



Human Resource Skills Development on Organizational Culture Change and Development



Case Study of Apple

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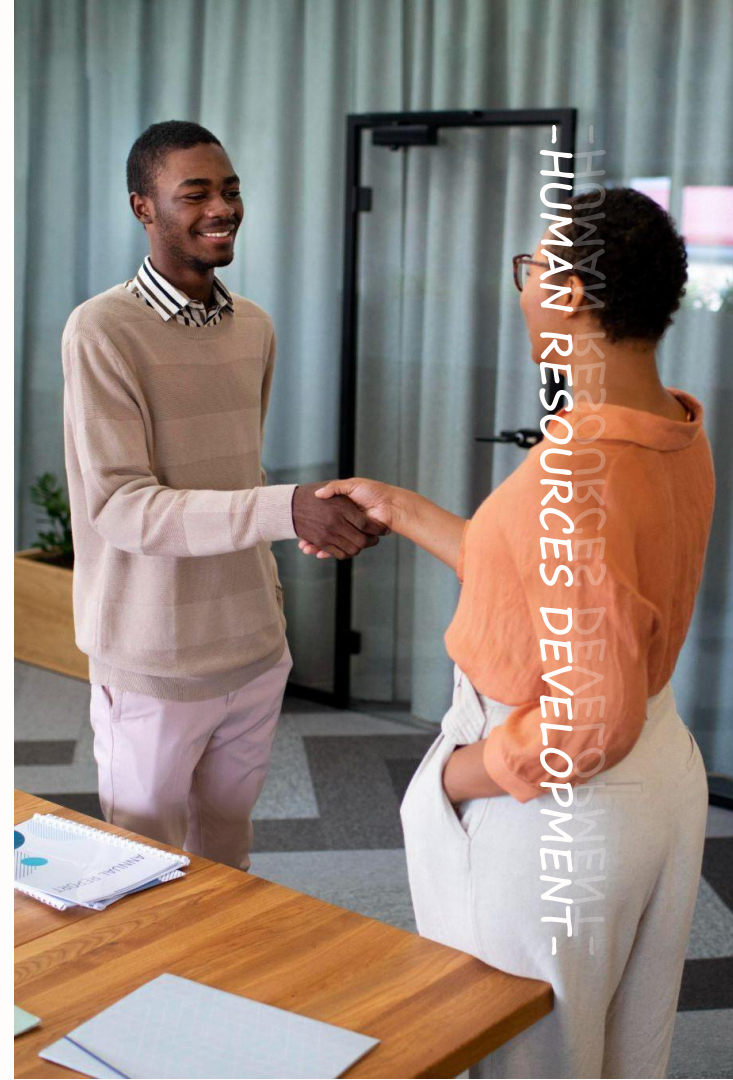
*specific action plans and
timelines*

Background

- Apple: a leading global electronic technology company; approximately 164,000 full-time employees (a growing size) (Apple, 2022);
- Power culture and bet-your-company culture;
- Steve Jobs' charismatic leadership, technical prowess and passion attracted many followers to work for him at early stage (Isaacson, 2012).
- 3 recommendations for the organization and HRM function:
 - delegate appropriate portions of authority and encourage internal incubation projects;
 - focus on discovering candidates' portable competencies in the hiring process and developing them on the job;
 - allow employees to learn and adapt to the new culture through training and communication.

Apple (2022). *Form 10-K of 2022 Annual Reports*. [online] Available at: [https://s2.q4cdn.com/470004039/files/doc_financials/2022/q4/10-K-2022-\(As-Filed\).pdf](https://s2.q4cdn.com/470004039/files/doc_financials/2022/q4/10-K-2022-(As-Filed).pdf).

Isaacson, W. (2012). *The Real Leadership Lessons of Steve Jobs*. [online] Harvard Business Review. Available at: <https://hbr.org/2012/04/the-real-leadership-lessons-of-steve-jobs>.





01 Empowerment



- Yu (2013) found that strategic initiatives are often discovered from the bottom up in the company's internal management process.
- HRM should develop the insight and analytical skills
 - use performance reviews and data analysis to evaluate the growth potential
- HRM function should help the leaders of the newly formed small teams to work smoothly in the process of organizational culture transformation and increased empowerment. This requires the development of coaching skills.
 - DiGirolamo and Tkach (2019) found that by using participative coaching, managers or leaders are able to increase members' engagement and reduce their motivation to quit.

DiGirolamo, J.A. and Tkach, J.T. (2019). An exploration of managers and leaders using coaching skills. *Consulting Psychology Journal: Practice and Research*, 71(3), pp.195–218. doi:<https://doi.org/10.1037/cpb0000138>.
Yu, H. (2013). *Decoding Leadership: How Steve Jobs Transformed Apple to Spearhead a Technological Informal Economy*. [online] Available at: <http://jbm.johogo.com/pdf/volume/1901/JBM-1901-04-full.pdf>.

02 Recruitment

- The HRM function can identify candidates' portable competencies through hiring process and develop them on the job. Key portable competencies include supportive communication, motivation, conflict management, and team management skills (Trivedi, 2019).
- AI can exclude bias in the recruitment and training process, and improve organizational culture and increase diversity (Altemeyer, 2019).
HR needs to master the use of AI tools in their regular work and increase their analytical skills.
- Remember:
 - AI can optimize the hiring process and increase the transparency, but will not be a complete replacement because the evaluation process still requires interaction (Hmoud and Laszlo, 2019);
 - the ethical and fairness issues in HR processes need to be taken into account (Charlwood and Guenole, 2022).

Altemeyer, B. (2019). Making the business case for AI in HR: two case studies. *Strategic HR Review*, 18(2). doi:<https://doi.org/10.1108/shr-12-2018-0101>.
 Charlwood, A. and Guenole, N. (2022). Can HR adapt to the paradoxes of artificial intelligence? *Human Resource Management Journal*, 32(4). doi:<https://doi.org/10.1111/1748-8583.12433>.
 Hmoud, B. and Laszlo, V. (2019). *Will Artificial Intelligence Take Over Human Resources Recruitment And Selection?* [online] Available at: https://seaopenresearch.eu/Journals/articles/NIS_13_3.pdf.
 Trivedi, S. (2019). A Study on Development of Personal and Management Skills in Apple Inc. *International Journal of Human Resource Development and Management*, [online] 9(1), pp.1–9. Available at: https://www.ripublication.com/ijhrdm19/ijhrdmv9n1_01.pdf.





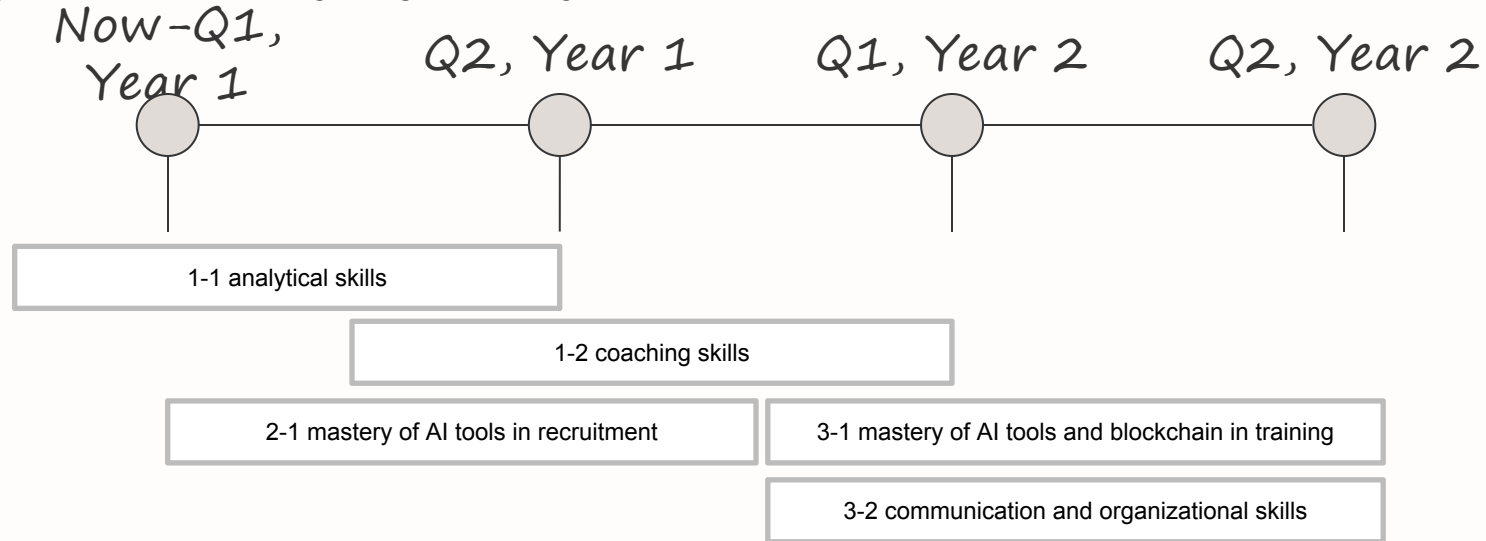
03 Training



- The HRM function enables employees to learn and adapt to the new culture through training and communication. It should first further develop its communication and organizational skills and organize regular training programs to help employees complete their self-improvement process.
- HR needs to master the skillful application of technologies such as AI and blockchain to assist training and learning.
 - AI chatbots and digital assistants can answer employees' business and HR-related questions with greater objectivity and personalization (Malik et al., 2020). Can serve as part of on-the-job training and save money;
 - blockchain can collect timely and accurate information about employees. This information can produce standardized competency development modules (Fachrunnisa and Hussain, 2020).

Action Plan

- HR professionals should set action plans and timelines to accomplish these competencies, like they do for line managers to help them make improvements during the performance appraisal and career path planning process (Weber, Lee and Crawford, 2019)
- aligned with the urgency of the goals; choice of milestones.



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