

CREATING DEVELOPING STRATEGIES IN PERSONNEL POTENTIAL AND APPLYING METHODOLOGICAL GROUNDS

Resul Kaya

ABSTRACT

Creating personnel strategy starts with developing management function. It is a process which is followed by the determination of mission and vision. It is obligatory to collect data and make estimations in order to create the general strategy of the business. The methods should be grounded and applied as a result of the explanation, comparison and assessment of the methods in scientific and philosophical terms. Goals will have been achieved step by step if strategic plans are created, developed and thoroughly controlled.

Keywords: Strategy planning, Mission and Vision, Data and Methodology

Introduction

One needs to think and decide in order to determine the goals and achieve the goals determined. In order to obtain the same defined results, it is necessary to formulate what kind of business activities will be performed in the future and struggle with ambiguity. The benefits of strategic planning aims to control the development in achieving the goals, and prospectively elucidate the ambiguity along with the coordination of the business activities to be performed.

1- Strategic Planning and Control Cycle

The personnel of the managers who function, work and produce in harmony, fulfil their responsibilities should be taken under control. The following ways should be followed in this control.

a Planning

b Putting into Effect

c Comparing the results with the plan, finding the way to go and estimating new goals. Researching the reasons for the differences between the results obtained and planned and finding solution by corrective actions. (Eraksoy, 2014: p.38-45)

2 Grounds of the Strategic Planning Function

The strategic management and planning requirement of the law consultancy business has basically 3 reasons. 1 – The works performed should show the way to go to all managers and employees. 2- They should be encouraged about new ideas. 3- Sustainable competitive advantage should be obtained. If a business can answer the demands of its customers quickly and if it is innovative and successful in efficiency with quality product; that means it has already obtained the sustainable competitive advantage. The reason for the existence of a business is specified in the mission explanation. And the things that it should do to reach the place it desires are explained in the vision section. From these explanations, strategic planning, tactic planning and operational planning can be derived. Regardless of the form of planning, it aims to fulfil an already determined business target. And the business target should be a result which can be measured in a certain time. (Eraksoy, 2014: p.46, 47)

Strategic goals are determined by the senior management of the business and they focus on the targets which are a concern of the entire business. Tactic targets are determined by the middle level management and they contain the planning of the things to be done to reach the strategic goals. Operational targets, on the other hand, are determined by the managers who are not involved in the senior management. These managers deal with the short terms works in order to fulfil the tactic goals. The targets which are determined for the business should be determined as obvious, measurable, achievable, result oriented and time dependent. For example, let us take Yamanlar Law Consultancy; the target can be determined as increasing the office income and number of lawyers in the next 5 years and establish 3 new departments which are not

serving in the office yet and triple it. These business goals should be followed through an activity plan. It should explain the activities which will be performed to achieve the goal. For example, such as step by step explaining according to which principles filing will be made in the procedure in the law consultancy (Eraksoy, 2014: p.48-)

3 Creating Strategic Management Process

There are five steps and one feedback cycle in the strategic management process.

1- It consists of mission and vision explanation. While mission forms the purpose of the business, vision explains the long term direction and strategic goal of the business.

2- It turns into a strategy which mentions generally written mission and vision explanations and how the business will fulfil its mission. The strategies which are commonly planned in general are growth strategies (targets to increase the sales and business) Balance strategies (Determines the least change based on the status quo) defence strategies (targets reduce in the activities of the business)

3- It is the formulation of the strategy. In this step, the big strategy is turned into more specific plans and choice is made between different strategies and the strategy chosen is fictionalized based on the requirements of the business.

4- It is the operating of the strategy. In this step, strategic plans are put into effect.

5- It is the strategic control. It is the process of following the strategy which is put into effect and making corrections in this strategy. (Eraksoy, 2014: p. 49)

4 Fictionalizing the Big Strategy

It is necessary to collect data and make estimations in order to create the general strategy of the business. This step enables collecting information about the competition and thus estimating the movements of the competitors and behaving accordingly. Information about competition can be easily collected from open information sources (professional publications on the internet etc.) today. The second important point in creating the general strategy is the analysis of the environment outside and inside the business. The purpose is to foresee the possible threats and opportunities which might affect the plans of the business beforehand. Through this method, it is possible to evaluate the opportunities of the business.

They are the situations which will enable the business use its opportunities in favour of the business in the external environment and have competitive advantage. The threats of the business, on the other hand, are the external factors which prevent the business to reach the competitive advantage. Prospective estimation is another method in creating the strategy. This can be made in two ways: 1- Trend analysis. In this analysis, the value of the future data is estimated based on the data on hand by assuming that the sequence of events in the past will also occur in the future. Scenario planning is another strategy in creating the general strategy. Several plans, strategies are created in this plan. Such as fulfilling the need for lawyers in Yamanlar Law Consultancy (Eraksoy, 2014: p. 50- 51)

5 - Formulating the Strategy

The first one of the mostly used tools for the formulation of the strategy is the 5 competitive power analysis and 4 competitive strategies of Michael Porter, the famous American strategic management specialist.

- a) Threats which might originate from the new competitors in the industry
- b) Power of negotiation of the suppliers
- c) Power of negotiation of the sellers
- d) The threat which might originate from the products and services which will be replacing the main product or service
- e) Competitive dispute between the competitors

Porter states that only 4 competitive strategies can be created in the presence of these 5 competitive powers. (Eraksoy, 2014: p.51- 52)

6 Operating and Control of the Strategy

Operating and applying the strategy are the final steps of the strategic management process. There a 3 key processes in applying this strategy. They are:

- 1- Employees
- 2- Strategy
- 3- Operations.

It describes the importance of the employees working, appointing the talented personnel particularly in the works with key importance, and the way to be followed by the personnel in operation strategy. The plan shows the main activities of the corporation. It will enable the personnel to apply the strategy by connecting the strategy and business plans with each other, and enable the managers to manage and control the strategic vision. (Eraksoy, 2014: p.53)

7 Strategic Human Resources Management

The purpose of personnel potential and human resources process is to obtain the most appropriate business performance to fulfil the mission and the vision of the business. Two concepts are of importance in the administration of the personnel potential.

1-Human capital is the economic and productive potential of the knowledge and experience of the personnel.

2-Social capital and work is the economic and productive potential of the strong and fiduciary cooperative relations.

Planning personnel potential is a systematic and inclusionary plan which developed to understand the present requirements of the employees and understand the future requirements of the employees. In order to understand the present requirements of the personnel and comprehend the basic elements of a privileged work, analysis is needed by observation and resolution. It also requires the determination of the requirements, obtain information about where to find personnel. The manager who is responsible for the personnel and human resources should be aware of the labour law and legislation. Such as knowing the rights and liabilities in case of the dismissal of the personnel, calculation of the leave days, dismissal due to pregnancy or military service (Eraksoy, 2014: p.60 - 61)

8- Steps of the Strategic Planning Process

Strategy means the long term plans for the entire organization. Creating strategy means thinking about the future and being visionary. The office should evaluate the service of the office in several legal fields before starting the strategic works. For example, let us evaluate the working field of Yamanlar Law Consultancy in the following criteria.

a- Service Scope : Whether service is provided in all aspects of the related legal field

Know How: The know-how level in the legal field, how many lawyers there are at this level and how famous it is in this field.

b- Capability to Deliver the Service: The lawyers' service which also makes use of technology, by which means they are delivered (Extranet, Web pages etc.)

c- Client Relations : Whether the lawyers have strong relations with the clients, knows lots of people to generate business

d- Experience in the Sector: The presence of lawyers in the sectors which might need legal service (Health services, Telecom, energy, Banking etc.)

e- Location: The presence of an office near the business centre

f- Pay Sensitivity: Whether the clients are working with low pay

How the legal consultancy office is perceived by the clients is strategically important. The Legal Consultancy office should determine its critical success factors to apply its strategy. Critical success factor such as giving high level quality legal service to the clients (Eraksoy, 2014: p.193, 194, 195)

9 Data to be Used while Creating the Strategic Plan

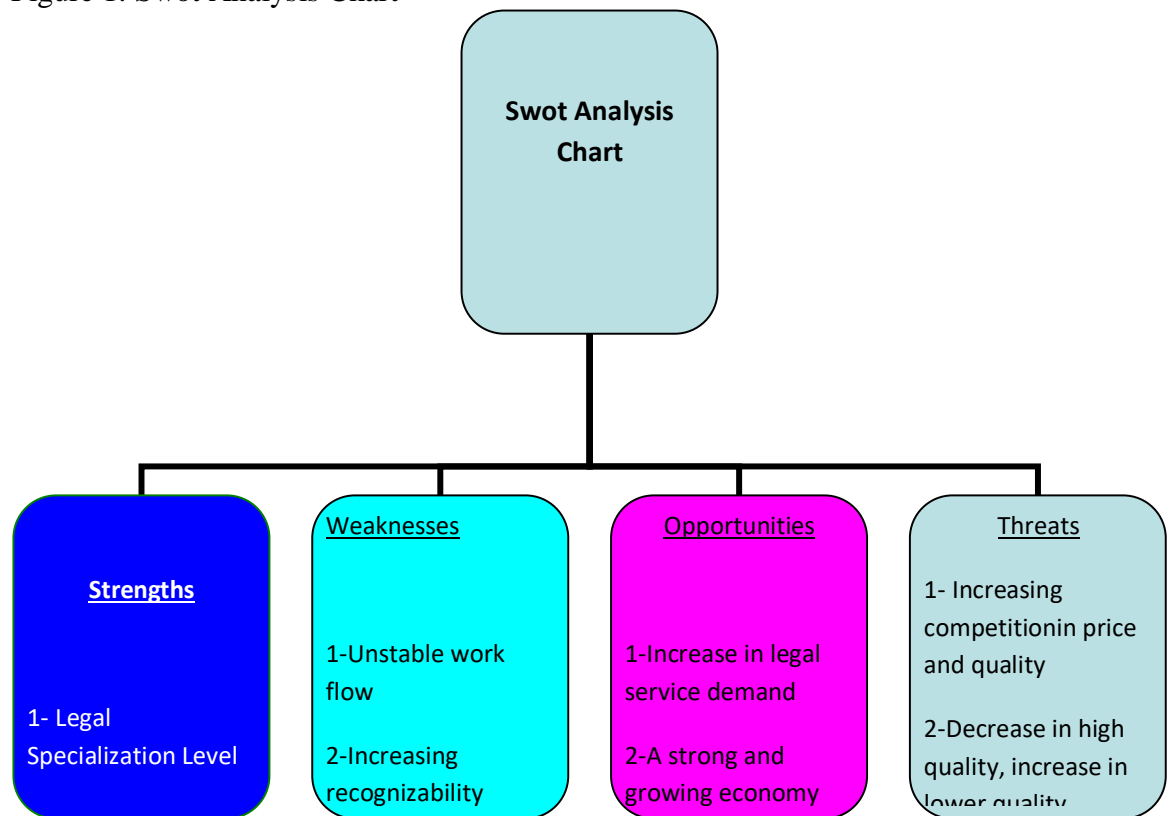
9-1 Status Quo Analysis: It should focus the place where its office is located in the law market, core activities of the office, from which activities it generates profit, how it functions and plan the things to do to achieve this status quo. This evaluation covers corporate culture, management as well as other legal and administrative fields with key importance. This analysis

prepares the infrastructure for the law consultancy office to make the behavioural changes to achieve its goals.

9.2 Analysis of the Existing Clients: Analyzing what percent of the clients are new and what percent is old

9.3 Opportunities / Threats : The opportunities and threats which might affect the office should be taken into consideration. SWOT analysis sample can be shown as the most frequently used one in strategic planning. With this work, the office will have obtained a means of a strong strategic planning.

Figure 1. Swot Analysis Chart



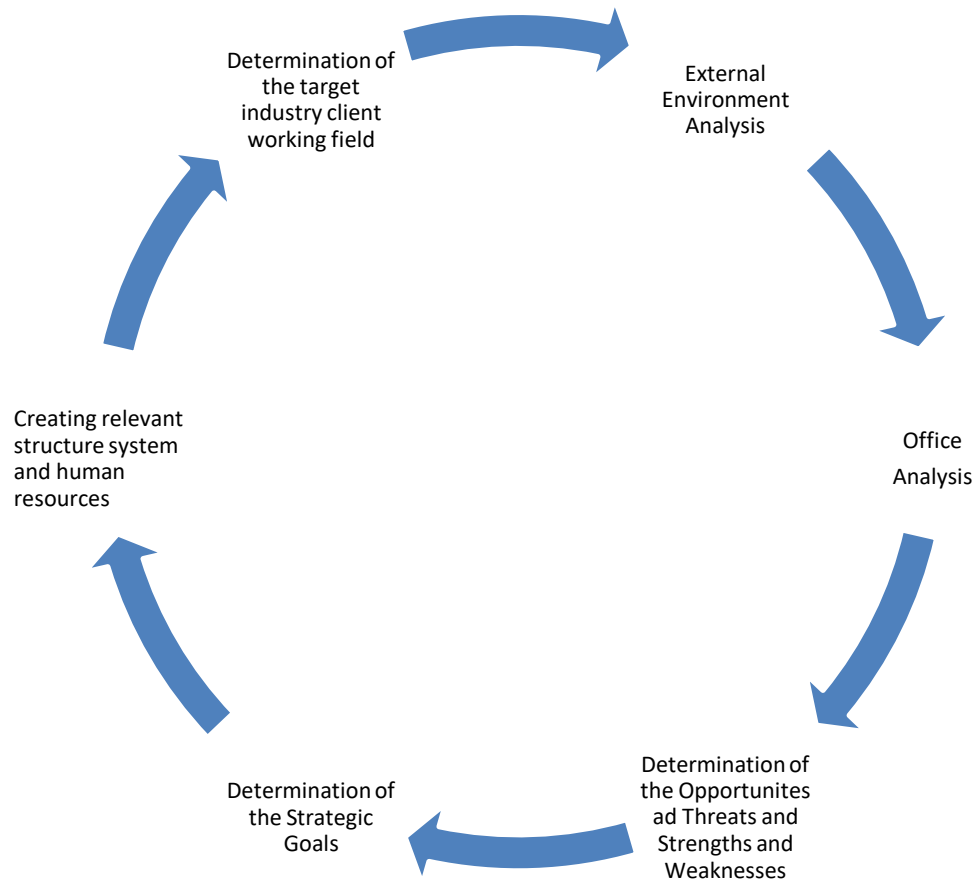
(Eraksoy, 2014: p. 197, 198)

9-4 Analysis of the Existing Legal Services: Improving the legal services provided is one of the important factors of the strategic plan. After performing all these analyses, the strategic plan should answer the following questions.

- a) Which client base will be the receiver of the legal services. (Big, small or medium companies)
- b) Which legal fields will constitute our main activities.
- c) What will be the main source of our competition.
- d) How our Legal Consultancy office management and organization structure should change.

9.5 External Environment Analysis: The factors which affect the provision of legal services should be evaluated.

Figure 2. Strategy Determination Process Work flow Diagram



(Eraksoy, 2014: p.204 , 205)

Bringing difference to and valuing law consultancy office should be sustainable. In creating personnel potential and developing strategy for the legal consultancy in line with the mission and vision of consultancy, business relations can be established through the works such as promotion activities, legal magazines published by the office, and website.

10 Applying Methodological Grounds

Definition of methodology: It is a science for methods. It is a science which develops principles to research methods in the fields of philosophy and science in particular and creating new methods. (www.Nnd Sözlük p.1-2) Methodology is comparing, matching, and evaluating methods. And, it is searching methods. Its branch which approaches the methods of scientific research logic researches the applied ways of thinking in which every science is interested in. Thus, the methodologist is liable to evaluate the methods which are valid or being used then in a field of science. Methodology is a field of work which is opened by the contemporary thought. Thoughts on method started with Bacon and Descartes . (www. Msxlams.Org)

The grounds of methodology can be expressed over being scientific. Scientific knowledge has specific characteristics. Methodology is the logic of the scientific search. Its characteristics are: a) objectivity principle, b) Correct measurement, c) proving quality , d) Generalization ability e) Analyzes what is scientific. (İ. Arslanoğlu p. 1-2)

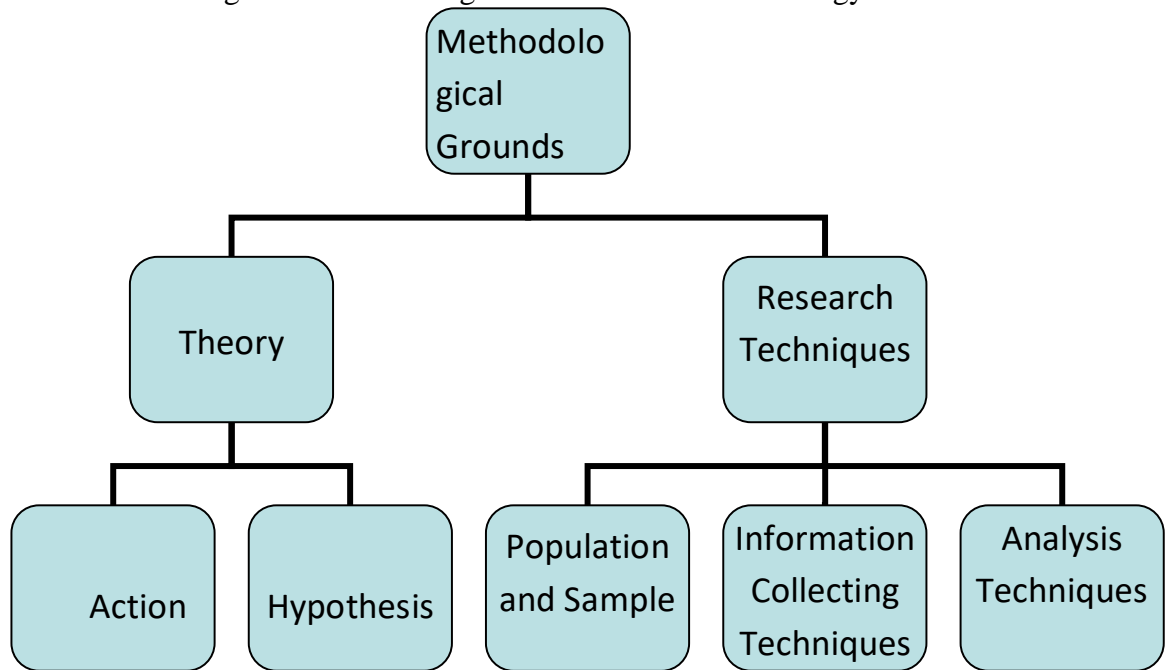
11- Functioning Phases in Methodology Method

- 1) Occurrence of a need and feeling a problem
- 2) Determining the place of difficulty and the problem
- 3) Some ways of solution hypotheses (to be tried) proposition
- 4) Determining the affirmatives

5) Testing the hypotheses

General principles and grounds of methodology are the same in all sciences. (**İ. Arslanoğlu p. 2- 3**) Thus, methodology in creating personnel potential should be created in line with the grounds. Let us summarize it with a chart

Figure 3. Functioning Phases Chart of Methodology



(**İ. Arslanoğlu p. 6- 7**)

A research which is made to create personnel potential in an institution or a business shows the presence of a problem. This problem can be conveniently solved with the methodology which will be followed based on the above chart. After putting forth the problem, the hypothesis, which is the temporary way of solution for the problem should be put forth in scientific predictions. And this can be made by tests and observations. (**www. Bilgi ve başvuru. Com**)

From the grounds of methodology, research techniques are used and samples are chosen from the population about creating personnel potential, and information is collected and researches are made. Data is collected. The general principles which are considered valid and accurate without testing are called action. How to solve the problem will be revealed thereby making the analysis of all of the data collected. While applying methodological grounds on the personnel potential, it is necessary to fully set forth what is decided and what will be resolved.

It should be remembered that legal consultancy is a strategic matter just as the formation of the personnel potential of the business culture. It should be included in the challenges which are experienced by the personnel. Since the failure of the business is an expression of the fact that the responsibilities are disrupted in the personnel system, inspections and observations should be more intense. It will reverse the failure when integrated with personnel business strategies. (**A. Kardan ; 2002 p. 72- 76**)

An honesty based strategy brings about a tougher standard. It is based on the concept of self management by the business personnel by a cluster of honest and guiding principles. The duty of an honest moral management is to define and apply the guiding principles of a corporate business, a legal consultancy business, create an environment which supports moral behaviour and create the sense of sharing responsibility among the employees. (**C. Engin ; 2015 p. 96- 97**)

A method which not only saves the business from costs but also reveals productivity and creativity should be developed. And if the created personnel have creative thought, in order to perform your business, you should literally go out of the linear, analytic way of thinking. (**İ.**

Gülfidan ; 2008 p.87-88) New methods should be developed in methodological terms by considering personnel's productive and creative thoughts.

12- Strategic Logic of the Growth of Business

Many businesses consider the conditions of its industry as data. This is not the case for value inventors. The business allows rival companies to create the parameters of its own strategic thought. It compares its own strengths and weaknesses with those of its rivals and it focuses on gaining advantage. Business should determine and compare their unknown needs. To do this, empathy based draft technique cluster can be developed by developing strategy. It can obtain the potential to steer brand new businesses by using its existing technological opportunities. (**A. Gürsel ; 2010 , p. 37- 38 – 183 – 184)**

13- Turning Excellent Strategies Into Performance

There are some basic rules for determining and fulfilling strategy.

a) Keep it simple and concretize it, b) Do not discuss predictions but assumptions, c) Source distribution should be discussed from the first. d) It should primarily be explicitly determined. e) Performance should be constantly monitored. f) Works should be performed and rewarded based on talents. (**O, Yamak; 2006 , p. 34- 52)**

14- Business Strategy in terms of Personnel Management

Managers are expected to make the strategic vision an operative reality. However, the members of the board represent the shareholders. Thus, they have to evaluate the applied strategy by comparing the incomes obtained by the business with other investment opportunities. Business managers will be able to better fulfil their strategic observation duties with a strategic inspection. (**A. Kardan ;202 , p. 63- 69)**

In the formation and development of the personnel potential, human resources departments participate in the decision in wider terms which provide extensive direction and vision for the organization at the strategic level. Human resources manager has four main roles. They are strategic partnership role, managerial specialization role, worker supporter role and change. (**D. Bingöl ; 2013 , p. 39- 41)**

RESULT

When it is desired to create a personnel system in a business, primarily knowledgeable, skilful, talented personnel who have well comprehended the mission and vision of the business should be preferred. The personnel potential, which is well chosen, planned and created, will better serve the strategic, tactic and operational plans of the business.

The personnel potential created will play a great role in increasing the effectiveness of the business, increasing the growth speed of the business and the business' struggle with its competitors. It will move the business much forward to success.

The business will be able to build and formulate big strategies as it grows. Business management will be able to control the strategies which are planned with the existing personnel and finally the strategies which are planned with operation to be put into practice as well as achieve its targets step by step.

Business management should build all of its works and strategic plans on scientific principles, methodological grounds and eternalize the existence of the business. It should develop research techniques which will enable the maintenance of success.

It should also be able to put forth theories thereby creating actions and hypotheses. It should save the personnel system from costs, and have all opportunities to reveal the productivity and creativity and develop new methods.

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