

THE HUMAN HR LEAGUE: APPLYING REVERSE SWING AND OUTLIER THEORY TO DIVERSITY AND INCLUSION PRACTICES

PART 1

The one unedifying process often witnessed daily throughout HR Managements and practices is candidate selection. Who is the best candidate or the most talented can throw up numerous conundrums; each of which, leave behind a trail of human weakness. Such weaknesses are a serpent of human fragility encased through time immemorial. Was the decision in candidacy selection the right one or was it gained through outside forces which uncontrollably influenced the decision making process? Many HR departments as noted wrestle with this process daily but the influential CEO or Board of Executives do not. Why? A company can exist solely on a well tried and tested network not necessarily made up of talented individuals – just a well stratified network system on tap and accessed as and when required. These networks are the source of human inequality, guarded fearlessly and operated on tap by the CEO's and Company executives who once belonged to the pool of the hopefully talented.

What then is said about these systems of networks that are in use daily throughout HR departments and exert such influence much of which comes directly from the top of many organisations? The unassailable truth is that these strands of influence are the product of what we call "Reverse Swing and Outlier" tactics and practices some of which are blatantly directed at influencing the HR decision making processes as to candidate selection. Before I go on it is perhaps better to give these networks a label as we Brits love to compartmentalise individuals into groups which is a tried and tested national treasure. Blacks within the UK are a good example or Races. One never knows who the blacks are and as to race – after 50 years I still cannot fathom out the argument of their being more than one human race and as noted in the circle of the ignorant races appear above the human parapet daily. Blacks are often the soft target of the British media and that amount to a moral panic with consequences seen often in the unemployment figures.

In recollection, the title given to these groups of networks are referenced as "Gatekeepers" and these are the by- products solely responsible for distorting the true meaning and practices of diverse selection and inclusion on matters of talent, leadership on matters of and to job candidacy. In expanding, I must protest that through research - I find unwelcoming the influences of such gatekeepers of the status quo whom I see as champions of artificial and fixated talent. In my opinion, the whole idea of talent and leadership acquisition has a

need to be over-turned and the network of gatekeepers abandoned especially in the light of Brexit - global practices and views will become the business norm and talent and leadership must be selected from a plurality of concerns if we as Brits are to compete in a rapidly changing digitised world economy. My foresight is to see individuals with the talent of insight and foresights predicatively move through the ranks, becoming both successors and key players and hence the spotting of the talented individual must require a new symmetry of algorithms. Having said all of the above it is perhaps apt to set out my argument on my approaches to talent and leadership selection in a new light applying reverse swing and outlier theories. The whole exercise as such is to throw light and to diminish outdated control by the network of gatekeepers that continue to exert unnecessary pressure and interference on HR Management daily on matters of candidate selection. Talent and leadership selections must not be the subject of interference, inference and unconscious bias.

PART 2

Case studies No. 1

Why the Hotel & Catering Trade lack guile in the choices of Talent and Leadership

‘..Butlers make great hotel leaders in the catering trade surrounded by talent remembering Bernhart sideline that no one is better than all of us (*emphasis in the original*)