

FILLING PRESENT VACANCIES BY MEANS OF FUTURE ORIENTED RECRUITMENT PROCESSES

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Abstract: *Related to the organizational culture, we presently witness a change of paradigm: if formerly considered not more than a tool for internal integration and coordination, nowadays, it is recognized as being a vital ingredient of the company's adaptability and effectiveness. In fact, there is a tendency towards another extreme: given the unwillingness of disregarding the organization tradition, values, agreed and shared objectives, some make a fixation for hiring strictly based on the organizational features. However, this way both the society and the organization's evolution are neglected. Moreover, the abilities and competencies of the new hired risk not to be among the ones assuring on the long run a proactive existence to the company. In other words, compared to the interest aroused by the organizational culture, the study of its dynamics is almost inexistent, no matter if we refer to the universities research or the practitioners. The present paper aims proving that hiring only suitable people easy to integrate into the current organizational culture is effective rather on the short-run. Despite its numerous advantages, this human resource strategy neglects the ever increasing rigidity of a powerful organizational culture that is thus encouraged to absorb and homogenize any novelty. Thereby, in the attempt to reveal the dynamic character of the organizational culture, and the necessity of foreseeing the evolution of one's own organization and of the world itself, we have accomplished a thorough theoretical research resulting in the G.VALI model. The latter suppresses the thesis of the static organizational culture and of everything that devolves from it.*

Key words: *recruitment, selection, organizational culture dynamics, HR strategy, G.VALI model.*

1. INTRODUCTION

Along the time, quite a lot of scientists and philosophers have been concerned with creating, acquiring and communicating knowledge, as well as passing it from one generation to another. Restricting the discussion to organizations, this is not possible unless the appropriate people with the appropriate behavior, skills and knowledge work there.

But this requires also a perfect match between employees' competencies and expectations, on the one hand, and company's potential and strategic objectives, on the other hand. Furthermore, this approach would require coherent recruitment and selection processes, employees' training and motivation, evaluation and performance appraisal, and so on.

Basically, the recruitment is one of the crucial activities of human resource specialists in the organization. Together with selection, recruitment represents a stage in assuring the human resources capital of a company.

Despite the frequent interchanged utilization of the two concepts, there is a conceptual delimitation. If the recruitment process takes care of the vacancy's announcement, searching for people and gathering of candidates, the selection process is meant to only pick out

the most suitable one. Thus, the former is a positive process, while the latter – a negative one, whose main objective is to choose out of a pool of candidates the individual that can most successfully perform the job.

Even if rather shallowly treated, selection is important mainly because the performance of the organization depends on the subordinates' skills, competencies and knowledge. Then, no one must neglect the cost of the hiring process or the possible legal implications of an inappropriate one.

It is curious that if the value of the selection tends to be perceived, the recruitment's is most of the time overlooked. Everybody admits that, at least theoretically, the recruitment represents the foundation of a successful selection; practically, in quite a few of the companies, this stage of the hiring is rather tight. There are cases in which the entire responsibility for the new people enrolment is considered to be the HR's; at the opposite pole there is the major involvement of the line managers and no admittance of the HR opinion. In the first situation, the focus on the new employees' possibility of integration prevails, while in the second the attention is driven by the daily duties needed to be performed.

Therefore, unfortunately, the line management – staff management collaboration is rather forgotten [57]. As a result, the job analysis stops seriously being considered. Inevitably, job description or job specification exceeds in terms of attention given to. Hence, instead of having a joint effort aimed to find out what the most proper person

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would look like, it all ends by hiring an under-qualified or over-qualified, if not a too assertive or too obedient and cooperative individual.

Consequently, researchers and theoreticians have arrived to the consideration of the necessary match between what the applicant and the working environment could offer. No company buys the applicants; it just rents their abilities and knowledge. Therefore, the innate capacities of people, their career plans, their knowledge and experience must integrate themselves into the career paths provided by the company, the job's characteristics and opportunities.

2. ORGANIZATIONAL CULTURE AS KEY ELEMENT OF THE HIRING PROCESS

The enthusiasm shown by the employees during a working day, their confidence and mutual support, the approval seeking or their risk propensity, as well as the longer or shorter career path developed within the company are in a strong connection with the organizational culture.

More frequently defined by using metaphors like *the compass indicating the direction to be followed* or *the glue putting together the parts*, the organizational culture is sometimes reduced to the dress code, indoor design, reinforced behaviours, used symbols, stories and myths, ceremonies, norms, believes and values, assumptions, as they are perceived as main *ingredients*. It thus gains an almost tangible existence that easily can be moved, removed or changed.

There is also the situation of full-fledged companies more comprehensively understanding the concept, making distinction between the visible elements and the hidden ones, and that are able to manipulate them in managing their employees.

Thus there is no surprise that among the most frequently mentioned models of organizational culture are Schein's (Fig. 1) and Herman's (Fig. 2).

In what the Schein model is concerned, this sustains the existence of three different levels of culture: a) the external one composed by visible behavioral patterns and physical and social environmental elements, all these being called artifacts; b) the intermediate layer reflecting people believes related to the reality and the right way of approaching it, called espoused values and believes; and c) the basic assumptions which constitute the deepest layer composed of invisible elements defining the relationship of the individual with the environment [73].

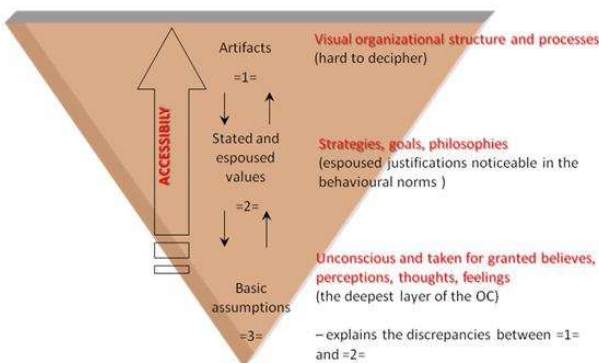


Fig. 1. Organizational culture layers (siource: [73, 68]).

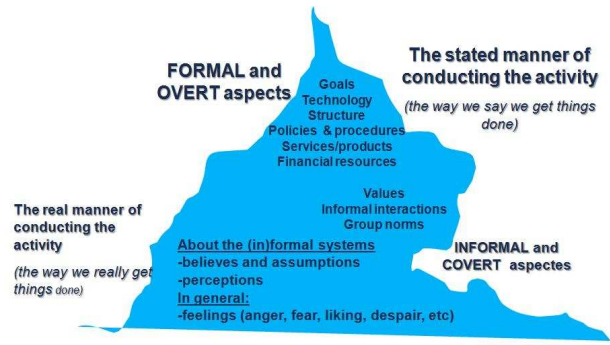


Fig.2. Herman's cultural iceberg (source: [25]).

Concerning the Herman's model, this is the one that by using the analogy of an iceberg, differentiates between the visible and formal elements of the organizational culture (systems, structures, policies, technologies, etc), which are found above the water, and the difficult to be perceived and moreover informal elements (atitudes, believes, values, assumptions and perceptions), which are found underwater [25]

No matter how well understood and or manipulated, ultimately it is not the type of organizational culture that counts the most, but its capacity of integration and harmonization with the internal as well as external organizational environment. Irrespective of the organizational culture feature, in time, the employees reproduce them and thus becoming attuned to. These are some quite good lessons learnt by companies. Therefore, nowadays, one can find a great number of hiring processes focused on the perfect match between the applicant's profile and the organizational culture's one. Given all the qualifications, skills and knowledge that a person possesses, if this lacks, the hiring has greater chances to be jeopardized.

On the contrary, if by any chance the way of thinking and acting of the applicant coincide with those reinforced by the company itself, then the recruitment-selection process is perceived as a successful one. The new comer is welcomed and easily integrated, assigned with proper tasks and asked for relevant results.

And that the story happily goes on the short run. However, on the long run, deadlocks frequently happen. No progress can be further made. Moreover, exactly the qualities that recommended the applicants for becoming employees of the company in case are the ones subsequently causing the impasse.

Our suggestion is to not forget that everything that exists is in a continuous change and evolution. Consequently, instead of asking for similarity, when looking for hiring somebody the company could take more into account the complementarities of the candidate and organizational culture. It is not a hiring process that aims to provide the company the most suitable person at a certain point in time, but that person able to grow together with the company and its culture.

3. ORGANIZATIONAL CULTURE – SUBJECTE TO UNEXPECTED CHANGES

Each time has its own reality. Hence, one of the main problems that a company deals with is the necessity of keeping up with the continuous changes of the internal and external environment. Whether it is about globali-

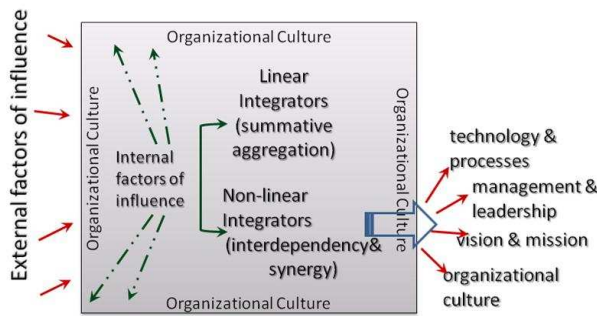


Fig. 3. The integrators influence on the organizational culture (source: personal illustration).

zation, technological revolution, new challenges for leaders, improved communicational skills at the company or individual level, team work effectiveness, or others, they all come together and impose a rethinking and reinvention of goings-on and traditions perception, and the creation of some others new. In one word, they require a continuous adjustment of the culture, in general, and of the organizational culture, in particular.

Therefore, irrespective of its field of activity, size or any other characteristics, any organization is influenced by a multitude of endogenous and exogenous factors. This emphasizes the importance of the SWOT, PESTLE and some other similar analysis, everytime that a strategic decision must be taken [36].

In 2008, Brătianu extended the concept of integrator and conceived seven of them which influence the organization in a non-linear manner: vision and mission, management and leadership, technology and its associated processes, and nevertheless, the organizational culture [14] (Fig. 3).

Here in the case, the latter is liable to bivalent nature, as it is likely to be both prerequisite and dynamic and synergistic effect. It is, thus, overcome the ideological dissension from the two school of thoughts: a. the purposely creation of the organizational culture by the managerial staff, and b. its implicitly creation.

Previously, the advocates of the anthropologists have recognized the influence that managers have over the organizational culture, but not also their capacity of creating and managing it. Their viewpoint stands from the lack of control over the interactive and interpretative processes constituting the foundation of its continuous generation.

At the oposite pole, there have been the scientists sustaining the unconscious creation of the organizational culture as a result of the social interaction at and among all levels of the organization [42].

The process of occurrence, maintenance and modification is a truly important one, especially from the pragmatic point of view, because it considerably influences the implementation success of any kind of quality improvement programs.

Alongside these approaches, there has become a certainty that the leader – followers interaction generates organizational culture [52]. The tricky thing is that the said interaction is a continuous one; therefore its result is always an on progress process.

This is why a successful HR specialist must not neglect to foresee the evolution of his own organization and of the world itself.

Considering the fact that both the labor market and the organizational needs are very dynamic, the companies have to formulate recruitment politics as flexible as possible, capable of following and anticipating the changes produced within the juridical, financial, technological, marketing or international relations domains.

For this recommendation has a point and be realistic, it has to be proven first that irrespective of how similar are all the people hired within an organization, in time, its culture registers changes so that it wouldn't be the same after a longer period. On the other side, given a certain range of personal features deviation from the required profile, one must be aware of the common ground achievement in a time span, exactly because of the ceaseless interaction nurturing itself and leading, in the end, to harmonization.

4. RESEARCH METHODOLOGY

According to Ackoff, Forrester, Hanneman, Sterman and Senge [1; 22; 37; 79; 75], within a complex system the cause and the effect are frequently distant one from another in time and space. This is even more true in case of multiple causes and effects.

According to Forrester, "complex systems are counterintuitive. That is, they give indications that suggest corrective action which will often be ineffective or even adverse in its results. Very often one finds that the policies that have been adopted for correcting a difficulty are actually intensifying it rather than producing a solution.

Choosing an ineffective or detrimental policy for coping with a complex system is not a matter of random chance. The intuitive processes will select the wrong solution much more often than not. A complex system behaves in many ways quite the opposite of the simple systems from which we have gained our experience" [22]

As counteraction, a systemic thinking is recommended embodied in a system diagram that is subsequently simulated. Understanding is thus facilitated, and the management of complex systems eased [1; 23; 37; 75; 79; 80; 89].

Embracing this thesis, we had to go through several steps, as follows:

Step 1 – a theoretical research was performed and all the gathered information from inter- and cross-disciplinary fields (such as economics, psychology, history, physics, engineering), was summarized and systematized in a cumulative table;

Step 2 – out of the above mentioned table, the main factors of influence were selected together with their associated dependencies (the selection criterion is the frequency of occurrence);

Step 3 – then, by harmonizing and overlapping them, we obtained a series of interdependencies precursor of the Fig. 6.

Therefore, qualitative methods of analysis were mostly used.

The bibliographical sources considered for the scientific and epistemological research are: a) primary

ones (periodical such as reviews, year-books, editorials, and non-periodical as well – textbooks, applied studies, research reports, doctoral thesis, etc), and b) secondary ones, obtained as a result of the primary sources systemizing processing (encyclopedias, dictionaries, etc).

Considering that a model could facilitate the understanding of the interconnectivity that characterizes the constitutive parts of a complex system, we decided to map its basic dynamic relationships by using "the system diagrams" ("causal loop diagrams"). That was popularized especially by Daniel Kim and Peter Senge [51, 75].

Besides the identification of main variables composing the model, this method is particularly focus on the specification of causalities type operating between the respective variables. It is generally accepted that the "O" type of causality represents a negative one. This exhibits an indirect influence inducing a fluctuation of initiator and recipient nodes in opposite directions: thus, an increase/decrease of the former's value will unavoidably lead to a decrease/increase of the latter's value. The reciprocal is not necessarily valid.

On the contrary, related to the "S" type of causality, this represents a positive one exhibiting a direct influence. Therefore, it triggers a variation in the same direction of both ending variables, the originator and recipient one, as well. Nevertheless, the reciprocal is not imperatively true.

Note that a double shash crossing the causality arrows indicates a delay in time. This means that either the feedback or the reaction do not immediately occur, fact that sometimes leads to the incorrect interpretation of the what have had happened or even to a not suitable response.

When it comes about the dynamic systems frame, a *system* is recognized as being the continuous interaction of some composing parts over a time span, resulting in a coherent whole. The structure of the system is given by the interdependent relationships exhibited along its existence. Therefore, a dynamic system is the one within which the change over time is stimulated by the change of its parts themselves.

An interesting feature of the systems, mostly studied by the system dynamics specialists, is that the system structure significantly causes its own behavior. It is not only a matter of highlighting the strong connection between variables, but more about enabling the analysis of the link set among the physical structure of the system and its behavior. As an example, in the case of an organization, by simply defining the structure, the pursuing of the system dynamics analysis becomes easier, and so it is its probable behavior identification.

Even more, system dynamics is also useful in understanding the influence that structural changes from within the system could alter its exhibited behavior, as a whole. This is possible if the ordinary state of the system is intentionally altered as a result of the purposefully variation of each set of conditions and constraints a time. The analyst will thus be able to reveal the answer of the system.

Besides this advantages, there is another one: by using systems dynamics, one can increase his ability of observing, understanding and considering details not obvious at the very first glance and therefore frequently

ignored in the case of mental models. Additionally, system dynamics could act as a means of communication in the majority of academic disciplines. The explanation is quite simple: mostly because of the necessity to firstly set the system structure, it helps and encourages people to critically analyze the problem.

Then, thanks to the IT field development, by transposing a system dynamics model into the tenet of a simulation software, the feedback is easily obtained. The mental model and its possible assumptions become more tangible, possible to be saved and compared.

If the software is user-friendly, almost anybody can explore the nature and the dynamic behavior of complex systems. All they need is a range of initial conditions and assumptions to start with. The impact of this new ability "gained" by people is a major one, especially when it comes about the social system dynamics.

In order to resume, if the system dynamics model is a representation of the system structure, computer simulation is an imitation of the system behaviour. Once the model is designed and provided with all the necessary information related to the initial conditions, the computer will be ready to start simulating the behaviour over time of all the parts, and consequently of the whole system, as well.

For the time being, the present article is focused on the organizational culture dynamics modelling. The G.VALI model designed and presented here aims to highlight the impossibility of maintaining over time the same organizational culture without alterations, either intended and/or perceived or not. In consequence, we sustain the need for future oriented recruitment processes that takes into consideration this sensitive evolution, and the cease of hiring only individuals fitting into the current puzzle of the company. If one wants to govern and manage the change, he has both to anticipate it and work with it, not to disregard it

5. THE ORGANIZATIONAL CULTURE NEW MODEL DESIGN

As a result of the theoretical research, an intercorrelation of the organizational culture and leadership becomes obvious:

- Leadership is revealed as a continuous specification of its own occurrence function of the influence that organization's parts and their representation have on it;
- Organizational culture suffers an ongoing process of its constituents adjustment, which is a consequence of the spread impact that has been manifesting since the organization activity was initiated. According to Hazy et al. [39], given the complex nature of the organization as a system with which leadership is manifested, any kind of its emergence change (type of human interaction, rules, regulations, etc), has possible consequences on the entire system system dynamics, therefore on the organizational culture itself, as well.0020

The grafical representation thereby obtained is the social system one's (Fig. 5). Its main landmarks are leadership and organizational culture (the latter one called "values, believes, behaviors").

Related to the identified influencing relationships, these converge toward and from the two poles so that they highlight:

- the impact that the leader has within the organization [3; 6; 7; 11–12; 19; 24; 28; 31; 38; 41; 47–48; 54; 58; 62; 65; 70; 72; 87–88; 94],
- the direct and/or indirect ascertainment of the leader behavior by the organizational culture [11; 16; 30; 34; 43–45; 67; 83; 85; 90–92; 95].

Some other confluences are observed: the influence that different forms of education have on the individual perception of the reality [6; 46; 50; 59–61; 86], and on the leadership as well [10; 66; 69; 77; 82],

- the influence that genetic factor has on the manifested leadership type[4–5],
- the influence that mental representation has on the individual capacity of designing/stating a vision/mission [17–18; 55; 63–64; 71; 76; 81],

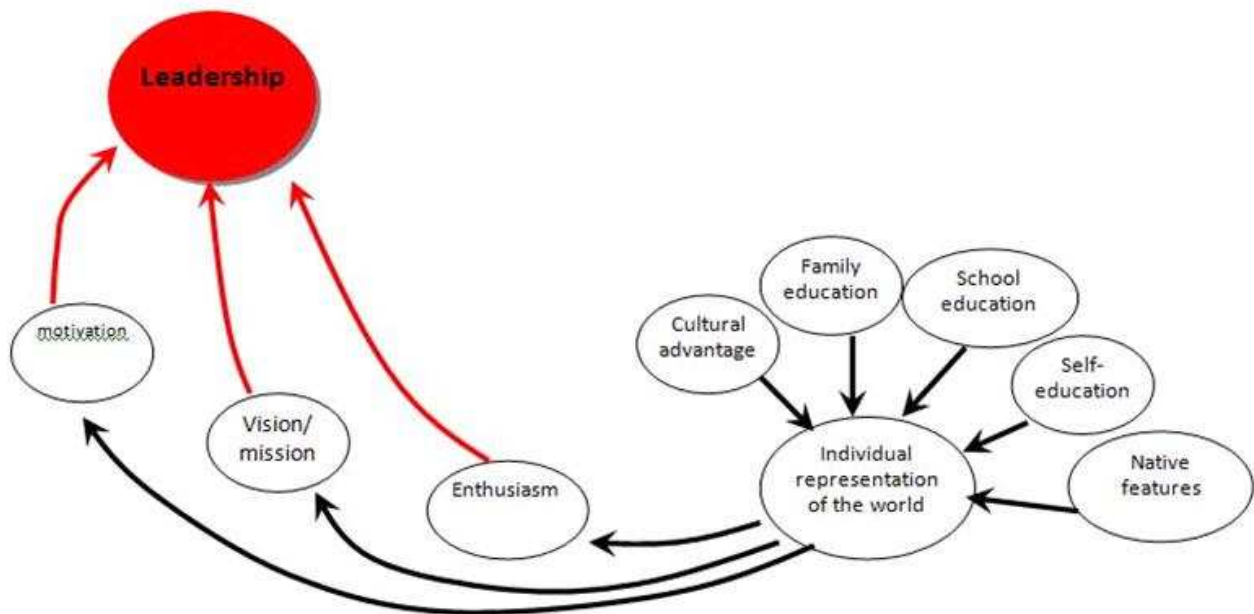


Fig.4. Leadership – organizational culture interconnections, intrinsic to the organization, as result of theoretical research (source: personal illustration).

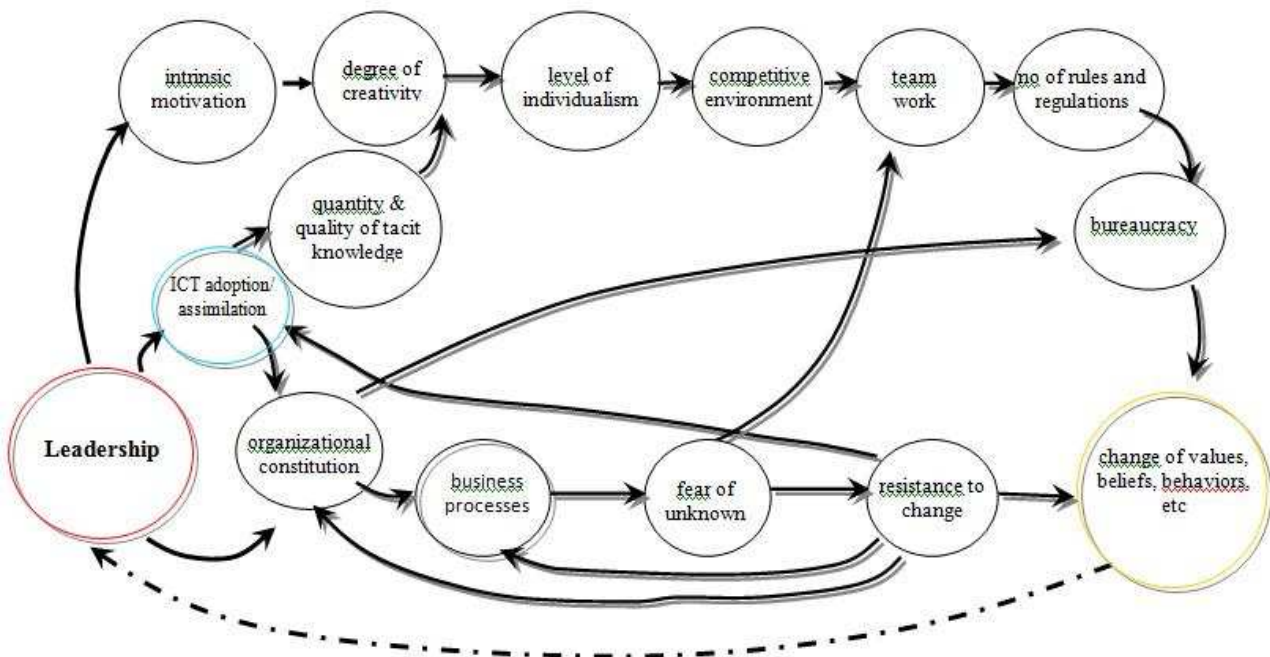


Fig.5. Genesis of the leadership skills (perspective extrinsic to the organization), as result of theoretical research (source: personal illustration).

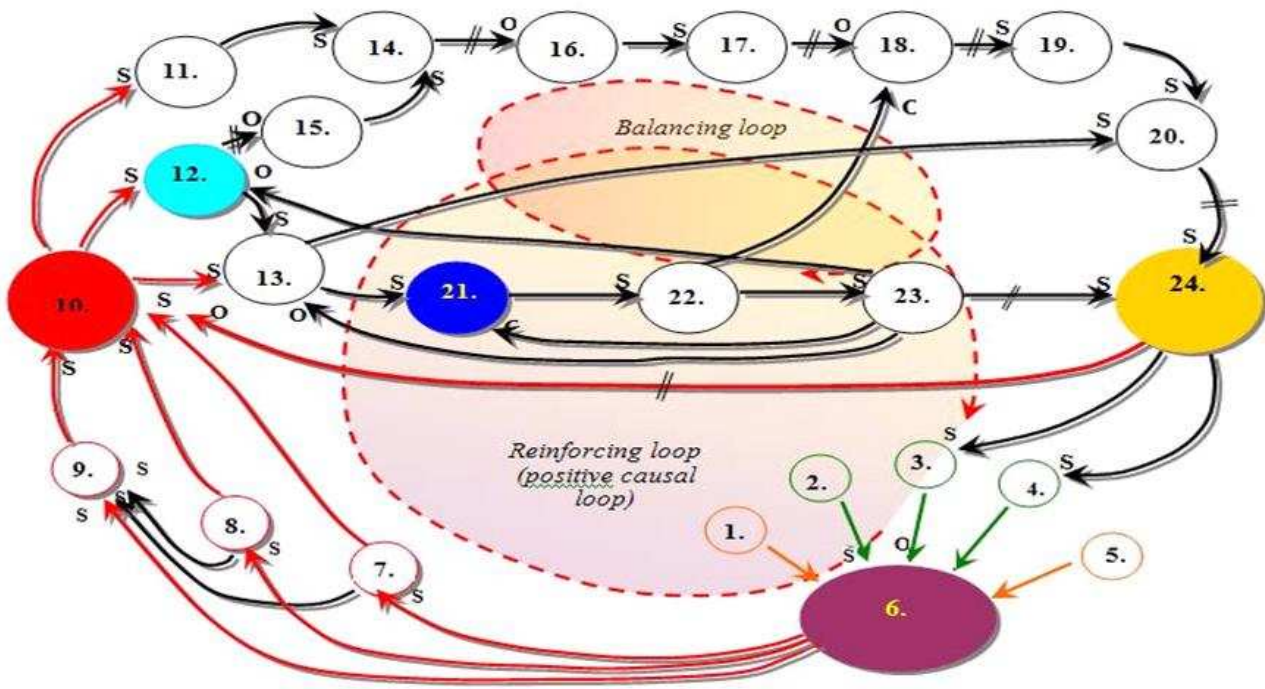


Fig. 6. G.VALI model, diagram of organizational behaviour system and of its environment (source: personal illustration, where: 1 – cultural advantage; 2 – family education; 3 – school education; 4 – self-education; 5 – innate features (native patterns of feeling); 6 – Individual World Map (IWM, individual representation of reality); 7 – enthusiasm; 8 – ability to develop a vision/mission; 9 – motivation; 10 – leadership skills; 11 – intrinsic motivation; 12 – ICT adoption/assimilation; 13 – organizational constitution; 14 – degree of creativity; 15 – quantity and quality of tacit knowledge; 16 – level of individualism; 17 – competitive environment; 18 – team work; 19 – number of rules and regulations; 20 – bureaucracy; 21 – business processes; 22 – fear of the unknown; 23 – resistance to change; 24 – change of values, beliefs, behaviours).

- influences of different forms of education on: a) capacity of designing a vision/mission [15; 35; 75; 78]; b) emotional intelligence [13; 91; 93], as well as the influence that culture [21;30] and genetic factor (genetic factor implies enthusiasm [2; 9; 29; 32–33; 40; 49; 74; 84] have on some some attributes of the leadership. Few of the latters are the capacity of designing/stating a vision/mission [53, 78], of showing a certain level of enthusiasm, of motivating the others, of exerting a certain level of the emotional intelligence [31–33].

Taking into consideration the above mentioned poles and contracting and putting together the rest of information resulted from the theoretical research, we elaborated and therefore proposed the figures below (Figs. 4 and 5).

If in Fig. 5 we integrate the variable "change of values, believes and behaviors" from within Fig. 4, as well as its influence over the various forms of education (given the necessity of a continuous learning process meant to ease the assimilation of environment changes [27], we obtain two abstract systems, as following:

- on the one hand, the complex system, I, (characterized by non-linear inter-correlations and great diversity and interdependency of its parts), which is intrinsic to the organization and adaptable as well (it learns from its own experience and changes itself). This maps the inter-influences of individuals, groups and organizational structure over their own manifestation within the organization (the organizational behavior);

- on the other hand, the extrinsic system, E, representing the accomplishment of the individual as a specialist empowered with the formal authority and therefore enabled to transactionally/transformationally influence the organizational culture.

In the light of the theoretical researches outcomes, system I incorporates its own reaction by means of a closed causal structure, and thus causing the passing of its previous behavior on its next actions. According Forrester [22], we call system I a feedback system.

Given the followings:

- systems I and E overlap along the superior branch of E system,
- a system can be more or less extensive, including more or less surrounding univrs (function of the observer’s objective),
- the temporal scale can be enlarged or reduced, we reglement E as *environment* of the I system (Fig. 6).

The interconnections network is caused by the specific behavior of the organization members. Consequently, leadership is an extremely important factor, it functioning having notable influences over the whole system ones. Thereby, the model is called *Gradual Value-Added Leadership Integrator*, G.VALI.

At this point, we aim demonstrating that:

a. system I is a dynamic one, as it constantly passes through a number of events and changes its state according to them, Ackoff [1],

b. system I is a flexible one, as well (it is not only able to absorb the disturbances and maintain its

functionality, but also to renew, reorganize and develop itself, transforming the said disturbances into opportunities to innovate [20]. Taking into consideration that:

- marking a system as static, dynamic or homeo-dynamic is circumstantial (the same system could be found in all the three classes function of the observer's perspective);
- the analysis of I system is run within a frame that has been proven at least one out the seven internal integrators as non-linear (result of the theoretical research);
- the minimum period of time necessary for the modification of at least one integrator is 1 year (see, for example, the ICT case), one can eliminate from the beginning the alternative of static system, and concentrate on the dynamic and homeo-dynamic cases. We define static system the one within which no event interferes, no constitutive element changes at least one of its features, and there is no alteration of its status [1].

According to the scientific literature [1; 26], organization itself is a system seeking the ideal state. This represents a version of the system able to select its purpose, as well as the way of achieving it. As a consequence, the system should exhibit an adaptive behavior, as it possesses the capacity of react and/or reply to the environment changes and/or of its own state. Under some conditions, it is also able to learn the adjustment itself.

Ultimately, any interaction could be considered a learning experience. Therefore, the relationships from within the organization are vital for the acquisition of knowledge, as well as the psychological development of all the involved parties.

In the studied case, the parts of the considered system I, as well as the ones of the environment E, were empirically proven as dynamic (result of the scientific literature review). Thus, for (in)validating the dynamic character of the system as a whole, it becomes necessary the analysis of possible consequences of the changes occurred into the structure and/or the functionality of the external elements over its evolution.

As Fig. 6 shows, control and decision making structures takes into consideration not only the elements directly and/or indirectly influencing themselves, but also the current state of the system itself. This is an essential feature of the self-referencing systems. The identification and differentiation between the reinforcing and balancing causal loops help revealing the behavioral patterns of the system [51, 75], which is utterly useful when a change is needed.

Generally speaking, there are two categories of causal loops: a. balancing causal loops that tend to decelerate the change by pulling the systems towards its initial state (because of the negative feedback, they generate self-limiting behavior); b. reinforcing causal loops that enhance the trend, no matter if it is a positive or a negative one, and trigger a flourishing or falling-off period (because of the positive feedback, they continuously increase the distance between the initial and current state of the system, and causing a self-regenerator behavior).

In case of social systems, connectivity, interdependency and multi-dimensionality indicate the capacity of the effect that a decision or action have (be them cultural, technical, economic, etc), of reverberating and influencing the other more or less complex parts of the system. One specific feature is given by the inequality and lack of uniformity of the impact, the latter one varying function of the state of each part apart. At its turn, the respective state depends on its own history and constitution (structure and organization).

Next to the above mentioned features, Mitleton-Kelly [56] adds also the accommodation, readjustment and implicitly evolution that lead to a new coherence adoption.

To resume the already presented, G.VALI model shows:

- a. a great degree of connectivity and interdependency (as each part is both prerequisite and outcome for at least another constituent);
- b. multidimensionality (as it combines economics with psychology and management);
- c. a notable evolutionary tendency (the gradual remoteness related to the initial state);
- d. the adaptive behavior (in the attempt of maintaining the system in certain limits, the decision-maker asks for continuous training and learning).

This structure of the system recommends it as:

- a. an *open* system whose elements are in a continuous interaction with the environment;
- b. a *self-referencing* and *self-generating* system (its evolution being influenced both by its current and previous state. The education level seriously influences the decisions accuracy as well as the decision-maker's behavior. These, at their turn, ultimately cause the organizational culture dynamics. As a consequence, the change of cultural landmarks triggers a whole reconsideration of the decision-maker's abilities and knowledge, in the attempt to adapt them at the new circumstances.

Concluding, by taking into account all the already presented features of the I system, it may be stated not only as a *dynamic* but also as a *flexible* one, capable to assimilate the shocks while maintaining its functionality.

6. CONCLUSIONS

Nowadays, organizations tend to hire suitable people, easy to integrate into their current organizational cultures. At the foundation of this procedure lays the well-known consideration *right person at the right place*. Even if rarely perceived, the drawback still exists: the organizational culture is thus considered as being static. Few make distinction between the inertia that appears as unchangeable staff and changeless reality over a time span.

G.VALI model reveals exactly the short period that this kind of human resource strategy is effective. Despite the fact that on the short-run it exhibits plenty of advantages, this approach neglects the ever increasing rigidity of a powerful organizational culture that is thus encouraged to absorb and homogenize any novelty.

On the other hand, the "Chinese drop" effect manifested by each individual's particularities could cause

either a considerable discrepancy between the operational organizational culture and the stated one, either a dysfunctional operational organizational culture. This is simply because no matter how many similarities exist between the employees, they are still people with different needs and objectives, varied experiences and personal features, whose interaction on the long run enables the change of the organizational culture.

We therefore introduce a new theory of the organizational culture:

"the organizational culture functions as an open, teleological system, seeking for the ideal state, similar to a living organism.

Its stagnation is not only impossible, but also not favourable to the organization.

By trying to maintain it at a pre-set equilibrium point, the organization could lose some valuable potential employees, as well as the control over its own culture's evolution."

Furthermore, we recommend the change of the organizational culture in a controlled manner, and when necessary, the shift of its leader(s) which do(es) not suit anymore the new environment. This way, the organization creates the change, and does not adapt to the change.

The one who decides to look at the longer road instead of the shorter one, just because it might be richer in experiences, the one who can look at each hard task as an opportunity to learn, the employer who can look at his employees as an investment which needs care and support and not as costs that must be reduced, this "up-side-down thinking" might mean everything.

In other words, managers should pay more attention to the irrational people that always try to adapt the world to themselves, and not to the rational ones that adapt themselves to the world by default.

As Bernard Shaw once said, *progress depends not on rational people but on the contrary, on "irrational people"*; therefore organization must learn to make use as much as possible of those "irrational people".

A successful HR specialist does not neglect to foresee the evolution of his own organization and of the world itself.

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