

PEOPLE MANAGEMENT, PARADIGMS CHANGES AND THEIR CHALLENGES

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SUMMARY

People Management is the process that manages people in an organization and seeks greater effectiveness and better results for the company. People management has always existed in different forms, with different ideas. Globalization and its technological changes, market demands, currency, cultures, and changes in people have also caused companies to evolve their strategic vision. People are the ones who make or break companies. They need to be motivated, valued for their abilities and involved in the processes, so that they feel like an important part of the company, fulfilling their obligations in a way that satisfies themselves and their superiors. The New People Management allows people to have freedom and openness with leaders and managers.

Keywords: Management. People. Organization. Paradigms. Challenges

1. INTRODUCTION

This article deals with a widely discussed topic in the organizational environment, People Management and how it has evolved over the decades, that is, a study carried out to better understand how companies have evolved their thinking in the company-employee relationship and the new People Management model.

People management is the set of policies and subsystems that are concerned with the management of people in organizations and that lead to the effectiveness of employees in the organization in pursuit of personal and organizational goals.

The study is based on bibliographical references, where works by various authors and specialists in this area are explored through readings, through physical and virtual books, and specific websites.

The first part of this article talks about how globalization and its changes interfere in the business environment and especially in People Management.

The second part shows the importance given to people and their skills, and the changes in their way of acting and thinking. People can be synonymous with the success or failure of an organization if it does not know how to deal with them correctly.

The third part contextualizes People Management, through concepts, characteristics of management types, existing paradigms on this topic and how they have been changing since the industrial revolution.

The fourth part reports on the challenges of new people management in the new era of change, which requires businesspeople to implement new models of managing people. A strategic vision is adopted in this management, making them contribute to the improvement and good performance of processes, consequently good results for the company.

Most companies already have a different and evolving vision regarding their employees, since the demands of the market, competition and suppliers are increasing more and more, businesspeople analyze human resources as a strategic part of the process, as they are the ones who give life to the business, who put into practice the company's objectives and goals, seen today as beings with needs, motivations, individual capabilities, in short, they are beginning to be valued and considered partners of the company.

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Therefore, at the end of this article, it will be possible to understand how the evolution of the People Management process has been happening, the challenges that companies and even people face to implement a management model suitable for each group, department, individual, in short, everyone with their particularities and individual objectives working together towards a common goal, which is the success of the company.

1. Globalization

Globalization is one of the processes of deepening international economic, social, cultural and political integration, which would have been driven by the reduction in the costs of transport and communication in countries at the end of the 20th century and beginning of the 21st century. The term "globalization" has been in increasing use



since the mid-1980s and especially since the mid-1990s. In 2000, the International Monetary Fund (IMF) identified four basic aspects of globalization: trade and financial transactions, capital and investment movements, migration and movement of people, and the dissemination of knowledge. In addition, environmental challenges such as climate change, air pollution, and overfishing of the ocean are linked to globalization.

According to Knapik (2011, p. 34):

Globalization is no longer a new topic, but it continues to dominate the market and give companies a direction, a direction, it continues to open new markets, identify new products and services, changing the way of thinking about management and business styles.

Orlickas (2011, p.193) corroborates:

The improvement of the structuring of work in modern organizations, increased by the impact of technological innovation and rapid access to information and globalization, has been developing and shaping a special and very clear vision of the new role of the Human Resources area.

Companies are being affected by globalization through competitiveness, technologies, customer demands, and changes in people's behavior and thinking. Due to so many changes happening in the world, companies are also changing their way of thinking and acting in relation to their strategies.

For Tachizawa, Ferreira and Fortuna (2006, chap. 01):

In the era of the digital economy, the internet and e-commerce, the relationship between the organization and its supplier and customer companies, people's behavior, intellectual capital management, skills management and knowledge management represent new concepts that have transformed traditional human resources management.

Considering this incredible era of changes, in relation to the impact they have on organizations, Chiavenato (2008, p. 02) says that:

Within this context, one of the business areas that is undergoing the most changes is the human resources (HR) area. The changes are so many and so great that even the name of the area is changing. In many organizations, the term HR administration (HR) is being replaced by terms such as human talent management, partner or employee management, competency management, human capital management, intellectual capital management and even people management or people management. Different names to represent a new space and area configuration. Within this context,

2. The importance of people for the organization

The old method of administration does not recognize people as beings capable of thinking, acting, creating, but only of working and obeying, as Orlickas (2012, p.191) states: "In these organizational environments, the paradigm of the obedient, passive, order-following employee still prevails, in short, the well-behaved one, who thus tries to eliminate threats to his position."

For CHIAVENATO (2008, p.6):

To mobilize and fully utilize people in their activities, organizations are changing their concepts and altering their management practices. Instead of investing directly in products and services, they are investing in people who understand them and who know how to create, develop, produce and improve them. Instead of investing directly in customers, they are investing in people who serve and serve them and who know how to satisfy and delight them. People are becoming the basic element of business success.

According to the author, it can be seen that companies' thinking has been evolving regarding the true value that people have within the organization and their importance in the role they play.

People, with their emotions, talents, desires and skills, make successful companies successful. (Knapik, 2005, p. 149)

People are of utmost importance to most companies that today recognize them as part of strategic management, the key piece for achieving objectives and goals.

According to Knapik (apud, Chiavenato, 2005, p. 151)

- Human Beings: they are not considered only as resources, but as people with feelings, their own personality, different from each other and bearers of knowledge, skills and abilities.
- Intelligent activators of organizational resources: people are not considered passive and inherent, but active and a source of their own momentum that makes the company dynamic and capable of facing competitiveness.
- Partners of organizations: people invest in organizations with their efforts, dedication and commitment in exchange for a return on these investments, such as salaries, recognition, professional development, etc.

It also corroborates Knapik (2005, p.150)

The way people act in organizations, how they interact, sell, manage, make decisions, etc. depends on the company's guidelines and policies, the business, its values, its vision, the organizational climate and culture. Managing people means seeing the organization as a vital system, in which its employees are considered partners who act through their technical and behavioral skills and give life, focus and soul to the organization.

3. Management Models and the change of paradigms

"Paradigms are references, models used to justify actions and express beliefs, fears, values that guide and explain choices." (Knapik, 2011, p. 37 and 38)

For many traditional companies, it is still difficult to recognize people as intellectual capital, company collaborators, important agents in achieving goals, but rather as costs and expenses for the company. "Even knowing that they need to change, sometimes people or companies are reluctant to accept new paradigms, because they are afraid of the new or afraid of abandoning the old." Knapik (2011, p. 38)

Professor Júlio Cesar Vasconcelos, in his article *Gestão com Pessoas: Quebrando paradigmas* (2015), cites some paradigms of companies in relation to people and how they were broken to adopt the new People Management model:

Paradigm 1: The objective of a company is to obtain profit at all costs, regardless of the means used to achieve this. The end justifies the means.

Paradigm shift: the true objective of a company, in its essence, regardless of its field of activity, is to contribute to social well-being and to the appreciation of human beings. Profit, although absolutely necessary, is a consequence of this contribution. Companies that invest responsibly in sustainable development and establish the primacy of man over work are companies that present high profitability rates. Paradigm 2: Human beings are a resource, a human resource and as such can and should be replaced or discarded at any time at the first sign of a problem or crisis in the market. Paradigm shift: People are the greatest asset of an organization and, as such, cannot be Machiavellianly discarded; on the contrary, they must be valued in terms of investment, participation and recognition. Layoffs represent a loss of the organization's intellectual capital and must be avoided at all costs. Paradigm 3: Human beings are lazy by nature, have an aversion to work, and as such must be monitored and controlled at all times, otherwise they will not generate productivity. Paradigm shift: Human beings, regardless of their hierarchical level, when duly recognized and valued, fall in love with their work and will generate high levels of productivity. Paradigm 4: The company is made up of thinking heads, occupied by professionals who are

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in management and labor positions, occupied by operational employees. To the occupants

Those in management positions are responsible for thinking, those in operational positions are responsible for producing. Paradigm shift: There is no such thing as labor, there is only a head of labor. The company is made up of thinking heads, regardless of the position the employee holds.

Everyone can and should use knowledge as a way to boost productivity. Paradigm 5: Human resources management is the responsibility of professionals in the human resources area, those in management positions are only responsible for technically managing their processes. Paradigm shift: There is no longer Human Resources Management, resources are something that can easily be discarded. People Management is the appropriate system and the responsibility of all those in management positions.

company leadership: supervisors, coordinators, managers and directors. Professionals from the former human resources area must act as advisors and facilitators of the activities of those occupying these positions. Paradigm 6: Training is a cost and as such should be reduced to the minimum necessary in companies, otherwise it runs the risk of compromising their results. Paradigm shift: Training is not a cost, training is an investment. The more you invest in employee training and development, the greater the company's productivity and profitability, and this financial return more than compensates for all of its expenses. Paradigm 7: A good employee is one who does not dispute the bosses' orders. The one who gives the orders is the one who

he can, obey who he has judgment.

Breaking the paradigm: A good employee is one who challenges orders from his or her immediate superiors in an appropriate, respectful and timely manner. Listening to employees whenever possible before making a decision leads to commitment and good results.

Knapik (2011, p. 39) explains the change in paradigms since the industrial revolution:

"The Mechanistic or Reductionist vision (paradigm) – promoted by Taylor and Fayol – is still found in many organizations, even though it is outdated and decadent. It considers, among other aspects, the company as a machine and people as gears. Thus, only the board of directors and senior management should know the company's strategies and goals, because delegating implies losing power. The Holistic vision, which has grown and gained strength, represents new paradigms and is gaining space and followers. According to this proposal, the company is a dynamic and organic system, cooperation drives and moves it, the entire key team should know the organizational strategies and goals, and delegating means gaining power."

She also explains that the administrative approach to people has been undergoing rapid transformations and the vision has changed, from the Personnel Department, with a bureaucratic and control vision, to HR administration, with a vision more concerned with the motivation and development of its employees, now considering it an area of People Management, with a more sophisticated vision and managing in partnership with the people. Therefore, Knapik (2005, p.149) formulated a comparison between the three views:

Department Guys	Resource Management Humans	People Management
Management focused on bureaucracy and people control. The company is more centralized and HR is seen as a supervisory body.	More dynamic management focused on the development and motivation of people. It begins to open up the area to the interests of employees.	Management focused on managing people considers employees as gifted talents of capabilities, skills ities and the intention to lead the company to success.

Evolution of the vision and focus of the people management area

Analyzing this "necessary" evolution of paradigms about the meaning of people in organizations, it is clear that companies currently have this mechanistic method, where employees are just costs and labor and not talents that can contribute to the company's success.

Chiavenato (2008, p. 10) considers that people are not resources of organizations, but rather partners, such as employees, customers, suppliers, competitors, in short, all processes involve people who contribute to companies, considering that excellent customer service is provided by people, including when dealing with people, higher quality is produced and new products emerge due to competition and, resources for them "constitute part of the physical assets in organizational accounting. They are resources of the organization, which means "objectifying" people."

To demonstrate the difference between these two views, he makes a comparison between people as resources and people as partners:

People as resources	People as partners
<p>Employees isolated in their positions</p> <p>Rigidly established schedule</p> <p>Concern with standards and rules</p> <p>Subordination to the boss</p> <p>Loyalty to the organization</p> <p>Dependence on management</p> <p>Alienation to the organization</p> <p>Emphasis on specialization</p> <p>Task performers</p> <p>Emphasis on manual skills</p> <p>Labor</p>	<p>Employees grouped into teams</p> <p>Negotiated and shared goals</p> <p>Concern with results</p> <p>Customer service and satisfaction Link to mission and vision Interdependence with colleagues and teams Participation and commitment Emphasis on ethics and responsibility Activity providers</p> <p>Emphasis on knowledge</p> <p>Intelligence and talent</p>

Are people resources or partners of the organization?

Knapik (2011, p. 42) considers that:

“The new management models seek flexible processes, oriented towards the company's mission, vision and values, open to paradigm changes and adapted to the demands caused by globalization so that the organization maintains a competitive advantage in the market and, at the same time, establishes a culture and organizational climate that attracts and motivates the work team.”

4. New People Management and its mission

After studying the paradigm shifts in management models, it is clear that a new, more flexible People Management model predominates, where people are given greater importance and are much more valued, with their intelligence, creativity, talents, needs, and motivations. It is clear that without people and their actions, organizations have no life and consequently no success. Based on this, what is the role of the new People Management?

Second, Pinto, Pereira, Coutinho and Johann (2007, s/p.), who defend a flexible people management model, observe that:

“People – at all levels – tend to be very suspicious of the intentions of the company's top management regarding their sincere intentions of creating a new, flexible model. Employee trust and buy-in must be earned step by step, through transparency, sincerity and persistence.”

In this flexible model, according to the authors, people interact with management, give opinions on the actions to be taken and participate in decisions, so that through this relationship, the aim is to increase employee participation and make them feel important in this process, seeking improvements in performance and personal and professional fulfillment. The objectives of this type of management, according to the authors, are: “To strengthen responsibility and loyalty to the organization. This management model leads to low employee turnover, reduces waste of resources and, as a result, increases employee morale and spirit.”

Knapik (2011, p. 53) explains that: “The people management area or department is the set of policies and subsystems that are concerned with the strategic management of people and lead to the effectiveness of employees in pursuit of personal and business objectives.”

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Tachizawa, Ferreira and Fortuna (2006, n/p.), understand “People management, a future context, a decentralized management process supported by responsible managers, each in their area, for the end activities and support activities of organizations.” This means that not only is there a department responsible for people, but all administration and managers will be focused on this new management model, where they will involve people/employees in the work processes and relationships of each department.

Orlickas (2011, p.208) emphasizes that for the company to implement this new People Management model, the company will face some challenges, because when it makes line managers or leaders managers of its talents, it will have to train them for this mission, and they will resist, because, she says, that the leaders

They are reluctant to deal with the conflict states established in the teams, due to lack of preparation, as questions will arise about salary increases, promotions, dismissals, etc., which were the responsibility of the HR Department.

For Chiavenato (2008, p.15):

People Management refers to the policies and practices needed to manage people's work, such as:

1. Add talent to the organization.
2. Integrate and guide talents in a participatory, welcoming and entrepreneurial culture.
3. Model work, whether individual or in a team, in a way that makes it meaningful, enjoyable and motivational.
4. Reward talent for excellent performance and achievement of results as positive reinforcement.
5. Evaluate human performance and continually improve it. Communicate, transfer
6. knowledge and provide intensive feedback. Train and develop talent to create a learning
7. organization. Provide excellent working conditions and improve the quality of working
8. life. Maintain excellent relationships with talent, unions and the community at large.
- 9.
10. Increase the competitiveness of talents to increase the organization's human capital and, consequently, intellectual capital.
11. Encourage organizational development.

It is understood from these explanations that People Management encompasses not only the HR area, but all sectors of the company, where there are managers and leaders who need to involve their teams in order to achieve the organization's goals, but also to make the people who are part of the team feel motivated and satisfied with the results, whether through their salaries, promotions, personal and professional recognition. Considering that the company's human capital is what leads it to success or failure, People Management needs to rethink its strategies in light of this situation. Therefore, Knapik (2011, p. 54) highlights the following regarding the objectives of People Management:

- Provide employees with motivation and engagement;
- Develop a training and professional development program;
- Ensure the company has a competitive advantage;
- Maintain the quality of life of employees;
- Manage changes;
- Ensures an ethical and open policy;
- Develop leadership.

"An entrepreneur who does not learn to manage will not last long, just as a management that does not learn to innovate." Bonanomi (apud Peter Drucker, 2009)

4.1 Managers and the challenges faced in the new People Management

Orlickas (2011, p.208) emphasizes that for the company to implement this new people management model, the company will face some challenges, because when it makes line managers or leaders managers of its talents, it will have to train them for this mission, and they will resist, because, she says, leaders are reluctant to deal with the states of conflict established in teams, due to lack of preparation, since questions will arise about salary increases, promotions, dismissals, etc., which were the responsibility of the HR Area.

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According to Bonanomi (2009, n/p): "The essence of the manager's role is to make knowledge productive. It will therefore have a social function, more than an executive function." The social function to which the author refers is due to the fact that in addition to commanding and executing tasks, leaders will have to play the role of guide, counselor and team companion, understanding the motivations of their team and perceiving the potential of each one for better use in the functions they perform, consequently better results for the company.

In this new people management, everyone needs to be involved and in perfect harmony with the company's objectives, mission, vision and culture. Therefore, managers have an important challenge, which is to facilitate information reaching their team with maximum clarity, promoting knowledge

to everyone about processes, decisions, goals, etc. According to Santos (apud Senge(1990), 2013, p.92 and 93): Building a learning organization, according to this author, consists of implementing, within the company, five characteristics:

- Systems thinking: each member of the company understands the nature of their work and how it fits into the process of delivering final products to the customer.
- Common vision: all members have a common vision of the company's purpose and a sincere commitment to achieving that purpose.
- The challenge of mental models: company members constantly challenge the way business is done and the thought processes that people use to solve company problems.
- Group learning: together, members of a company work, develop and implement solutions to new problems. Teamwork, rather than individual work, will help companies to bring together collective efforts in order to achieve their goals.

4.2 Implementation of the processes in the People Management

For Chiavenato (2008, p.16):

"A process is a set of structured activities designed to produce a specified product for a given customer. It is a specific ordering of work activities in time and space, with a beginning, an end, and clearly identified inputs and outputs... The customer of the process is not necessarily an external customer of the company. He may be inside the company. He is the so-called internal customer."

People management within the organization is the set of techniques and processes that deal with the professional lives of employees. Among these processes, Knapik (2011, p. 58 and 59) cites four: "People recruitment process, People guidance and monitoring process, People development processes, People remuneration, appreciation and safety processes." The author also relates these processes in

People Management:

<i>People capture</i>	<i>Guidance and monitoring people's mind</i>	<i>Development of people</i>	<i>Remuneration, value-organization and security of people</i>
Planning of counter-demands tation.	Definition of the skills and requirements necessary to perform the functions of the position.	Development of a needs assessment system training needs and development.	Structuring an internal and external balance of remuneration, through of salary surveys and career plan.
Recruitment techniques-ment.	Determining the positioning and allocation of people.	Develop projects aimed at preparing for change organizational issues.	Conducting a benefits program suited to the needs of the employees and the environment.
Tools and criteria selection rivers.	Determining a plan of professional advancement.	Application of programs that facilitate internal communication and engagement.	Creation of programs that provide an am-hygienic and safe environment as collaborators.
Inter-program gratitude of the new employees to the company trapped.	Implementation of a systematic evaluation plan to assess the performance of people in organizations.		Definition of strategies and procedures related to employee involvement with unions cacti.
			Guarantee of labor rights for employees.

7 Sets of subsystems or processes in People Management

Regarding these processes, Chiavenato (2008, p.16) observes that they are related to each other and that they can have a positive or negative influence when misused, for example, if the process of rewarding people is flawed, it may require an intense process of retaining people. He suggests that a *balanced scorecard* to integrate them all, as failures could compromise all the others. The author argues that these processes are developed based on analysis

1 Balanced scorecard - is a strategic planning tool in which the entity has its objectives clearly defined. goals and strategies, aiming to measure business performance through quantifiable and verifiable indicators.



of the internal and external environment to obtain better compatibility between them and must function as an open and interactive system.

4.3 **Work-outs a communication tool – GE Case**

This surprising tool, applied by managers who are open to change and want to implement more flexible management in their companies, where employees, from department leaders to factory floor employees, contribute ideas, process changes, suggestions for improvements, in short, is the interaction between employees and business owners. Pinto, Pereira, Coutinho and Johann (2007, n.p.) cite the example of GE², which applied the *Work-Out*, an initiative to integrate the company's sectors and listen to the different opinions of its employees. "The question was: how to give an active voice to the operational levels?" This method was applied by employees from a specific department, gathered in a training room, away from the company, where they were welcomed by the president of the organization. After the greetings, the president gives the message to the group, explaining that they will only return to the event two days later to finish the work. In the meantime, through a recruited facilitator, the people will be mobilized and will have a single mission: to rethink the operations and processes that they experience in their day-to-day at the company, analyzing them, criticizing them and formulating suggestions to remove unnecessary work from the system. After two days of interaction, the teams structure their suggestions and, in the final session of the work, present them again in the presence of the president and general manager of the area under analysis. The general manager's task, then, is to decide, on the spot, on at least 75% of the suggestions presented, giving an immediate yes or no. More elaborate - or more complex - suggestions are scheduled for another date, when they will receive a final decision. The president watches everything, but does not intervene; he is the guarantor of the process. As a result of the *Work-out*, the authors report that when people saw that their proposals were taken seriously, analyzed immediately and approved or rejected immediately, the *work-out* became a true destroyer of the rigidity of the decision-making process.

Regarding the introduction of this instrument, Martinez and Martins (2013, s/p.) suggest that:

"With a focus on rapidly implementing measurable improvements and clear lines of accountability – achieved with speed, simplicity and self-confidence – Work Out can help an organization become leaner, more efficient and responsive to changing market conditions. But considering that no program can transform a company overnight, in the short term, the *Work Out* Helping to solve specific slowdown problems, in the long term, can help the company develop a culture and the skills needed for more agile operations as a whole.

It is clear that this method brought the expected result later, but with persistence and determination in a few years it proved to be a great instrument of flexibility between managers and employees within GE,

5. **Final Considerations**

After the study carried out on the New People Management, such as the paradigms before the industrial revolution and after the industrial revolution and the characteristics of this management model, it was possible to detect, through the opinions of several authors, that People Management has changed along with several other changes that occur in the globalized world. Companies with a vision of the future and open to change, have their focus turned to people, seen today as collaborators and partners of the company and no longer as expenses and costs.

The people management area, in addition to having the responsibility of capturing, recruiting, training and remunerating, has a broader role, that of an internal consultant, which encompasses all departments of the company, supporting their leaders, so that they are the managers of their teams, guiding them, giving freedom for employees to give opinions, suggestions and interfering in decisions and processes, to improve them.

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This more flexible people management process is adopted by several successful companies, such as GE, which applied the method as a strategy for improving team performance in the workplace, showing them that their ideas and suggestions are valued through immediate application in their areas and departments.

Finally, it is considered that this study on People Management and its changes was of great importance to complement the knowledge acquired in class, in the Postgraduate course – MBA in People Management.

² GE – General Electric

³ Work-out – Method applied by GE - Meeting that brought together employees and managers to analyze the problems of areas and propose solutions.



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