

## **1. MONTHLY TOPIC**

### **SENSEMAKING IN DANGEROUS SITUATIONS: THE COSTA CONCORDIA CASE.**

On the 13<sup>th</sup> of January 2012 a cruise ship from Italian company Costa Crociere suffer an accident while transporting 3216 passengers and 1013 crew members. This accident overwhelmed the population and marks a “before and after” in leisure nautical transport. This event happened after the Captain decided to go out of the usual route to go near the coast of the Italian island of Giglio. Furthermore, the evacuation of the ship was full of irregularities: it started after an hour and the Captain fled the boat. The consequences of this were the death of 10 passengers and the disappearance of several more.

(Read more on pg.\_\_\_\_\_)

## **2. FROM PORTUGAL, FACE TO FACE WITH REALITY: INTERVIEW WITH MITSUBISHI FUSO TRUCK EUROPE’S CEO, JORGE ROSA.**

Exploring the vision of a chief executive officer (CEO) in reference to HR professionals is important if the role we play for high organizational spheres would like to be known. For this purpose, engineer Jorge Rosa, President and CEO of the Japanese company, Mitsubishi Fuso Truck Europe, which belongs to the German group Daimler AG was interviewed.

All questions were designed to understand how multinational companies perceive the role that human behaviour practitioners currently play in organizations. Therefore, the interview has shown that for these organizational professionals that representatives from our field carry out interpretational functions applied to organizational and personal needs. In order to achieve this, we use specific technical abilities that we acquired in postgraduate training specialized in identifying those needs, as well as, analyzing them based on context, and finding solutions that can be adapted to each case.

However, the importance of communication between management (which has a more global view) has been shown, amplifying organizational needs) and all organizational employees (including high level management), so that said adaptation be carried out as optimally as possible. At this point, the HR professionals play an essential role in facilitating such communication, which is the key to organizational functioning.

Due to changes following the current economic climate, HR professionals will play a particularly important role in shaping and motivating the entire organization with the aim of enhancing its value in terms of skills, and also in terms of attitudes of its employees in order to face conditions of uncertainty.

To do this, the main challenge for the HR function is reinvention, regeneration of new ways in working to facilitate the reception of these daily "inputs" of reality which occur to detect and to consider new needs that arise in these times of continuous change that demand rapid adaptation.

Again, flexibility and communication seem to be the key to be extremely profitable in an organization.

### **3. NEWS & TRENDS IN HUMAN RESOURCES**

#### **- New Trends in Human Resource Areas**

"The system should work this way: If you employ people in their facilities production, invest in infrastructure development, housing and services such as kindergartens and schools. You must also ensure that their workforce is adequately compensated. "Tigran Nersisyan Borodino Group President.

The number of young people willing to work abroad will increase by 50% through 2020.

#### **- Implications in Human Resources.**

The globalization of trade, technology, capital and regulation are creating an increased movement of professionals between countries: the percentage of young millennials -born between 1980 and 2000 - who will work abroad will increase more than 50% from of 2020.

Is also increasing the number of international destinations, the average of 13 countries in 1988 went to 22 in 2009 and exceed 33 in 2020 - as the fourth report in People Management 2020 from PricewaterhouseCoopers says.

This report focuses on the mobility of talent and takes into account the views of the high Managers and professionals from 900 companies.

For more detailed information access the following link:

[http://kc3.pwc.es/local/es/kc3/publicaciones.nsf/V1/7F871F647C965391C1257720002893F3 / \\$ FILE/AT-10-20Talent% 0066% % 202020\\_Landscape.FINAL.pdf](http://kc3.pwc.es/local/es/kc3/publicaciones.nsf/V1/7F871F647C965391C1257720002893F3/$FILE/AT-10-20Talent%0066%202020_Landscape.FINAL.pdf)  
20Mobility

#### **- Future of Work**

Companies must anticipate and plan how to retain talent in the face of economical recovery. Ahead of wages, the most valued by professionals is the flexible working (39%), followed by other elements such as bonuses, training. This is a result of the findings of the survey conducted by PricewaterhouseCoopers, developed based on the aspirations and expectations of over 5,000 business professionals.

Learn more at the link below:

[http://kc3.pwc.es/local/es/kc3/publicaciones.nsf/V1/FAF67331891C1C40C125772D003B8C63 / \\$ FILE/Managing-Tomorrows- People.pdf](http://kc3.pwc.es/local/es/kc3/publicaciones.nsf/V1/FAF67331891C1C40C125772D003B8C63/$FILE/Managing-Tomorrows- People.pdf)

Salaries in HR 2012.

Thanks to the market knowledge and constant liaison with clients and candidates, Michael Page Human Resources, the Group's division dedicated to the recruitment, has made compensation study focused on the area of human resources for this 2012.

The information in this study is the result of empirical analysis uses the following sources of information:

- Database of clients and candidates in the field of Human Resources.
- Publication of advertisements in newspapers and internet.

Listed a total of 7 positions related to human resources area, namely:

- Director of HR
- Replies Compensation
- Replies Training
- Replies Relations
- Selection Replies
- Technical PRL

In all hierarchical dependencies are specified, responsibilities, training and remuneration according to experience and number of Employees of the company.

The level of compensation provided for the fixed part, not the variable.

For more information access the following link:

[http://www.michaelpage.es/productsApp\\_es/communication/education/estudioremuneracionrrhh.pdf](http://www.michaelpage.es/productsApp_es/communication/education/estudioremuneracionrrhh.pdf)

- Innovation in human resources

The Ventrevista: A novel way to create recruitment interviews extent.

See more and see the video in this link: <http://www.ventrevista.com/>

#### **4. WOPP MASTER NEWS**

WOPP Student Participates in International Work & Organizational Psychology Conference
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A distinguished student, Maria Ardid, from the University of Valencia has had the opportunity to participate in the 15<sup>th</sup> EAWOP (European Association of Work & Organizational Psychology) conference from 25-28 May 2011 in Maastricht at Conference Centre (MECC) in the Netherlands.

The theme of the conference was "Decent work and Beyond" and Maria Ardid was able to hold an oral presentation about her Master thesis on virtual teamwork. The conference is an opportunity for Work & Organizational Psychologist from all fields, whether academic or professional, to gather together and exchange experience and learn from another.

#### WOP Student Participates in Workshop for Teamwork in Belgium

The 2<sup>nd</sup> year student Jesus Sanchez had the privilege to attend and present at the 15<sup>th</sup> annual IWOT (International Workshop on Teamwork) in September 1-2, 2011 at the Catholic University of Leuven in Belgium.

The workshop, with some 50 participants, is intended for international academics and experts in teamwork to convene and exchange ideas and research. The particular focus of the workshop was virtual teamwork and the future of team work. Jesus Sanchez had the opportunity to present his paper "Fostering innovation in virtual teams: The role of training", paper written in conjunction with Dr. Ana Zornoza and Dr. Virginia Orengo, professors of Work & Organizational Psychology at the University of Valencia.

#### First Year WOP Students Embark on International Mobility Period

Beginning of this March, the first year students of the WOP Master have left their home universities and embarked on their international mobility periods abroad. The mobility period within the WOP Masters marks the internationality of the Master. That period consists of an academic semester spent at a university in another country. The students have the option to do their mobility within any of the participating universities of the consortium of the program, which are the University of Valencia (Spain), University of Barcelona (Spain), University of Paris Descartes V, University of Bologna, and University of Coimbra (Portugal).

This mobility period is an important part of the Master as it requires students to adjust to new countries, languages, surroundings, and new learning environments. This period provides an enriching experience to the students' personal and professional horizons, which builds on the philosophy of the Master, that learning is enhanced in international and multicultural environments.

#### BBVA y Meliá Hoteles: La gestión de RRHH en dos empresas con éxito

During the past year, Daniel, one of the students of the WOP master, had the chance to take part in the competition "Entrepreneurs in Human Resources 2011" in Madrid, organized by the BLC Group and companies such as CEPSA, RENFE, Mahou-San Miguel, Vodafone, BBVA& NH Hotels. 24 young persons interested in Human Resources were selected out of 600 applicants by the criteria of being innovative, motivated, pro-active and internationally oriented - all criteria which apply to WOP-P

students. These participants were then given the chance learn first-hand how the HR practices are applied in the participating companies. Hereby the knowledge and skills obtained in the master allowed Daniel to contribute and participate actively in the event: His participation in the event and presentation of an innovative idea in the area of Human Resources towards the companies were awarded with being selected winner of the competition in the end. And in addition to that he was invited for an interview by Vodafone, for which he is working now as Human Resources Development specialist. His thanks go to Salvador Carbonell (WOP-P teacher), Marina Eliceche (WOP-P student) and Dorota Wisniewska, without whose support this great experience would not have been possible.

(Read more on pg.\_\_\_\_)

## **1. SENSEMAKING” IN DANGEROUS SITUATIONS: THE CONCORDIA CASE**

On January 13th, 2012 a ship from Costa Cruises, an Italian company, had a boating accident while transporting 3216 passengers and 1013 crew members. This accident startled the public and marked a before and after in the leisure marine transportation sector. The accident took place because the captain left the scheduled route in order to approach the Italian island of Giglio. Furthermore, there were many irregularities in the emergency evacuation plan, as it took an hour to put the plan into effect, adding to this that the captain fled the ship. As a consequence 10 passengers died and many others disappeared.

What reasons provoked the captain's and other crew members' lack of commitment?

Why did they not react appropriately? Would the ship's evacuation have improved if information and responsibilities would have been shared?

This case shows that even when the latest risk prevention technologies exist the human factor is still essential. Work and organizational psychology plays an important role in trying to explain the aspects which caused the Concordia case, and to consequently avoid future events like this one. “Sensemaking”, which is a factor of influence in this accident and the one we focus on in this article, can also be of great importance in present day organizations. As in these environments acting quickly when faced with unexpected situations can prove to be a big competitive advantage.

“Sensemaking”, is referred to as the ability to individually use information from the environment and be able to react by creating a collective action plan. Therefore, “sensemaking” originates from the individual's initial perception and then transforms into the ability to react collectively. “Sensemaking” is fundamental in teamwork, and it can be learned. As a result, we will analyze the fundamental characteristics that should be present in work teams in order to enable “sensemaking” through the Concordia case example.

a. Trust in the distribution of team responsibilities. Each member should have assumed his/her role and acted accordingly. The performance of Captain Schettino was striking, as he eluded his responsibilities and abandoned his role at a very crucial moment.

- b. Together interpret the situation of uncertainty. In this case the ship's officials should have analyzed the first signals which indicated that something was wrong. At this point the team members should have exchanged information in order to act together.
- c. Optimum performance. Adopted measures should go hand in hand with the gravity of the situation. In this case, measures were not related to the gravity of the situation.
- d. Climate of trust. Action measures are influenced by "sensemaking" and by stipulated norms. This can be seen in this case through the reaction of some officials, who assumed more responsibilities than their job position required, as they coordinated the evacuation.
- e. Social influence. "Sensemaking" is a social process in which a collective reaction takes place and the behaviors of some influence those of others. If the captain in this case, as the leader of the team, would have acted accordingly his reaction could have facilitated that the rest of the crew practice the same behaviour.
- f. Role of emotions. Emotions are a fundamental part of "sensemaking". Initial fear creates a situation of uncertainty. If an action plan were to be implemented, this could be used to create effective "sensemaking", translating this situation into relief and success.

If all these factors had been present after the accident on the Concordia ship, the consequences might have been very different. This shows us the importance of "sensemaking" training in teams that work in high risk organizations in which errors can have extremely adverse consequences. This type of training is also essential in organizations that must react appropriately to change in order to maintain their competitive edge.

## References

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## 2. INTERVIEW

The vision of a Chief Executive Officer (CEO) is important in order to know the perception about HR professionals, and what is really the role that they play for high organizational spheres. Far from projecting another academic vision, the interview team wanted to go beyond this, trying to transfer a new more practical point of view that will be appreciated for students, but also for current professionals in this field.

The interview took place on Tuesday 3<sup>rd</sup> of April at 10:00 am, and was conducted by a second year master student, María Ardid. The interviewee in this

occasion was the engineer Jorge Rosa, which is the current CEO of the Canter' light duty trucks manufacturing plant, Mitsubishi Fuso Truck Europe. Nowadays, this Japanese company (Mitsubishi Fuso Truck & Bus Corporation), belongs to the German group Daimler AG as well as other high prestige brands like Mercedes-Benz, Smart, Chrysler, Maybach, Freightliner, Sterling, Western Star, Setra, Thomas Built Buses and Orion

The manufacturing plant of Mitsubishi Fuso Truck Europe is in charge to provide this type of light duty trucks to all Europe. Moreover, it's important to point out that they are manufacturing currently other type of truck, which is a hybrid. This combines electric and diesel engines, leading the innovation in this type of trucks.

All the questions and answers that were treated in the interview are shown below. All of these were focused in order to know the perception that one "Chief Executive Officer" with more than 30 years of experience in the automotive sector has regarding the professional specialized in organizational behavior' functions.

1. Which is the role that HR professionals play for the organizations?
  - «Organizations are built by persons. HR professionals have to fulfill an interpretation role of organizational needs, as well as people needs. They are the link between the organization and the people whocompose it».
2. What is the value that Work, Organizational and Personnel Psychologists could add to a company like this? (Expectations)
  - «The value that this professionals add is given by a sort of specific technical skills for perform this link (referred at the last question). In a manner that a good adaptation between organizational and people' needs exists.
3. Do you perceive a gap between what CEOs (Chief Executive Officer) want from HR professionals and what they are doing right now?
  - «I don't perceive any difference, I don't identify nothing relevant or important. In the basis of the HR professional training is embedded the knowledge for fulfilling the needs that organizations could have. Currently, this basis is good for the requirements that we have. The problem is that maybe the organizations (generally speaking) don't have a clear notion of the tasks that they can perform inside the organizations, they don't know what to expect from they.
4. What are (under your point of view) the main changes that HR professionals must do in order to be more integrated in the organizational functions?

- «I agree with the vision concerning the tremendous change and evolution in the last 10-15 years from the so called “personnel department”. Nowadays, the HR area is part from the organizational decision making process. The important decisions are taken with the support of the HR department, and this is important because all the decisions affect more or less to the employees. The board needs this support. The point of view that I have regarding this issue is that this department is integrated, at the same level as other departments. Concretely, in this organization, this department has an important weight due to the proper characteristics of the organization, but also due to my professional characteristics as an executive director. I give a maximum importance to human capital. I’m acquainted that in other organizations with the same number of employees, maybe this doesn’t happen. Hence, I advice that they to follow this management philosophy.

5. How could HR professionals be more profitable to the overall business?

- «At this point, it’s necessary that the board requires from them all the things that are needed. Requests are increasing and communication is something crucial for good performance».

6. What are the areas of HR with more projection for the future (3-5 years) in companies like yours?

- «We have to evolve the definition of HR given the market contraction. As it is known, these next years big changes for expand business will not take place due to this period of economic uncertainty. In what we have to invest is in training and people’s motivation. When projects exist, when there are big things to develop is easier keep them motivated. But when these don’t take place, maintaining motivation is not an easy business. Moreover, the economic recession is aggravating the situation. Thus, we have to regenerate and project for the future. This is the big challenge that should be promoted from HR: motivate and prepare the organization for new future endeavors. The problem here is that in the past people were able to wait longer, three or four years wasn’t too much, but now people are less likely to wait and we must know how to manage this».

7. Currently companies have to react quickly in order to adapt to the ever-changing economic environment. How is HR helping to achieve this in your company?

- «They help by being active daily reporting information at different levels. Communication is essential to detect those new needs that arise on a daily basis. But, for doing more things in this area a reinvention of this function is needed, in such a way to receive easily those new daily inputs from the reality of the work.

8. Is there any ongoing important project that involves the HR department? Can you describe a little this project?



- «There's a project in the medium term, and it emerges from the organizational need for reinvention. Right now workers have a lot of antiquity, hence we have to work to avoid the employees' stagnation in one work place with more rotation. Likewise we could say that it's an old organization, and there's some aging danger. Therefore, the project is aimed to reinvent, regenerate and encourage rotation, transformation and reform. Always taking into account ethical and legal principles, that in any situation and under no circumstances have to be violated. The problem must be solved gradually, preserving and maximizing the human capital potential that we have today.

## **BBVA Y MELIÁ HOTELS: HUMAN RESOURCE MANAGEMENT IN TWO SUCCESSFUL COMPANIES**

Why organize a round table?

First, because it allows to continue with the series of conferences and presentations that students from the Erasmus Mundus Master in Work, Organizational and Personnel Psychology have been conducting in previous years. During these events it becomes clear the interest of students in getting to know the reality of companies and the general functioning of HR practices in them.

Second, because it promotes exchange of knowledge between company professionals and research experts.

This round table took place in February 7th 2012 at the Faculty of Psychology in the University of Valencia under the title "The Human Resources Management in two Spanish worldwide companies: The experience of BBVA and MELIÁ Hotels". Two exceptional speakers attended (Javier Pérez Hernández from BBVA y Goretti Tur Coll from Meliá Hotels) who explained with great ease how HRM is actually done in multinational companies. For this occasion the moderator was Francisco Gracia Lerín (professor of Work and Organizational Psychology and a researcher at IDOCAL) who after a brief opening speech introduced the first speaker.

Goretti Tur (HR manager) presented the latests pretensions of "Meliá Hotels International", a leader company in the touristic sector which nowadays bets for luxury and quality with sites in 35 countries. The second speaker, Javier Pérez (responsible of corporate recruitment and talent management) who signaled the important presence of BBVA all around the worked and explained the competence-based management applied in the company. Both professionals stressed the dynamic and ever-changing environment in which companies grow nowadays, the globalization process in which we are immersed, and the key aspects to an effective HRM that leads to success.

After both interventions a round of questions started, taking up to an hour and a half, and in which both students, professors and professionals of other companies

participated. The event concluded with the acknowledgment to both speakers and a warm applause from all attendants.

This act was held in English, giving a more international character to the event and allowing for a more diverse public than usual. It had a great reception among the faculty members. The WOP-P Master, with a strong orientation to people management in organizations, has made clear that it has a clear interest on what is happening in the business world, specially in moments of crisis.