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PAPER CRITIQUE

Article on 'HIRING FROM WITHOUT'

- Nicola Clark, THE ECONOMIC, 2013, France.

Review of 'Hiring from without'.

Basically, and based on the brief introduction of the organization and its review we are discussing, the problem is not what has been described as a problem, calling for rationalization (plain cost cutting) is merely a consequence of 'whatever could be wrong decided, has been wrong decided'.

Disclaimer.

I put in mind that the information provided is not complete and requires more research after facts and circumstances. The left impression is of a 'business' that is in understanding of being a player in an industry that is no longer competitive and, in its form, is outclassed. Still holding up a **grandiose ambition** to be a role model and to become an educator in an ending industry and expanding with housing for executives in and setting a kind of resort activities?

Overall impression of strategist its decision making.

The left impression is of a business that sacrifice its stronghold in the community, sacrifice its labor their convenience and personal space by moving somewhere for a disputed ambition, creating costs, and leaving labor isolated from their daily needs in the city, wasting money and time instead it could have been spend for productivity. The left impression is of a 'board' pushing up grandiose idea but forgetting and ignoring the value and thoughts of the guys (the shareholding planter in the street) who need to bring grandiose ideas into prosperous business operation. The ever-respected organization has fallen for grandiosity and is facing bankruptcy if not steering back into the position that provided at minimum a coverage for the budgets needed.

Update of the Vision destabilized the organization and caused serious harmful errors.

In software land, when an update brings errors and is disturbing its function and the operating system, one takes the advice to roll back to the previous version which at minimum stabilize the function and enables the user to carry out its task under the use of the latest version of the software.

The latest update of this organization its vision has not been picked up by the market and do obstruct the labor in carrying out their tasks, the organization is in confrontation with frustration, with obstruction and with other 'cold war' activities.

Run a recovery process before any new update version of the vision.

Like the 'software recovery' procedure, simply erase the latest update of the vision, reinstall the previous version, run a recovery process ongoing operating and analyze the errors caused by the updated vision and before ANY new update of the vision shall be applied.

Going back into the future

Hereafter I will introduce the 'way out' of miserable operation by 'going back into the future' a recovery program with consequences for planning, budgeting, and a rebuild of the team spirit into 'never change a winning team', with simultaneously analyzing the market circumstances and possibilities to anticipate with ambition to be a sustainable player, daily focused to pay social and economic responsibility to the community and including the part in their 'net present values' at the long run. (It is not essential to have a golf, swim and fancy facilities for the board members and executives.)

Going back to the future stand for going back to and operate in the spiritual light of the planter and to reject representing the planter its sake under the use of the spirituals in fancy clubhouses as a motivational drink. Its insane, its grandiose, its nearly criminal (abuse position and companies' budget). To even consider such move ***proposed by golf loving executives***, spending companies' budget on creating a golf resort (with classroom), the update of the vision and relocation of facilities is built on. It cannot be (in the right mind) explained of why did would ever support the shareholder (planter and in the street) its interests.

The calling for rationalization needs a plan.

*The New Board Chairman and the Managing Director summoned the Senior Director of ROHPRA and demanded “You realize ROHPRA is the only cash in the Conglomerate. Now it is also in trouble. The shareholders are already up in arms and the next elections are not far away. We need a set of recommendations from you by Tuesday at the least. **Rationalize whatever...***

It is insane and `telling all` of those strategists, calling for `**rationalize whatever``. It needs a structured plan with clear objectives to secure the organization and cannot be based on the self-interests of a Chairman and MD by `saving their position by ordering to rationalize whatever`**

Nevertheless, the company is in critical circumstances and indeed next to a recovery plan, a rationalization plan would be essential too. The combined plan (recovery plus rationalization) I suggest, contains various steps, one to take after the other.

I suggest the next combined plan.

1. Convincing the equity holders that the latest update of the vision has brought harm to the operating system (labor organization) and is attacking the heart of the business. It consumes a lot of budgets, time and money is wasted for nothing. **The update must be erased.**
2. Convincing the equity holders that the **business model needs to be restored** at the point that it was still functioning. That was in Kuala Lumpur and **without hired executives for the purpose of updating the vision** and implementing a grandiose `thing` in daily business operations.
3. **Directing the labor to carry out the old tasks and routines** and for no other reason than to be profitable based on the latest version of the vision before it had been updated with the crashing one, the one we are discussing here.
4. **Appointing Peter Lee as an interim general manager** as the brief information shows that he has sufficient respect facing board, facing labor, and facing market. He got basically sidelined under the ambition to carry out the change based on a wrecked update of the vision. A dramatic change entrusted to newbies.
5. **Consolidation is the credo.** Go back to basic and keep the operation lean and mean. Do not fall in executing ideas, keep course and keep it steady.
6. When the spiral into losses is broken and the operation **find its way back into profitable one**, it is time to think of the long run.
7. **Ongoing is the need to repair trust and understanding** as the latest version of the update has been harmful and did violate individuals in their personal spaces, hence their wellbeing. **That need a good communication action plan**, that need healing for the sake of productivity and reducing outfall of working hours if not losing competences.

The long run

Nothing wrong with ambitions and it is a necessary to review business its vision, the strategies, the strength and weakness of the business operation and influences from external interests.

Constant reviewing and developing is a must to remain on par with the market and to keep the success side in business fields. To stay in the right position facing turbulent years ahead.

Vision and HRM its role in building business plans related.

However, that requires involvement of Human Resource Managers at the very beginning of strategist business planning. It needs to include a good structure with sophisticated job analysis and job designs.

It needs a HRM on the floor who can steer, consult and guide based on clear mandates and with space to include the workforce their thoughts in building plans. To hold sufficient budget to include them in the future planning, eventually investing in education and training if required to meet future business standards.

What can happen in the absence of HRM involvement in business strategies, happened in this organization. 'Bypassing and ignoring labor in this kind of decision making is killing the business plan and before it even starts to get implemented'.

Unhealthy partner combinations

Where religion meets politician as partners, on the long run, religion get violated and the politics loses its standards in democracy. Where companies meet politician as a business partner, on the long run, the business gets violated by the politician, politics loses its standard in democracy.

It is noted that the organization did not get attention from regulators, did not met a business health test related as the organization is positioned as a commercial wing partner of a leading political party in Malaysia. While nobody likes a full health test, fearing eventually terrible (uncovered) diseases, companies do not like critical checks from regulators. However, those checks are serving various purposes under which the alarm function in time and before a human or a company is too late by taking right actions. The organization their protection from the political party could not stop dramatic decisions with huge consequences related. Regulators would have noticed if their job were carried out properly but then again 'Where companies meet politician as a business partner, on the long run the business gets violated by the politician'.

So far, my recommendations as a contribution to the discussion 'Hiring from without', Nornatasha Ahmad.

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