

**Anglo American** is one of the world's largest mining companies. It is a global leader in platinum and diamonds, base metals (copper and nickel) and bulk commodities (iron ore, metallurgical coal and thermal coal). The company's mining operations and extensive pipeline of growth projects are located in southern Africa, South America, Australia, North America and Asia.

There were several issues of sustainability facing Anglo American. Key ones were: securing energy supplies, such as electricity and resources including water, for the future managing emissions to minimize harm. The company was of the view that by operating in innovative and socially responsible ways it can achieve competitive advantage over its rivals. So the company also planned to resort to social responsibility, the concept evolving within sustainable development.

The company to achieve its plan drafted its aims and objectives which translated into:

- making a profit for shareholders
- providing returns to society by providing jobs or showing responsibility in international, national and local communities
- minimising any negative effects on the natural environment.

The company's strategy was to create ways of working within their own system that focused on sustainable development and balancing the triple bottom line (economic, social and environmental performance). In addition, it designed a couple of innovative ways to use new technology that resulted in reduced energy use and fewer emissions. This involved acting with integrity to build respectful relationship within the societies in which it operated.

Examples included:

- Investing in carbon capture technology. Coal fired power stations generate carbon dioxide emissions. New technology can be used to capture this carbon before release into the atmosphere. It can then be stored safely, e.g. underground.
- Investing in alternative energy such as wind power.
- Creating plans and actions for recycling water.
- Centralising the global supply chain. This can cut down journey times and distances that materials travel.

With this the company stands apart with its SMART strategies protecting the environment and minimizing the impact of its operations.

**Siemens** is the engineering group that is behind many of the products and services people take for granted in their daily lives. The company has been operating in the UK since 1843 and employs more than 18,000 people. Across the world Siemens employs over 427,000 people. The company survives on the sheer art of transforming creative ideas into improved products, services, technologies or processes. This requires a range of skills and abilities that are needed across the whole business. The company summarizes the belief that much of engineering is about innovation rather than invention.

Siemens provides opportunities for young people at all levels to enter the world of engineering. It recruits at a number of different levels. For example, it offers apprenticeships for those entering the company with GCSEs. By following an engineering career Siemens people have the opportunity to move into other disciplines. This case study focuses on how company motivates its employees and yields positive results within an engineering environment at Siemens.

The staff at Siemens thrive on the problem-solving aspect of their roles and respond to challenges. Other employees find the varied nature of the work motivating having the opportunity to try different roles. Siemens employees also value the fact that they are allowed to be imaginative and can influence their own work. The structure of Siemens motivates individuals by empowering them to improve processes. Siemens provides the sort of environment where workers can learn new things and are given the opportunity to progress within the business. This culture demonstrates that Siemens values its employees and helps to recruit the next generation of engineers. At Siemens, the culture encourages employees to become more involved in their work, suggesting and implementing improvements. This is because in engineering there is a continuous need to develop new and better products and processes. They cannot be confined to one way of doing things. For example, a new product or process may open the way to new markets.

Motivators at Siemens are the factors that stimulate engineers to work in the best way possible. They enjoy the characteristics of their roles. Being empowered helps them to manage their roles and enables them to use this power to change things. Whether individuals enter the organisation after they have taken their A-levels, as apprentices or as graduates, the work they undertake is stimulating. The creative nature of engineering appeals to people who like a challenge and who enjoy solving problems within a creative environment. Siemens employees are motivated by being recognised for their achievements and by having opportunities for progression, regardless of the level at which they started working for Siemens. This urge created by the company for its employees to grow and innovate everyday bringing mutual value maximization is the company's key to success.

The **Chartered Management Institute (CMI)** is the only chartered professional body in the UK dedicated to management and leadership. CMI has over 86,000 individual members and 450 corporate clients. Its core purpose is the promotion of the highest levels of management and leadership skills within both individuals and organisations. CMI is not just an awarding body and provider of qualifications and training. The value of its membership for both individuals and organisations stems from the wide range of practical support and advice it offers managers and leaders at every stage of their careers. It also works with employers to help them develop and accredit their own in-house programmes to build leadership skills and attract and retain top talent. The CMI case study looks at the theoretical basis behind the company's highly regarded practices and shows how it ensures its members have the practical skills to make an impact in business.

The company recognizes that leadership and management skills are not exclusive of each other. Leadership is particularly important in senior management positions within an organisation. To become an effective manager, an individual should show qualities and competencies in six key areas. These cover both leadership and management skills and are the basis for the award of Chartered Manager. These are:

- Leading people providing purpose and inspiring trust
- Managing change encouraging creativity and driving change
- Meeting customer needs improving products and services to increase customer satisfaction
- Managing information and knowledge developing knowledge and communication to aid decision making
- Managing activities and resources on time, to budget and meeting quality required
- Self-management using influence and persuasion, achieving personal goals.

CMI supports managers in developing practical skills through a wide range of activities including online learning, events and Continuous Professional Development. A recent study (2010) showed that if organisations increased investment in practices that lead to employee engagement (such as personal development) by just 10%, this could increase profits by £1,500 per employee per year. Research carried out by CMI also showed that over half of the managers surveyed felt that there is a short supply of management skills in two key areas:

- inspiring people and leading them through change
- innovation in business growth and development.

CMI provides practical support to managers to help them develop the skills to inspire their teams and generate creative thinking. The company's success reveals that its practices have been effective and rewarding. It proves the fact that management and leadership skills are needed in every industry and every walk of life. It is essential therefore for new managers to be provided with opportunities to learn how to manage and lead people. CMI's qualification framework and the Chartered Manager Awards have helped to enhance the status of the profession and has provided a career route for management development.

A Leading **telecommunications company** that was exploding with new sales and growth was becoming increasingly hard to manage and was trying to find the right people to keep up with the growing business demands. The CEO was trying to address the critical HR issues associated with it and was spending roughly 50% of his time resolving them and could not concentrate fully on growing the business.

The HR department to resolve the scenario developed a human resource strategy that would align the internal resources with the company's vision for growth. It took the following steps to manage the situation:

- initiated a recruitment process with a formal orientation program,
- designed and implemented a performance management system with specific job profiles and standards for each position in the company,
- benchmarked salaries and benefits at par with market standards.
- instituted a peer recognition program,
- trained the managers on maximizing the performance of its employees and increasing the employee engagement.

As a result of this initiative, the company grew from 50 to 120 employees in the first five months. Revenues soared from 2M to 15M over three years and the process efficiencies increased. Employees were excited about working in this dynamic environment and clear about what they were hired to do.

A privately owned **high-tech company** had recently merged its core business with a four billion dollar conglomerate, in hopes that combined efforts would guarantee them larger market share and greater long-term success. Overnight, this small company went from a very successful independent company to a wholly owned subsidiary of a multi-million dollar hierarchy. They were immediately enmeshed in the maze of large company policies, procedures and protocol that was confusing and choking their daily productivity.

The company using its HR resources quantified the issues that were vital to their organization. They regularly held employee meetings with management to discuss their concerns. When the management touched the employees sensitive areas feedbacks poured in. This helped the company to understand the pain areas and the likely approach to resolve the critical issues. Both the managers and employees were “relieved” to get a feel that they would still have an interface with the parent company and that the policies and processes vital to the integration would be transitioned from the parent company to the new set up, still preserving the original culture of the small company.

Results show that there has been a very good linkage and a very successful partnership with the parent company. The newly formed subsidiary is well positioned for growth. Expected sales tripled up. Employees were assured about their vital role in the company’s success and future. Policies have been clearly defined, benefits have been richer and morale is at an all-time high because employees have a clear understanding of the combined company's future direction.

**Harley-Davidson**, the manufacturer of high-end motorcycles, enjoyed well-earned success in the marketplace. The company is known for the quality of its product and the loyalty of its customer base: Harley enjoys a 98 percent customer retention rate. The workforce, too, is extremely loyal. A sense of intense pride pervades the company. People want to work there, and the workforce has grown primarily from the inside, with existing employees bringing in friends and family to enjoy the good fortune of working for Harley-Davidson.

This case study highlights what does a satisfied workforce do when the company must continue further along its journey to high performance and meet new challenges: competition from lower-priced competitors, and expansion into overseas markets? With so much going right for the company, why “mess with success”?

The company was facing a number of HR challenges in implementing more aggressive strategies. So it decided to assess its HR strengths and weaknesses, which involved top, middle and lower levels of management. Results from a framework implementation, highlight for organizations the investments in human capital processes and capabilities, and key performance drivers, are mostly likely to produce the best business results. The HR framework the company developed validated the work they were doing in relation to their HR strategy. It linked to their business and related issues, providing an opportunity for them to calibrate where they were against other world-class companies and identifying the practical actions they can take to improve their HR function. They used the results to fine-tune their work and set the pace for future actions.

Changing the scenario as per the framework, the company decided to focus first on those areas that could use the most improvement. One was human capital infrastructure—that is, human resources information systems and transaction processes like payroll and benefits administration. The company initiated a complete HRIS audit and strategy, which enabled the company to improve overall performance by offering employee self-service and a greater standardization and integration of processes. Second it focused on employee engagement, and on human capital strategy, another process that was relatively weak yet strongly related to financial results.

Framework results revealed that the processes could be improved by using tools to track and report quantitative and qualitative workforce metrics, soliciting the feedback of employees as to the effectiveness of human capital programs, and prioritizing programs and processes according to the business benefit likely to be created. The implementation of the HR Development Framework has led to a number of exciting initiatives at Harley-Davidson to support their quest for high performance. The company also developed a three-year master plan of work and established an HR metrics to monitor the most important metrics selected by the department. All this has helped achieve Harley Davidson a position of prestige globally.

