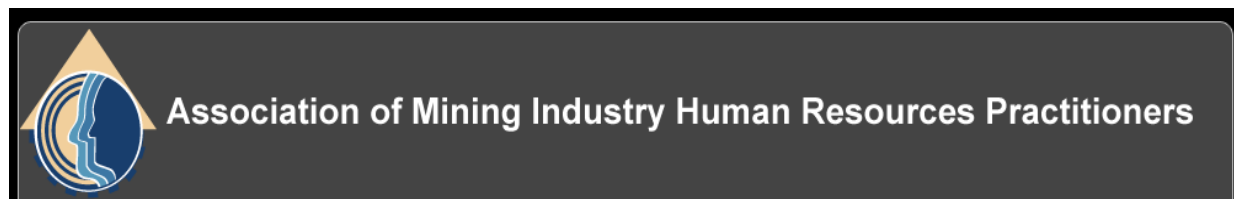


**TRANSACTION TRUMPS TRANSFORMATION.....UNLESS A PURPOSEFULLY INTEGRATED APPROACH TO HR MANAGEMENT IS ADOPTED**

Steve Rickman

31 March 2017



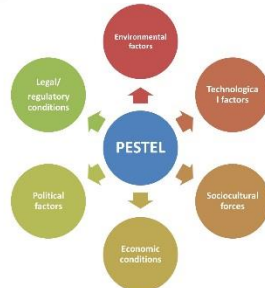
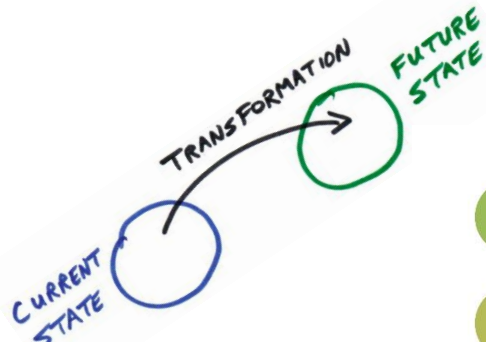
# The Dark Art of HR Management

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# A Day in the Life of an HR Manager in the Mining Industry

## Transformational



## Transactional

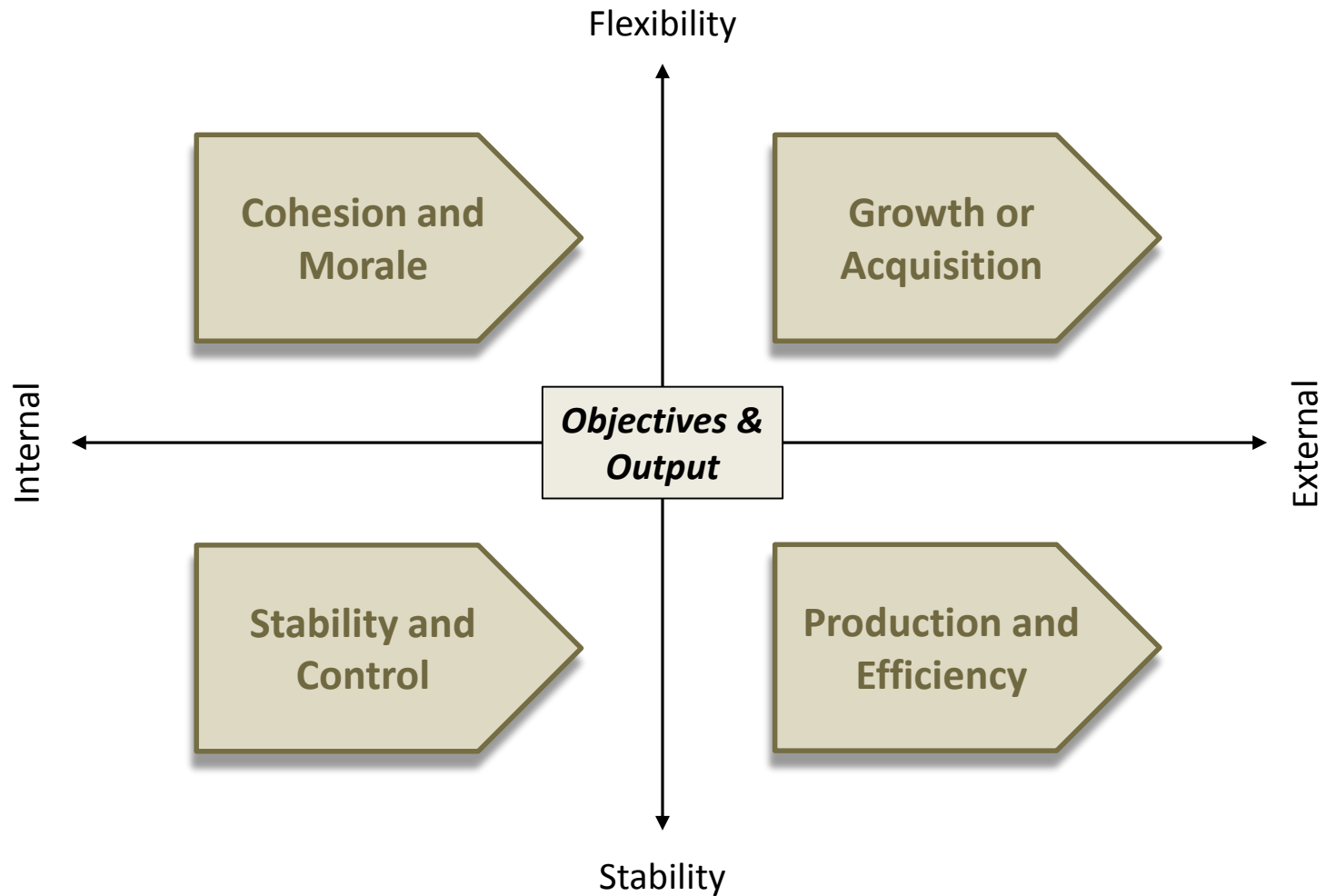


# THE UNION



# The Competing Values Framework

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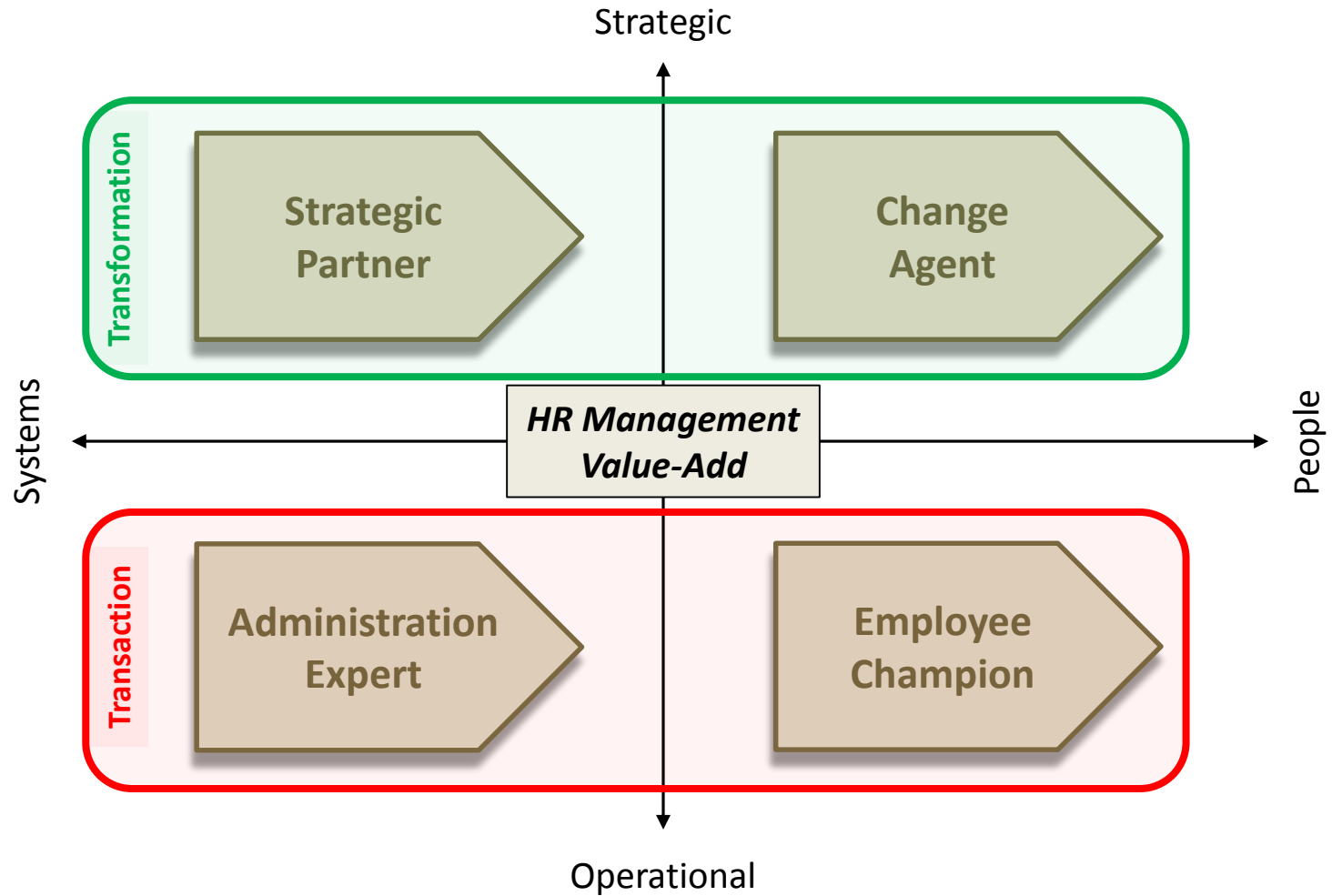
# Holistic Approach to HR Management

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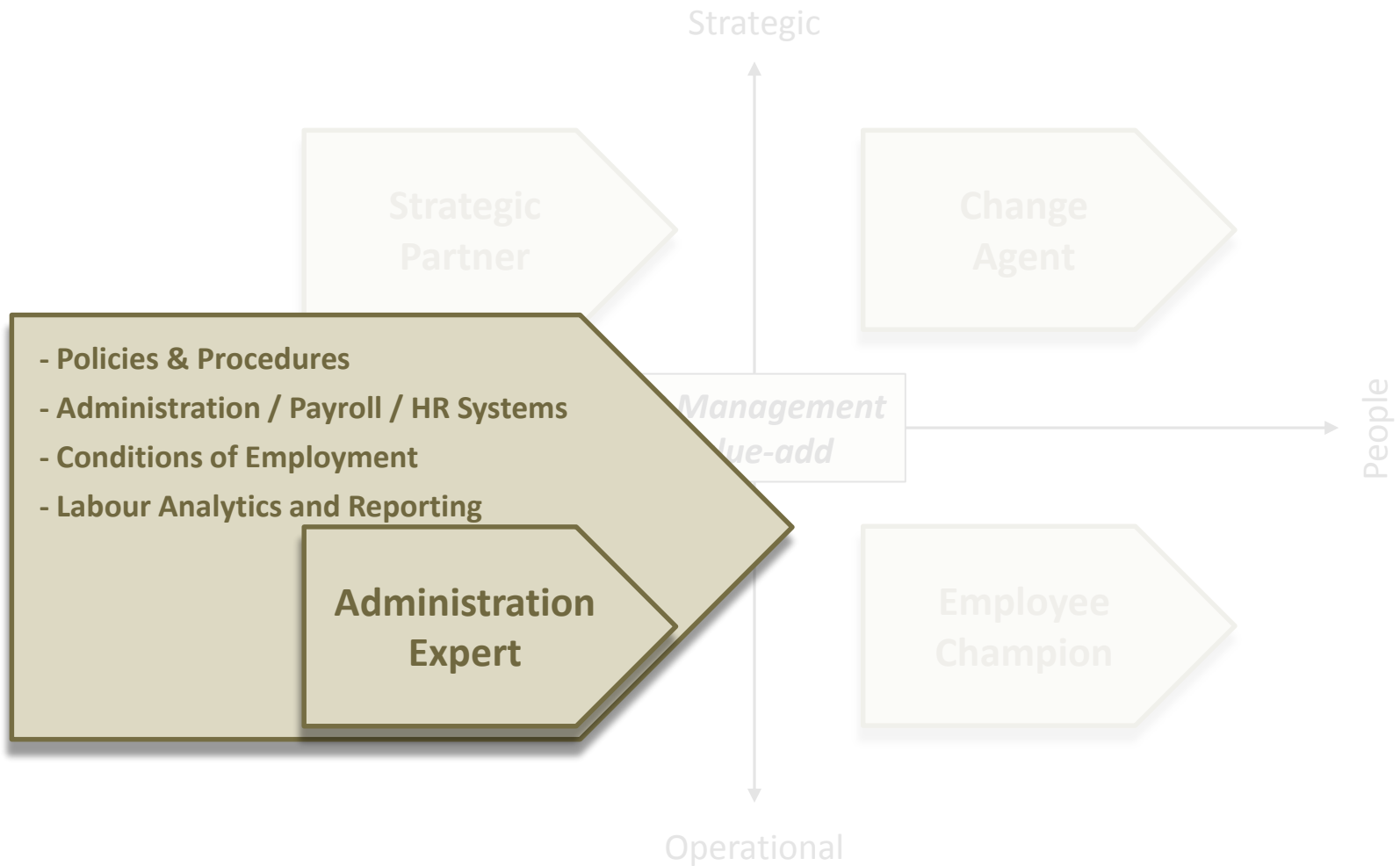
# Holistic Approach to HR Management

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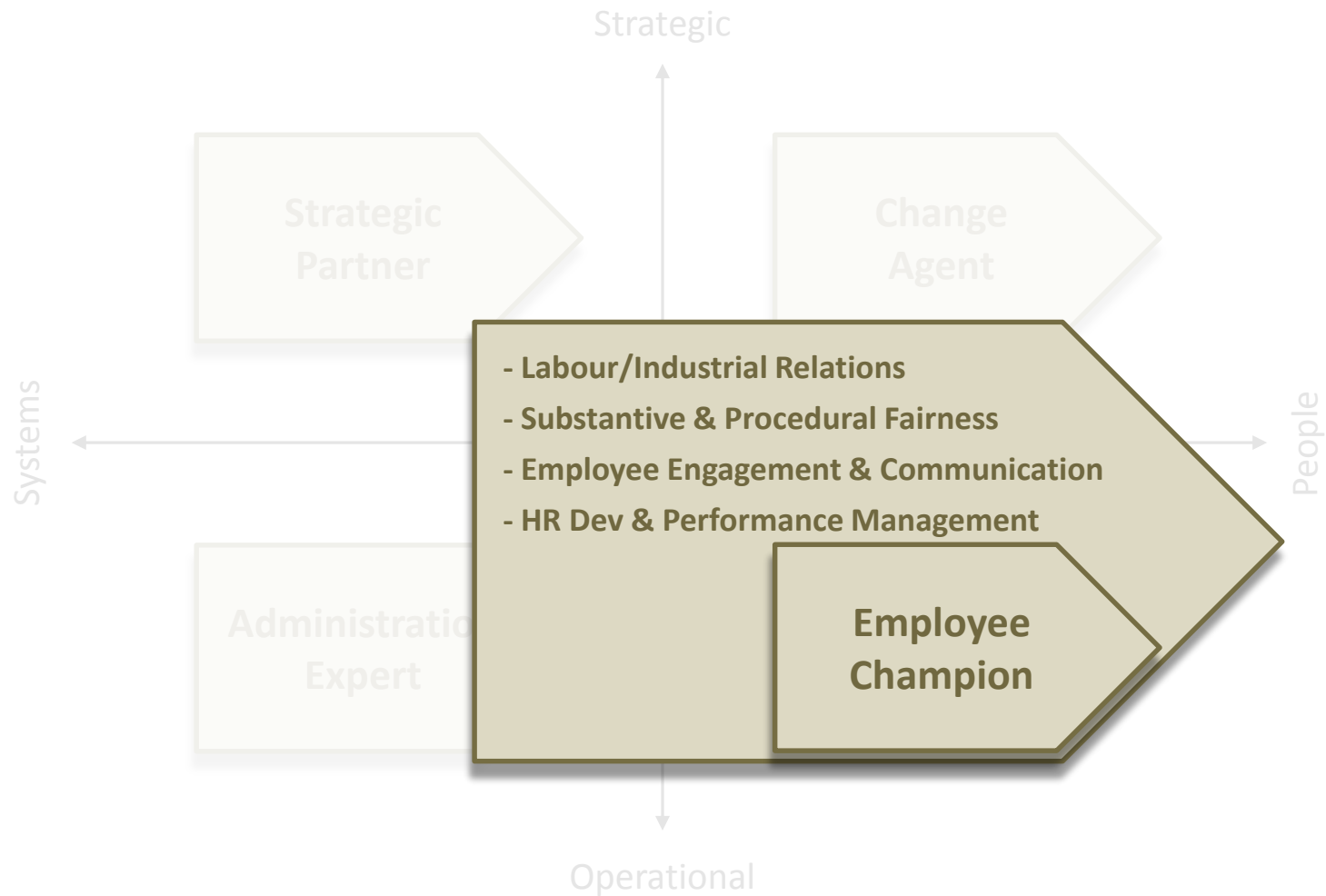
# Holistic Approach to HR Management

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# Holistic Approach to HR Management

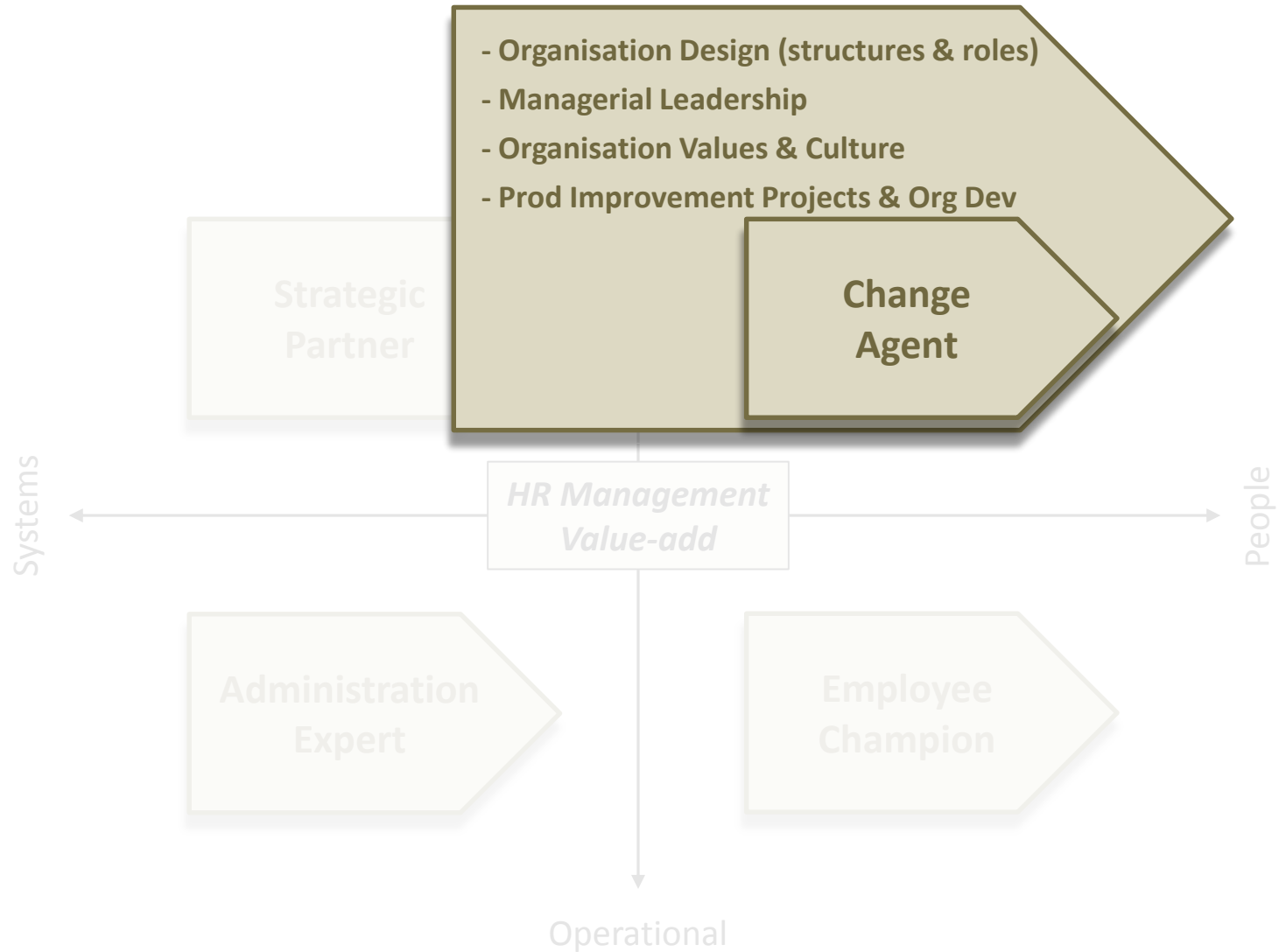
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# Holistic Approach to HR Management

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# Holistic Approach to HR Management



# Holistic and Integrated Approach to HR Management

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## However, in the Real World.....

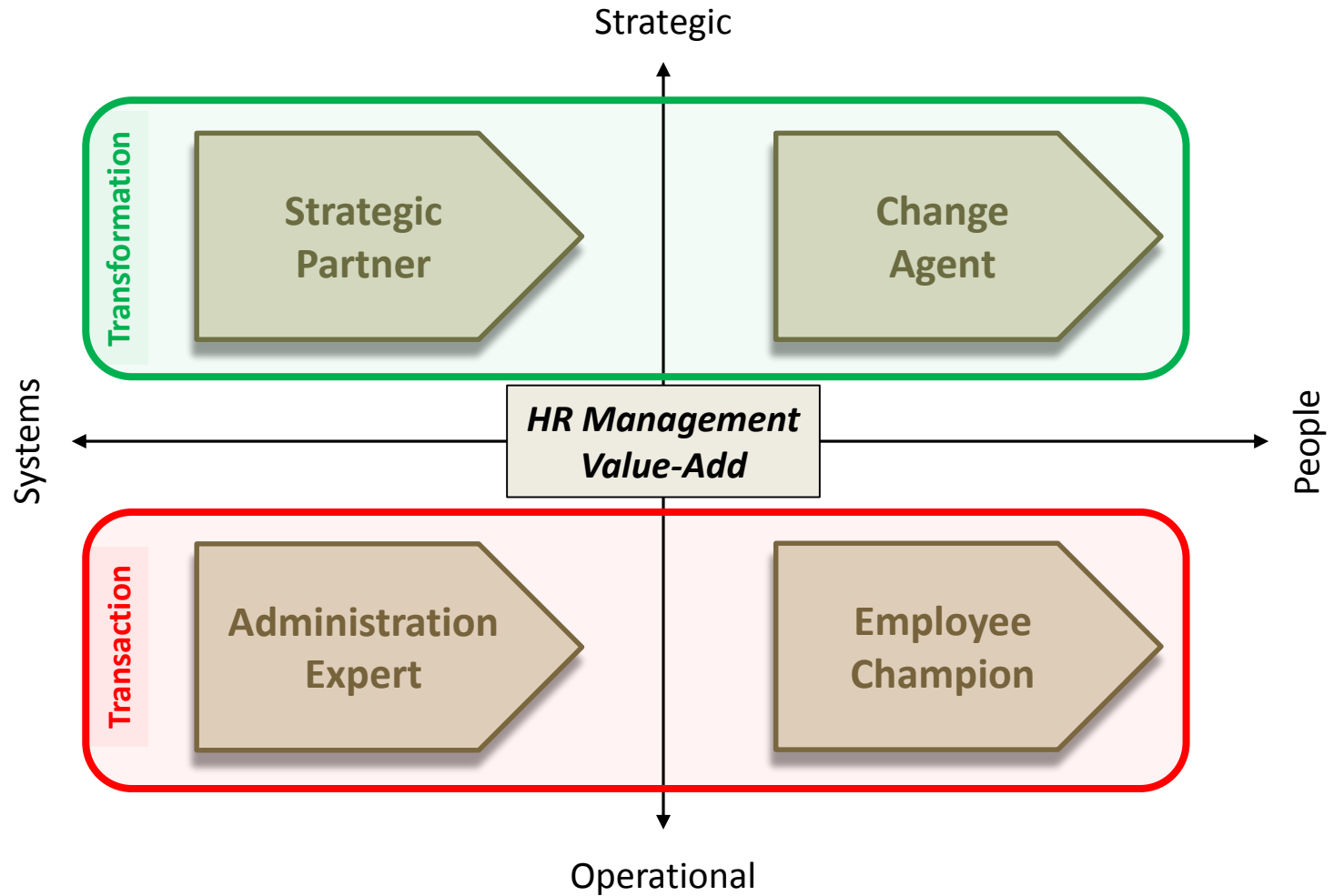
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1. Too many priorities
2. Slow decision making
3. Low productivity
4. Duplication of work
5. Work not integrated
6. Poor implementation
7. Too many committees
8. Unclear expectations
9. Manager not feeling full authority
10. Dissatisfied customers (external)
11. Low trust
12. Staff feel undervalued
13. Poor communication
14. Re-hashed decisions
15. Excessive costs
16. Unclear roles
17. Problems escalated too often
18. Unresolved performance issues

**Inadequate Clarity of Accountability**

# In Conclusion

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Thank You

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