

Human Capital Consulting

Dr. Suzanne B. Rumsey, a social science major and talent management consultant in organizations, authenticated for me the need for training and development practitioners to disrupt apathy and tackle the ill-defined problems of the current organization and its workforce. Investments in technology and in training show that results have not delivered on their promises to shift management/employee goals and objectives in ways that provide successful outcomes. Results more often demonstrate failure of employee retention, transfer, and delivery of the goals and objectives of training. Organizations discover that they know more about their tangible assets than their people.

Our future in Training, Design & Development will confront obstacles that suggest prior experiences in training and outcomes have been ineffective. The motto central to T&D today defaults to "If you can't fix it, feature it!" as if restating a problem will make it go away. To effect change in a weary group, culturally bound to ineffective and unsupportive management who enjoy the politics of comfortable control, we are going to need to be bold. The gap between what is desired and what actually exists may require some disruption of

beliefs that currently suggest that managers and employees are not in the same community of practice. They need to be on the same page.

I have a vision of training that could increase both the capability and capacity of human capital and increase ROI. It would require that the integrity of the entire organizational culture and its mission statement be re-inspired by an authentic meaning making message passionate enough to arouse a sense of partnership and team effort. When people feel like they belong to something that is meaning making, the natural human response is to get connected and to serve. When people are treated in mechanistic ways, levels of service dwindle as their deeper animal nature digs in its heels in response. Apathy, disloyalty and adversity and finally desertion will out.

Understanding that the middle class will soon be replaced by robots in order for efficient and effective manufacturing to continue to feed, clothe and house an aging population while the younger set provide talent for needs that can only be fulfilled by human capital may cause anxiety and uncertainty for those leaving the workforce for retirement. In a world where Wikipedia, opinions, and beliefs bond culturally defined relationships, and access to information depends on software as a service on one's particular cloud, I fear we are no longer cognizant of a need

for a unifying body of knowledge in which we all share values and a shared commitment to those tenets that make America the land of the free. I fear a land of lords and serfs, of makers and doers, of wealth and extreme poverty. Poverty of ideas, poverty of principles, the loss of rules of law, the loss of our precious history of the humanities in all of its depth and rigor, and finally the loss of blood in wars already won, to repeat ad nauseam in a sea of mindless inanity.

Suzanne suggested the possibility that 70% of organizations that exist today, will not exist in seven years. And 50% of organizations that will exist in seven years are not yet designed. I feel that Suzanne's search for workers who have experience, expertise and exposure may help in the transition of those dinosaurs hurling toward absence and aid those in design to reinvent how humans re-engage in the world of work. I am tempted to apply my skills in her culture.

In the meantime, taking apathy, disloyalty and adversarial tendencies out of the workplace requires a new attitude and a new partnership if we are going to make smooth transitions as organizations search for ways to stay relevant and profitable. In the world of the unemployed, we push for self-employment to retain the same promises this country offers to anyone with a will to work.

References: Class notes