

PRESS RELEASE

Empathetic, open minded and able to build important relational networks: this is the identity of the new HR manager

In response to the needs of a labor market increasingly impacted by the recent economic crisis, we need confident professionals capable of leading and handling complexity. That is what emerges from the research Cornerstone Institute-AIDP conducted on a representative sample of over 130 Italian HR Managers.

The added value is given by the personal qualities of the respondents, which complement professional skills and expertise, once considered the only essentials.

New feature: Women better reflect the prototype.

Roma, 4 June 2010 - What is the profile of HR Managers we could expect in the third millennium? **Cornerstone Institute** - a division of Cornerstone International Group which deals with organizational development and evaluation of potential - has outlined through the research entitled "**The HR professional: The future of our professional identity,**" conducted in collaboration with **AIDP (Italian Association for Personnel Management)** and the scientific and methodological support of the Chair of Social Pedagogy and Employment of the University "Roma Tre".

The survey was conducted to explore specific aspects and highlights of HR professionals in modern enterprises, with the ultimate aim to identify and define, within the HR Manager role, strengths, areas for improvement and development indicators.

A new identity of the "perfect HR Manager" comes out from the analysis carried out by a group of AIDP experts and chair persons: a professional capable of building strong relational networks and implementing **measures to develop human resources**, not merely focused on control of personnel costs; an **empathetic, open minded**, individual with values oriented towards service and the economic dimension; in short, a manager capable of influencing key leaders and helping develop consensus for those leaders' programs.

The results of research conducted on a sample of 130 HR managers, at that many companies located throughout Italy, point out that, in most cases, the HR manager has very different skills and personal qualities: with an orientation more towards power and expertise; shows a **systematic and intuitive mind**; is a "**problem solver**", but not always attentive to the overall vision and corporate strategy.

In this framework, some results are particularly interesting: a comparison between the two models shows that **women**, in general, and professionals in **service firms are closer to the expected profile**. By contrast, **managers in the North West and those of larger companies**, with over a thousand employees, **are not as close to the prototype outlined**.

The strong differentiation of individual responses from professionals involved in the survey confirms that the difference is mainly on the **personal qualities of the HR manager**. It is these characteristics that should be taken into account in selection processes for Human Resources managers.

*"Today, to meet the needs of modern companies - says **John Perri, Managing Partner of Cornerstone Italy** - an HR Manager must be a person with personal characteristics more in line with those indicated by the research, and not merely a **contracting technocrat for the organization and the management of personnel costs**.*

*"The head of Human Resources must be a person who can help maximize the **potential of employees** consistent with company strategy" - Perri adds - "and that relies on a persuasive*

*and empathetic style in dealing with people; a person who is able to involve management in the creation and support of **development projects** that redefine the terms of engagement in the psychological contract between the company and its human resources, retaining the traditional profile characteristics as determination and negotiation skills, but complementing them with other characteristics that until today were considered not so important".*

For more information

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Cornerstone Italy

Member of Cornerstone International Group, one of the most prestigious international groups in the field of Human Resources, Cornerstone Italy boasts a team of experienced professionals with proven expertise in the Italian labor market activity in Executive Search, Recruiting and Organizational Development. With its two offices in Italy, Rome and Milan, Italy Cornerstone Group expands presence in Europe, where the network already operates in several countries like France, Spain, England, Germany, Holland, Denmark, Sweden, Norway, Switzerland, Scotland , Romania, Serbia and Bulgaria. Worldwide, the Group - which has its *headquarters* in Los Angeles - has a total of about **100 branches strategically located in 38 countries** like U.S., China, Japan, New Zealand, India, South Africa, Peru, Mexico, Argentina, Chile, Columbia and Australia. Not case, Cornerstone is among the top 10 global companies in the sector, according to a ranking published a few years ago, the *Wall Street Journal*. A position earned over time by following the philosophy of the Group: "The power of many, the focus of one", which allowed the CGI to increase the volume of growing business and client portfolio.

In Italy, Cornerstone has two distinct units: **Cornerstone International** (specializing in Executive Search, Temporary Management, Board Search and Recruiting) **and Cornerstone Institute** (specialized instead in Organizational Development, in particular assessment of the potential, orientation skills, training of human resources of speeches and Organizational Development).