

ÁREA TEMÁTICA: 4 ESTRATÉGIA

***HUMAN CAPITAL: THE BUSINESS PARTNER FROM THE SENSEMAKING
PERSPECTIVE***

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Resumo

O objetivo do artigo foi introduzir uma abordagem contemporânea do *Business Partner* com o pensamento integrado na perspectiva do *sensemaking*. O artigo foi alicerçado pelo capital humano, evidenciando o *Business Partner* como o profissional estrategista que contribui para o sucesso dos negócios. Ao propósito de disseminação da temática, tem-se a seguinte questão de pesquisa: Qual a relevância do profissional *Business Partner* como estratégia empresarial?

A natureza da pesquisa é qualitativa e bibliográfica, tratou-se de uma pesquisa descritiva da realidade contemporânea sob o ponto de vista da autora. Adicionalmente, apoiada em conceitos tradicionais que mostram, implicitamente, a trajetória do capital humano ao longo do tempo. A contribuição social repousa na disseminação do conhecimento que direciona as empresas ao sucesso, mostrando a relevância do ativo mais importante que as empresas possuem, focando o capital humano como alicerce das estratégias dos negócios.

Palavras-chave: *Business Partner*; Capital Humano; *Sensemaking*; Inteligência Emocional.

Abstract

The aim of the paper was to introduce a contemporary Business Partner approach with integrated thinking from the perspective of sensemaking. The paper was based on human capital, showing the Business Partner as the professional strategist who contributes to the success of the business. For the purpose of disseminating the theme, there is the following research question: What is the relevance of the professional Business Partner as a business strategy?

The nature of the research is qualitative and bibliographic, it was a descriptive research of contemporary reality from the point of view of the author. Additionally, supported by traditional concepts that implicitly show the trajectory of human capital over time. Social contribution rests on the dissemination of knowledge that directs companies to success, showing the relevance of the most important asset that companies have, focusing on human capital as the foundation of business strategies.

Keywords: Business Partner; Human capital; Sensemaking; Emotional intelligence.

1. Introduction

Much is said about the best business strategies, however, any methodology, however advanced, is ineffective if it isn't outlined by the culture of valuing human capital. Unfortunately, in Brazil, it's a culture that isn't yet diffuse. Human capital cannot be dissociated from other capital that makes up the business model. It should be noted that it's the most important capital because it's responsible for generating

other capital. Although, it's difficult to recognize the criteria to be considered an asset, and the control issue is a difficult challenge to reach. Human capital must be preponderant in the strategies of any business model.

The traditional human resources professional, in the last decade, has been perceived as a key part of business. The figure of the Business Partner has been disseminated, but there are still mysteries that involve the performance of this professional. The paper aims to demystify the important role of this professional as the professional who works within the scope of the strategy. Gradually, the evolution of the human resources professional isn't iced, a significant growth in the human resources competence models in an attempt to realign the HR professional as a business partner.

In the case at hand, there was a focus on a structure with integrated thinking based on a model focused on the behaviors, skills and competencies necessary for business. It's is a mechanism capable of linking human resources strategies with the performance of the business as a business strategy. Caldwell (2010) presented a conceptual model relating effectiveness, development, HR strategies and the relationship with performance. The author concluded that the link affects the result of the business performance. In this way, the relevance of the effective performance of the business was evident through the performance of the Business Partner. Evidently, companies that perceive the relevance of this professional are concerned with valuing their human capital. Therefore, it's necessary to demystify the relevance of the Business Partner, which is an important element of human capital.

Brazil has a long way to go in terms of assimilating human capital as the company's most important capital. However, still in an incipient stage, it begins to realize human potential as a business strategy.

2 Background Theoretical

After the preliminary notions, the theoretical foundation intended to introduce a parallel reinforcement on the subject that involves human capital emphasizing the Business Partner.

2.1 Human Capital in Companies

Kawasnicka (1981) believes that for a company to conquer the market, it must present a positive image associated with the products offered and the technical capacity of its staff. He argues that human capital is one of the main resources for the survival and continuity of companies and argues that the discussions that the human element as part of its assets aren't recent. Arguably, the formation of human capital comes from the resources applied, so measuring them and meeting the challenge of managing them in such a way as to generate economic benefits is a competitive advantage.

There is much debate about the importance of relationships in the business world, but the fact is that there is a consensus about their relevance. Building relationships requires resources that must be perfectly managed, the difficulty is implicit in everyday life and perceived by the parties. However, investment in labor relations is an essential condition to maintain the balance of the relations that govern the business.

With regard to the strength of human capital in companies, Dimov and Shepherd (2005) based on their studies that human capital was associated with failed companies. Thus, it's possible to relate business success with the culture of valuing human capital. When there is a concern with the valorization of human capital, the relationship at work is relevant and guided by an efficient and effective HR management.

The premise for human capital management is based on the duality of conflicts / harmony, conflict management and the search for harmony in relationships. It's paradoxical the asymmetry in relationships in face of the personality of each individual, reactions can be both negative and positive and managing them is a challenge.

Relationships in the corporate environment are built from planning directed towards business objectives, seeking alignment between the individual and the collective. Undoubtedly, the scope of the Business Partner goes beyond the objective of fulfilling only the expectations of human capital. Intrinsically, a new perspective in the light of sensemaking takes on a new status at a level that transcends the traditional view of human capital and adds value in managing people in the long run. In this bond, the understanding of sensemaking shapes the business strategy in managing people.

Schultz (1776) theorized human capital in the light of knowledge. The knowledge put as capital and the decision to invest resources in the training of workers now have a new perspective on increasing productivity. In this thinking, the importance of human capital for economic development and its relationship with education, among others, evolved. With regard to knowledge, Marschall (1980) stated that the worker who seeks knowledge acquires greater confidence in the performance of his work and makes him capable of contributing to the generation of wealth.

Drucker (2001) view is still contemporary because he believes that knowledge needs to be constant and prioritizing instruction is the path to employability. People must be trained to understand that knowledge is constantly evolving, changes are necessary to improve processes. It's very important to emphasize that the qualification of the worker is the key point of business development. In Porter (1947) view, the government must create conditions to promote development, improving education and all the necessary infrastructure to boost the development of companies, educational institutions and, consequently, the country. The author considers that companies need to adopt strategies to obtain competitive advantage and believes that investment in human capital generates competitive advantage.

Porter thinking is very contemporary because it's against employee turnover, advocates training by companies to stimulate their skills and competences that must be constantly improved. His thinking was ahead of his time because he foresaw the future of business, he argued that students should receive practical and scientific training and understood the important aspects for business development. In view of these considerations, it's irrefutable that business success is only possible through knowledge that generates social and economic development.

2.2 Business Partner

The Business Partner is the professional who acts by integrating HR and business strategy, it isn't limited to HR because it's a professional who needs to have global knowledge of the business model for the necessary synergy, envisioning the

achievement of the objectives of the business strategy. In summary, it's the professional who isn't limited to having knowledge of human resources, he is aware of the peculiarities of the entire business model in which he is inserted.

The important thing becomes opportune; the argument of Caldwell (2010) the emergence of business partnerships has led to a huge growth in the models of competencies of human resources. In the author conception competencies is the foundation of the mechanism for reinventing traditional HR functions and improving the effectiveness of HR professionals. However, the evidence from his research still finds the effectiveness of competency models disappointing and underperforming accuracy in a Business Partner role. In this sense, it's necessary to consider the culture context of the environment in which the company operates.

In the important prediction of the future of Riggins and Mukhopadhyay (1994), who addressed the trend of interorganizational systems and the need for management of partners. Then, it was already predictable that business partners would directly affect the company's benefits.

Thus, there was no culture of valuing human capital; people were still seen in a way dissociated from the company's capital. Currently, the capital appreciation stage is still incipient; companies are beginning to realize that people are the most important assets because they are responsible for generating tangible and intangible capital. In this perception, the HR sector has been transformed with a view to the well-being of employees, in order to transform satisfaction into results.

Corroborating with the thinking of Cascio (2004) the development of an expanded mentality must cover all professions. Lately, the challenge in human resources management is to direct professionals to the effort to grow, aim and achieve more than they believe possible. This new vision is only possible starting from the mentality of importance given to people and the understanding that, in fact, people aren't resources. In this thought, one can ask: is the human resources professional the same figure as the business Partner?

Business models are competitive, it's in this environment that the Business Partner operates through a synergy that encompasses the entire business model. Understands the needs of employees, operations and customers, in addition to essential business knowledge, functional areas of human resources, especially the ability to interact with people. It's the role of the Business Partner to create strategies, identify talents and promote the development of human capital with metrics aligned with the company's strategy. The contemporary HR vision envisions a future of partnerships with engaged professionals, capable of understanding and identifying success factors aligned with the vision-mission-business values proposal.

Generally, companies that understand the breadth and relevance of the Business Partner, apply resources to the professional strategist because the added value to the business isn't iceable, the ideal is that the Business Partner acts only as the strategist who interacts with human resources in line with the company objectives. The professional must have peace of mind to observe and act in the entire business model, which results in assertive economic benefits.

Business development is the result of the application of resources and adequate management of the human factor. Several scholars defend the view that success in business is only possible when there are real benefits to human capital. In this understanding, the Business Partner acts from the perspective of sensemaking to align human capital with the other capitals that make up the business model.

2.3 Sensemaking

Sensemaking can be understood as an important strategy applicable to business relationships, it's a multifaceted and underlying concept with relevance in the construction of knowledge through the articulation of processes that generate meaning for the interactants. It's a concept originated from psychology and introduced in administration. The concept given by Waterman (1990) is that the actions taken must generate meaning for something unknown, a structured construction for the stability and coherence of the events.

The subjective premise of sensemaking assumes that an incomplete and changing reality with gaps that can be associated with the need for the evolution of human capital. On this path, accepting that the perceived reality is of internal existence, in other words, only the awakening of the awareness of the need for knowledge must come from the individual. Thus, the generation of knowledge must have the sense of sensemaking, that is, make sense for the individual. In relation to this aspect, HR must retain the ability to awaken in its employees the need to seek knowledge. In this understanding, Smith (1776) perspective on each individual's natural effort improves his own condition and alone is capable of generating wealth and prosperity.

Sensemaking is the basis of institutional processes that constantly seek to create meaning as a source of food for the integrated thinking necessary for business success. In the corporate environment, individuals do not act in isolation, there is an interaction mechanism. Resinic, Levine and Teasley (1991) claim that social functioning and human thought are inseparable. Relationships can be understood as a result of a set of meanings shared and developed by a language specific to the dynamics of everyday life.

The Business Partner must have the sensitivity to assimilate the subjective concept of sensemaking and understand it in the routine of the company and the business, paying attention to the behaviors, changing the stereotypes and the purposes of the performance of each role. Understanding sensemaking, although a primitive concept, is a strategy to support the construction of contemporary human capital management, constantly interrupting and adjusting processes and aligning business strategies.

Ganzen and Suddaby (2020) Comment that the sensemaking for the future lies in the absence of a success story that isn't well understood, so the construction of confident narratives for the future is a conceptual and empirical problem. Thus, understanding the present and past of especially business resource offers subsidies for the future of business. From this point of view, it's possible to mitigate uncertainties and inspire confidence among stakeholders. In this way, the sensemaking spirit plays a critical role in the knowledge of entrepreneurship because it describes realism to guide future decisions.

Sensemaking has a three-dimensional aspect: affective, cognitive and pragmatic. A simple way to define the alchemy of the elements by combining the rational and irrational aspects that guide the cognitive aspect underlying business objectives. Thus defining the tripod of corporate cognitivism.

For Vough, Caza and maitthis (2020) sensemake is like a body that uses a sensory lens to understand business processes. In this perspective, identities are constructed as the understanding of individuals is inspired to the point of creating meaning and understanding of who they are. Logical context, since the creation of meaning is based on the construction of corporate identity.

2.4 Emotional Intelligence

Emotional intelligence is the individual's ability to perceive and deal with his own emotions and to understand the emotions of others. It's possible to segregate emotions and classify them in order to control their behavior, the way they think and expand their personal skills and competences.

When applied by leadership professionals, there is a high impact on assertive decisions, especially with regard to employee hiring, retention and promotion options. Arguably, the Business Partner must have high emotional intelligence.

Currently, the term - emotional intelligence - is in vogue, but the fact is that it isn't a modern concept. Emotional intelligence has been around for decades. Thorndike (1930) introduced notions of social intelligence, in order to disseminate and legitimize the individual's ability to live in society. However, the terminology as it's known today was introduced by Payne (1985).

The applicable understanding in the corporate environment is the concept of multiple intelligence defended by Gardner (1980). The skills and competencies currently required are multitasking professionals.

It's of univocal opinion that emotional intelligence is difficult to measure. It concerns the way of thinking about the attributes that consider empathy and aptitude to deal with society. Self-analysis can lead the individual to reformulate what is believed to be emotional intelligence through awareness, assessing their own ability to deal with and solve problems.

The Business Partner must be aware of the types of intelligence, try to measure it through self-knowledge because it's the guarantee of the differential in their work. Goleman (1999) believes that emotional intelligence is a combination of skills and competences, forming the set of human characteristics. It's worth noting, the types of intelligence are diverse and it concerns aptitudes, emotional intelligence is a type of intelligence that has gained prominence due to the positive impact on the management of human capital.

In the modern perspective of Rivers and Brackett (2020) science supports the claims of emotions and has an adaptive value in preparing human development and responding to changes in the environment. Emotions affect learning, memory, creative decisions and social relationships. To paraphrase, emotional intelligence presupposes emotional skills such as the ability to compress the origins and consequences of emotions and adjust them in ways that promote personal evolution and enable positive interactions. In conclusion, it concerns the ability of individuals to process emotions and direct thoughts in order to improve rational capacity and make better decisions.

The contemporary focus on emotional intelligence promotes quality of life, as science itself provides subsidies for the flourishing of skills and competences developed through training programs. Undoubtedly, there is a strong potential to shape and improve educational practices applicable to businesses, taking into account the peculiarities of each business model. In this regard, the Business Partner must act by building the appropriate model adapted to business interests.

3 Research Methodology

The nature of the research was qualitative and bibliographic, the research was described according to reality from the point of view of the Author.

The author intended to provide an overview and show a little of the history of human capital and relate to the contemporary context. Based on the perspective of renowned authors, in search of concepts and philosophies that relate to the contemporary context. The research was based on the elucidation of the contemporary professional who is the Business Partner.

The research was supported by bibliographic studies on materials published as international papers, books and publicly available websites.

According to Marconi and Lakatos (2014), bibliographic research refers to all bibliography already published that includes books, magazines, paper publications. The purpose is to reinforce the scientist's research.

4 Final Considerations

The paper goal to show a contemporary focus on human capital with an emphasis on the Business Partner and the relationships that involve business success. In spite of the reasons given above, human capital, being a main element of the business model, the knowledge of concepts that involved human capital over time was relevant. The intricate panorama in the paper demonstrated the origins and evolutionary processes and concepts that are still contemporary, resulting in organizational culture.

In Brazil, the valorization of human capital, unfortunately, is still a culture in an incipient stage and the figure of the Business Partner gradually begins to emerge from a culture of evolution of human resources, a strategic alignment shaped to meet corporate objectives.

It was clarified that the Business Partner isn't a mere HR professional, but a professional prepared with knowledge of the entire business model that operates in the global strategy. The Business Partner must have a deep understanding of sensemaking to seek meaning in their strategies, as well as emotional intelligence, in addition to the various types of intelligence necessary to understand all the peculiarities of the business model and thus define the strategies applicable to success.

It was observed that knowledge is predominant and needs to be continuous, since there is no space for professionals who aren't dedicated to continuing education. In this regard, Schultz (1963) argued that the qualification and improvement of people through education would result in profitable advantages and global economic development. According to Marx (1867), investment in education would be the path to changes in social relations. It should be noted that, from this perspective, education has become accessible currently it's possible to access education in a flexible and comfortable way through the distance education system.

The study aimed, in especially, to address the need for awareness about the valorization of human capital as development and maintenance of business. Above all, highlight the relevance of the presence of the Business Partner in business models in general. The author suggests studies to perceive the Business Partner's adherence in Brazilian companies.

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