

# Organizational Strategy and Human Resources Management: A Study in a Mining Company

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## Extended Abstract

Assuming that the implementation of the organizational strategy is not only related to the ability to deploy systemic and flexible business plans, but also to the organization's ability to translate the strategy into operational reality, considering the individual's ability to understand and implement the proposed task, the present study was intended to identify the main factors that favor the individual's ability to implement the strategy proposed by the organization. Subsequently, considering that it is the work teams that bring with it the action for the implementation of the planned strategy and have specific skills that complement each other for the scope of the proposed objectives, in addition to the ability to unfold the organizational strategy in operational reality, it was sought to understand how the ability of people to perform the work is related to the skills needed to implement the organizational strategy.

In view that the goal of the whole strategy is to provide competitive advantage to the organization, it was initially sought to understand the market positioning and performance of the company, as well as its capacity to unfold the proposed strategy in tasks and operations. The studied mining company presents itself as one of the largest producers of gold in the world, a stable and excellent reputation. Although the gold mining context of recent years has been characterized by a cycle of crisis in the sector, the studied organization has achieved the proposed objectives, ensuring its sustainability in the market. The company has a consolidated and methodologically structured strategic planning process, based on the principles of the Balanced Scorecard (BSC), which allows the company to plan its strategy according to its vision, as well as to unfold it for all levels of the organization by means of indicators, goals and work plans.

The process of management of strategic planning is set up as an effective process, especially in view of the good performance of the studied organization in recent years, even in a market context in crisis. However, as exposed by the research participants, the ability to manage the implementation of the strategy is still a process of maturing in the company, the

main points of improvement related to the "culture of planning and management", in addition to the improvement of tools for analysis and management of indicators, goals and projects in a systemic way in the organization.

The organization's managers consider that the individual's ability to execute a task is related to the degree of complexity applied to the realization of the work, as well as to the values and competences of the individual. Every position of the company is allocated in a hierarchy of different levels of work, which succeed in increasing levels of complexity and at each level of complexity there are associated accountabilities that make clear to the organization the skills necessary to implement the strategy.

The analysis of the ability of the individual to execute the tasks is accomplished by means of two processes: management of potential and management of performance, which provide both the evaluation of the employee's current capacity of work, as well as its future potential. These are integrated processes, which complement each other and direct the organizational development plans, succession and differentiated remuneration, according to each employee's individual performance.

These processes are considered to be effective and essential for the effectiveness of organization's human resources management, with a perspective that they provide the alignment of the goals and accountabilities to the task execution capacity of the individuals and to promote the development of human resources by means of dialogue, coaching and mentoring practices, as exposed by research participants. However, these are processes of subjective analysis, which makes the assertiveness of evaluations vulnerable to the perception, knowledge and behavior of the evaluators.

The company has formal leadership practices aimed at providing a working environment conducive to organizational development, based on mutual trust relationships and consistent dialogues for targeting teams' behavior to achieve organizational objectives. The profile of the current leaders is aligned with the expectations of the organization in terms of effective leadership, both from the perspective of the teams and from the perspective of the leadership itself. In relation to the processes of human resources management, the company makes use of a computerized system, which provides the integration of information on organizational potential, individual's performance history, development and succession plans, as well as a greater alignment to company's strategy and the possibility of recognition according to each employee's contribution. In this way, it can be considered that the company has a strategic human resource management system, in view of that it covers a set of information that offer the leaders of the organization conditions to understand the human and organizational context in a systemic way, as well as instruments to act on it. However, according to the perception of the research participants, a greater awareness and discipline of the leaders is necessary to make use of all the functionalities of the system, as well as a greater focus on the development of human resources.

Finally, in order to complement the analyses on the ability of individuals to perform, considering that the professional coexistence produces objectivity and subjectivity and that the leader needs to have more than one way to put the strategy into practice, it was also sought to understand the perspective of leadership on the main factors that influence the ability of individuals to work execution. The results found reinforce that leaders are key parts to the development of the ability to implement the organizational strategy, because the way in which the operational reality is translated can or cannot be convergent to organizational objectives. Aligned with the leadership style, the organizational atmosphere and the trust in

the company were presented as the three main factors influencing the ability of individuals to perform the work. In sequence, being considered the fourth most influential factor is the current potential capacity of the individual, which relates to the level of complexity of information processing, followed by the demand for knowledge, appreciation and behaviors required for work execution.

Given the analysis carried out by this study, it is possible to affirm that the profile of the leadership is the factor that most favors the ability of individuals to implement the organizational strategy. It is the leaders who plan the strategy, establish the work plans and organizational development and direct the behavior of the teams to the proposed objectives. In the meantime, in order to make leaders to be able to effectively translate the strategy into operational reality, first the company needs to be clear of the complexity of the work, the skills needed to implement the proposed objectives, as well as own tools of management that integrates indicators, goals and strategic projects into the processes of human resources management.

In addition, the inclusion of aspects related to the complexity of work and the mental processing capacity of the individual to the processes of strategy and management of human resources makes the role of leadership even more challenging, because it suggests that the leaders possess the ability to understanding the way individuals interpret the context, process information and make decisions, which involves knowledge of the cognitive aspects of the individual. In this way, the ability to identify and manage the level of complexity of mental processing also presents itself as a factor of great influence for the implementation of the organizational strategy. Whereas the ability of individuals to interpret the context and act on it generates unique competitive advantages to organizations, it can be inferred that the greater the accuracy of the tools of identification and management of individual's potential, the greater the ability to broaden the organization's potential to deal with increasing levels of complexity.