirements of the new strategy and / or current processes of change?

Management Portfolio

- Feedback for executives on individual strengths and weaknesses
- Identification of top performers and underperformers

Management Development

- Identification of executives whose performance can be improved through coaching and support
- Advice and recommendations for development on an individual basis
- Communicating new guidelines and values (dealing with new requirements)

Operative Executive Development

- Individual profile of strengths and weaknesses based on competence model
- Personal benchmarking / assessment
- Potential statement for responsibility levels and function breadth
- Personal development plan
- Intensive feedback

Strategic Executive Development

- Identification of integrated need for staff development
- Benchmarking management performance against competitors and best-practise companies
- Matching company strategy / core competences with executives' qualifications
- Defining strategically relevant and value-based fields of staff development

Succession Management

- Overview of executives based on performance and potentials: HR portfolio
- Identification of high potentials for horizontal at the target and management pools
- Creating a list of potential successors for positions crucial to the company's success
- Assessment of professional mobility and readiness to change

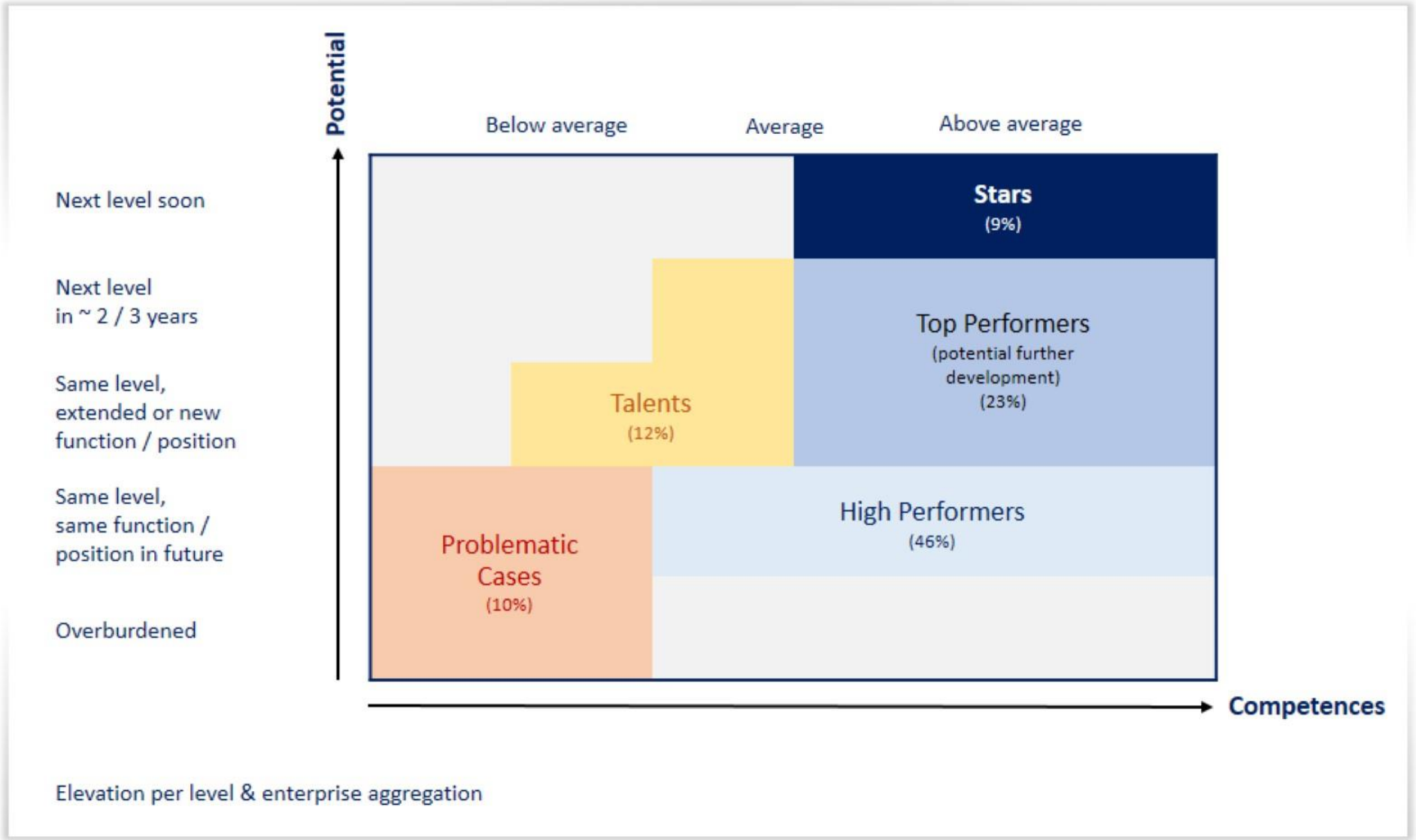
3. Management Audit

Division-Based Profiles of Strengths and Weaknesses

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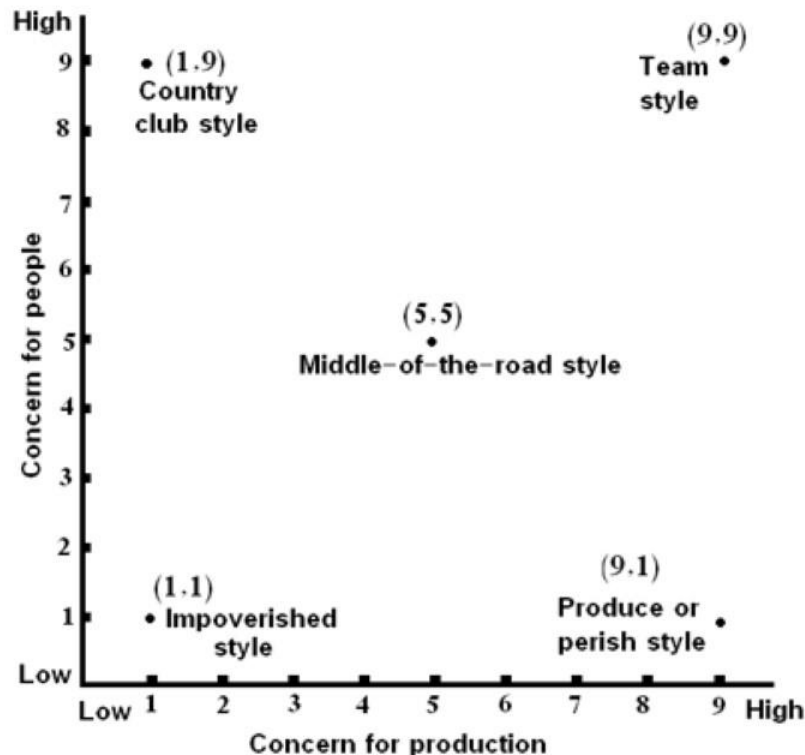
		1	2	3	4	5	
Problem-solving skills	Analytic skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Conceptual and decision-making skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Creativity / flexibility / innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Focus on action / processes and results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Leadership skills	Team leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Company A, Division X 
	Goal management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Ability to convince	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Appearance / impression	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Empathy / social flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Motivational structure	Motivation to perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Company B, Division X 
	Energy and ability to work under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Ambition / self-confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Readiness to change / flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Commitment / sense of responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Management skills	Professional skills / range of experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Company B, Division Y 
	Entrepreneurial spirit / focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Strategic competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Customer orientation / business partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Internationality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

3. Management AUDIT – Example: HR Portfolio



3. Managerial Grid Model

Behavioral Leadership - by Robert Blake and Jane Mouton



(1,1) Managers have low concern for both people and production. Managers use this style to avoid getting into trouble. The main concern for the manager is not to be held responsible for any mistakes, which results in less innovative decisions. Features 1. Does only enough to preserve job and job seniority. 2. Gives little and enjoys little. 3. Protects himself by not being noticed by others.

(1,9) This style has a high concern for people and a low concern for production. Managers using this style pay much attention to the security and comfort of the employees, in hopes that this would increase performance. The resulting atmosphere is usually friendly, but not necessarily that productive.

(5,5) Managers using this style try to balance between company goals and workers' needs. By giving some concern to both people and production, managers who use this style hope to achieve acceptable performance.

(9,1) With a high concern for production, and a low concern for people, managers using this style find employee needs unimportant. Managers using this style also pressure their employees through rules and punishments to achieve the company goals.

(9,9) Managers choosing to use this style encourage teamwork and commitment among employees. This method relies heavily on making employees feel as a constructive part of the company

3. Seven Different Management Styles

by David Rooke and William R. Torbert (Harvard Business)

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Leadership:	Characteristics:	%	Successful in business unit
Opportunist	Principle and characterless behaviour, I-obtained; manipulative, "Power creates right"	5	No
Diplomat	Avoid the open conflict; claim to be part of it; follow group bases, seldom provide trouble	12	No
Expert	Steer by logic and experience; strive for a rational efficiency	38	Low
Man of Action	Accomplish strategic goals; teamwork; bring management duties and market requirements into harmony	30	*
Individualist	Connect competitive personal action logics and the action logic in the enterprise; create unique structures to compensate deficits between strategy and individual performance	10	**
Strategist	Change of the enterprise and the employees generates; mutual exchange, attention and vulnerability as powerful instruments both short use and in the long run	4	***
Alchemist	Generate social change; integrate a material, spiritual and social change	1	*****

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Description

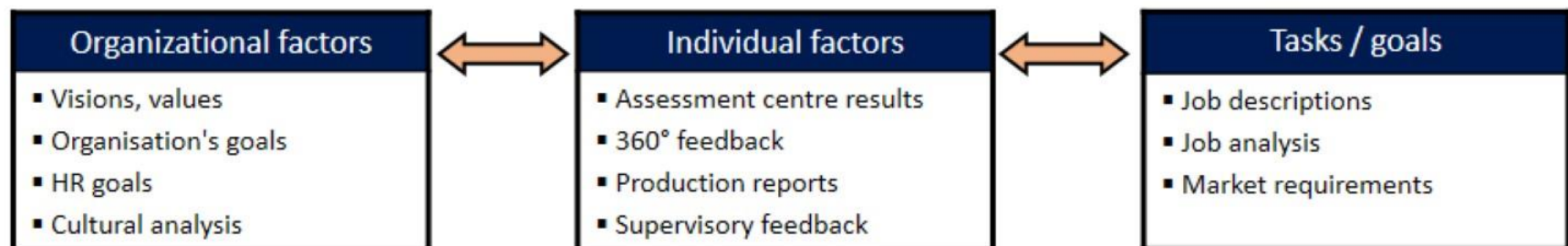
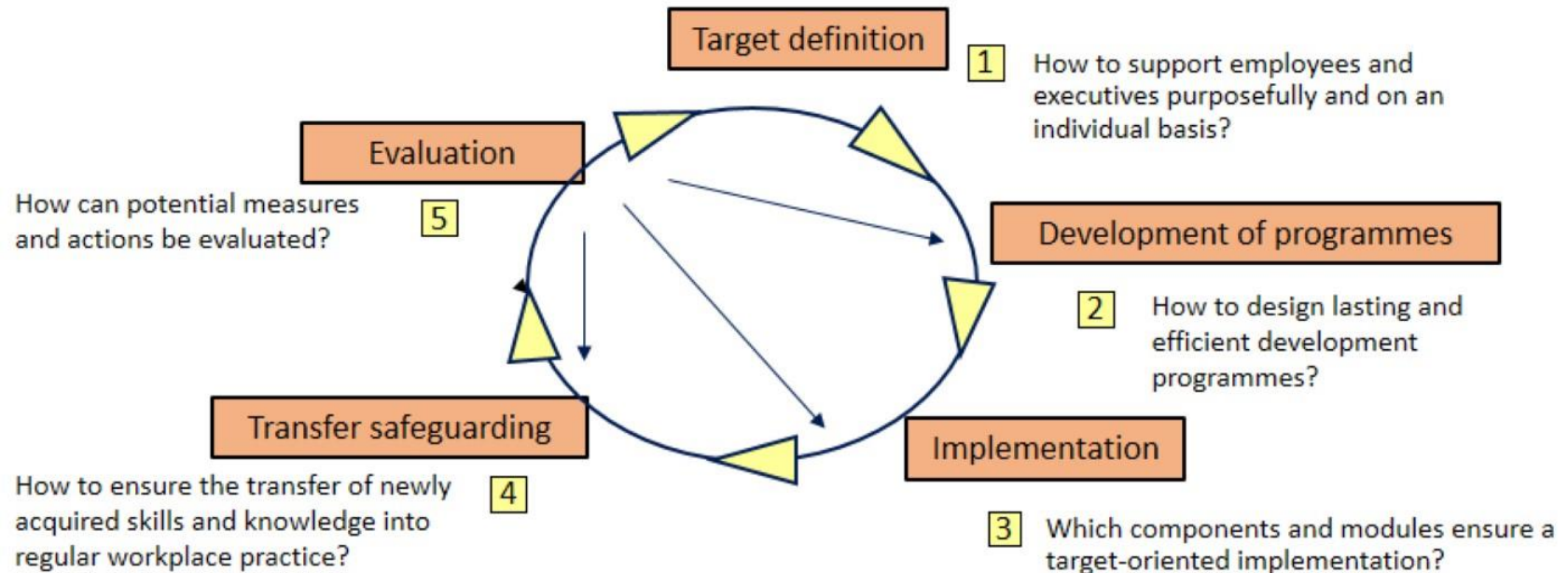
- „Added value through the development of people“
- Management development is responsible for the conceptual design and implementation of development programmes with a focus on value added.
- We ensure the actual and sustainable applicability of all development through a prior analysis of the area of development as well as the systematic definition of goals.
- We make the success of our programmes measurable.



Utility

- Integrated solutions consider the company's situation, environment and requirements.
- Strategic connection of development programmes with individual and corporate goals
- Creating a strictly customer-oriented learning process which caters to individual needs.
- Intensive coaching / mentoring throughout the development process with a focus on sustainability, engagement and commitment.
- Established measures ensure the practical relevance and applicability of developed skills and knowledge. Every development process is documented and its results quantified.

4. Integrated Development Programmes



4. Foci of Training and Development

Leadership

Change management
Motivation: Support and challenge employees
Direct dialogue with employees as management tool
Intercultural management – diversity as a chance

.....

Management skills

Project management methods and techniques
Efficient chairing of meetings
Efficient visualization and presentation
Rhetorical / presentation skills
Lead and manage by example

...

Social skills

Social competence
Successful communication
Conflict management: detect and solve conflicts efficiently
Mediation for / by executives

.....

Personality

Rhetoric
Body language
Emotional intelligence
Work-life-balance
Keep integrity

...

Sales

Customer oriented behavior
Winning pitches I
Winning pitches II
Training for key-account-manager
Negotiation techniques

...

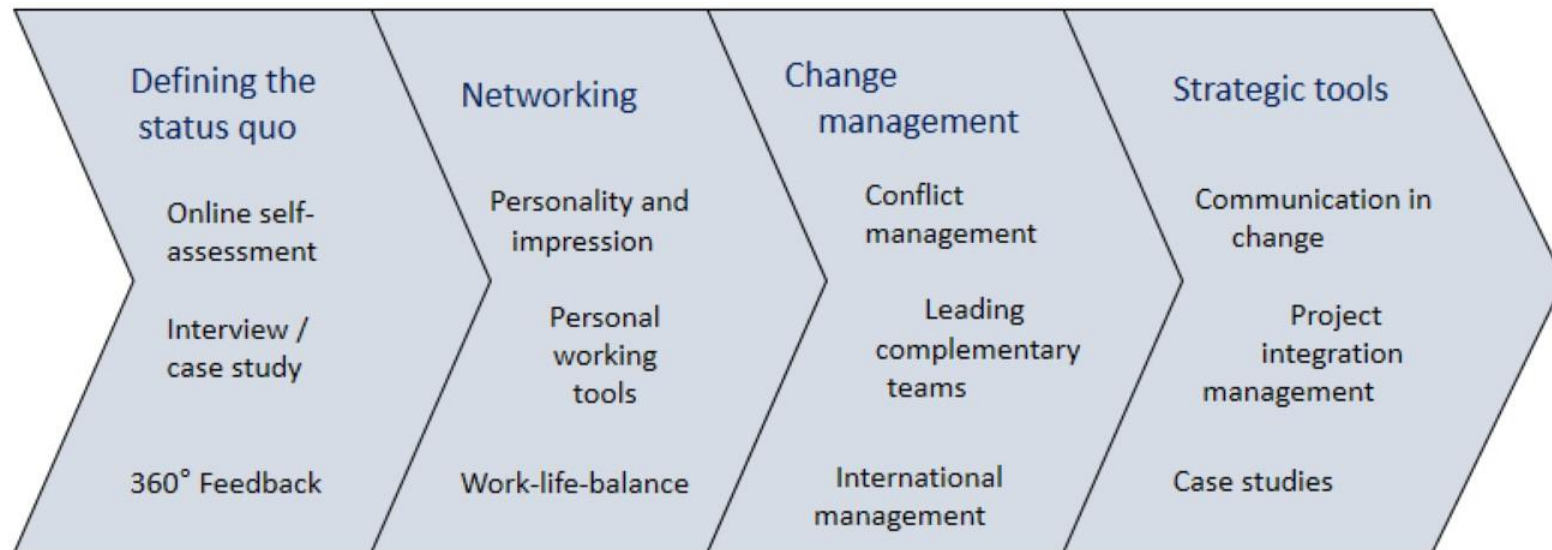
Team development

Top team management – create and collectively lead powerful teams
Manage and lead teams
Lead virtual teams
Team training

...

4. Integrated Development Programmes

Example: Leadership Development



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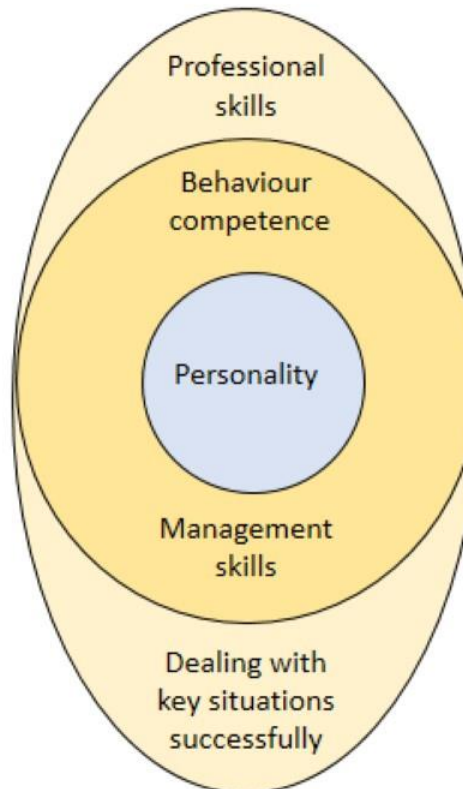
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Professional Coaching

- Mentor chosen from within the company or experienced external advisor
- Goals for development are defined
- Regular exchange of experiences
- Key situations are prepared and reflected upon
- Coaching based on company networks

Behavioral Coaching

- Analysis of strengths and weaknesses
- Feedback in important job-related situations
- Individual training



- Self-assessment
- Analysis of personality structure
- Reflection, change, motives and attitudes
- Live balancing
- Dealing with relevant points of conflict / hindrances

Personality Coaching

- Preparation for key situations
- Common processing in the job routine

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Description

- The development of key skills is supported and endorsed by integrated HR development tools and systems in line with the company's strategy
- In its key position, strategic competence management serves as the basis for succession management, corporate education management and performance management.



Utility

- Only through strategic competence management a company can successfully meet the challenges of a competitive corporate environment and effectively operationalize its key characteristics.
- Based on a competence programme and the professional requirements of each job cluster, company-wide and transparent standards can be defined for recruitment, personnel development and compensation.
- Thus, HR management becomes a systematic, integrated and strategy-led process.



5. Implementation of HR Development Strategies

Significant Master Processes

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Permanent Process

Succession
management

Succession plan

Pool
management

Recruitment
and staffing

Interval Process

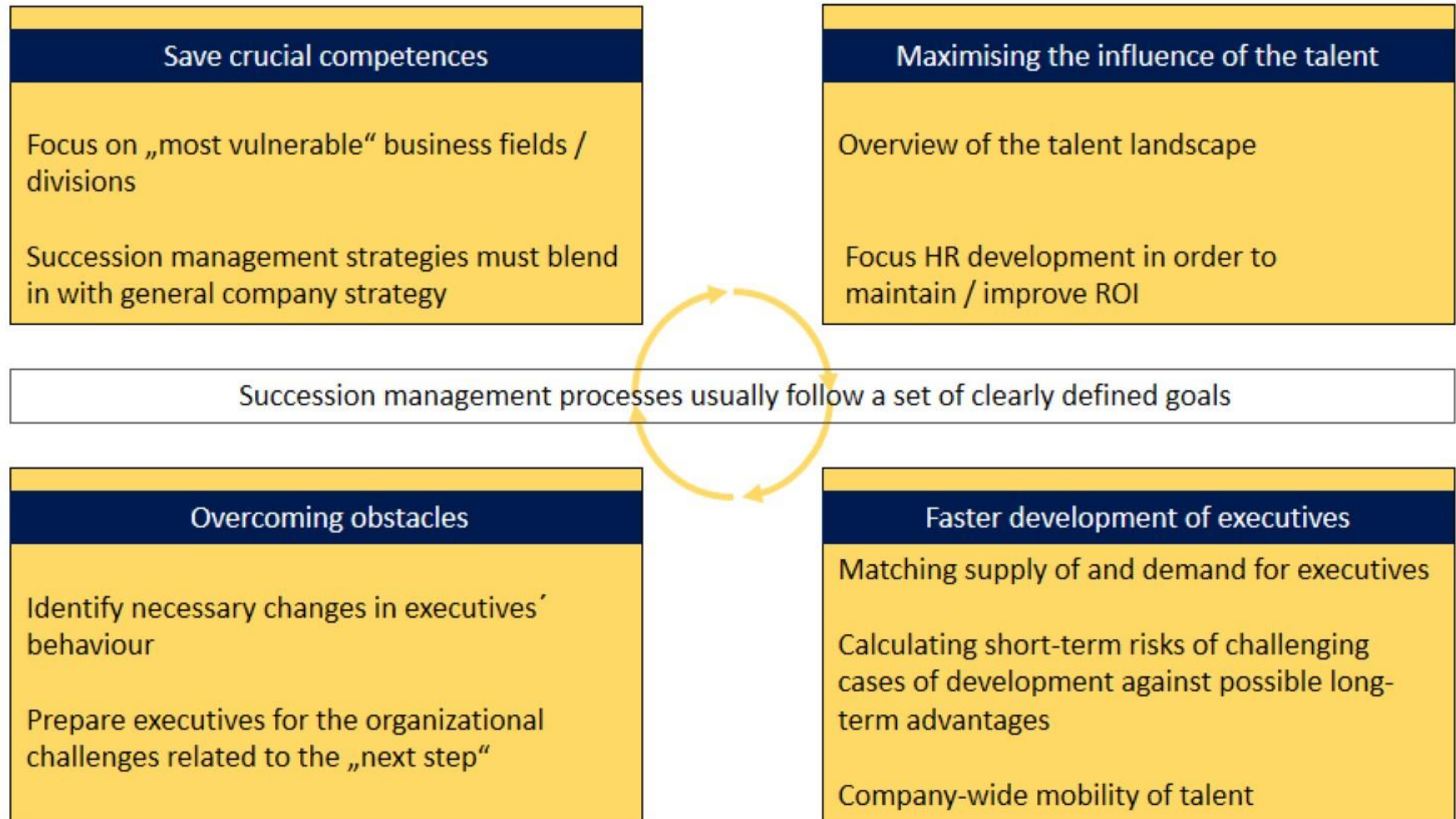
Competence
management

Appraisal

Operative
competence
management

Strategic
competence
management

5. Process: Succession Management for Top and Key Positions



5. Process Follow-Up Planning Top and Key Positions

Competence model and orientation profile

Problem-solving skills

- ☐ Analytical skills
- ☐ Quality of concepts and decisions
- ☐ Creativity / Innovation
- ☐ Task and goal orientation

Leadership skills

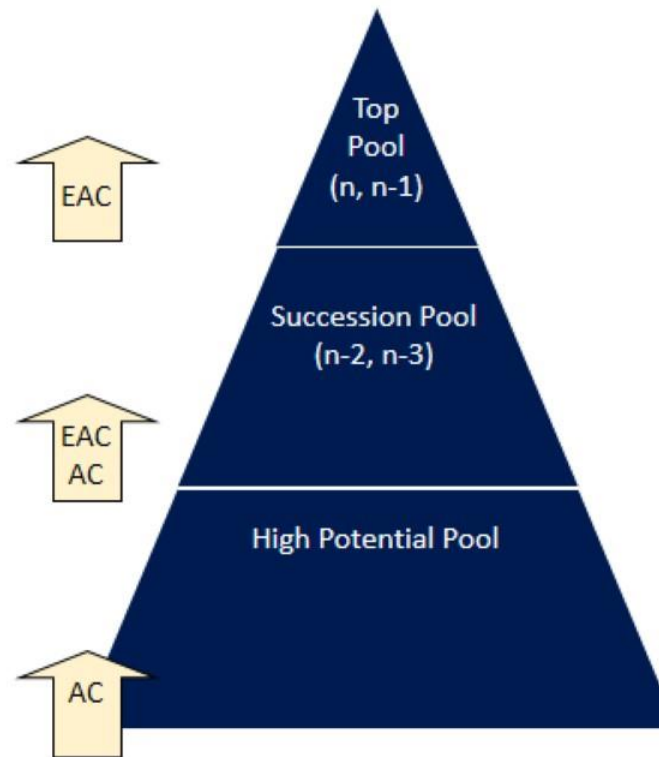
- ☐ Ability to motivate
- ☐ Goal management
- ☐ Ability to convince
- ☐ Assertiveness
- ☐ Cooperation / integration

Motivation structure

- ☐ Achievement motivation
- ☐ Dynamics and capacity
- ☐ Studying and change readiness
- ☐ Commitment / sense of responsibility

Management structure

- ☐ Special competence / experience spectrum
- ☐ Entrepreneurial intellect
- ☐ Strategy competence
- ☐ Yield management
- ☐ Internationality



Strategic analysis of potential development

Individual analysis
of potential
development

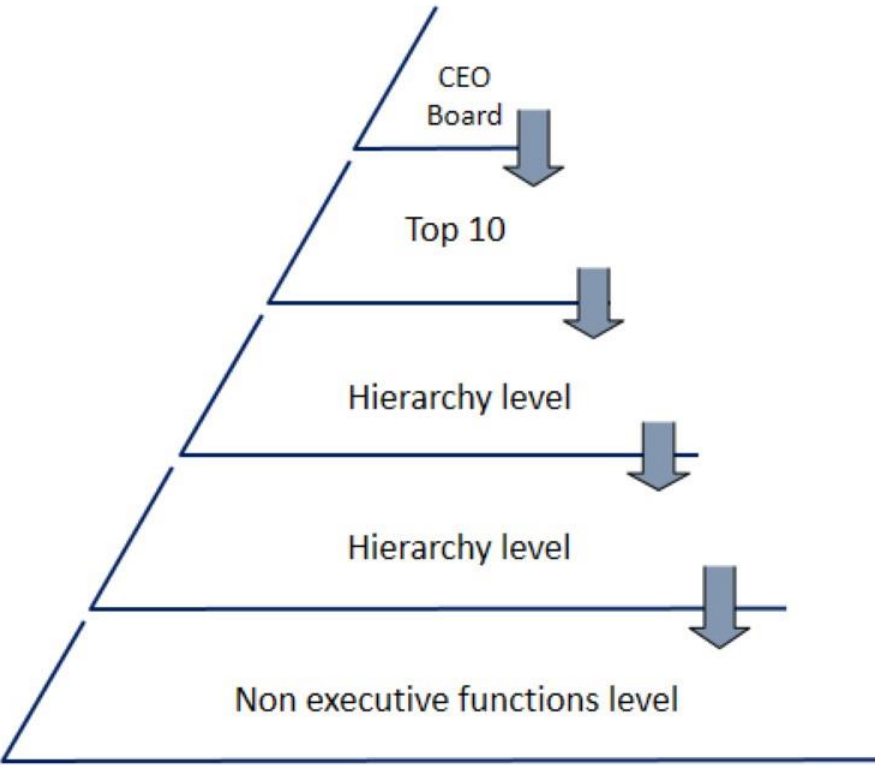
Components of development

Development programmes for
employees and executives

Selective training
& coaching

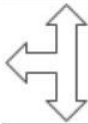
Basic
trainings

Validation of key positions



Job Profile:
The successful applicant for this position needs the following skills and qualifications.....

Categorization:
Fields of experience and expertise



About 20-30 categorized professional criteria

Requirements				
2 years of experience				
Job description				
Leadership				
Task I				
Task II				

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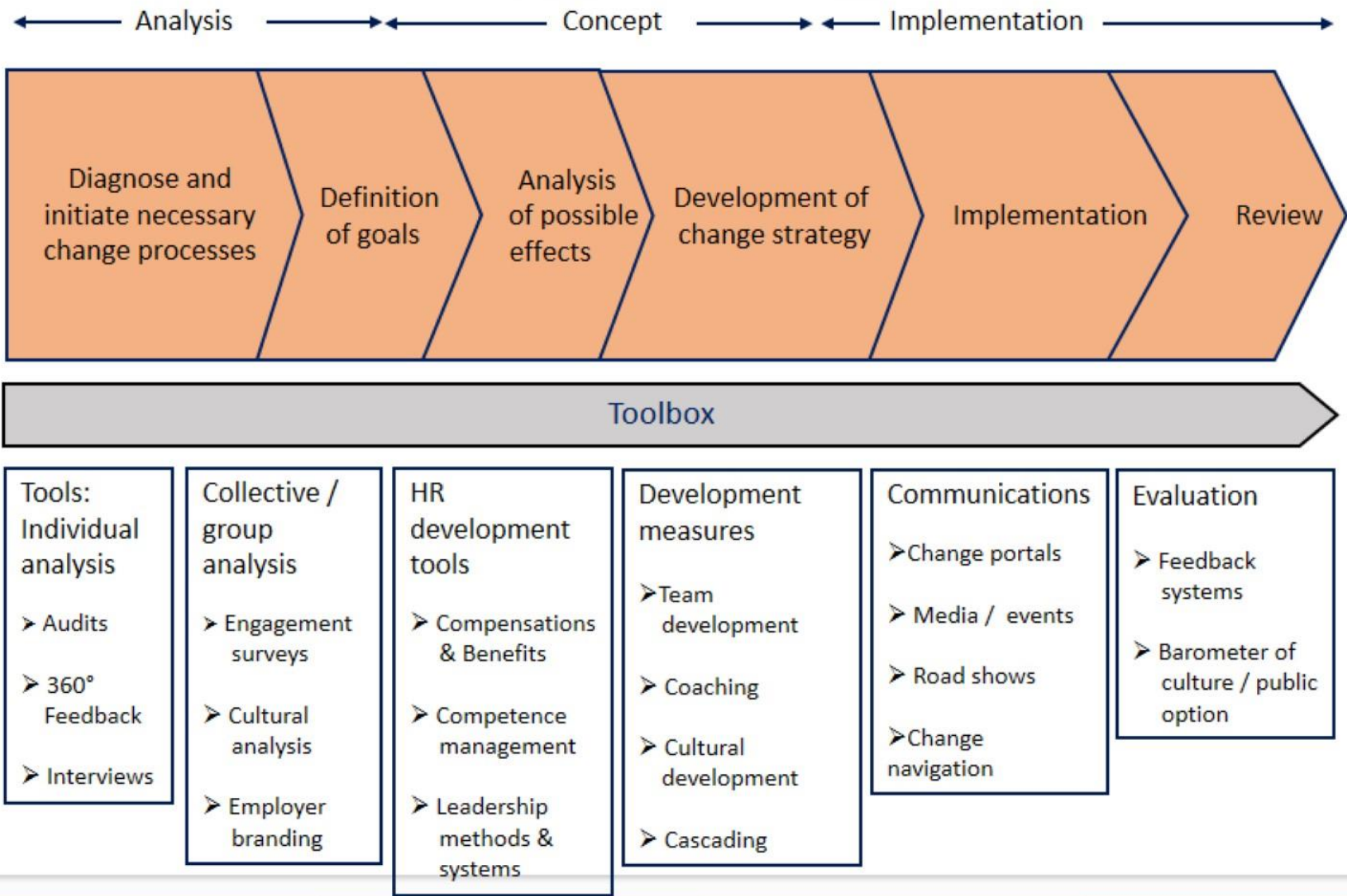
- Change management comprises all measures necessary in order to initiate and realize new structures, systems, strategies and behaviour.
- We employ an integrated approach which adapts to the respective type of change, combining various strategic, structural or employee-oriented approaches.



Utility

- Professional change management improves efficiency by
 - increasing the commitment of all parties involved
 - improved overall coordination and supervision of all projects
 - transparent communication
 - efficient project management
 - strategically interlinked projects

6. Toolbox



Employee's view	Job Orientation	Employee Orientation
	Focus: Getting the job done. Interested in co-workers only with regard to their performance.	Focus not only on employee's performance but also on his / her individuality
Performance Orientation	Process Orientation	Result Orientation
	Focus: How is the job done? Efficient processes and instructions are most important	The result is most important. Focus on what is achieved, not how it is achieved.
Identity	Company Orientation	Task / Job Orientation
	Employees primarily identify with their company	Employees primarily identify with their jobs and tasks.
Openness	Open System	Closed System
	Different characteristics, opinions and styles of communication are appreciated. New employees soon feel comfortable.	Certain characteristics, opinions and styles of communication are preferred as they blend in with the corporate culture. New employees usually take part in extensive training and orientation programs
Controlling	System Level	Responsibility
	Actions, results and procedures are developed and checked by the company.	Individuals, teams and smaller business units are responsible for their own actions, procedures and results.
Flexibility	Normative	Pragmatic
	Employees adhere to standards and instructions which have produced satisfactory results in the past	Standards and procedures are applied with a view to the desired result in order to fully meet the client's expectations.

6. Development of Corporate Culture & Mission Statements

Core strategy

It is our mission to be the world's best (leading)
strategic and multidisciplinary provider of services and solutions

We are a values-driven company, relying on a system of shared beliefs to determine how to the best serve our clients, support our people and aspire to leadership as a firm. These performance standards represent non-negotiable minimum standards of behaviour to help us promote and live by our values.

Mission statement & concepts

Serve our clients

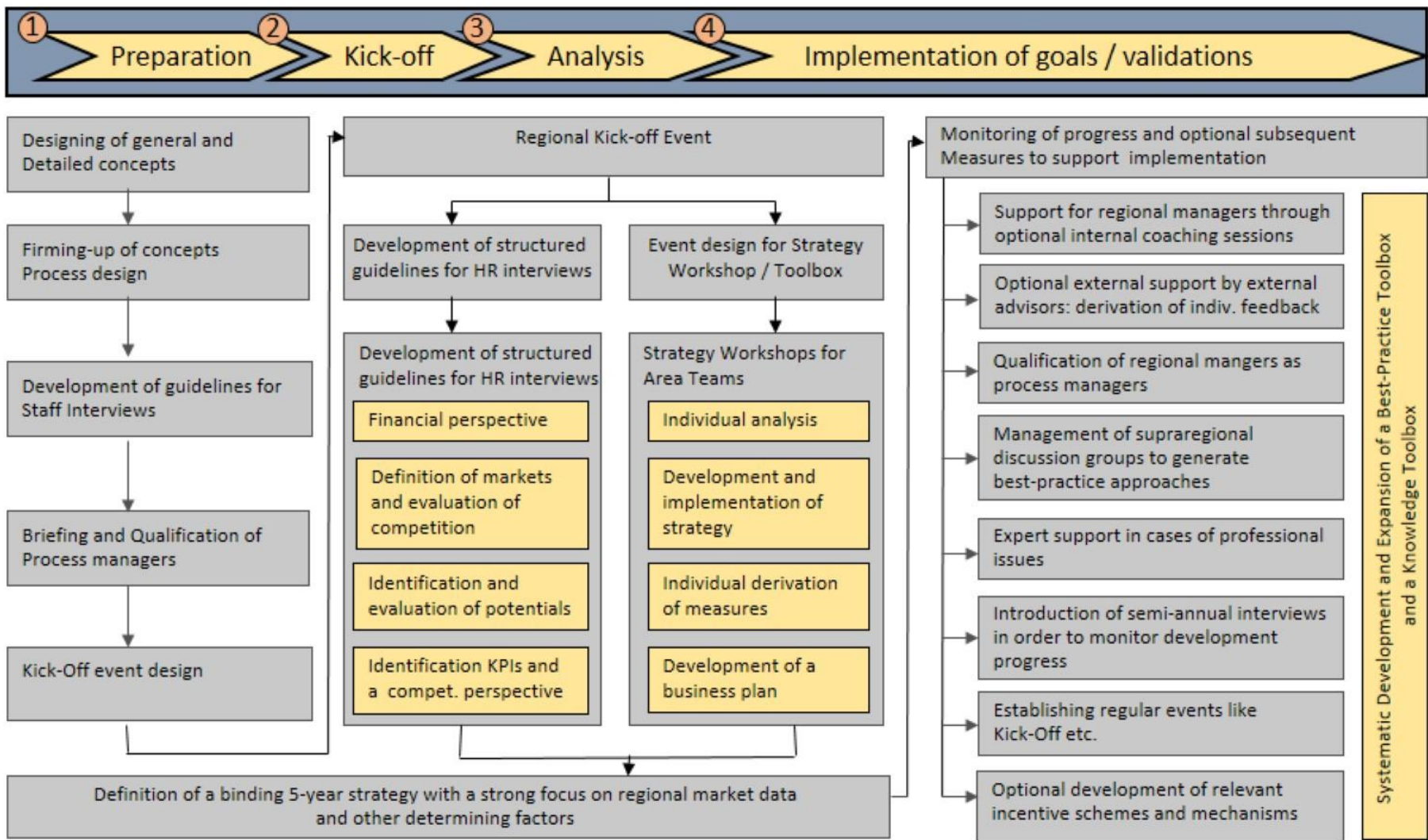
- Our client relationships must be founded on mutual respect and we will withdraw if such a relationship cannot be achieved.
- We will only accept excellence in both client service and the quality and supervision of work; we will not settle for competence alone.
- We will only work for clients who are willing to compensate us at levels that fairly reflect the value we deliver.

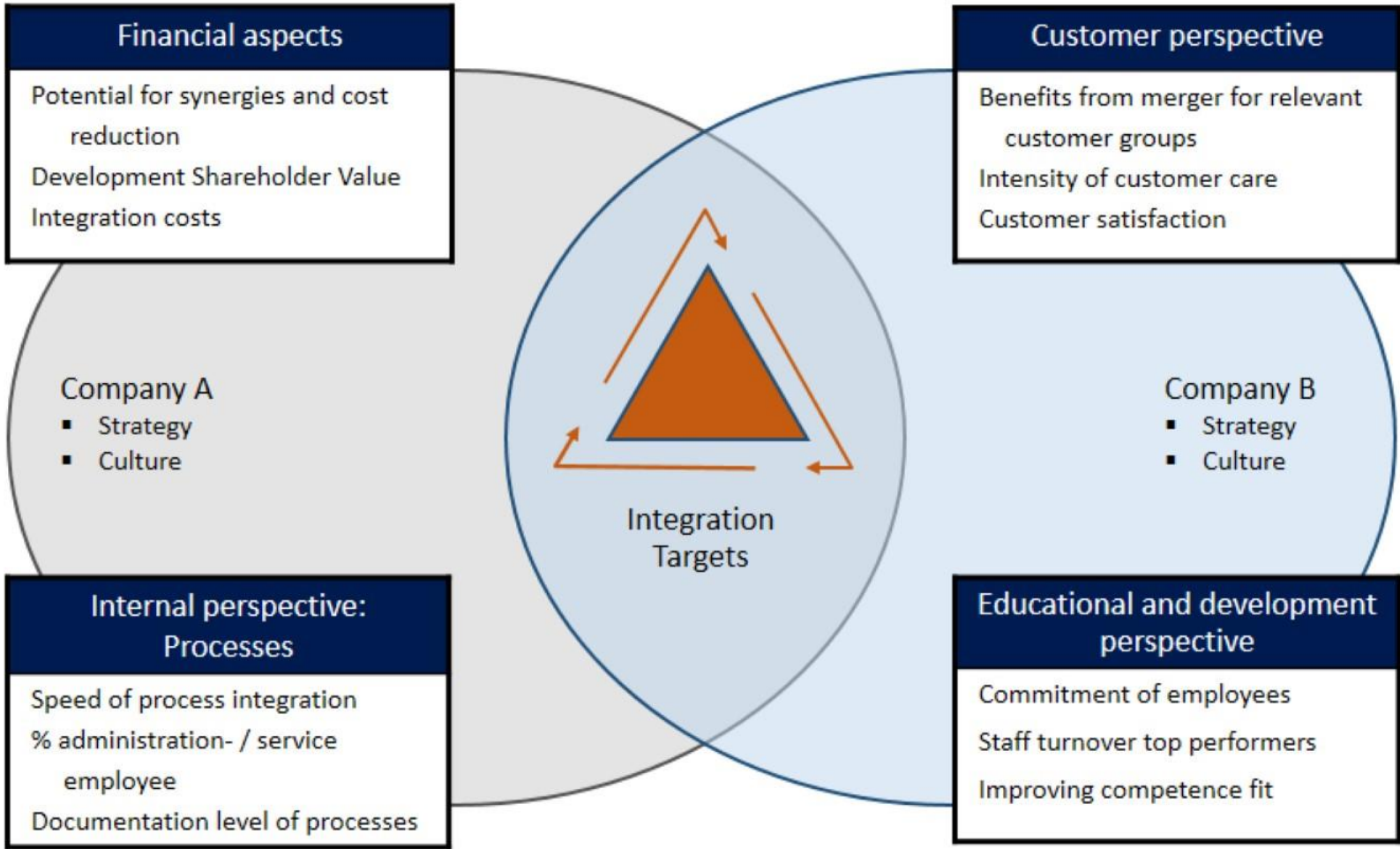
Support our people

- Our people will receive career development, guidance, counselling and feedback on their performance.
- We will be rewarded through a fair and clearly communicated compensation scheme
- We will avoid and be intolerant of disrespectful behavior among our people, even toward those who choose to leave the firm.
- We will always act as team players within a collaborative corporate culture.

Aspire to leadership

- The primary accountability of a manager will be team success: Individual contributions will be of secondary importance.
- We expect our achievements to be fairly recognized and our ideas to be encouraged throughout the company.
- We are committed to helping our employees achieve a healthy balance between their business and private lives.





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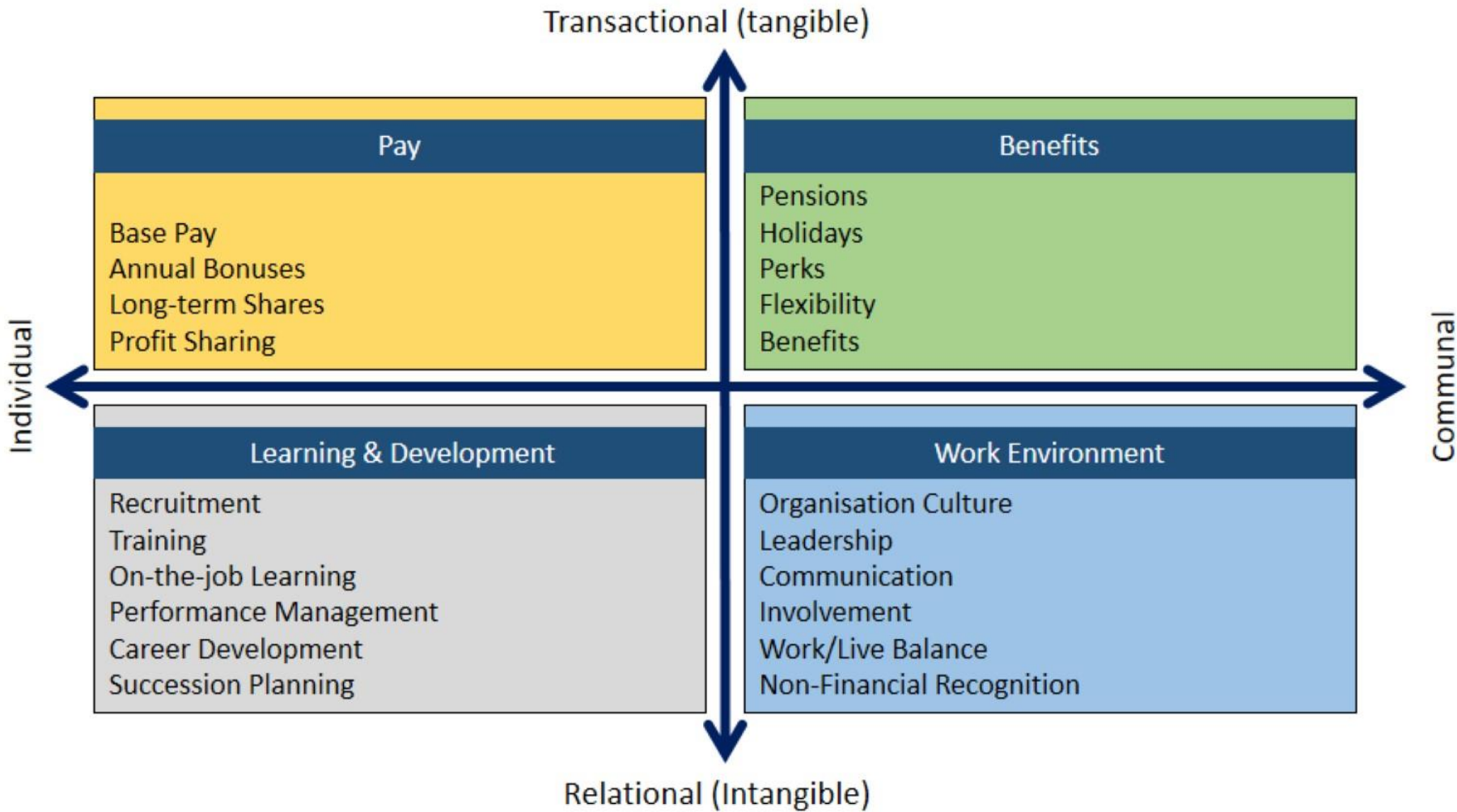
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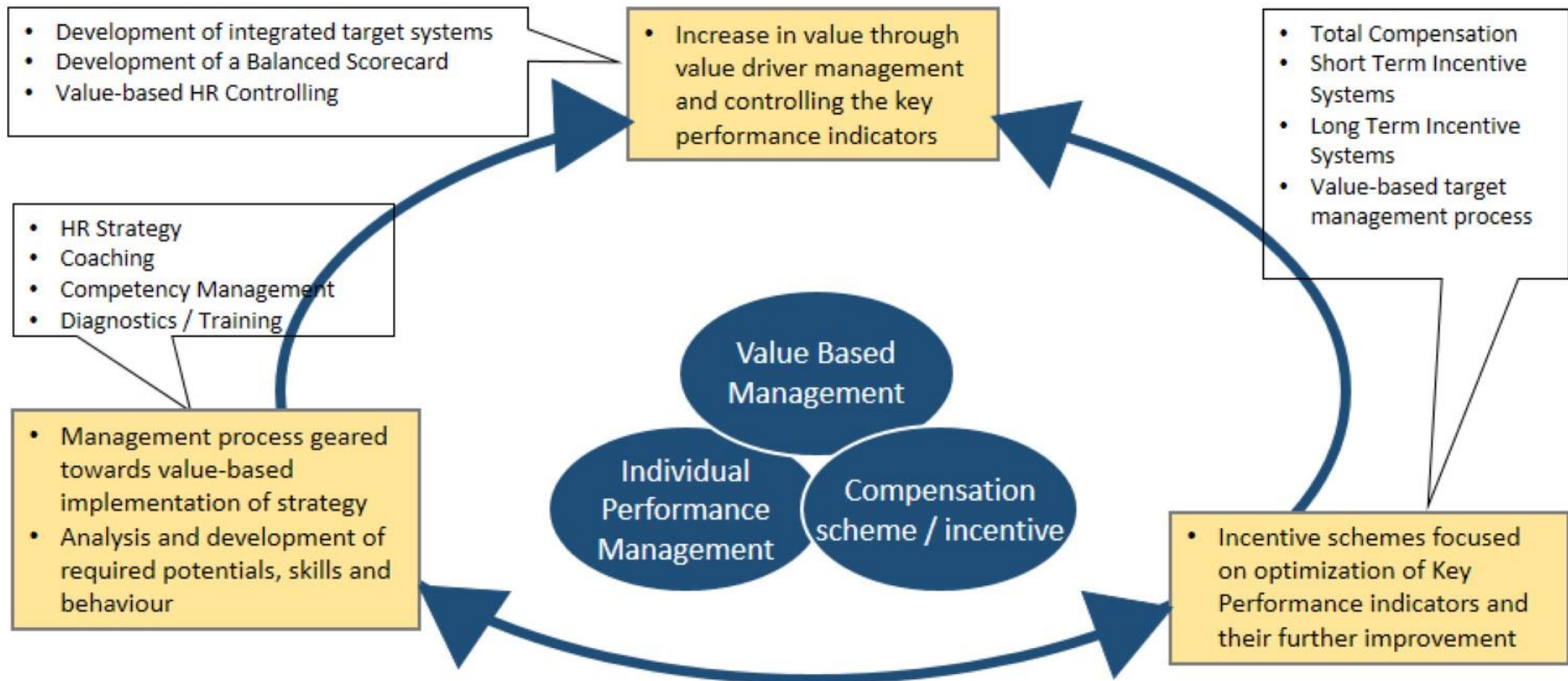
- Integrated performance management aligns all its tools, systems and programmes with the overall goals and strategies of the company.
- It increases the value added to the corporation by combining the general system of compensation & benefits with target agreements and performance-based compensation.
- Gearing management and controlling processes towards the realization of predefined strategies and goals.
- Coaching, training and systematic development of professional competence.

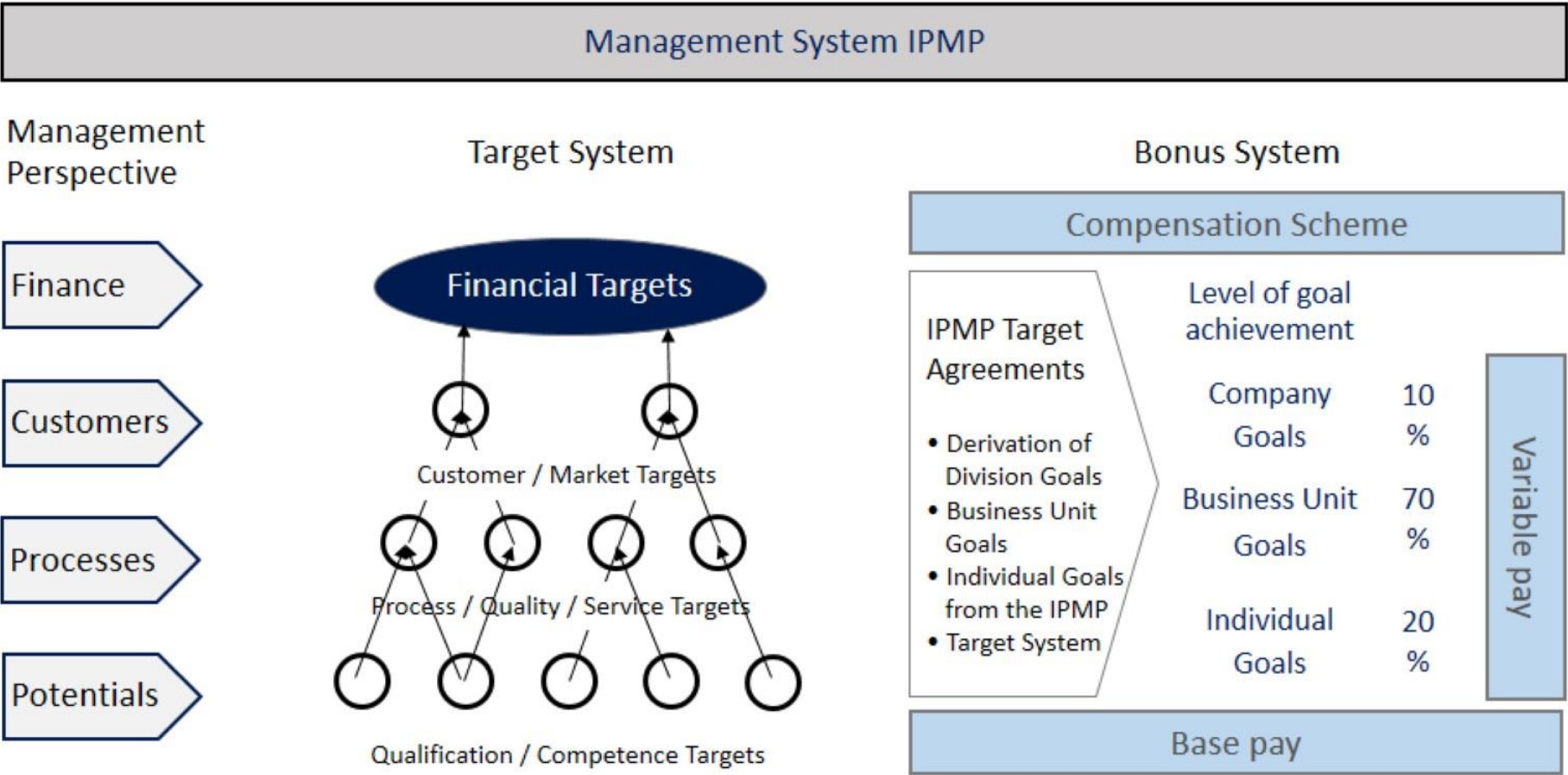


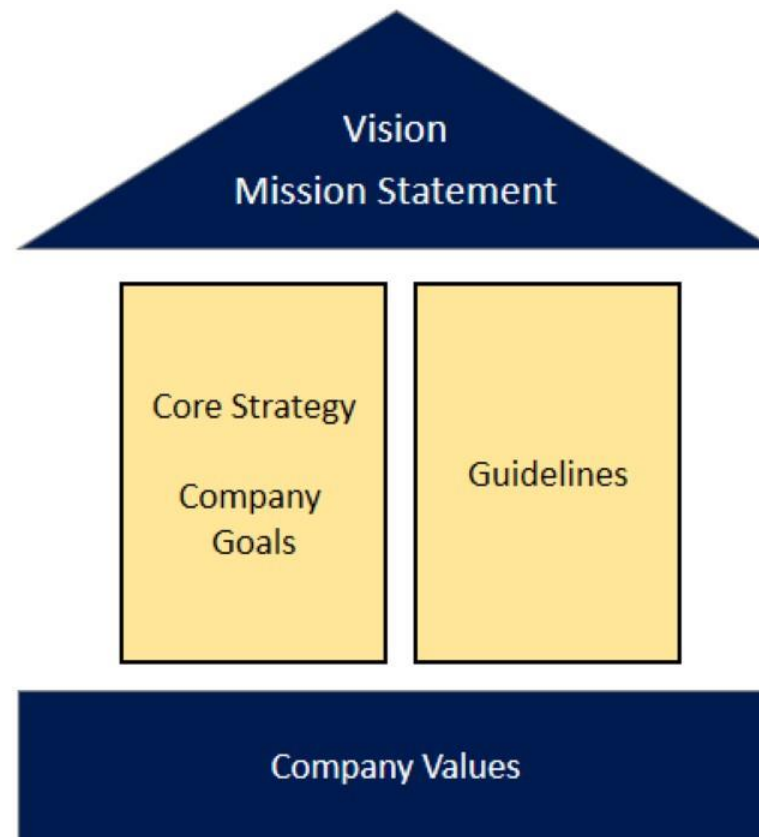
Utility

- Performance and success become measurable and controllable through the collective alignment of all management tools.
- Counterproductive elements of individual systems and tools are eliminated.
- Management efficiency is boosted by linking 'hard factors' and 'soft factors' in management and controlling processes and a harmonious combination of financial incentives and individual performance management.









Balance
Scorecard

Goals

Competence
Model

Bonus

7. Value Based Job Grading

Value Based Job Grading measures the total contribution of a position to the company's success and value creation

Criteria for evaluation

How does the position contribute to the company's strategy?

How does the position contribute to the management and optimization of value drivers?

How does the position contribute to the development and management of business processes?

How significant is the position's leadership dimension within the company's organisation?

Which special communication effect have the position?

Positions in the company

Communications /
Internal culture

Management /
Leadership

Process
effect

Effect on
value added

Strategic effect

Assignment to management level

L0

L1

L2

L3

L4

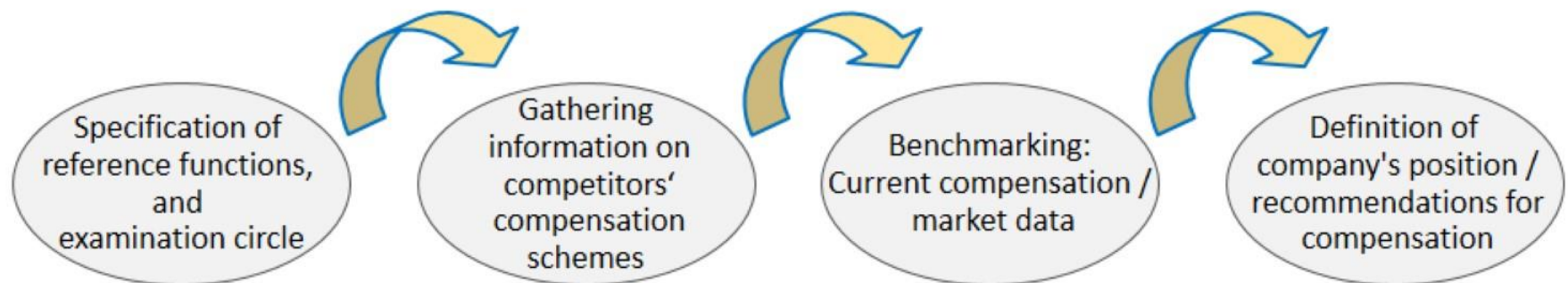
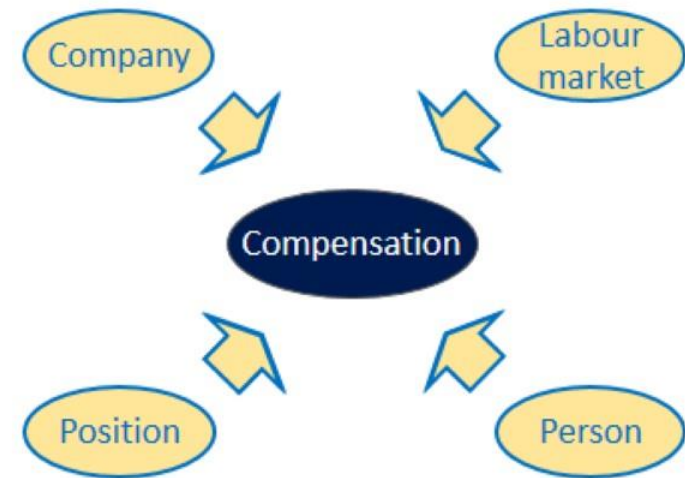
- ✓ Range of job titles
- ✓ Compensation ranges
- ✓ Compensation schemes
- ✓ Company car
- ✓ Corporate pension scheme
- ✓ etc.

Individual positions are compared with the market and benchmarked.

An overview of the current market situation is created.

The position of the company's compensation schemes in competition is documented.

Guidelines for a trend-setting and attractive compensation policy are developed.



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Interim management is the temporary provision of management resources and skills.

Interim management can be seen as the short-term assignment of a proven heavyweight interim executive manager to manage a period of transition, crisis or change within an organisation.

In this situation, a permanent role may be unnecessary or impossible to find on short notice. Additionally, there may be nobody internally who is suitable for, or available to take up, the position in question.

Uses of interim management; there are a number of different business situations that could result in the need for an interim manager.

Typically these could be situations such as crisis management, sudden departure, illness, change management, managing change or transition, sabbaticals, mergers and acquisitions, and project management.

The functions of an interim manager are almost endless, thus the scope of an interim managers skill set is quite unique.

There are several factors that make the interim management offering increasingly popular and cost-effective to client organisations. These factors are characterised as a 'value proposition' that interim managers offer to their clients.

1. **Return on investment.** Interim managers add value by using their skills and expertise to help deliver an outcome, solution, service or mitigate risk that provides a meaningful 'return on investment' to a client. Interim managers are paid on the understanding of goals and objectives being performed and delivered, and not simply on the basis of attendance.
2. **Speed.** Interim managers can be in place within days as opposed to weeks or months which is essential when time constraints are paramount. Being practiced in engaging promptly with the situation, they become effective quickly upon joining a client organisation. Because of their experience and expertise, interim managers also conduct and complete assignments effectively and with due speed.

3. **Expertise.** Interim managers typically operate at a senior level in the client organisation, often being sensibly over-qualified for the roles they take on. They often bring skills and knowledge not otherwise in place, to address a specific skills gap or problem. Their experience and expertise enables them to be productive and make a noticeable impact from the outset, maximising the likelihood of success.
4. **Objectivity.** Unencumbered by company politics or culture, interim managers provide a fresh perspective and are able to concentrate on what's best for the business. Being independent operators, they are able to contribute honestly without constituting a threat to the incumbent management team. Not being part of a larger business they are not pressured to unnecessarily extend their assignment.
5. **Accountability.** Rather than taking on a purely advisory role, interim managers are managers who will take responsibility for and manage a business or project in their own right. They expect to be held accountable for results and by being instrumental in an assignment's successful delivery, They give clients the peace of mind that the interim manager has stewardship of the project in hand.

6. **Effectiveness.** Operating at or near board-level gives interim managers the authority and credibility to effect significant change or transition within a company. Unlike a 'temp', they're not just there to 'hold the fort'. They actively add value to the client organisation as a result of their expertise and approach, even when the work and the decisions to be made are difficult.
7. **Commitment.** Interim managers maintain high professional standards because their future work relies upon referrals and a successful track record. They therefore have a stake in the success of the assignments that they undertake. This contrasts favourably with other 'temporary workers' who may also be seeking 'permanent employment' or simply motivated by a day rate or extending their tenure.