Development of the potential of people in organizations: a perception of the leaders

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Abstract

This article presents a qualitative research, a survey type, which was developed with a group of leaders who are CEOs, Directors, Senior Managers and Educators, regarding their perceptions on the challenge that companies face in the pursuit of the development of the potential of people in organizations. The results indicate that the way in which the organizations seek to reach this type of development demonstrates their ability to compete in the global market.

Keywords: Human potential. Leadership. Training. Development people. Education.

Introduction

The competitiveness and the search for market differentials has promoted the need to have people better prepared to perform their activities in organizations. In this competitive scenario that are professionals in leadership positions.

In addition to developing the activities proposed by the position they hold, leaders must have full knowledge of their teams and their operation, and this concerns not only the professional features, but also the factors that, in some way, may have negative impacts on execution of a particular job.

Over the past 60 years, the various economic and social sectors worldwide advanced in his vision of the need to face a big change coming from the post-industrial era. One of the greatest exponents of this dynamic transformation, Drucker (2001), said in the second half of the 20th century that the people were in a major transformation of human order, which would cause significant disruptions in the development of this new era, which was appointed by him as the age of knowledge. He even got to comment on the fact that when the history of our times is written, the most important event that historians remember will not be the technology or the Internet, or e-commerce, but the unprecedented change in condition human.

Covey (2005) says that a quality knowledge worker is so valuable that unleash their potential gives to the organizations the value creation opportunity. And these same workers are the link with all the other investments of the organization and provide focus, creativity and leverage to use these investments to achieve better the organization's goals.

At this point one of the biggest challenges facing organizations is in the management of its human talent. Here the role of leadership is of great importance with respect to give professionals, means, stimuli and challenges so that they can develop their full potential for

the benefit of the common good of the organization, even more than having the best technology, processes, products and updated infrastructure.

People in organizations

Organizations are composed of people who are responsible for the generated knowledge and its application to the development of new products and services, thereby promoting competitiveness. Nonaka and Takeuchi (1997) classified this knowledge into two types: tacit - are in the minds of professionals, or explicit - are written, manifest in some type of source so that any professional can access it. Transform tacit knowledge into explicit is a big task and one of the main functions of modern organizations.

Professionals produce this intellectual capital through their skills that can come with him or develop in the course of your stay in organizations. However, before thinking skills, it is important to think about the development of human potential of professionals enabling them to achieve these skills.

The human potential

The process of education, training and development of human potential should not be a simple action of methods of application or teachings, but a profound vision of what can contribute to each individual, stimulated by new knowledge to be applied, can seek within itself the best of what he can achieve in their evolution as a person and as a professional.

Kofman (2007), points out that if the person does not feel part of the problem may not be part of the solution. That is, only if conscious involvement in the challenge to be overcome can be an efficient and effective sponsorship to meet this challenge. This refers to the fact that if someone is in the role of lead, whether in personal life or professional life, this role is of fundamental importance in contributing to unleash of individual and the group potential.

However, several issues must be present in a more detailed analysis of how the context and the environment can contribute to this human potential can be achieved in its fullness.

The Brazilian educational model tries to teach the student to understand what the system wants him to understand, instead of stimulating the same to think with their own heads, which hinders the student to release their full potential. The training alone is not enough to have people at the right point to achieve the high degree of delivery expected by the organizations. The idea that just train them, has proved insufficient, since train without ensuring that the training is supported to put into practice the concepts and tools acquired is unreal today, where demand often hinders professional in choosing up which is the most important.

Covey (2004), in the book "7 Habits of Highly Effective People" brings the discussion that the man is complex and comprehensive and therefore should be aware of the four major human dimensions: body, heart, mind and spirit. It's like looking at a universe within each individual, which has an essence and an existence that needs to be developed. Spirit, which represents the values, beliefs and the meaning of man, is the essence. The body is the physical and structural part; the mind is the ability to evolve through learning and the heart that is related to social life, the ability to build relationships, alliances and teams. These last

three items represent the existence, through which it can act freely through behaviors that translate the values based on the principles of effectiveness.

The human potential is also grounded in values and principles. Here you can remember both Covey (2004), as Kofman (2007) when they say that all individuals in some way, they value what they do and what they do is the practice of these values. Therefore, the values that each individual says he has can be translated by the practice of behaviors in their daily lives. In addition, their behavior represent their values in action. When there is an alignment between values and behaviors according Kofman (2004), says that this is an indicator of the integrity and success. Covey (2004) for defining integrity adds an issue for this discussion, or principles.

Covey (2004) says that by an overriding issue, values comes from within and all men have values linked to its essence, and often they do not represent the best towards the common good. Therefore, it is essential that the same, to be valid, be aligned with the principles that guide behaviors in order to build a journey of effectiveness and towards the common good. Oh yes, would integrity. Because principles? Principles are natural laws and fundamental truths of the universe. They act on individuals compared to the force of gravity on Earth. You cannot want to consider gravity and forget about it, but it will act anyway.

Kofman (2004) states that knowledge is the ability of a person to act effectively to produce the results to be achieved. Learning is the process of incorporation of new knowledge. Therefore, learning is increasing the ability to produce the results that a person desires. From this definition, it can be said that learning has to do with the ability to understand that there is a gap between what we know today and what we would like to know in a near future. This gap can only be understood if there is the awareness that in the near future the knowledge of today will not be enough. There is the need for acknowledgment of not knowing, of being ignorant and need new learning. How this issue is addressed today within organizations or even in everyday life of individuals? In a world where since the beginning of student life the priority is to be sure to be able to get excellent scores and move forward; in the discussion between colleagues, you need to show that you know and this is important to have the recognition that you are the best and even in organizations where being right is a springboard for promotions. Think, how can you say that you do not know?

Therefore, it is important to discuss the challenge that presents itself to understand the model of thinking of the individual in a scenario that most often appears as a barrier to learning. For this analysis, Kofman (2004) defines two models of thinking as a basis for learning, what he calls two mental models, the certainty and the curiosity.

The model of certainty is one where the individual believes that what he is seeing, discussing or even defending are right. So sure that if someone does not have the same certainty, this one is wrong. The problem of the model of the certainty is that the subject think they understand how things are or how these things happen. Moreover, sometimes this cannot work. It is like imagining a situation where someone with a different perception of the situation but with the same mental model, has certainties that are different of your certainty. What would happen in a conversation? You can connect this model with the knower, who does not need to learn because they understand that they know enough about the issue discussed.

The other model is that of curiosity, one in which the individual believes that what they see is their opinion and therefore is aware that there is the possibility that other individuals have a different opinion. So when you have a model of curiosity, and disagrees with another

person, the subject becomes curious, and not ignorant, because does not react to prove they are right. This is the translation of the learner model. The essence of humility.

Therefore, it is much more productive to use the mental model of curiosity where you have an opinion of how it works things, but you may be wrong. The mental model of certainty, on the other hand, brings many problems because it becomes difficult to an agreement once these same models with different thoughts and beliefs must converge.

So a major challenge of a process of training, development and education of human potential is in trying to understand this paradox of learning where to learn should start from ignorance, from not knowing.

Every human being is a single, unique in its way of seeing and perceiving the world. This is according to Kuhn (1991) is explained by the fact that this perception is conditioned by references acquired throughout the existence of a being, coming from biology, life experiences, relationships, psychological predispositions, intellectual, learning and cultures with which relates, among others.

These conditionings are as filters or lenses that people use to interpret reality, which they live. An individualized filter that cannot be borrowed or taken, only shared by your carrier. Therefore, this means that each one sees the world through its filter, so that there is the possibility for you to see things that others do not see, and that other people can see things that you do not see. In addition, the most interesting, this has no correlation with the knowledge or even hierarchical position in organizations. You can call this unique vision, paradigm or mental model.

So you can define paradigm as the way we see, understand and interpret the world, i.e. the mental map. In this sense, individuals are their own paradigms, they are what they can see and experience.

How does help the individual to unleash their human potential if each one is conditioned by their existence to see the world through a single filter and is further reinforced by the culture where you live? The challenge becomes finding the necessary actions so that each one can, in every moment of your life, acquire the ability to question whether the filter through which you see the world still indicates a valid reality. How? Challenging these paradigms, always questioning if there is a different way of perceiving reality, especially the ability to ask what others are seeing and that another person is not seeing. If it concludes that you are looking with an outdated look, this still enables to have a new opportunity to see his universe from different angles, looking in a different way. And who knows, discover different views of what ever seen.

Organizational culture and human potential

The culture of an organization can also be considered as a key factor for the development of human potential. Under the organizational point of view, according to Taylor (2005), culture is the result of a sum of three dimensions: behavior, symbols and systems. Behavior on a daily basis especially of key influencers and top management; symbols that show observable events, artifacts and decisions to which people assign meanings; and systems that are the mechanisms to manage people and tasks.

Another important concept is how culture can be developed in these places, and according to Taylor (2005), this happens through the messages sent by the leadership, often nonverbal, on what leadership values.

An example of this happens in organizations where leadership shows this valuation through their behavior from day to day. They shall become a reference for people who are linked in some way to this (s) lead (s) and thus begin to act the same way, because they understand that to get to the same place as these leaders arrived simply do what they do.

Therefore, culture is a decisive and significant factor when thinking about unleashing the potential of people in the environment in which it operates. This leads to a discussion of how education, training and development is important in this process of a new human potential range level, both for those who have the leading role as to any individual living in society.

This can be a major inconvenience if the culture is regarded as a hindrance for individuals to question what is going on or even bring suggestions on what they consider inappropriate. The opposite is also true and empowering. Therefore, it is important for you to understand the culture, and how it can enhance or it can discourage the development of human potential process. Here the question is how to leverage the individual so that he can contribute, through unleash of their potential to be the best that it can be within their personal and professional aspirations, to be the protagonist who set the way forward in its lifetime.

The leader's role

In today's world, being the best is not just a matter of competing with each other, but compete with itself. However, today the major investor in this process is the organization where the individual take part and that facilitates or hinders this journey.

Moreover, this is the search of organizations when they are trying to win the best professionals in the market in all positions and functions. Organizations in this competitive world of world order, also has difficulties in aligning their budgets and investments in their search for the best talent, it has an equation to be satisfied both for the short and for the long term.

To have a vision of this challenge for organizations, Collins (2002), in their research to write the book Good to Great, concludes that for an organization to achieve its objectives must have the right people in the organization and then choose these people with the right skills and with the right motivation to the right position.

However, the Brazilian market has questioned in recent years, the shortage of skilled labor, as shown in several reports as More You, of Rede Globo, in 12/03/2013 or Globo News Current Account program (access 11 / 2013). And it is not talking only about leadership positions needed to organizational needs as well as people in technical and operational level and this is an aggravating factor when it comes to new internal positions to build the future in the present.

Be attuned to this dynamic of how to make tools and organically help the individual for him to have an understanding of what is in your hand at finding its development, becomes an important leadership role.

According to Covey (2005) the role of the educator leader within the organizational environment should be to always be ready to communicate the value and potential of people with such clarity that induces realize these qualities in themselves, i.e. to improve the power of the people through the use of all its resources (physical, mental, social and spiritual).

Jack Welch (2005), a leader of recognized competence in the formation of their team when CEO of GE in 1980 and 1990, said that before becoming a leader, success is the result of self-development and that when the subject becomes a leader, success results from the development of your team. Nothing more on individual issues, except nourish and support the team and help its members increase self-confidence.

However, how to provide education, training and developing the potential of people? How to do it? Is to be delivered to the individual something like a ready recipe to apply for it, or generate possibility of knowledge, skill building and provoke the individual discomfort of seeing that is in your hands the choices he needs to do in order to put in practice, day by day, its greatest potential?

Using the Jewish Austrian psychoanalyst Viktor Frankl (2008), which in the period of his imprisonment in the Auschwitz concentration camp, in the most miserable conditions possible, he found that if people cannot change a situation, are challenged to change himself thereof.

This empowering behavior, which translates as the protagonist, which gives all individuals the freedom to choose how to respond the situations when it happens, is only developed when this same individual shall have the opportunity to recognize that he sees the world through of their filters, conditioned by their perception about the world. Behavior that is a high leverage situation where they can get, with their answer, accomplish their purpose for that faced situation, respecting itself and each other in the direction of the common good to both.

Thus, a protagonist behavior increases the challenge of commitment to achieving a vision that goes beyond any individual capacity, a vision that unites people around a common effort with a genuine meaning. Moreover, it can only be achieved when the individual takes responsibility for their choices and that depends on him being aware of how to respond to issues as they arise.

McChesney at. all (2013), in his book The 4 Disciplines of Execution brings the figure of releasing of paths, an important role of the leader to help their team achieve the goals, which he calls lag measure, that the team even decided to take over and perform . In this sense the figure of the releasing of paths must be present not only in leadership who assumes the role of empowering professional, releasing their path, but also the role of each individual with himself, to understand that he is largely responsible for their own development can move on to choose your success making the greatest possible effort to become the best within his potential.

Therefore, it can see that the external action of training, development and education of human potential is important on the one hand, but working the internal issues of the subjects is also relevant, since the empowerment to overcome the challenges to achieve their greatest potential is in the hands of each one, through their choices.

 Leaders have the role of stimulating the individual to achieve this their greatest potential through examples and incentives. That is why it is questioned in this study: how the leaders of Brazilian companies realize the challenges related to the development of human potential of the people who leads? It is known that not just offer training, development and education. We need more deepened actions and adhering to the reality of organizations, especially starting from the principle that developing the potential of people in organizations promote the development of intellectual capital and, consequently, these organizations become more competitive in the global market. It was this kind of questioning that led to qualitative research presented below.

Method and Discussion

To understand what are the perceptions of a group of Brazilian leaders on the challenges that organizations face in the pursuit of developing the potential of people who work in them, a survey research (survey) consisting of 15 questions was conducted, and a scale responses to 5 items, starting with "strongly disagree" and ending with "strongly agree". Through a convenience sample, the survey was conducted with a group of 21 leaders of Brazilian organizations, that occupy presidency positions (06 participants), direction (5 participants), management (7 participants), and other similar positions (3 participants).

The results indicate that the vast majority of respondents (21 participants) indicates that there is awareness of leadership that a growing number of people, in an unprecedented changing, now has the ability to make choices, and that we need to manage these people and themselves in this new scenario. Note that there is a perception that leaders must work intensely in the new scenario of people management that has permeated the company in recent times

Of the 21 respondents, only 2 disagree that the leading educator is not valued in the organization and the fact that communicate the value and potential of people with such clarity that induces realize these qualities by itself. And 8 out of 19 respondents have doubts about the importance of valuation. However, about 7 respondents believed that the leading educator is fully valued, and it is more concentrated in the functions off the main lead. The remaining participants (4 subjects) visualize the leading educator is valued, but not fully.

There was no agreement among the participants consider that the leadership team sends messages about how much the organization prioritizes the development of their subordinates in the direction of being the best they can be every time. To note that 10 respondents believed they send, 7 participants said they did not send and 4 were neutral responses. It is noticed that in this context there are deficiencies with regard to prioritization of the organization on the best delivery, and deserves attention the idea that quantity and quality are at different levels.

For 11 respondents unleash the potential of the people in the direction that they can deliver the best they can in every moment as a team member is a leadership measure of success. 5 were neutral in this evaluation. However, it is worthy to note that there is some difficulty of the CEO (3 respondents in 6) to value this ability, being much more an initiative of their team than yours, may bring an impact on the release of funds for this activity.

The vast majority (21 participants) agree that the organization's values are decisive and fundamental to the maintenance of internal talent in the company. This indicates the importance of values in the choice of talent to remain in the organization. The main characteristics they consider fundamental in choosing their team are integrity, result, integration, commitment, proactivity, teamwork, competence in the function, communication, technical training, honesty, humility and respect.

Among the respondents, 12 participants indicate that in the organization do not have a consistent process of seeking the best of each, regardless of the moment of the organization and only 3 participants agree completely that this happens and 6 partially agree. These figures show the impacts and challenges for the areas responsible in deciding how the potential of each person is better used and how much can be developed on a daily basis, because there is no alignment of leadership in this perception.

Only 6 respondents agree in part and the majority of respondents (15 participants) does not agree that education, training and development has clear indicators of success and are accompanied accurate and frankly, focusing on the highest potential of each trainee. It is noticed that they do not see clearly the results of education, training and development efforts and how the individual has translated into practice these investments. This is problematic, because it directly influences the organization's investment in developing the potential of professionals by questions of how effectively was the contribution to the result.

Among the respondents, 12 participants indicate that exist in the organization they work for a clear view that the investment in training and development is part of the educational process that promotes the sustainable development of the individual potential. However, nine participants did not agree showing and making sure the answers to the preceding paragraphs, of huge challenge for resources that development areas still need to win.

The majority (12 participants) agree that it is possible to change habits, and it is necessary to change the paradigms and act proactively steadily. However, 9 participants do not believe that is so easy for people to change their habits and paradigms.

The majority (13 participants), indicates that organizational culture can cause a direct impact on enable the professional to have better performance in the organization. In addition, 6 people presented neutrally. Only 2 participants did not agree. Note that there is a collective consciousness of how organizational culture impacts in the development of individual potential.

The group of 21 respondents consider that working together teams is directly linked to how much the staff understand their roles in the organization.

The respondents disagree that the internal human potential in organizations does not impact on the result of short-term, since what matters is that the professional delivered what was contracted and know they have to deliver what the leader wants. This fact also makes the role of potential developers a challenge; because they need that, their actions are translated into short-term results, which often is not supported on the financial resources needed for this to happen.

Among the participants, 16 say that have a systemic and integral vision of organizational processes must be the priorities of leadership as a factor for improving the performance of any organization, and so the leadership must share this vision with their teams. Nevertheless, there are leaders who realize not be necessary. 5 participants did not agree with this statement. This shows the continuous challenge of not only developing the led, but also their leaders.

The vast majority, 15 participants, agree that training is part of the development and performance process, and we need to ensure the daily practice of these new stimuli in the participant's life with appropriate tool. 3 partially agree and disagree only 3. Note that with the potential development team within the organization has a green light for their work, no matter how challenging it will be.

There is a big challenge, appointed by the survey, which showed a great balance, 5 respondents did not agree, 7 being neutral and 9 agreeing that work teams (including education, training and development) should plan together how to achieve common goals of the organization - to maximize the outcome of the whole. Note that although the majority are willing to be a total amount of 21, 12 respondents are not engaged in this corporate building, and this brings a huge challenge in the process of involvement, development and participation in actions for the development of human potential.

Conclusion

Considering the observations obtained with the survey carried out, is highlighted how the respondents does not have a sustainable alignment. A common vision of what is expected of the leader's role in the function of developing in a continuous way the human potential of the organization's talents, and how much still needs to be done so that all leaders understand the importance of this development for the result not only short, but also medium and long term is achieved.

Thus, is important to deepen in the results of this survey, because as shown in the above observations, the distortions of perception among respondents, if on the one hand are useful for its diversity, on the other are dangerous due to the differences between what is important for the organization and for the people to reach their highest human potential. If an awakening not happen for the individual to understand that is in your hand this challenge, maybe he cannot be the best they can be every moment of their life.

And this function should not only be of the professional because the leader has an important role throughout this journey, as the provocative, stimulating and the enhancer to the potential of each one can be achieved, which is also the example to be followed .

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