

HR

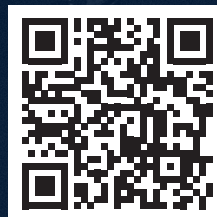
INFLUENCERS

TrendBook 2019

Executive Brief

ENGLISH

full publication
in Polish available at:



TrendBook HRI 2019

TrendBook HRI 2019 is a polish publication aimed at HR specialists and managers seeking inspiration and good practise, as well as managers from the world of business. This publication is the result of the workshops conducted by the polish think-tank HR Influencers (www.hrinfluencers.pl) that took place during the III HRI TrendCamp. The mission of HR Influencers is to develop and spread the best practices regarding managing human resources via building a community of committed practitioners, a country-wide mentoring programme, engaging with business and employer organisations as well as defining key competencies needed by a strategic HR practitioner.

During the workshop, each group consisting of managers, HR practitioners and business leaders from various branches has worked on issues revolving around our prevalent motifs, business, values and people, while also focusing on this year's headmost topic: ethics and trust. We believe that ethics, trust and employee well-being are nowadays the baseline for growth and survival in the world of business.





HRI TrendBook is a publication where we write pragmatically about business, people and values. It is a collection of 15 substantive articles on emergent trends in business practice accompanied by 7 case studies which help in understanding these observations.



#BUSINESS



#PEOPLE



#VALUES

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「BUSINESS」

- Trust has become the new currency of business. In this section we touch on three issues from this area: developing trust towards the employer via recruitment, measuring and achieving goals and building and maintaining the firm's trustworthiness on the level of financial managers.



Developing trust towards the employer via recruitment

A company's good reputation is based on trust – the candidate's towards the employer and vice-versa. Developing trust is ought to start way before the interview. So how does one go about building trust? It might seem like a difficult and painstaking task, but in reality, it is merely about being honest. A clear and direct communication with the candidate, a precise and straightforward description of expectations in the job advertisement, maintaining contact during all stages of recruitment, adjusting the date of the meeting to the candidate's expectations, information on the final decision and in-depth feedback if the candidate wishes so – these are the basic elements required in order for our efforts to come to fruition. The interview should become the very culmination, where the candidate and the employer get to know each other through conversation and mutually verify whether they can fulfil each other's expectations. The alignment with the company's mission, vision and values are, besides the competencies, the major factors in deciding on hiring a candidate.



Measuring and achieving goals

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- A space for making autonomous decisions and self-improvement
- An environment that supports both teamwork and work across divisions
- Tools and professional support dedicated to solving problems and breaking down barriers
- Full understanding of the strategy and the goals followed by an involvement in their realisation



Building and maintaining the company's trustworthiness on the level of financial managers.

Every company holds some sort of trust capital that has been long- and toilfully accumulated. However, it takes little time and effort to throw it all away by having executive-level staff and financial managers make ill-conceived decisions. There exists a number of potential management traps, namely:

- A lack of immediate diagnosis and reaction to individual events or even a negative trend
- A lack of fixed management rules as well as a lack of consequences for violating them
- A lack of courage to face the outcome (without embellishment)
- Badly designed KPIs or too many of them with insufficient level of specificity
- A lack of courage in executive-level staff to implement changes

All of the above can lead to a loss of trust capital that can be accurately measured. Example indicators and measures are available in the polish version of the publication. Exhibiting bright future by colouring financial results and, in turn, making commitments that outgrow repayment capacity, leads to further financial troubles and potential bankruptcy. A responsible financial leader must have the strength to be a "lion" – protect the ethics in business, endorse the transparency of displayed results and present the situation in a clear and honest manner in order to stop the vicious circle of bad decisions and save the company from a crisis.



All articles in Business section:

- Trust in business environment. Why should the CFO strive to become a "lion" in their organisation?
- Can rigorous and overly specific KPIs ruin trust?
- The way to a man's trust is through honesty.
- 3 Case Studies.



VALUES

- Trust is one of the major values in the DNA of a successful organisation. It is the fundamental condition for a business to develop and change. Trust can be built when we see our partners as human beings with their values, needs and competencies and when we are ready to take the risk of forming a business relationship with mutual respect and openness.

Trust is a continuous process; it takes long to develop and should be used consistently for building relations with co-workers. A manager's relationship with his superior should be based on coherent communication regarding delegated tasks and a strategy supported by the trust, as this will show one how to build his relationships on different level of the organisation's hierarchy. Trust must therefore be engraved in the company's DNA, cascading downwards the hierarchy and executed on all levels.

A mindful management that develops the company's DNA based on trust is:

- Backed by smart HR and a strong peer-to-peer relationship between the CEO and the HR director
- A role model – a team that puts declared values to life and displays imitable practices of relationship management and trust building
- Ready to engage in regular dialogue about the individual leaders' values as a mean of management
- An ambassador of the profile of a trust-building leader that is communicated and executed throughout the company. It is coherent in terms of its statements and actions – “walk the talk”

The role of HR is to take care of boundary conditions of the organisation, supporting its DNA:

- Actions represented, amplified and cascaded by the management
- Know-how; Everyone knows how to give and receive feedback (training delivered by HR)
- Feedback culture – feedback given on a daily basis in an upbuilding and developmental manner in all directions of the hierarchy (upwards, downwards, horizontally)

- The ability of making mistakes and learning on them to make improvements. Seeking lessons rather than scapegoats
- Finding time in daily agenda for developing relationships with other people through mindfulness and conversation
- Transparent procedures and predictability of actions

In order to execute the above, the HR needs to undertake a series of trust-building actions on the strategic, operational and leadership level. The full list of sample actions from all levels of the organisation can be found in the polish version of the publication. In order for these actions to be noticeable and effective, they need to be measurable. Example measures feature:

- Staff turnover
- Effectiveness and preferred channels of communication
- The amount of grassroots initiatives
- The number of job recommendations
- Yearly engagement surveys



All articles in Values section:

- Trust as a strategic asset.
- Preconditions for developing a culture of trust.
- Specific actions HR can undertake in order to raise trust potential within the organisation.
- Fostering proactive attitude among employees.
- Case Study.

PEOPLE

- Present-day job market leaves companies no room for skimpiness and inaction and is quick to denounce untrustworthiness and a lack of cohesive culture, making a clear distinction between real values and marketing slogans. In the world of constant change and prevalent social media one cannot build an innovative company without trust and people's engagement. The battle for talent does not value benefits, but rather a clear goal, leadership style, transparent communication, real values and relationships.

Employees only commit to the company when they feel that it commits to them. “A company committed to people” is an organisation that achieves its goals without losing sight of the human who helps realise these goals. A committed company can be recognised by its leaders, management culture, values and attitudes, such as: mindfulness, clear communication, continuous dialogue and authenticity – being faithful to values and trustworthiness, charitability and not only quality of work, but also the quality of life at work. In People section we focus on behaviour of a

leader of a company committed to a human – those that build and ruin trust. We recommend the 5R model of trust-based management. Here you will find a summary of what is considered to be good and bad practice in the form of slogans and examples from the world of business (described using behavioural metrics). We also show you how to measure trust using sample questionnaires and case studies. Finally, you will learn what HR can do upon identifying poor leaders in order to help them back out with honour, protecting company’s interest at the same time.



What does a model leader look like?

- Has undergone social skills training and is prepared to work with people from the psychological point of view
- Embodies the values of his or her and the organisation is driven by them when making decisions. Aligns actions with their values (“walk the talk”)
- Speaks out about the vision and goals, knows how to prioritise them and turn them into a feasible agenda
- Manifests his or her trust towards the team and individual members. Is able to clearly communicate expectations. Knows the team both, strong and weak sides of every member and is able to direct this knowledge towards the organisation’s goals and self-improvement of the employees
- Builds trust using honest and transparent communication
- Gives and seeks feedback on a daily basis
- Puts cooperation above rivalry and shows that work above divisions can help achieve better goals more efficiently
- Is mindful. Sees others as humans rather than tools. Finds the time for open door and being among the employees. Seeks to bridge the gap rather than expand it. Is “in” the company, not “above” it

A trustworthy and authentic leader is also self-aware. Being aware of one's strengths, weaknesses, style, personality and preferences has a significant impact on the leader's behaviour and interaction with others. Self-awareness is a constant pursuit of insight into one's personality, understanding and improvement that helps utilise one's talents in an effective manner, while also embracing other's talent without having to worry about losing rank or impact. In the polish version of the publication you will find a set of sample tools that support leaders in developing self-awareness.



All articles in People section:

- A human-oriented business.
- The profile of a trust-building leader.
- Ethical pitfalls in a manager's work.
- How to squander trust as a leader. An anti-tutorial.
- What to do when our leaders turn out mediocre?
- A questionnaire for the leader and their team.
- The map of good and bad practices in the context of developing trust.
- Leading yourself. Tools for developing self-awareness.
- 3 Case Studies.

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hrinfluencers.pl/trendbook-hri/



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