

STRATEGIC HUMAN RESOURCE MANAGEMENT AND THE RESEARCH-TEACHING-PRACTICE NEXUS: STRATEGIC PERSONNEL PLANNING & PROFESSIONAL DIVERSITY

Summary

This study presents findings from a research & development study targeted to investigate and improve organizational-, leadership- and employees' capacities to design, select and develop the professional capital that is necessary to the realization of innovative strategic ambitions. The R&D study is framed as a step-by-step collective organisational learning strategy with continuous alternation of research, design, pilot, implementation and evaluation activities and is conducted in a university of applied sciences. Work in progress till the end of 2020.

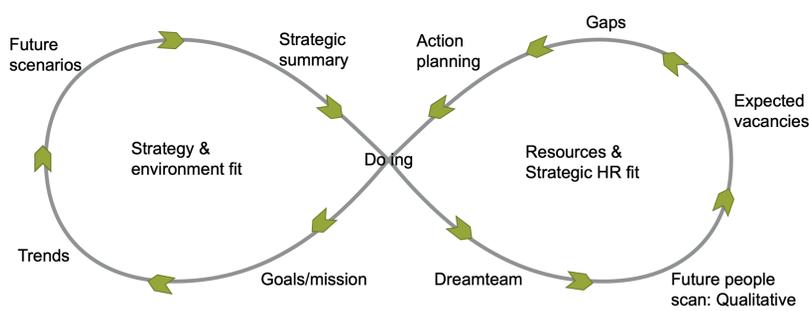
Framework

For the development of instruments and processes we draw on the evidence base of strategic HRM (Sanders et al., 2014; Pauwe & Boon, 2018) and HRD & facilitation of organisational learning (Bertha et al., 2015). As for the concept and processes of value creation in multidisciplinary collaborative teams and professional development we refer to the work of Wenger (Wenger, Mc Dermott & Snyder, 2002; Wenger, Trayner & De Laat, 2011; Abigail, 2016).

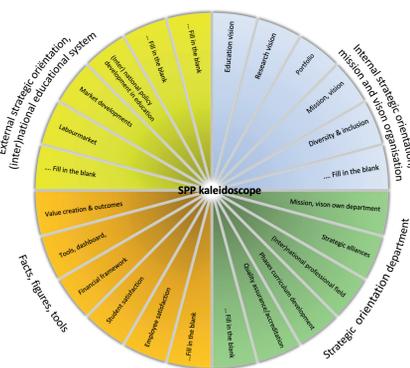
Method

To investigate the dynamics of organizational learning, a comparative case study includes 9 of the 30 cases (degree program). For each case a value creation story (VCS) is written, building on data obtained from e-mails, share point working logs, notes of meetings, formal evaluations, and in-depth interviews with programme directors and facilitators. To discern the key dimensions of the organizational learning configuration that enables value creation in each case a dialogical qualitative approach is adopted. Work in progress.

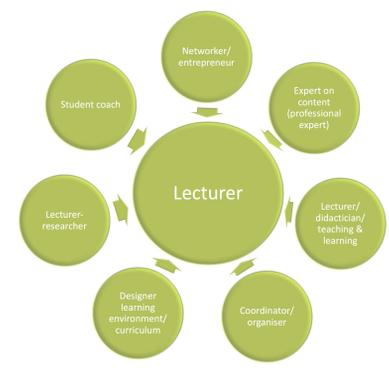
Process



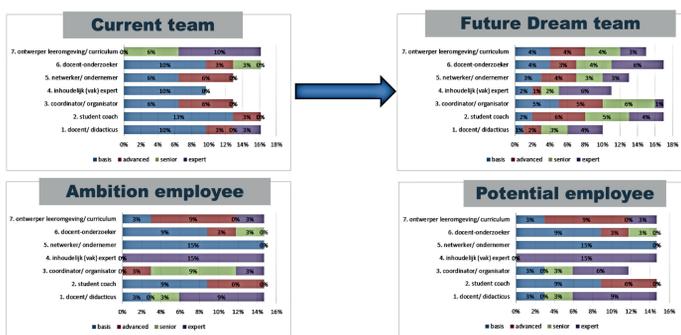
Kaleidoscope



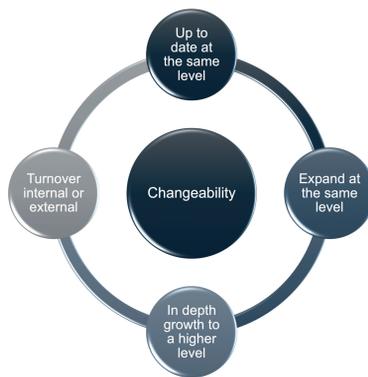
Dreamteam



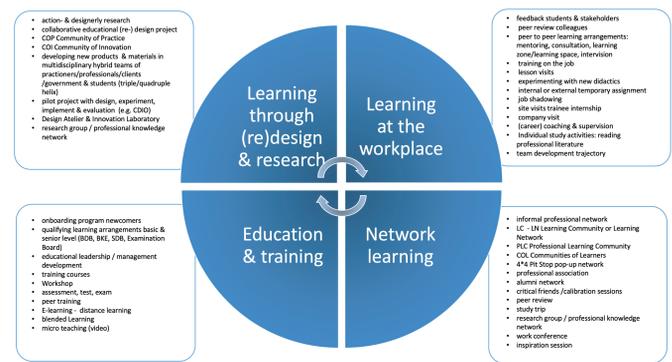
GAP



Changeability



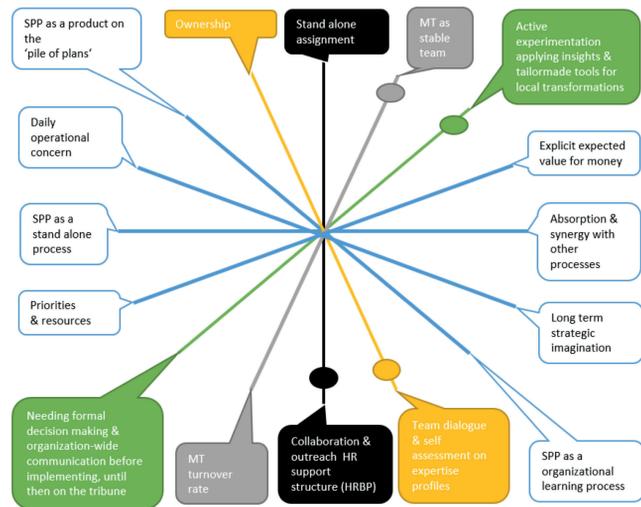
Interventions professional development & innovation



Preliminary findings

- SPP as a process appears as an iterative explorative non-linear trajectory;
- Expertise profiles help to understand and translate HE strategic challenges on research-education-practice nexus to the local organizational context, to accelerate innovation, power professional development and to offer individual career perspectives;
- Professional diversity increases: the 'dream teams' of professionals in degree programs over 5 years show a more diverse pallet of professional expertise within individuals and across teams;
- Professional development and innovation: new combinations of innovation/work arrangements for academic staff emerge for life-long learning and the transformation from school to knowledge institution;
- SPP instruments & tools: tailor-made tools serve in team development sessions, career counselling, planning meetings and performance appraisal sessions;
- Organizational learning in this context is a hybrid phenomenon: VCS's show that deliverables (immediate, applied and realized values) and key process dynamics for value creation differ across programs.

Example Dynamics in case 4



let's change YOU. US. THE WORLD.

THE HAGUE UNIVERSITY OF APPLIED SCIENCES