Strategic HR: building trust for operational excellence

Marco Tulio Zanini
‘Culture eats strategy for breakfast’
- Peter Drucker
INTELLECTUAL CAPITAL

A’s personal qualifications, know-how and education

B’s personal qualifications, know-how and education

C’s personal qualifications, know-how and education
COORDINATION

A and B Relationship

A and C Relationship

B and C Relationship

Intangible Asset

Prof. Marco Tulio Zanini
Cooperation and performance

Company performance

Performance of management systems

Performance of teams, leaderships and processes

The Quality of the Relationship
Culture and Safety
# Culture and Safety

## Correlation between Elements and Safety Results

### Elements of Safety

<table>
<thead>
<tr>
<th>Item classification</th>
<th>Companies with Low Incidents/Fatalities</th>
<th>Companies with High Incidents/Fatalities</th>
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<td>Safety Staff</td>
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<td>Training</td>
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<td>Registers</td>
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Fonte: Hansen, 1993
Culture and Safety

Correlation between Safety Management and Safety Results

Cultural Factors

Fonte: Hansen, 1993
TRUST = RISK
TRUST = RISK

- Vulnerability + willingness
- Exercise of individual freedom
Dysfunctional behavior

- Absence of RELIABILITY & FORESEENABILITY
- Absence of TRUST
- Fear of CONFLICT
- Lack of COMMITMENT
- Avoid RESPONSIBILITY
- Lack of attention to RESULTS
ORGANIZATIONAL TRUST

Vicious cycle
- Opportunism
- Defense Strategy
- Mistrust
- Unfair Situations
- Inferior Performance

Virtuous cycle
- Trust
- Motivation
- Co-operation
- Superior performance
- Perception of justice
- Mutual benefits

Superior performance leads to trust, which enhances motivation and cooperation, leading to superior performance, perception of justice, mutual benefits, and a virtuous cycle.

Inferior performance leads to mistrust, which fuels opportunism and defense strategy, leading to unfair situations, opportunism, and inferior performance, creating a vicious cycle.
INTERNATIONAL RESEARCH – NATIONAL TRUST

The research tried to establish the social, political and economical conditions that explain the differences between respondents from various countries who answered the question:

“Do you think most people are trustworthy?”

**TRUST LEVELS BY COUNTRY**

Percentage of respondents who considered most people trustworthy

BRAZILIAN CULTURE – Social Power Distance + Low Trust

Social power distance (PD) and authoritarianism

Personalism and nepotism

Perception of injustice and lack of meritocracy

Impunity

Predominance of short-term vision

Low spontaneous cooperation

Low Trust

Greater need of control and monitoring

Difficulty to act autonomously

Higher transaction costs (system inefficiency)
Prescribed task

- Imperfect rules

- Opportunism "jeitinho"

Real task
PRINCIPLES X RULES

SELF DISCIPLINE

Principles

Conscience of “being”

Degradation

Conscience of “not being”

EXTERNAL DISCIPLINE

Rules

Trust Management Strategy

Principles

Conscience of “being”
• Shared Objectives and Values
• Integrity and Consistency
• Respect
• Accountability
• Punishment to opportunistic behavior
This material was prepared and is of the responsibility of Professor Dr. Marco Tulio Zanini.

Thank you!

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