

HUMAN RESOURCE MANAGEMENT

Business Globalisation

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Brief.

The human being, the bearer of knowledge and skills, is the main source of competitive advantage and one of the most precious assets for companies because of its power to create value. Proper management will mean that their knowledge will achieve the objectives of business organisations.

“Human Resources isn’t a thing we do. It’s the thing that runs our business” -
Steve Wynn.

“You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity.” **Mr N.R. Narayana Murthy, Chairman Emeritus, Infosys Ltd.**

1. Introduction.

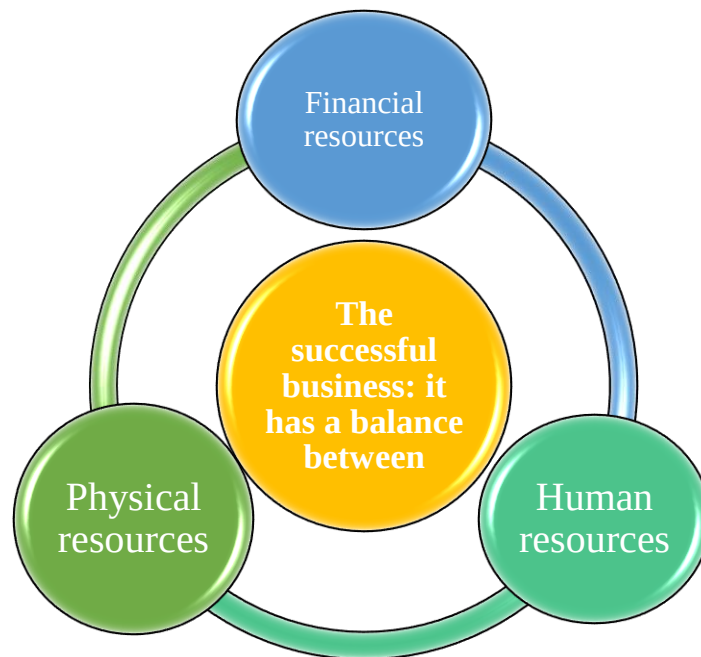
Businesses will always be driven by three fundamental pillars: financial resources, physical resources and human resources. Therefore, an organisation must have a clear and efficient strategy, together with a product and/or service that the user needs, but without forgetting that the success of the business will depend on the ability of the staff to establish and execute the strategies set.

It was not until the 20th century that it was realised that Human Resources were living elements, present in all organisations, who, through their knowledge, motivations and skills, drove the company to be more competitive and to achieve its objectives and goals.

Nowadays, Human Resources Management is a primary interest for companies, which, in an attempt to survive in the highly competitive, uncertain, dynamic and complex environment in which they develop and develop, recognise the strategic role of their Human Resources.

Therefore, workers are no longer considered just another productive factor, but now, because of their experience and knowledge, they form a fundamental factor in business activity, with skills capable of creating competitive advantages that last over time.

However, in order to achieve an excellent and not merely satisfactory performance of their tasks and activities in the job, their motivation, commitment and conduct must also be taken into account, which will be obtained through their correct management. Thus, it can be said that if the Human Resources function is effective, the results will be reflected in the growth and success of the company.



Source by Author.

2. What is Human Resource Management?



Source by LinkedIn.

Human Resource Management (**HRM**), as defined by Michael Beer, “is a strategic approach to the employment, development and well-being of people working in an organisation, involving all management decisions and actions that affect the relationship between the organisation and its employees.”

Human Resources should maximise the management, organisation and performance of employees in order to achieve the company's objectives, i.e. to have a balance between employees and company, as a company will be able to reach its objectives as long as it has people to help them achieve them.

HRM is the incorporation and enhancement of new technologies into HR management roles and processes to improve efficiency, productivity and save time. Artificial intelligence (AI) can take control of different HR tasks such as employee hiring, interviewing, selection tests, etc.

Past- Personnel Management	Present- (HRM)
Work 9 to 5	Work anytime
Work in an office	Work anywhere and from anywhere
Use company equipment	Use your own modern gadgets and requirements
Focused on inputs	Focused on outputs
Climb the corporate ladder	Create your own ladder for career
Pre-defined work	Customized work
Hoards information	Shares information
No voice	Can become a leader
Focused on Knowledge	Focused on adaptive learning

Source by Author

2.1. Human Resources and the importance of its management.

The HRM function is a chain process, in which they must cover the needs of the employees, encourage the individual progress of each employee and this in turn will be involved and contribute in the best way for the company's performance to create, develop and achieve all the goals set.

Therefore, HRM should emphasise the following:

- **Recognise and value people.** The company values the individual contributions of each employee. Thus, the "*Empathy monitor study*" by Businessolver¹ concluded that 93% of employees with an empathetic employer are more likely to stay in their job, as well as the "*Happywork*"² Software study in which 75% of employees would stay in their job if they feel listened to and their concerns are taken into account.
- **Contribution of ideas.** People can always have another approach and point of view on certain issues related to the company, so they can give an objective opinion with new ideas and skills for the development of the company.
- **Quality working life.** This is a vital issue within the responsibility of HR that also concerns all employees in any company. The employee has the right to a pleasant, clean and above all safe environment. We found in the "*Global Productivity Hinges on Human Capital Development study*"³ by Gallup that only 15% of employees are satisfied in their jobs, and also that 85% worldwide do not have, nor feel, a sense of connection at work.

¹ The State of Workplace Empathy, *State of Workplace Empathy* by the Businessolver states 2021. Available at: <https://www.businessolver.com/resources/state-of-workplace-empathy>

² The Ultimate Software 2016 National Study on Satisfaction at Work. Available at: <https://www.ultimatesoftware.com/happywork>

³ Steve Crabtree, *Global Productivity Hinges on Human Capital Development*, Gallup, Workplace, January 22, 2018. Available at: <https://www.gallup.com/workplace/236207/global-productivity-hinges-human-capital-development.aspx>

- **In the long term, employee qualifications must be optimised.** This is done because learning is continuous, so skills and talents must be honed to keep pace with productivity and company profit.
- **Satisfied employees.** Finally, one of the tasks of HRM is to make the staff of your organisation feel satisfied with the work they do, by motivating them in different ways, one of them, for example, with extra bonuses, if they achieve higher job performance. We can see from Human Resources Today's "*DecisionWise*"⁴ study that 64% of employees surveyed worldwide feel that their work has a purpose and that they identify with it.

In conclusion, HRM on a day-to-day basis seems to be unimportant, as it is often overlooked and overshadowed by the rest of the company's tasks and needs, but we must not forget that the company will not achieve its maximum performance, nor will it achieve its objectives without good personnel management to carry out the tasks set by HR, in which HR is also in charge of finding qualified and suitable personnel.

2.2. International Human Resources Management (IHRM).

Globalisation is on the rise, so there are fewer and fewer physical borders, making companies (large and small) more competitive. Thus, more companies decide to internationalise by bringing diversity to their organisation, in order not to lose competitiveness, by opening subsidiaries or branches abroad, requiring an international management of human resources.

According to Mutsuddi⁵ (2012), International Human Resources encompasses a wide range of activities, from planning, recruitment, performance management, training and development, compensation and labour relations. This concept refers to understanding, investigating, applying and reviewing all human resource activities, both in the internal and external context and their impact on the process of global business

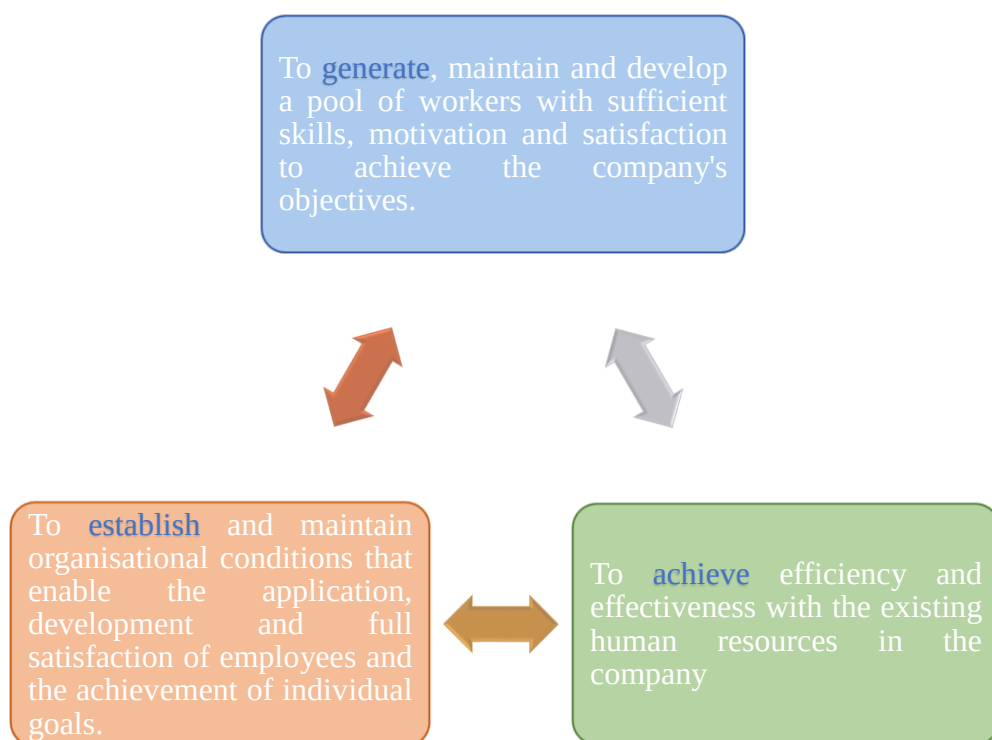
⁴ Human Resources Today, "*DecisionWise*," 2018. Available at: <https://www.humanresourcestoday.com/2018/benchmarking/?open-article-id=7926353&article-title=2018-employee-engagement-driver-benchmark-results---decisionwise&blog-domain=decision-wise.com&blog-title=decision-wise>

⁵ Indranil Mutsuddi, managing Human Resources in the Global Context, Edition: 1st, Publisher: New Age International Publishers ISBN: : 978-81-224-3391-3 February 2012

management to improve the experience of stakeholders, including investors, customers, employees, suppliers, environment and society.

On the other hand, international human resource management is the administrative process that guides the efficient performance of the workforce in an international company, with the objective of instituting and maintaining a harmonious and positive work environment for employees in different countries.

A. The main objectives of international HR administration are:

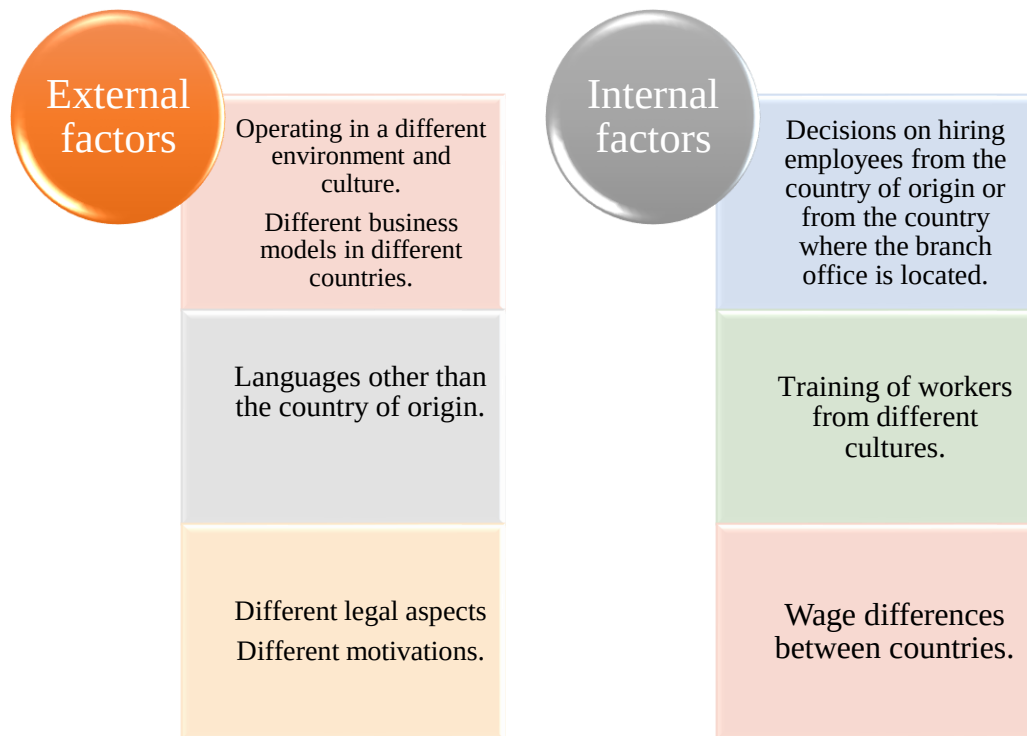


Source by Author.

All these objectives are more difficult to achieve when a company is international, because it is necessary to take into account the cultural and social differences and the different ways of working that exist between workers in different countries.

B. Important factors in the internationalisation of the company in human resources management.

We can group them into two groups:



C. International human resource management functions.

- **Personnel selection processes**, recruitment taking into account the ability to adapt to the culture of the host country and also to the values of the company.
- **Training of workers**, apart from technical training, the worker must be informed about the culture, customs and habits of the host country, thus facilitating rapid adaptation.

- **Professional development**, it is important to select a worker who knows how to make the most of his or her professional development in the other country.
- **Salary policies**, it is important that the international human resources department keeps the salaries of national and international workers discreet, thus creating unnecessary comparisons. In addition, aspects such as the average salary in the other country or compensation for expatriates, etc. should be taken into account.
- **Expatriation of employees**, a very frequent question in the internationalisation of the business is, to hire local workers in the country or to send out own workers? In the past, expatriation was not very valued and desired by the employee, but now with globalisation this perspective has changed and the employer sees it as an excellent opportunity for professional growth. In addition, one of the main advantages of expatriates is that they have a cultural synchronisation with the parent company.

In short, the internationalisation of a company involves a series of changes and challenges for the human resources department because its management becomes broader and more complex, but always with a good international human resources management that can structure and create a solid strategy with clear objectives for workers (whether local or expatriate) will mean significant business growth, demonstrating that the company is able to adapt to globalisation and not be defeated by its competitors.

3. New technologies in the UK.

Today, we already live in a clearly digital society, where the technological revolution has changed the way we live and relate to each other. So why not include these technological advances in the business world? More than 75% of UK businesses are at an advanced stage of their digital transformation plans.

In 2021, Prime Minister Boris Johnson, with his G7⁶ presidential plan, announced a year of British leadership, setting out the country's international activity for the next ten years, making it clear that the UK will remain at the forefront of technology economies (including green technology), one of the pioneers of scientific research and innovation such as artificial intelligence. It is also not lagging behind in the global regulation of technology, cyber, digital, services and data that has maximised and continues to maximise business opportunities and jobs.

4. Application of new technologies in HRM.



The digital transformation has affected several sectors in the business environment, and one of the vital sectors is the human resources department, as the application of technological developments in HR has an impact on:

New digital tools. The introduction of digitalisation implies the development of numerous technological tools and applications aimed at streamlining HR tasks. As a result, the organisation and the way of working in the department has been transformed.

Transformation of the company and its culture. It is important that all companies that have embraced digital tools have defined a strategic plan, which includes a change in corporate culture in line with the new times. In this sense, HR has an important role to play because it exerts a leverage effect that consolidates the digital business transformation.

⁶ HM Government, *Britain: Global Britain in a Competitive Age: the Integrated Review of Security, Defence, Development and Foreign Policy*. Published 16 March 2021. Available at: <https://www.gov.uk/government/publications/global-britain-in-a-competitive-age-the-integrated-review-of-security-defence-development-and-foreign-policy>

5. Digital tools in HRM: managing towards change.



Source by eLearning Industry.

Nowadays, the traditional corporate culture must be left aside and give way to a more efficient corporate culture, this is achieved by giving way to technology as a first and primordial step for a great technological change.

The main digital tools for HRM are the following:

a. **Big Data** is a technological concept that was born as a consequence of the massive digital storage of data, which is analysed intelligently to extract knowledge that is valuable for the company. Therefore, this type of analysis applied to HR is used to:

- **Anticipate emerging trends and avoid major risks**, i.e. it is able to find patterns to anticipate potential problems. Thus, for example, it is possible to realistically optimise the salary and benefits of employees, adjusted to their role in the company, thus avoiding talent drain in the company and subsequent staff turnover.

- **Obtaining a fact-based, current view of the workforce can be interpreted**, all staff information on work performance, including optimal performance points as well as problems or phenomena that may alter their performance.

- **It helps in the selection of potential employees and talent.** Big data can detect which candidates are the best fit for a job by comparing their profiles with those of other candidates who have been successful in a given selection process.

b. Mobile applications. Implementing your HR systems to mobile applications is a growing trend that makes the "employee journey" as easy as possible. Both employees and managers will be able to consult information and submit requests related to personnel management at any time from any device.

The use of applications in HR helps in:

- **Optimising basic HR functions by gaining attractiveness and time management.** For example, there are applications designed to organise work shifts according to the personal criteria of each employee and to monitor personnel.

- **Bringing the employee closer through a simple, attractive and familiar format.** Employees will feel closer to the company if they have an internal global application at their fingertips that meets their needs. Through these applications, for example, it is possible to share information, manage holidays, provide training or be a means of communication between the employee and HR.

c. Digital employer branding, are combined concepts between human resources and marketing, with the aim of creating an image of the company as the ideal and ideal work environment, in this way it will be more successful in getting, retaining and attracting talent.

It is a **tool** that works mainly through:

- The company's website, a place where you should surprise, enamour and attract the potential candidate.

- Social networks, a great window that apart from showing information about the company or being a communication space for employees, should also show the world the good atmosphere that exists in the company.

These platforms can help to:

- **Attracting talent.** Thus, it is more common to use social networks to recruit and consult the profiles of candidates, often using *LinkedIn* or *InfoJobs*.

- **Improve and disseminate the company's image, social networks** such as *Facebook*, *Instagram* or *YouTube* help to disseminate the company's brand and boost its image by allowing the publication of its measures or business activities, all of which will be an extra incentive for potential employees.

d. Cloud technologies are fundamental tools in the field of human resources management, because they allow us to store all information, from documents of any kind to relevant information, in an orderly manner in a virtual space. In this way, an employee can review and/or consult the information they want from anywhere or at any time in an accessible and secure space.

By storing this type of information, the human resources department will benefit from:

- **Security** against any problem, the files that are in the cloud will be safe from any inconvenience due to their daily and continuous use, such as hard drive failures, power failures or human error.
- **Collaboration**, cloud-based systems allow teamwork between employees located in different locations within the same organisation, city or even country, making it effortless and generating greater data transparency.
- **Flexibility**, this allows the HR team to allow workers to have a more flexible working schedule, which can be done from home (remote work), or exceptionally if an emergency arises can be accessed during holidays or public holidays.

- **Technology** is always up to date, as HR departments always receive software and system updates.

e. **Gamification**, this process consists of applying a set of techniques and game concepts in various activities of the company. It is an effective digital tool that motivates the workforce.

Using games in the workplace has a number of advantages:

- It encourages teamwork, they promote discipline and teamwork, this is because to win the workers need to do a job in which the collaboration of all is needed.

- Train staff, these games are digital training courses, with challenges and levels to overcome, they have group challenges with rewards to encourage motivation.

- Encouraging motivation and engagement helps employees to be more comfortable and feel that their workplace is a more interesting place to work. This, in turn, makes the employee feel more identified with the company, thus increasing commitment to it.

- Selecting candidates can be part of the selection process, being a novel way of getting to know the candidate. Thus, through simulation games, the candidate will show his or her experience, ability and character to carry out the tasks entrusted to him or her.

f. **Smart working**. In recent years, flexible working has become widespread and popular. Working remotely or from home is increasingly demanded by today's employees. Recently, however, the concept of teleworking has been given a new twist with the emergence of Smart working.

It is an employee empowerment strategy, thus:

- **Motivation is enhanced.** The employee, feeling empowered, will work more motivated.
- **Maximum flexibility is achieved.** Adapting to the needs of the employee, as well as to the timetable and work space, moving away from the concept of the office as an unnecessary physical space.
- **It promotes work-life balance.** The employee feels more motivated because he/she decides how to work. They can adapt their job to their personal needs in order to achieve the best work-life balance.

This new management model also requires new leaders who have resilience, systematic thinking and negotiation skills, who are able to know in detail the skills of each individual in order to create new groups quickly, efficiently and who know how to define clear objectives. The technique that helps companies to identify the experts and the existing connections between different groups or workers is called ONA⁷ (Organizational Network Analysis).

⁷ It is a study that was first published by Google, in its research called "Aristotle". Available at: https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/?gclid=Cj0KCQiA-qDTBRD-ARIsAJ_10yInGFDkECEnHtYYehM8VW1Ab_uAdMd0gzOhQh58RFJu2qURtWTeZOYaAi3REALw_wcB

6. The employer and the employee, connection towards retention.



Source by PracticeBusiness

In this digital era, companies are trying to quickly align themselves to the great technological changes that the digital future presents us with, but without forgetting that these changes will be long-lasting and efficient if they go hand in hand with a good job that cares about working hand in hand with the company's objectives.

The HR department, hence, must provide the employer with an experience of engagement, closeness and well-being in the workplace to generate attraction and retention of the best qualified employees, as employees have an expectation of an engaging, enjoyable and above all productive work experience.

This can be achieved by providing a complete employee experience through management practices that impact people at work, feedback measures, integrated self-service tools or wellness and health applications that help HR departments understand and improve this experience. It is also achieved through new approaches such as design

thinking or employee journey mapping that together with the use of tools such as *Net Promoter Scores*⁸ (NPS) can measure employee satisfaction.

As organisations create interconnected team-based structures, the employee experience becomes more complex and important. A Deloitte study with Facebook showed that only 14% of companies believe that their internal collaboration and decision-making processes work well, while 77% believe that email is no longer an effective communication tool⁹.



Source by Author.

⁸ Available at: <https://www.netpromoter.com/know/> or Wikipedia, "NetPromoter," https://en.wikipedia.org/wiki/Net_Promoter. NetPromoter asks a simple question: "On a scale of zero to ten, how likely is it you would recommend this company as a place to work?"

⁹ Deloitte and Facebook, "Transitioning to the future of work and the workplace," Noviembre 2016

6.1 Is employee retention important?

Reducing staff turnover has long been and remains a priority for HR departments. Hiring, on-boarding and replacing an employee can cost between 50% to 60% of their annual salary.

For this reason, companies must keep talented employees on board, as the main consequence of not being able to do so is high recruitment and training costs, a shortage of qualified staff and a decrease in morale in the workplace. This is a key performance indicator for the HR department, making a big difference to the company's bottom line.

Also, companies often wait for employees to leave before they start looking at the problem and find a solution that works for both parties, but why wait for the employee to quit? This problem can be solved quickly with surveys, which help the employer to put potential problems into perspective before staff decide to resign.

Sometimes the employer thinks that the employee is happy working for the company, but this is not a sure thing unless you really know what they think. Therefore, an employee retention survey will identify issues that may be affecting high turnover.

Surveys can look at different aspects of the employee's professional life, including job satisfaction, relationship with managers or supervisors, and what they feel and/or expect about their future with the company. This will help HR understand what variables can affect and may cause a dismissal or resignation.

6.2 Staff retention: strategies.

Staff turnover can be minimised by a number of strategies with the aim of creating an overall positive work experience for staff, without neglecting the organisation's objectives. Human resources teams must then apply these methods, bearing in mind that they must establish happiness and a feeling of commitment that will ensure the employee's continuity in the company.

- **A good working environment** is one of the factors that employees value most when deciding whether to stay in a company. Likewise, in order to have a productive and motivated work team, there must be a pleasant and stimulating environment, workers must feel comfortable, allowing the

fulfilment of work objectives. Communication is one of the oldest and most important tools, which will be key to detecting what workers need. In turn, communication fosters *employer branding*¹⁰.

- **Work benefits**, these can be flexible working hours, which with new technologies and ways of working remotely, is a benefit that is being implemented more and more quickly in companies. Also with the payment of a private medical insurance, productivity incentives, training and growth plans in the company, gym, leave days, etc.,
- **Recognition of employees' work**. Having a programme focused on employee recognition will make the team feel satisfied and important in the company, being more productive and committed.

Some of the recognition can be awards, certificates, commendations or congratulations, but to add more value to this, you can include financial incentives such as a salary increase or a job promotion for excellent development and promotion.

- **Internal promotion schemes**. The employer must offer real opportunities for growth and internal promotion, so that employees can continue to develop their professional career and meet the company's objectives, i.e. improve the employee's working conditions, investing in their training and allowing them to have more responsibilities within the company.

In conclusion, it can be said that qualified employees who have a great track record, knowledge in their field and extensive experience know what they are worth, so they do not only take salary as a criterion for evaluation, but also how they will feel, the possibilities of promotion and internal career plans, feedback from the team, goals, objectives and culture in the contracting company.

¹⁰ is a strategy aimed at improving a company's image of its employees both internally and externally, first coined by Simon Barrow and Tim Ambler in “*Journal of Brand Management*.” 1996.

Having a good HR strategy and organisation will allow to retain the best talent, at the same time, saving money on new training, avoiding loss of valuable staff, knowledge and performance in the company.

7. Leadership development: traditional leader or resilient leader?



Source by NetSuite

Analysing leadership requires asking two fundamental questions:

1. From the **objective** point of view: *what organisational model do we want to develop?*
2. From the point of view of **method**: *which style of leadership is the most suitable to achieve this?*

First, to resolve the first question, we will mention the **World Health Organisation (WHO)**, which points out that creating healthy environments is a priority objective for improving the productivity, competitiveness and sustainability of companies. In the same vein, the **World Economic Forum**, in its report on “*The Workplace Wellness Alliance*,¹¹” states that it is an investment to spend on wellness programmes for workers, since they generate a higher return on the amount invested.

¹¹ World Economic Forum, *The Workplace Wellness Alliance - Making the Right Investment: Employee Health and the Power of Metrics*, 2009. Available at: <https://www.weforum.org/reports/workplace-wellness-alliance-making-right-investment-employee-health-and-power-metrics>

As a result, the organisation will function optimally, when it has a healthy organisation, understanding health as indicated by the **WHO**, “*as a state of complete physical, psychological and social well-being, and not merely the absence of disease or infirmity*¹². ”

Having healthy and safe environments for workers brings numerous benefits, such as increased motivation and commitment, attracting and retaining the most productive workers and with greater potential, and consequently, making organisations efficient and providing a quality service, this can be reflected in the thesis “*happy productive worker*¹³” in which happy and healthy workers are more productive.

Having understood the above, the person who plays a key role at both strategic and operational level at the different hierarchical levels is the leader, taking on tasks such as:

- Organising work effectively and safely.
- Developing a supportive work climate.
- Promoting healthy programmes at the organisational level.

Secondly, on the question of which is the most appropriate method, and knowing that the different leadership techniques have evolved over time, we have come to the conclusion that we are leaving behind traditional leadership (the worker as a mere productive tool, without taking into account his or her needs), to give way to new paradigms of positive leadership.

Thus, we find different types of leadership such as transformational, authentic, servant or ethical, what they share in common is that they have moral values with which the leader tries to inspire his colleagues, offering satisfactory interpersonal relationships, inspiring confidence, instilling pride, communicating a vision of a prosperous future, motivating them to go beyond the strict fulfilment of tasks and expectations, and developing them on a personal and professional level, as stated by **James MacGregor**

¹² Constitution of the World Health Organization. In: World Health Organization: Basic documents. 45th ed. Geneva: World Health Organization; 2005.

¹³ Peiró J., Kozusznik M., W, Rodriguez-Molina I., Tordera N., *The Happy-Productive Worker Model and Beyond: Patterns of Wellbeing and Performance at Work*, ; Published: 6 February 2019 by International Journal of Environment Research and Public Health.

Burns, who initially introduced the concept of *transformational leadership*¹⁴, which occurs when the leader appeals to the highest moral values to guide his followers towards a higher purpose. According to the author, the leader mobilises his followers towards the highest levels of morality and motivation.

Nowadays, the different types of leadership are of great interest to organisations, due to the advances in the development of models, the elaboration of reliable and valid measures, and the carrying out of numerous empirical investigations, as well as the proliferation of good professional practices implemented on the basis of these models.

The influence of positive leadership is distinguished by different levels of analysis:

a. At the individual level, a positive leader creates in employees greater well-being, job satisfaction, trust in the boss and personal satisfaction, engagement at work, higher performance, and responsible worker behaviour. Also, the leader shows a better relationship and liking for his or her colleagues.

b. Team level, improving the overall functioning of the work team, as well as maintaining a balanced social climate, performance and self-sufficiency.

c. Organisational level, the positive leader achieves high employee commitment to the company, which in turn generates lower staff turnover, unnecessary absenteeism and intentions to leave, thanks to the creation of safe, satisfying and healthy environments.

In a technology company, this also includes the question, *what does the team need, a traditional leader or a resilient leader?*

On the one hand, the term *technology* is synonymous with change and constant evolution, with high uncertainty and volatility, but life is like that, without going any further, the pandemic a short time ago, left most companies in checkmate. For companies, this is a time of reflection and creation of new purposes, thus pointing to the need for inspired leadership, capable of drawing an attractive future for the people who want to join the project.

¹⁴ Burns, J.M, “*Leadership*,” N.Y, Harper and Row, 1978.

On the other hand, the term *resilience*, taken from physics, is the ability of systems to return to their original state despite the force or stress they may have experienced, also implying the ability to achieve mental and emotional balance in adverse circumstances. In this context, we will refer to **Julia Novy-Hildesley's**¹⁵ definition as “*the ability to prepare for or prevent crises, or to rebuild oneself stronger after a catastrophe has occurred. Resilience therefore implies strength, but also the flexibility to adapt to new circumstances. As well as the ability to reinvent oneself before being defeated.*”

To return to what has been said, Covid-19 was one of the many tests that companies can face every day. It was in these adverse situations that true leadership emerged, represented by individuals with high emotional capacities that allow the creative potential of people or work groups to unfold and, consequently, achieve better results in companies.

Therefore, having a leader of essence, who is capable of gathering the little information of the moment and making the right decisions in the most unstable moments, is vital for the progress and success of companies.

Thus, a resilient leader is one who can decide with emotions, being empathetic with others, helping to transform their environment, applying their experiences to build strong and committed work teams, knowing how to overcome and mastering their emotional intelligence.

¹⁵ Founder and CEO of Resilience in Action, Young Global Leader “*Three ways to be a more resilient leader*”, Jan., 24 2015. Available at: <https://www.weforum.org/agenda/2015/01/three-ways-to-be-a-more-resilient-leader/>

7.1 The qualities of a resilient leader.

Introspection: the quality of reflection and analysis.

Self-esteem: the ability to value oneself and others.

Values: it is one's morals, principles and strong commitment also to one's colleagues.

Humour: the ability to keep one's temper even in the face of adversity.

Initiative: is the quality of initiating any process and imposing challenges.

Connectedness: the ability to relate and bond with others.

Creativity: is to generate ideas with a purpose, to establish order in chaos.

Critical thinking: the ability to analyse the causes, consequences and responsibilities of one's own and other people's actions.

Source by Author.

7.2 Resilient leadership, conclusion.

Closing this section, the role of the resilient leader is certain in the creation of a team capable of resisting the enormous external stress, the uncertainty of the crisis and that can also learn from this experience, as a path towards business development and progress.

The resilient leader has a systematic vision that allows him to add human talent as a strategic and important factor. They focus on the future, being able to anticipate the new

opportunities presented by the market, establishing priorities for business, people, processes, culture and learning. He has self-control and self-confidence, is self-managing, and provides feedback to his team, which generates positive conversations and positive emotions. It also has the ability to make decisions and act on them, i.e. an organisation with a resilient leader takes action by adapting to change. In this process of adaptation, it may even be able to reinvent its business model if necessary. (Hamel & Välikangas, 2003¹⁶).

To conclude, it has to be said that in order to achieve all this, organisations must be healthy. This is achieved through a positive leadership style, thus avoiding a toxic and potentially destructive work environment, which will help companies in situations of crisis or suddenly presented problems to make their company resilient and successful, thanks to positive and proactive leaders who can guide and lead the team to success.

¹⁶ Gary Hamel and Liisa Välikangas, Business Models, The Quest for Resilience, From the Magazine, Harvard Business Review, September 2003. Available at: <https://hbr.org/2003/09/the-quest-for-resilience>

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