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# Work Hard Or Work Right: Human Resource Management For Resilience



Years ago, at an institution where I worked, they were giving some tests to the managers. As a high-level manager, I was also subjected to the same test.

They asked many questions, but one stuck in my mind. Because my answer had disturbed the person asking the question.

The question was simply this: "There are two assistant general managers, A and B, in a company. Since the General Manager is being assigned to a foreign mission, either A or B will be promoted..." I immediately jumped in: "Is there no other option?"

The person asking the question raised his eyebrows, trying to convey that he was the one setting the rules of the game.

I reminded him that since I had a strategic authority, like appointing a General Manager, limited options were irrelevant.

With much pleading, we returned to the question, and he began to describe A and B: "Person A does every job on time, works with 7 people, but is not very well-liked. B, on the other hand, is very well-liked by everyone, works with 50 people, and usually cannot finish tasks on time." That was enough for me, so I directly made my decision.

"I would stop the General Manager's appointment, prepare A for the general manager **position**, and part ways with B."

The person asking the question was very surprised by this sudden departure and asked, "The majority prefers B, why did you say A?"

The answer was actually simple. Those at the level to appoint a General Manager prefer people they can manipulate, people who are liked by everyone but do not complete tasks fully and correctly and wait for approval from the boss. I will draw your attention to some profiles in the second part of the writing.

## No place for politics in the workplace

It is impossible to rehabilitate type B people. They do not do things on time, and they do not put pressure on anyone to do so. Therefore, they are well-liked.

However, not being able to finish work on time is a disease; it is not easily rehabilitated, and it is contagious.

The 7 people working under A may have been naturally suppressed because they were envious of B's employees and tried to leave the work unfinished.

### There is no place for politics in the workplace

Worse, person A may have severed social ties because he was trying to finish the work alone. These are possibilities that I have considered with life experience, of course.

B is a hopeless case for me, but teamwork training can be given to type A managers.

The current General Manager's entire aura is most likely thanks to his assistant A, who finishes things on time, so he seems to have used the "negative selection" preference to avoid doing what is necessary for B, whom everyone likes.

It may be acceptable in politics or bureaucracy, but it is **unacceptable** in commercial institutions. Therefore, I thought it was necessary to make a realistic touch to the General Manager's career. There is no place for politics in the workplace.

## From disciplined clocks to experts in flattering

I think I would have given the same answer if they had given this test exactly 10 years ago today.

Because even though I have served in many institutions and sectors, I can say that I have encountered four basic types of people in my

managerial life, regardless of generation or other characteristics.

Generally, these four types of people reflect the manager and employee profiles we encounter in the business world today.

Each of these groups, which stand out with their own characteristics, are important elements that directly affect both the environment in which they work and the decisions of managers.

The first type of person is like a clock, regular and disciplined. These people are quite intelligent and experienced in life, so they can maintain their composure even in complex situations.

They can manage and develop their organisations without putting in too much effort, with small touches and the right timing.



*Great victories are usually possible by achieving extraordinary things with ordinary people - Emre Alkin*

These people generally have a broad perspective and know very well where to attack and where to remain calm. They do not work to please anyone; they maintain their internal discipline and take their steps rationally and balanced.

This type of person is quite rare because it requires discipline and a high degree of intelligence. They are the most valuable assets of companies seeking high performance and stability in the business world.

The second type of person is the one who fulfils the tasks to be done with great effort and dedication.

Since these people are well-intentioned and hard-working, they are always open to opportunities to improve themselves.

Overcoming many difficulties and achieving great things further strengthens them. In some subjects, even if their technical capacities are not high, they can surpass the "talented-lazy" with their hard work.

Frankly, great victories are usually possible by achieving extraordinary things with ordinary people. I have achieved great success with employees and managers in this profile.

They were like heroes who continued on their way without giving up despite challenging difficulties.

The third group of people are those who trust their intelligence very much and aim to do many jobs at the same time.

Unfortunately, tasks that must be error-free and perfect are constantly disrupted or are in danger of disruption. These managers, who are generally loved by the staff, often do not complete their work on time, and their work is always in motion.

However, these people are colourful and interesting; they are sometimes spoiled and playful personalities who liven up the environment with their intelligence.

**Most of the time, companies prefer the hard-working and disciplined people**

Nevertheless, these types of managers usually tire the senior manager very much, because they are constantly chasing new ideas and projects, and therefore problems may arise in terms of planning and order.

Most of the time, companies prefer the hard-working and disciplined people in the second

group instead of benefiting from the third group.

The fourth group of people are those who are focused on showing themselves off and making the boss feel good.

These people are often constantly in a flurry to show that they are working very hard and are busy.

Since they are experts in flattering and appreciating the manager, they ensure that the boss sees them as more intelligent and indispensable.

They work until late hours because they do not like their homes. The reason why they do not like their homes is obvious: there is a limit to deceiving their spouses and children with lies. There is this opportunity at work.

These people are constantly talking loudly on the phone. Because they stay in the company for a long time, they have a high chance of promotion.

It is difficult to realise that these people are harming the company in the long term. Because these people are usually accustomed to taking instructions, working with a feeling of ingratiation and lacking real competence.

They can be very dangerous and can eventually cause the company or institution to go bankrupt. Smart bosses usually prefer not to work with such people.

New generation bosses have slowly started to join the business world today, and I thought of helping them with this information.