

Developing HRM Capabilities at Microsoft and Tesco

Qingfeng Wei 2133497

2024-04-28

https://uowtsd-my.sharepoint.com/:v:/g/personal/2133497_student_uwtsd_ac_uk/EW9d3WgrlspDpoqGE3M15UEB8FBLipivQ4Qp-CdQxcvH2Q?e=1PPKgY&nav=eyJyZWZlcnJhbEluZm8iOmsicmVmZXJyYWxBcHAiOiJTdHJIYW1XZWJBcHAiLCJyZWZlcnJhbFZpZXciOiJTaGFyZURpYWxvZy1MaW5rliwicmVmZXJyYWxBcHBQbGF0Zm9yYbSI6IldlYilsInJlZmVycmFsTW9kZSI6InZpZXcifX0%3D

Introduction

Development of HR capabilities is a way of turning around HR as a support function to HR being a strategic partner and change leader within the organization (Jiang et al., 2019) Be critical in implementations to the kind of strategic recommendation targeting adaptation to prevailing market trends and technological advancement. HRM capability development is the opinion of Armstrong (2020) which brings impact in relation to HR effectiveness in the strategic change, organizational agility, and competitive advantage of the organization. Therefore, the enhancement of HR skills by practitioners, such as those of Microsoft and Tesco, enables effective alignment of human resource practice with business change and technology-associated strategic objectives, thus making them easier for the transitions.

Recommendations recap:

- Microsoft: 1) Implement a flexibility policy that is tailored to the needs of different roles within the organization, promoting a balance between operational efficiency and employee satisfaction. 2) Advanced AI for Performance Management: Develop and integrate AI tools that provide real-time performance analytics, enabling better decision-making and personalized development plans for employees.
Tesco: 1) Invest in comprehensive training programs focusing on customer service excellence and operational efficiency to improve employee performance and customer satisfaction. 2) Strengthen efforts in diversity and inclusion through targeted recruitment strategies and development programs that encourage a more inclusive and creative work environment.

HR Skills Development Framework

HR Skills Development Framework

Identify Skills Gaps

Objective: Pinpoint essential skills HR lacks that are vital for implementing strategic initiatives such as AI integration and advanced change management.

Method: Perform skills audits through performance reviews and feedback from the HR team, focusing on areas needing development for current and strategic needs. *Reference: Gold et al., 2024*

Create a Targeted Training Plan

Purpose: Equip HR personnel with necessary skills quickly to align closely with organizational strategic goals.

How: Develop customized training programs combining formal classroom sessions, on-the-job training, and digital learning platforms to address gaps in AI ethics, data analysis, diversity management, and customer service strategies. *Reference: Veile et al., 2020*

Implementation: Launch training initiatives, which could include external certifications, internal workshops, or online courses, designed in collaboration with internal and external experts.

Evaluate and Iterate Training Needs

Goal: Maintain and improve the quality and impact of HR training programs.

Process: Conduct post-training evaluations to assess skill acquisition and practical application effectiveness. Gather feedback from HR staff and internal stakeholders to measure the training's impact on daily operations and strategic projects. *Reference: Harmon, 2010*

Microsoft HRM Skills Enhancement

Change Management:

Skill Development Needs: As Microsoft continues to innovate, the need for HR to effectively manage change becomes more critical. This includes implementing role-specific flexibility policies and integrating AI into HR processes, which necessitate a robust understanding of change management principles to ensure smooth transitions and buy-in from all stakeholders (Edwards, Prætorius and Nielsen, 2020).

Training Methods: Workshops on Change Management Theories: Training sessions that cover models such as Kotter's 8-Step Process and Lewin's Change Model to provide HR professionals with multiple perspectives on effective change management (Trawick and Carraher, 2023).

Real-world Case Studies: Analysis of successful and unsuccessful change initiatives within the tech industry to glean best practices and common pitfalls.

AI and Data Analytics Proficiency:

Skill Development Needs: With the integration of AI into business processes, HR must not only understand how to use these tools but also the ethical implications and data security concerns that come with AI technologies. This knowledge is crucial for maintaining trust and integrity in HR practices, particularly in performance management and employee monitoring (Varma, Dawkins and Chaudhuri, 2023).

Training Methods: Specialized Courses: Collaboration with IT departments and external AI experts to deliver courses tailored to HR professionals, focusing on the applications of AI in HR, such as automated candidate screening, employee engagement tracking, and predictive analytics. Ethics Workshops: Sessions that address the ethical considerations in AI, including bias prevention, transparency, and employee privacy rights, guided by recent guidelines from AI ethics boards.

Tesco HRM Skills Enhancement

Customer Service Training Design:

Skill Development Needs:

Tesco's HRM needs to develop sophisticated skills in designing and delivering effective customer service training programs. This is crucial as customer service directly impacts consumer satisfaction and business outcome(Tapanainen et al., 2022).

Training Methods:

Implement pilot training sessions in select stores to gather feedback and refine training content accordingly. Establish a mentorship program where experienced trainers mentor HR professionals in customer service training nuances.

Diversity Management:

Skill Development Needs:

Enhanced understanding and effective management of diversity are vital for fostering an inclusive workplace and leveraging diverse talent pools to enhance innovation and market reach(Ahouidi et al., 2021).

Training Methods:

Diversity Workshops: Regularly scheduled workshops to update and refine HR's knowledge and skills in managing diversity, addressing current challenges, and understanding legal implications.

Encourage HR staff to attend national and international HR conferences focused on diversity and inclusion, such as those hosted by SHRM or CIPD, to stay abreast of best practices and network with peers.

Implementation Plan for HR Skills Development

Timeline

Q1-Q2 2024: Initiate baseline skills assessment across HR departments at Microsoft and Tesco to identify specific training needs.

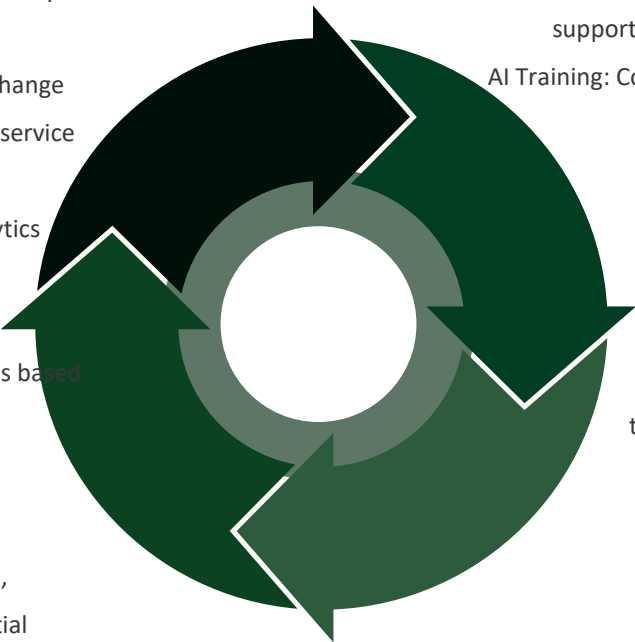
Q3 2024: Launch initial training modules on change management for Microsoft HR and customer service training design for Tesco HR.

Q4 2023 - Q1 2024: Roll out AI and data analytics proficiency training at Microsoft; diversity management training at Tesco.

Q2 2025: Review and adjust training programs based on initial feedback and results.

Prioritization:

Training initiatives are prioritized based on strategic alignment with overall business goals, immediate skill gaps identified, and the potential impact on organizational performance.



Responsibilities

Microsoft:

Change Management Training: Led by the Senior HR Director, supported by external change management consultants.

AI Training: Coordinated by the Chief Technology Officer (CTO) in partnership with the HR Technology Lead.

Tesco:

Customer Service Training Design: Managed by the Head of HR Training, with collaboration from experienced store managers.

Diversity Management Training: Directed by the Diversity and Inclusion Officer, with guidance from external diversity agencies.

Challenges and Mitigation Strategies

- Anticipated Challenges

Resistance to Change: Resistance from HR staff and other employees towards new methods and technologies can hinder the adoption of advanced training programs. Obina and Adenike (2022) noted in their study on organizational change that resistance typically stems from a lack of understanding of the benefits and fear of job displacement.

Limited Resources: Constraints in budget, time, and personnel can impede the rollout of extensive training programs, especially in times of economic downturn. HR departments often struggle with resource allocation when expanding their capabilities during uncertain economic times(e Silva and Costa, 2013).

- Mitigation Strategies

Securing Executive Support: Gaining strong backing from senior management is crucial for the success of HR initiatives. Executive endorsement can help in overcoming resistance by legitimizing the changes. Executive support not only secures necessary resources but also aids in faster adoption across the organization(Men, Yue and Liu, 2020).

Ensuring Resource Allocation: Effective planning and advocacy are needed to secure adequate resources for HR development initiatives. HR should work closely with the finance department to ensure budget allocation for training programs and use project management tools to efficiently manage resources. Giannakis & Harke (2014) suggest that aligning HR strategic goals with corporate financial planning can preemptively secure funding and resources for critical training initiatives.

Conclusion

- Microsoft HR Goals:

To equip HR personnel with advanced skills in change management and AI and data analytics.

Training will incorporate real-world simulations and collaboration with IT to ensure practical and ethical use of AI in HR practices.

Develop comprehensive understanding and skills in data privacy and AI ethics.

- Tesco HR Goals:

To enhance capabilities in designing and delivering effective customer service training programs, thus directly contributing to Tesco's strategic focus on customer satisfaction and operational efficiency.

Strengthen diversity management practices to foster an inclusive work environment.

References

- Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
- Jiang, K., Lepak, D.P., Han, K., Hong, Y., Kim, A., & Winkler, A.L. (2019). 'Clarifying the construct of human resource systems: Relating human resource management to employee performance'. *Human Resource Management Review*, 29(1), 100-115.
- Ahouidi, A., Ali, M., Almagro-Garcia, J., Amambua-Ngwa, A., Amaratunga, C., Amato, R., Amenga-Etego, L., Andagalu, B., Anderson, T. J. and Andrianaranjaka, V. (2021) 'An open dataset of *Plasmodium falciparum* genome variation in 7,000 worldwide samples', Wellcome Open Research, 6.
- e Silva, L. C. and Costa, A. P. C. S. (2013) 'Decision model for allocating human resources in information system projects', *International Journal of Project Management*, 31(1), pp. 100-108.
- Edwards, K., Prætorius, T. and Nielsen, A. P. (2020) 'A model of cascading change: Orchestrating planned and emergent change to ensure employee participation', *Journal of Change Management*, 20(4), pp. 342-368.
- Gold, J., Jolliffe, P., Stewart, J., Glaister, C. and Halliday, S. (2024) 'Futures and foresight learning in HRD', *European Journal of Training and Development*, 48(1/2), pp. 133-148.
- Harmon, P. (2010) 'The scope and evolution of business process management', *Handbook on Business Process Management 1: Introduction, Methods, and Information Systems*, pp. 37-81.
- Men, L. R., Yue, C. A. and Liu, Y. (2020) "'Vision, passion, and care:" The impact of charismatic executive leadership communication on employee trust and support for organizational change', *Public Relations Review*, 46(3), pp. 101927.
- Tapanainen, T., Dao, K. T., Thanh, H. N. T., Nguyen, H. T., Dang, N. B. and Nguyen, N. D. (2022) 'Impact of dynamic capabilities and firm characteristics on the firm performance of Vietnamese small and medium-sized retail enterprises', *International Journal of Management and Enterprise Development*, 21(1), pp. 28-61.
- Trawick, S. and Carraher, T. 2023. Contextualising Kotter's 8-step model to a sustainable digital transformation: A qualitative study from the perspective of organisational change.
- Varma, A., Dawkins, C. and Chaudhuri, K. (2023) 'Artificial intelligence and people management: A critical assessment through the ethical lens', *Human Resource Management Review*, 33(1), pp. 100923.
- Veile, J. W., Kiel, D., Müller, J. M. and Voigt, K.-I. (2020) 'Lessons learned from Industry 4.0 implementation in the German manufacturing industry', *Journal of Manufacturing Technology Management*, 31(5), pp. 977-997.
- Obina, F. and Adenike, S. (2022) 'Managing Employee Resistance during Organizational Change: Causes and Solutions Available', *American Journal of Business and Strategic Management*, 1(1), pp. 1-14.
- Giannakis, D. and Harker, M. J. (2014) 'Strategic alignment between relationship marketing and human resource management in financial services organizations', *Journal of Strategic Marketing*, 22(5), pp. 396-419.



THE END

THANKS