

Romeo & Juliette

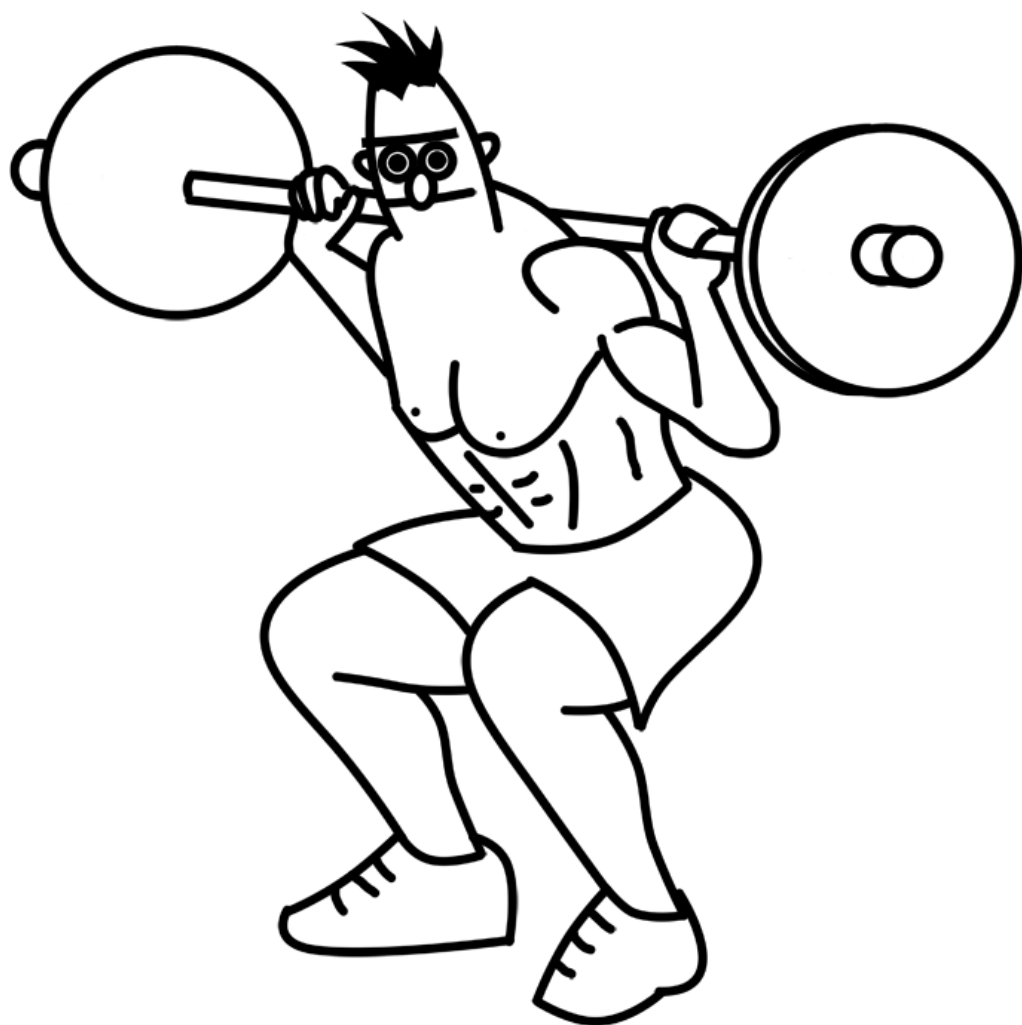
The two houses of HTR

A tale of "fit", disagreement and a fight to stay relevant

Two approaches, both alike in dignity,
In fair Human Resources, where we lay
our scene



A tale of disagreement between two houses



The Hard



The Soft

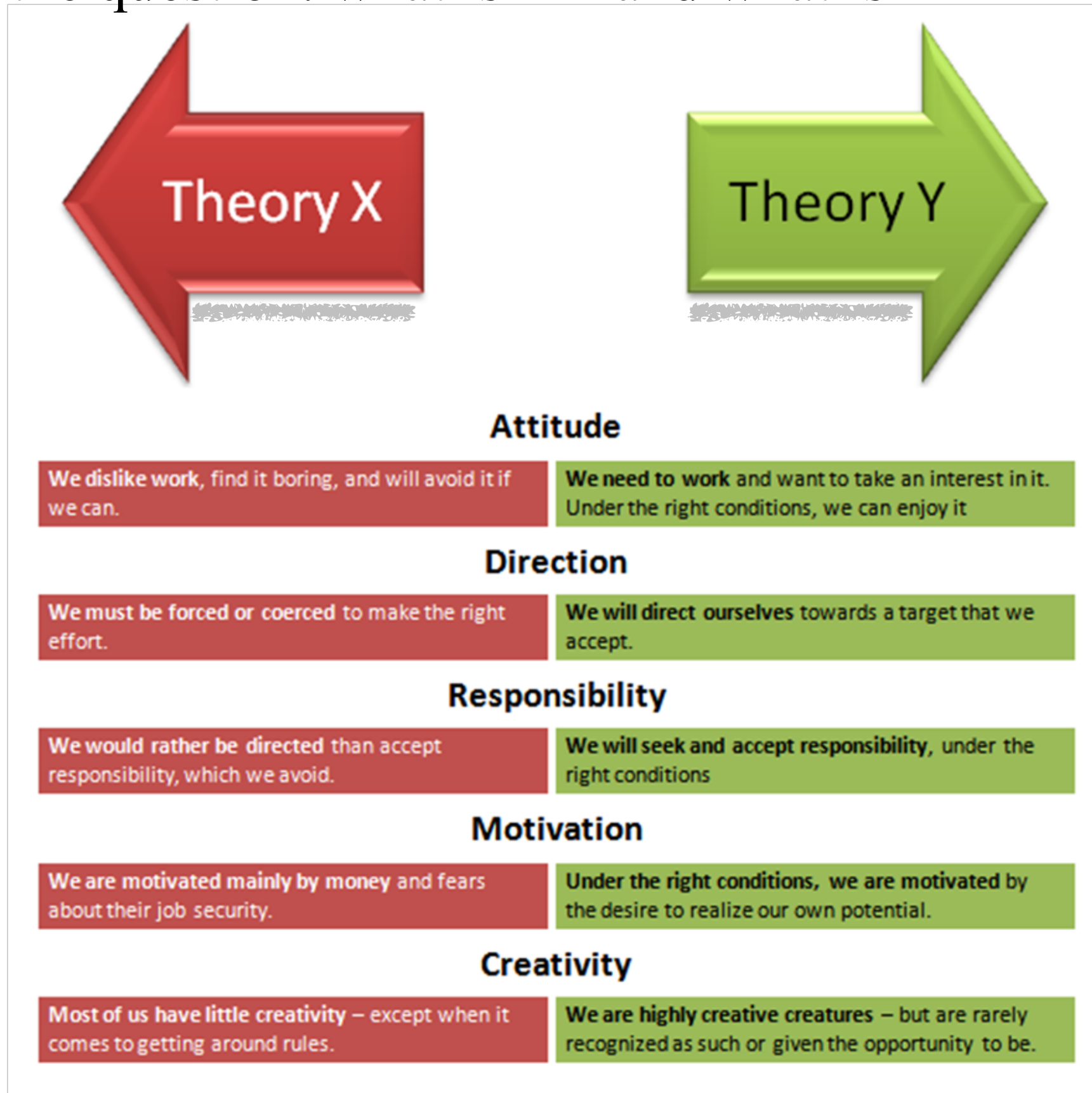


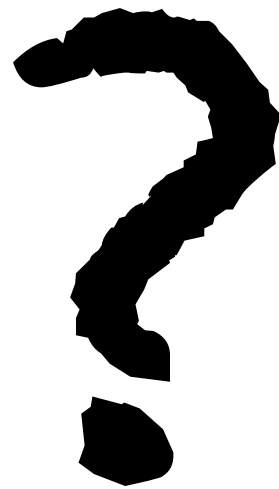
The feud has raged for 30 years or more
Documented by writers of old...



Guest 1987 and Storey 1992

They drew upon the wisdom of McGregor
and asked the question: what is “x” and what is “Y”





Has anything really changed?

Do these assumptions still hold true?

Observers such as Maslow and
Ouchi saw more....



A B C D E F G
H I J K L M N
O P Q R S T U
V W X Y Z

Work =



The whole person

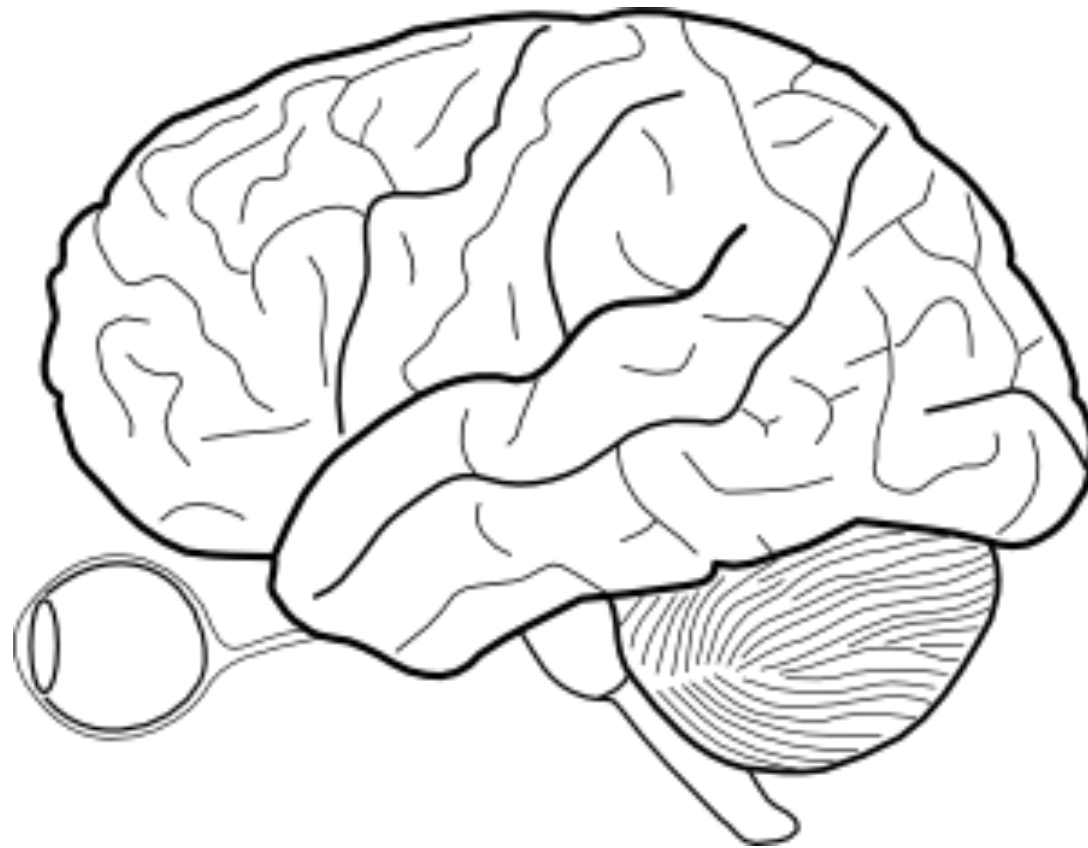


Responsibility =



Collective

Attitude =



Whole exceeds the sum of its parts



Control =



Loyalty to team



Theory X HRM (Resource Management) assumes people:

- are gullible and lack insight.
- are indifferent to the alignment between their personal and organisation's needs.
- fundamentally dislike work.
- are motivated only by extrinsic factors (e.g. financial incentives).
- need to be closely supervised.

Theory Y HRM (Human Management) assumes people:

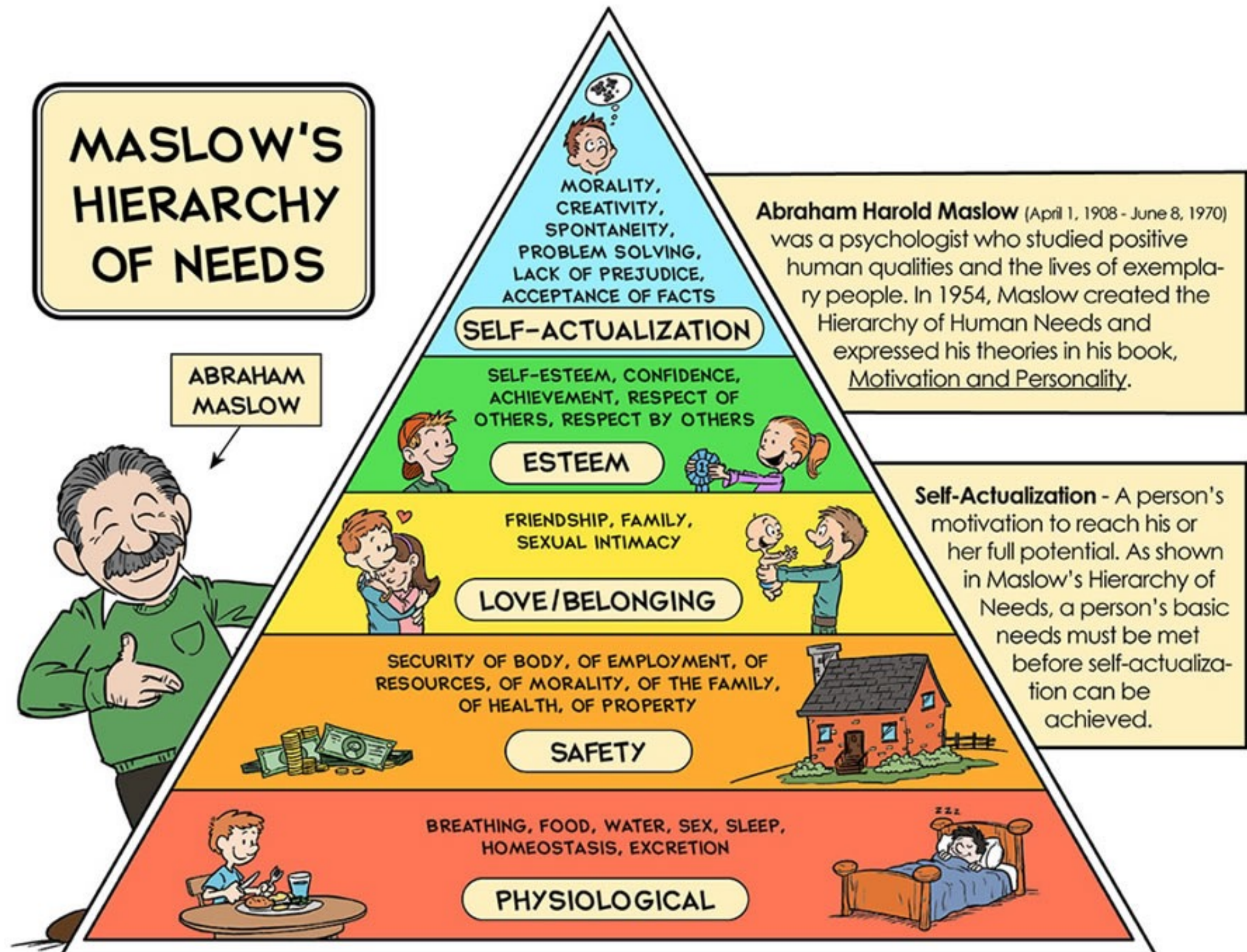
- feel that work is natural.
- enjoy work.
- are motivated by a fundamental desire to contribute and perform (intrinsic factors).
- could perform to a higher level if control is minimised, they will self organise.
- want to continue to develop

Theory Z (Holistic HRM) assumes that the average worker wants to be involved in the management and decision-making within an organisation;

building trust among all organisational members is central to raising productivity.

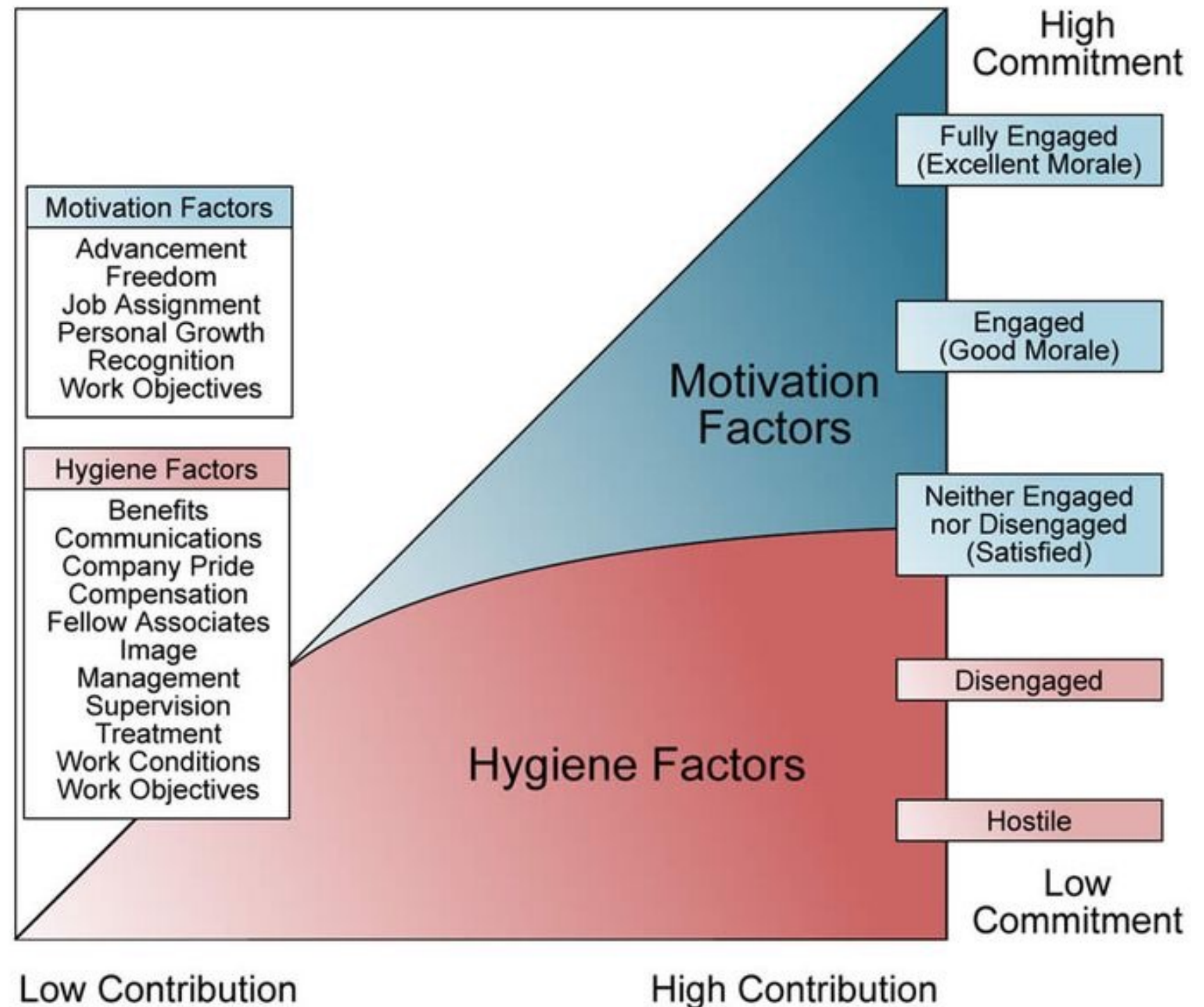
Links to concepts of high performance & high commitment HRM (Pfeffer, 2008)

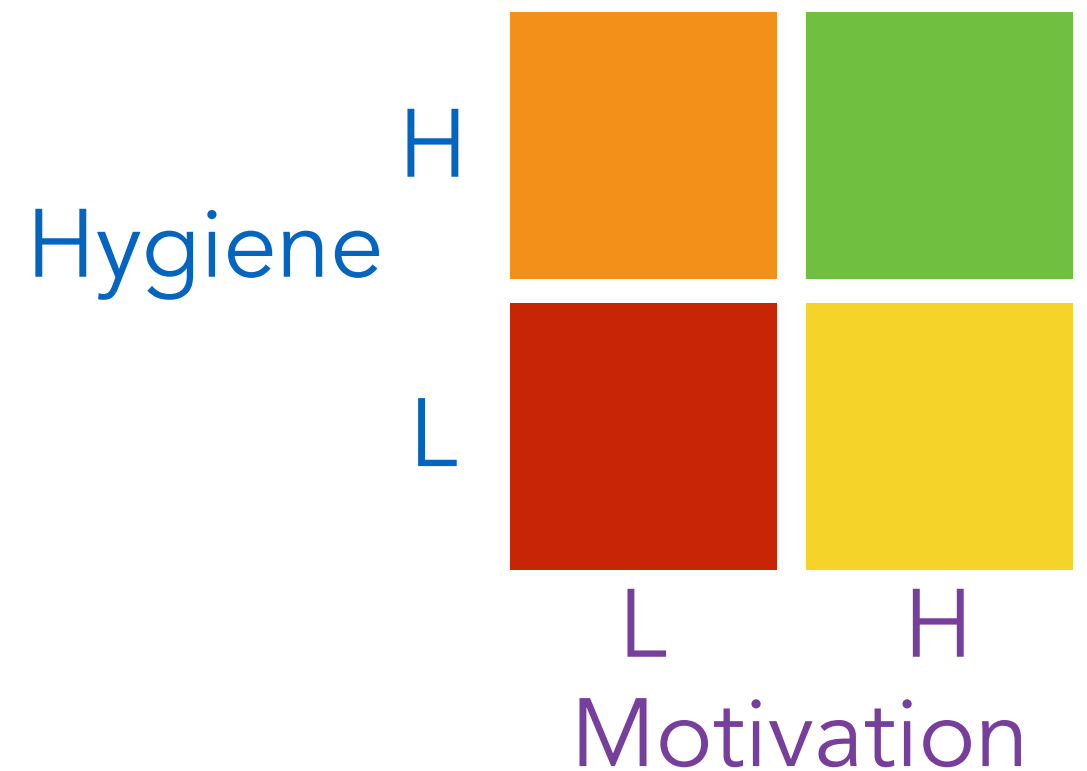
But there is so much more!



But there was more to this story of the hard and the soft

Enter Herzberg and his “two factor theory”





High Hygiene + High Motivation:

The ideal situation where employees are highly motivated and have few complaints.

High Hygiene + Low Motivation:

Employees have few complaints but are not highly motivated. The job is viewed as a pay-check.

Low Hygiene + High Motivation:

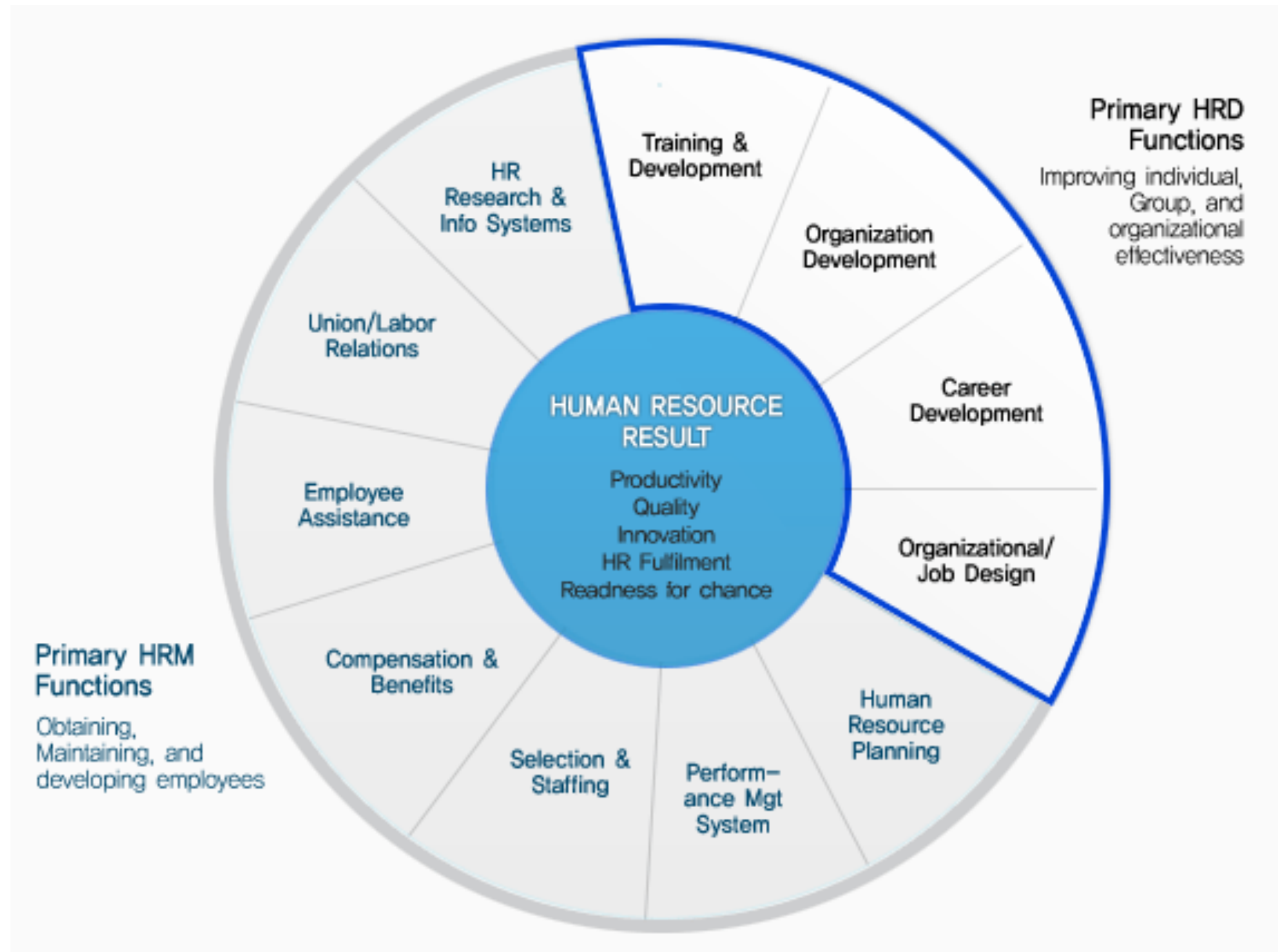
Employees are motivated but have a lot of complaints. A situations where the job is exciting and challenging but salaries and work conditions are not up to par.

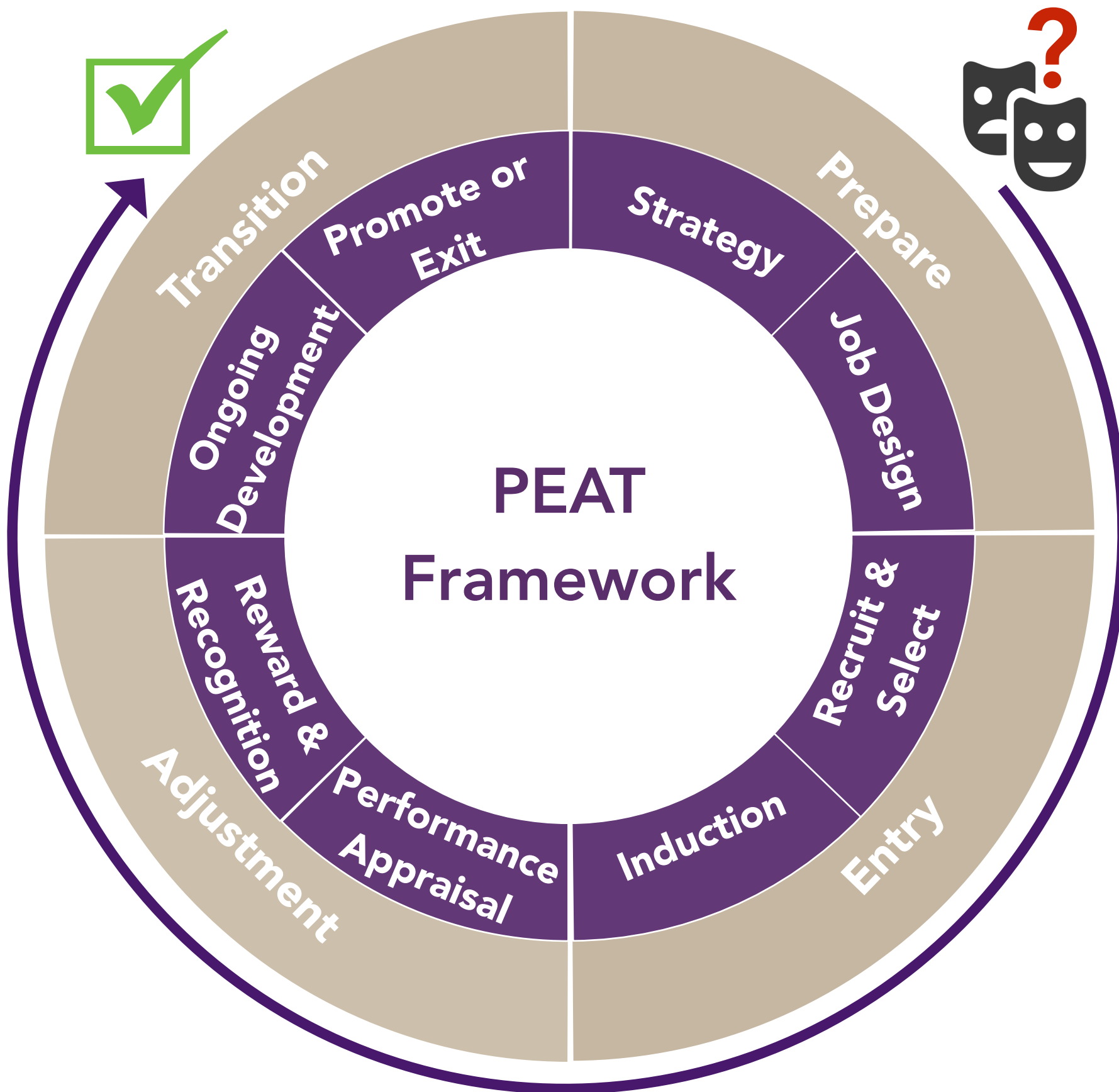
Low Hygiene + Low Motivation:

This is the worst situation where employees are not motivated and have many complaints.

But what do these
two feuding houses
fight over?

~~Human Resource Management~~





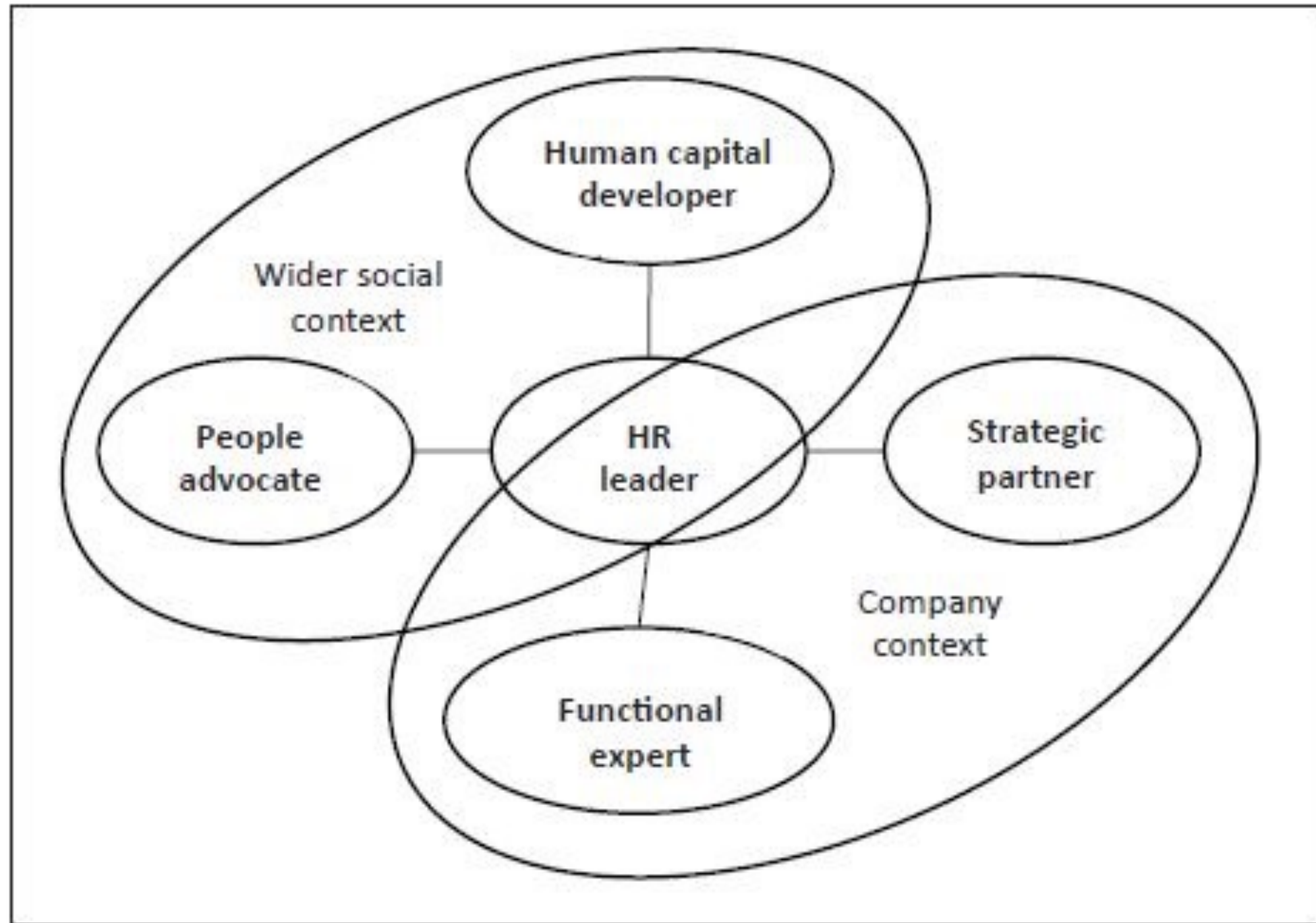
...and the “Human” lifecycle in an organisation

Who should win?

"A plague o' both your houses!"



Behind every good feud is a strategy to win



Source: Adapted from Ulrich, D., & Brockbank, W. (2005). *The HR value proposition*. Boston, MA: Harvard Business School Press

FIGURE 8: Roles of the HR leader.

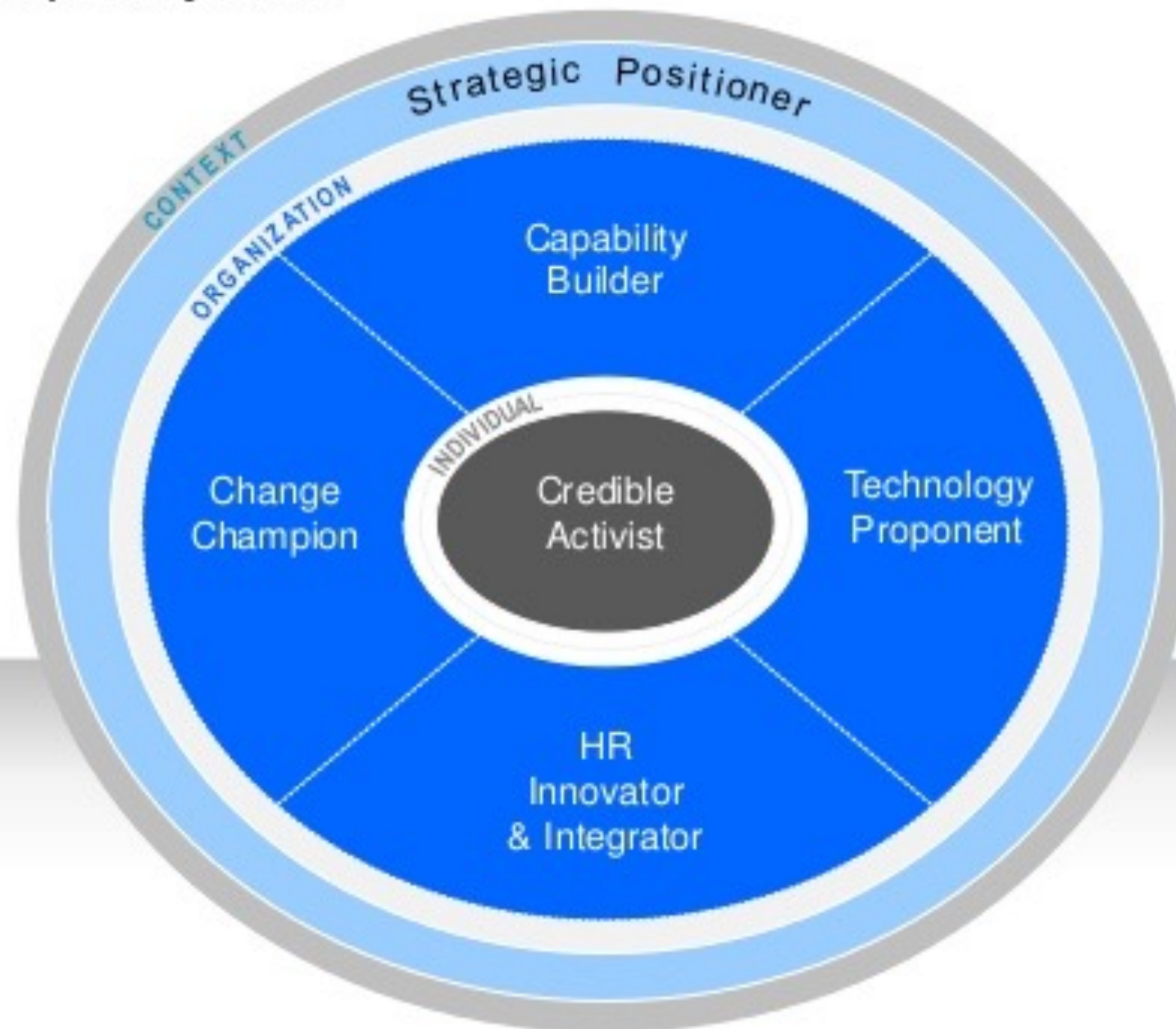
What does work?



“Strategy” gets updated, because the last one didn’t work!

Ulrich’s HR Competency Model

Ulrich’s HR Competency Model



WHO WILL WIN?



YOU

decide!