

Chapter 14

Managing Human Resources as a Business Strategy in Times of Disruption

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ABSTRACT

This chapter establishes a tripartite relationship of high impact and validity in the business world. The three concepts that are intertwined are the management of human talent, the concept of disruption, and business strategy as drivers in organizations that seek to fulfill the visionary unit that has been proposed in the existing conditions of a particular environment that presents new movements, questions, and events derived from factors such as public health, the fourth industrial revolution, caring for the environment, generational social interaction. Once the concepts described above have been understood, the authors proceed to establish the relationship that allows them to intertwine and find the points of convergence so that they can have the proposal to manage human talent in times of disruption as a business sustainability strategy.

INTRODUCTION

This chapter, managing human talent as a business strategy in times of disruption, establishes a tripartite relationship of high impact and validity in the business world. The three concepts that are intertwined are the management of human talent, the concept of disruption and the business strategy as drivers in organizations that seek to fulfill the visionary unity that have been proposed in the existing conditions of a particular environment that presents new movements, questions and events arising from factors such as public health, the fourth industrial revolution, care for the environment, generational social interaction from the meaning of sustainability.

The relationship of these three concepts intends that entrepreneurs, managers, academics and other stakeholders observe the importance of developing, motivating and maintaining the appropriate people in order to guarantee a productive and competitive path in organizations that travel in contexts of per-

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manent movement and uncertainty, they experience irreversible processes that ultimately lead to what is not expected or not projected and, nevertheless, can generate environments of business sustainability.

The approach to these issues begins by establishing what is related to the concept of disruption and its respective contextualization at this time, that is, which factors can be considered that provoke or derive in the enabling conditions in times of disruption. Next, a description of the global trends on business human capital is made, the appropriate elements and conditions to consider in the management of the multivariate available human talent, the characteristics of human talent are presented considering that today different generations coexist in it. job context. Subsequently, the elements that are supporting the tendency to establish social enterprises are reviewed.

Once the concepts described above have been understood, it proceeds to establish the relationship that allows to intertwine and find the points of convergence so that can have the proposal to manage human talent in times of disruption, as a business strategy aimed at fulfilling the purpose. vision of organizations.

METHODOLOGY

A literature review was carried out using primary and secondary sources through academic databases of authors and their respective research, in addition to the review of documents from prestigious multilateral entities. Once the concepts were established, the meeting points that would allow the construction of the relationship proposal between them were analyzed, in order to establish a proposal that serves for companies to guide their organizational strategy considering managing human talent in a way that seeks business sustainability in times of disruption.

THEORETICAL FRAMEWORK

Disruption and Turbulence

Being respectful to those who precede on this issue, it is appropriate to present different positions of reputed authors who have studied about it. Therefore, from different stages, a brief overview of the different meanings of disruption and turbulence depending on their applications is made. It can be indicated in a general approach that disruption can be understood as the lived experience of irreversible processes that ultimately lead to the unexpected or not projected. Next, in Table 1, concepts of disruption are presented, what is found in the literature on the interpretation of the meanings of disruption is expressed.

Both (Laverde-Verástegui & Rivera-Rodriguez, 2016) and Hu, Y.; Li, J.; Holloway, L.E. (2008) are coincident in pointing to the deplorable consequences that an organization that is impacted by a disruptive event is exposed to. Generating with this, instability, sudden changes and even the disaster of disappearance so fast that even, alone, desolation will be the feeling experienced among the organization's stakeholders.

The other coincident element found in the sources and that ratifies the express approach by the author of this document on disruption, is the condition of being sudden: unexpected, unthinkable, unforeseen, sudden, unpredictable. Highlighting that this condition makes management theories that promote planning and organizational projection face the question of how to address the so-called disruptive events. That is,

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