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People, Organizations and Commitments

Modern organizations must be organized from people to people. They should strive to design management practices that promote, in a combined and harmonious way, organizational consistency and individual development, facilitating the commitment process. People, as collaborators of these same organizations, should be encouraged to a healthy cultural integration, channeling their performance to a "common good", translated into economic results and social merit.

"People are the most precious asset of organizations." Most of us will certainly tend to agree with this premise it would seem trivial. The assets of any corporation constitute all of its assets, trademarks, rights, among others. They make up their assets plus their capital. Assets must be able to generate value, which should translate itself into organizational excellence. However, assets of whatever nature alone can generate little since they need to be transformed and correctly used in order to translate into products or services. People are, in essence, the only and most critical of the variables for generating value from the assets of the organization. People turn good assets into excellence, or not.

But these same people are, above all, their circumstances: interests, values, emotions, feelings and attitudes. People, therefore, have characteristics that are not compatible with their use as mere resources or assets - people are not professionals because they "wear" a job or a job, they are always people.

In terms of people management, as a strategic asset of organizations, there are two key variables to consider which are considered critical of all others, because of their relevance and importance, namely: "organizational alignment" and "genuine commitment".

By "organizational alignment" we understand the practices of corporate management. Correctly aligned organizations develop management practices that allow the coherent integration of their internal processes, optimizing resources and their effective use. Alignment therefore refers to the structure and, in theory, we can have an organization perfectly aligned to the level of its business strategy, organizational capacities, technical resources and management systems, but with weak indices of commitment on the part of its collaborators.

Commitment, on the other hand, always refers to people and necessarily entails sharing by individuals. Thus, in order to foster this sharing, socially responsible organizations must respect their employees, treating them as individuals they are, providing them with the means to feel integrated and valued but equally precious, accompanied and rightly rewarded by their their professional achievements. It is assumed as critical, in this particular, the strong mobilization of the employees for the full integration in the organizational culture.

In the above context, the imperative need to develop people management mechanisms that favor the integration of individual interests with those of the organization, in a logic of optimization of the binomial "commitment / alignment", providing the active participation of people in their own improvement process and in the organization as a consequence.