Attitudes and Skills in Business Working Settings: A HR Management Tool

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Abstract

This study move from the necessity to cover the need by professionals and public or private organization to reduce the high costs involved in some inefficient performances level.

Today more than past working settings are very complex (also due by todays company competitiveness needs, cultural differences of workers, different educational and university course, personal goal setting, personal attitudes and other relevant aspect).

High costs are involved in not efficiently in human resource management or by not rapid introduction of the new UR the new staffs. The total cost of human resource can be reduced of about 30% using a correct management strategic planning in order to obtain a more rapid and efficient introduction in the working places. Rationalize it is a golden endpoint as well as a real competitive advantages for the same company and organizations and instrument to well-being for the same professionals. The cost due by inadequate behavior or psychological profile and HR Management is crucial instrument of company competition.

Observing the new kind of works in example in ICT technology, social networks and other market we can see that the creativity and workers wellness are successful tools to differentiating Technologies Products by different producers giving improvement of sales volume. (Old and new economy differs also by the different concept of works: in new economy we can have less strictly working condition but more results oriented. Less hierarchic control *vs.* old economy industry).

The aim of this work is to observe the actual situation of education in field of emotional intelligence field and then to give some instruments that can be used by professionals in the different working settings in order to have a good and rapid introduction and to obtain improvement also in global performances. (Instruments for well-being for the same professionals: Stressing working conditions easy gives also stress in private life.) Today more than past working activities are under great competition and rapid change (according to the company competitive needs), less defined and with more fluid roles , the working time in office/or out of office can change a lot, more new technologies available then past, more functional organizations towards hierarchy roles. All this new condition creates a hard environment (more than past results oriented).

So the organization researches the best professionalism available (with right HR management skills, Hig E.I. LEVEL, high behavior and psychological resilience ability and other skills useful for today jungle). So there is a great need to reduce the gap represented by behavior and psychological skills level required by company and the level of the professionals obtained in their educational life (schools, university, post university course). To be in condition to obtain high performances since first working experiences. Everyone can see that many professionals start their professional activity without a minimal level of emotional or social intelligence skills. Training systems and coaching can help but are needed deep knowledge in human resource management, and practical application.

In the working places today there is the need to have great skills in communications, conflict management, and proactivity, resilience, learning by errors, perseverance, critical thinking and much other discipline. Psychological attitudes and skills can influence the working performance level. In example is known that often negative thinking attitude (tunnel thinking) can create in mind preferential ways easy to be run and this can create problems in the management of their thinking process with low performances level. (Some mindfulness strategy can help to improve psychological attitudes and reducing negative stress).

The same thinking in the present time (observing too much the past gives trouble thinking while thinking too much the future can gives anxiety) help the mind can reinforce itself. Creativity can reduce anxious attitudes.

About 70% of works ability and success depends on emotional intelligence versus 30 % technical abilities (Remember Pareto paradigm 20/80 similar). The emotional intelligence theory shows that the emotional brain can be more rapid in responding to some stress stimulus then the rational thinking.

For example studies showed that Amygdala physio-pathology is involved in E. I. management and can give in this situation rapid response without waiting for the cortical brain control. (neo-cortex/reptilian brain) [1]. When in the same time many strong emotions stimulation arrives too fast to amygdala the neo cortex is not involved [1]. An easy reactive amygdala can results in working difficulties in relationship in equip.

Low level of social intelligence gives isolation and depression and low working performances. Conflict are natural in all context and so in working setting. The self-motivation is strongly involved in professional development. Successful status is related with high emotional, social and political attitudes. But even if the technical competences are subjects of usual educational and university policy we see a real gap for the emotional social and relational development in student curriculum. So in this work, we try to give some elements for improving behavior skills to be active and efficient part of a professional team or to prevent and resolve conflict. In our opinion some theory are to be post under right light: and for example: De Bono Seven hats and Lateral thinking (problem solving approach), E. Goldratt TOC Theory of constraints, about psychological limits (a management theory), translational analysis, emotional and social intelligence, Pareto paradigm, GANTT diagram, Eisenhower matrix, Deming cycle (total quality management), MASLOV hierarchy of need, but they only the first of many other.

Keywords: Management; Deming cycle; Paradigm; Leadership

Materials and Methods

In this work first we analyze the core curriculum of the principal university course (excluding psycological or psychiatric faculty) in order to evaluate the need to introduce some psychological instrument to obtain a rapid and efficient introduction in professional world.

We report some article involved in order to better explain the objective problem and then we suggest some (in our opinion) instruments and discipline useful in improving behavior and results in working field.

Tools and techniques that can improve in relevant way the Company results, professionals practice and the personal well-being.

Analysis of the Actual Educational and University Course

Observing the core curriculum of much university or educational course all over the world we not have find a high level in emotional intelligence education (excluded psychological and psychiatric course).

From literature [1-9] we have also found in example that:

Zakariasen and Victoroff wrote that: "Abstract: Boyatzis and Goleman state that Emotional Intelligence (EI) "is an important predictor of success." In their book Primal Leadership, they refer to "the leadership competencies of emotional intelligence: how leaders handle themselves and their relationships." The leadership exercises reported here examined the practices of effective and ineffective leaders as identified by individuals who have worked under such leaders (i.e., followers/subordinates). We sought to ascertain to what extent these practices are related to EI. The 2-year data from these leadership exercises show the strong relationships between perceived leadership effectiveness and emotionally intelligent leadership practices as observed by leaders' followers. For example, whether considering the practices that made effective leaders effective or the practices that ineffective leaders needed to adopt or significantly improve upon (in the eyes of subordinates), these practices were almost exclusively related to EI. These findings are supported in the EI literature, as is the strength of subordinates' assessments in predicting leadership effectiveness" [2].

And according Dixon: "Charles Dickens famously satirized the rationalism and mechanism of utilitarian educational ideas through the figure of Mr. Gradgrind in Hard Times. Even in the nineteenth century there were very few people, in reality, who would have agreed that the education of children should be a matter of purely intellectual, rather than emotional, instruction. The surge of interest in emotional intelligence and emotional literacy since the 1990s has given this topic new currency but, on all sides of the debate, it is mistakenly assumed that the idea of educating the emotions is something new. The present article retrieves one part of the forgotten history of emotional education by examining nineteenth-century British discussions about the proper places of passion, feeling and emotion in the classroom, in the context of debates about utilitarianism, religion and the role of the state. The views of educationalists and philosophers, including Samuel Wilderspin and John Stuart Mill, are considered and compared with more recent policy debates about 'Social and Emotional Aspects of Learning'. The article concludes by asking: Who are the Gradgrinds today?" [3]

Cogin et al. said that: "We assess how human resource management (HRM) is implemented in Australian hospitals. Drawing on role theory, we consider the influence HRM has on job attitudes of healthcare staff and hospital operational efficiency."[4]

And according to Jamieson et al. "There is growing research interest regarding the significance of mindfulness in the workplace. Within this body of knowledge, research investigating the effects of mindfulness interventions on employee health and well-being has strong practical implications for organizations." A sound understanding of the current state of the workplace mindfulness intervention literature will help inform the suitability of these interventions within the workplace domain, and how to improve the conduct and communication of intervention-oriented research. Overall, this review provides a resource to inform scholars to advance this line of inquiry and practitioners who are considering implementing a mindfulness intervention for employees. (PsycINFO Database Record" [5].

Amygdala is involved in emotional physiology [1] "Sound human resources (HR) management practices are essential for retaining effective professionals in hospitals. Given the recruitment and

retention reality of health workers in the twenty-first century, the role of HR managers in hospitals and those who combine the role of HR managers with other responsibilities should not be underestimated. The objective of this study is to assess the perception of HR managers about the challenges they face and the current strategies being adopted. The study also aims at assessing enabling factors including role, education, experience and HR training" [6].

"In recent years, the existence of a significant problem in workplaces has been documented in Sweden and other countries. It involves employees "ganging up" on a target employee and subjecting him or her to psychological harassment. This "mobbing" behavior results in severe psychological and occupational consequences for the victim. This phenomenon is described, its stages and consequences analyzed. An ongoing program of research and intervention that is currently being supported by the Swedish government is then considered" [7].

"Our paper reviews the definitions of resilience and the range of factors understood as contributing to it, and considers some of the implications for clinical care and public health.

The 2 key concepts for clinical and public health work are: the dynamic nature of resilience throughout the lifespan; and the interaction of resilience in different ways with major domains of life function, including intimate relationships and attachments" [8].

So according to the scientific literature available today we can suggest some Instruments and discipline useful to improve the professional performance.

HR Management Philosophy

SWOT analysis (behavior and psychological attitudes and skills)

Emotional and social intelligence (Goleman): Planning activities: improve emotional intelligence Emotion management (recognize ability, modify intensity and time long) techniques to anger control, aggressiveness management.

Communication, PNL (Bandler, Grinder): Assertiveness, positive vision, proactivity, take risk ability, Not discouraged ability languages restructuration (no drastic words or injurious).

Transactional analysis (Harris): Goal setting, team working ability (The planning activities gives more results than without), MBO our personal goals.

Analytical skills

Prioritize activity, strategy and tactics, change strategy if not results. Problem solving, chunking problems, focus on solution, Lateral thinking, creativity, brainstorming, open mind. No make complex simply problems.

Pareto paradigm (20/80)

Political competencies: powers group's dynamics, strategic alliance, not isolation strategy. Pay attention to company politics. Register the company relevant working information for your job (go prepared to the meeting and briefing). Cooperation, leadership skills, to search help ability. Self-esteem, perseverance, resilience, self-motivation, self-control, critical thinking (to discuss our thoughts). Love our self. Interior serenity, acceptance of errors ability, balance thinking, Self-acceptance. Decision making ability in all situation (critical situations),

autonomy and independence. Change management, flexibility, to be concave and convex (bamboo theory). Treat great problem in simply way. Learning by errors, lifelong learning attitude, Root causes analysis (you can make errors but what is relevant is your ability to rise on) Delegate, Time management (to do list), priority. Rethinking problems, searching help, zero thinking ability, take time ability to give response. Change the frame of the situation. Mental training, no extreme thinking, lose comfort zone. Orientation attitudes (to be oriented in all situation), what your goal, what your task, what resource you need to do better a works (resource, help, instruments, strategies) to say no ability negotiation, conflict management, Positive thinking, Not catastrophic thinking, No negativity in working settings, Not to think to be at the center of the world, Pay attention to Mental traps, no rapid conclusion, No preconception, Think to your positive things happened in the day, Hard works to have more results help in work difficulties, Stop negative thinking with pleasure activity, Thinking Oriented to solution not only to problems, Positive results drive towards more self-motivation, Use Entertainments as motivational force, No mental traps, No mental limits, Trust in your instinct.

Stress Management and Coping Strategy

Mindfulness: Living and thinking at the present moment (not past or future) (Constantly thinking to troubles make the mind weaker). Stop thinking (for 6 seconds), take a pause form trouble, Stop to the judgment, Emotional indifference, Forgives ability (mindfulness), No intrusive thinking, Changing sense of situation, Context, Make one think on the same time , learn go slowly , no multitasking

Meditation technique is one hobby. Give value to the others, listen the other thinking in the right way. Contemplation (mindfulness) is to reduce stress. No guilt sense (to make freer your mind). Massages, stretching, Sports, music, arts are hobbies. Holidays are to reduce stress. Dream up (to break negative thinking). Laugh, sense of humor, minimize, and leave drift the problems. Make humor in the difficulties. Stop the working connections when you are not at work or in office (if possible). Remember that life is also out of office (family, friends, social). Build positive relationship (friends, family and other). Learn to forgive mobbing management, to search emotional support ability, Attention to the distortion in, communication (up, down and between), Hear but not Listen (think before to the real sense of what other says to you), Pay attention to informal notice about you and to the your images other see. Take distance from your thinking (mindfulness), Verify our sense attribution to the situation, No too much rapid response, Say you're thinking with calm, No anger explosion, Open to new experiences, Neophyte behavior, Learn some new experience (positive), Use well the opportunities, No fear for the new situation, Make Glide the situation, To complain frequently results in negative cycle, Search social support, family, friends, Searching fellow , alliances, Rapidly stop the cause of trouble, before they increase(kill the monster before it increase), Take time to give response (time to correctly think to the solution), Deep knowledge in mobbing preventing activity (normative, law, office, strategies), Request of write order about strange request, Register every strange situation, Send write letter to chief officer and to chief UR Manager office, Pay attention to your body, emotional energy level, rest, Coaching supportive use.

Results

Observing university programs of many discipline (economics, legal, medicine and other) we have not found courses all dedicated to

improving psychological and behavior skill to be used in the different working settings (as autonomous course). The same emotional intelligence is not core curriculum of the student in their classic study cycle. We have seen that arguments are not deep. Introduced professionals in core curriculum situation are really needed today. The same observing the bibliography reported we can see that E.I. Education problem is under great discussion since nineteenth century. E.I. theory and principle, resilience strategy, preventing mobbing instruments, mindfulness approach, amigdala physiology knowledge and HR management are heavily involved in performance levels in professionals.

Discussion

Even if these skills can be acquired in stages or other practical experience or dedicated course (chosen in independent way) we ask to deep introduce this theory studies, knowledge and practical applications in the educational systems and in the university course. (Before starting work life) So we ask to the public institution involved in education to dedicated useful student time in improving behavior skills to provide professional activities at the right level. Using the principle of human resource management theory, we can have a more complete, Efficient and rapid introducing of professionals in the various working team with high costs reduction. Emotional intelligence knowledge and practice application can be useful in every human activity and also in working field.

Conclusion

Even if experiences in different kind of office and roles provide a good experience we think that some cultural instruments can be useful for this membership provided by autonomous university course before to start the first working experiences.

This process takes long time in normal way (years of practical experience during the entire working life) but we think that if used some psychological instrument added to educational systems we can have more rapid and efficient working team integration.

Using the instruments and skills we have reported in this paper in our opinion we can have:

- Global and rapid improvement of professional performances.
- High Reduction in stress (working place)
- Improvement of general well being
- Reducing costs due by human resource management.

Initially SWOT analysis methods can help to verify the professional level. Specific skills and expertise. In our opinion in order to obtain improvement in this field must to be improved: HR Management Knowledge, theories, and practice applications of psychological theory, Resilience strategy, management principles. ICT, professional social media (Professional social media can help [9] in create efficient working groups in more rapid way.)

So we ask to international organization and university to include the kind of course in university curriculum of students that will be applied in the different business situation.

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