

The concept of "first who, then what" – The selection of the right people as a predecessor to organizational guidelines



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ABSTRACT

Faced with a reality in which products, services and even processes can be easily copied, people have become, in recent years, an important competitive advantage for organizations. Recruiting and retaining talent is a key activity to ensure lasting and sustainable business success. For this reason, it is pertinent to analyze the role of people management from a strategic perspective. Jim Collins' concept, "first who, then what", whose implementation underpinned the success of foreign companies,

suggests that the choice of employees should precede even organizational guidelines, such is its relevance. Thus, there is a need to detail and analyze the reasonableness and implications of this concept in the light of strategic people management. This research intends, therefore, to confront the traditional approach of people management with Collins' proposal and contribute to the understanding of its respective applicability, through interviews with reference people in the area. From the analysis and developments of the present study, it is possible to perceive the importance, for organizations, of the selection of the right people before the choice of guidelines and business objectives, and it is also evident the crucial role of the discipline for individual and organizational success.

Keywords: Strategic Management, Strategic People Management, Selection, Discipline.

1 INTRODUCTION

Immersed in a context of austere competitiveness, contemporary organizations are faced with increasingly complex and detailed issues regarding their administration. Strategic management, the theme of this research, emerges as an instrument of almost unquestionable necessity. Nowadays, strategic management solutions include several methods with the purpose of leveraging results.

The intersection between strategic management and the area of people management, that is, the strategic management of people, plays a fundamental role in aligning individuals with what is intended to be achieved on an organizational scale.

The main purpose of this article is to cover and establish correlations between strategic aspects in business management and people management, in addition to enabling a deepening of the concept of "First who, then what", used by the author Jim Collins in his book *Companies made to win*.

Based on extensive and careful study, Collins (2006) suggests that the choice of the right people should precede the development and implementation of organizational strategy.



Regarding human resources, it is plausible to highlight that their respective qualifications, skills and adaptations are determining variables for the success of any organizational endeavor. In this regard, Collins (2006, p. 70) proposes that "a great vision without great people is irrelevant".

Although it is common to think that determining organizational objectives, strategies and tactics should precede the choice of employees, it is interesting to study the impact of the inversion of this order, in terms of training costs and staff turnover and, from a strategic perspective, of organizational results achieved.

The present research intends, therefore, to analyze the aspects related to people management and strategic management, focusing on the concept of "first who, then what".

Observing these points, it is pertinent to question the relevance for organizations of the choice to apply the concept of "first who, then what". Thus, the purpose of this article is to analyze the theory of strategic people management in organizations and confront it with the concept of "first who, then what".

To achieve the proposed objectives, the method used is composed of exploratory research in the literature on people management, documents and related publications, as well as an interview with Jocely Burda, a reference in the area of people management; and Sam McMeley, advisor to Jim Collins' office, in order to complement and enrich this discussion.

2 LITERATURE REVIEW

In the light of the most diverse management solutions, which have emerged in response to the constant changes and advances in the organizational environment, strategic management aims to contribute to the achievement of the company's objectives and, in contemporary management, it is almost indispensable.

2.1 STRATEGIC MANAGEMENT

There are many authors who emphasize the importance of strategy in business management. Oliveira (2007), for example, in a contemporary view and applied to business administration, defines strategy as "the most appropriate action or path to be executed to achieve the company's objectives and challenges".

However, the use of strategy can be clearly observed from the dawn of society. A military general and strategist, Tzu (2003) contributes to the understanding that, for the success of an enterprise, it is essential to know oneself and the enemy.

Regarding strategic planning, Bateman and Snell (2009, p. 121) define it as the "set of procedures for decision-making on long-term objectives and strategies".



On the other hand, Kotler (1992, p. 63) conceptualizes that "strategic planning is defined as the managerial process of developing and maintaining a reasonable fit between the company's objectives and resources and market changes and opportunities". That said, the extent of the influence of the strategic process in the business context is clear. For this reason, many scholars, academics and businessmen have dedicated themselves to the study and deepening of this subject.

Therefore, it is plausible to say that the procedures that make up strategic planning, in general, are analysis, definition of guidelines, planning, implementation and control.

The starting point of strategic planning nowadays, environmental analysis encompasses both external and internal environments. The external environment, from which opportunities and threats to the organization will be identified, comprises those factors whose control is beyond the competence of the organization, such as social, cultural, economic, political-legal, technological, ecological, as well as consumers, competitors and suppliers. On the other hand, the aspects that can be controlled by the organization, according to which the strengths and weaknesses of the business will be proposed, are those related to the internal environment, such as products and services, physical structure, production capacity, financial resources, quality, human resources, etc.

This technique is called SWOT analysis, ABOUT which Andion and Fava (2003, p. 43) state that it is "through the analysis of strengths and weaknesses, managers and their teams will be able to determine more clearly the priorities in terms of threats and opportunities existing in the external environment".

Once the aspects of the environmental analysis have been identified, it is necessary to outline the objectives, goals and guidelines that will support the planning of the organization in question, also based on the cost structure, sales forecast, and investment possibilities.

Based on the information obtained, it is possible to develop a strategic plan that enables the achievement of the objectives set. That is, determine what means and resources are necessary to achieve the desired objectives and how this should be done, observing the external and internal factors that influence the business.

Implementation is a crucial part of the strategic process, as it is the moment when planning will actually be converted into actions, so that it can produce results. Although strategic planning is developed by senior management, it is important to emphasize that the implementation of the planning must include all sectors of an organization, as well as employees at all hierarchical levels, so that everyone is aware of and aligned with organizational interests and objectives.

It is up to the control, within the strategic perspective, to monitor and evaluate the strategic actions and their respective results. Thus, it can be said that the strategic process is continuous, closely linked to the vision and pre-established values, and must have a certain flexibility, so that the necessary adjustments can be made.



The comprehensiveness of different sectors of an organization, in a holistic view, is a fundamental characteristic of strategic management. For this reason, it is coherent, in the present study, to highlight people management as an integral part of the organizational strategy.

2.2 BRIEF HISTORY OF PEOPLE MANAGEMENT

People management has followed the evolution of production and administration systems, respecting the changes that arise throughout the evolution of society and its demand.

In the period leading up to the industrial revolution, manufacturing made it possible for the individual (craftsman, farmer, shoemaker, goldsmith, etc.) to set the price and deadline for the consumer, since he was responsible for the stages of the production process. There was no way to speed up production, as the individual would invariably have to perform one task after another, so people management was unnecessary.

From the industrial revolution onwards, with the division of the productive process, it was up to the individual only to know and perform his respective task within the process. There was, already at that time, a demand for increased and optimized production and, therefore, Taylor, an acclaimed scholar in the area, suggested salary awards and incentives. Ford, on the other hand, improved the concept of production lines, making the machinery possible for the worker to stand still at his workstation performing only his task, without having to move around the factory. Betting on profit as a function of the quantity sold, in contrast to the incentive wages offered to employees and products offered at relatively low prices to the market, the process of large-scale production, or mass production, emerged. Mayo made an important contribution in the sense of clarifying, through research, the influence of the work environment on the individual's productivity (CHIAVENATO, 2003).

The concern with people management emerged, in fact, in the USA and England, in the period following the industrial revolution, as a response to the desires of unions and workers' organizations. In this regard, Werther (1983, apud DUTRA, 2012, p. 27) explains:

Some businessmen reacted to the human problems caused by industrialization and created the post of welfare secretaries. These secretaries existed to meet the needs of workers and prevent them from forming unions. Thus, social secretaries marked the birth of specialized human resources management, as distinct from the day-to-day supervision of personnel.

Regarding the evolution of people management, Dutra (2012) defines that from the 60s to the beginning of the 80s, from the perspective of the functionalist approach to this subject, people management began to have a managerial role, participating in several processes within the organization. Also according to the acclaimed author, it was only from the 80's that people management took on a more strategic role for companies.



The understanding of the historical and evolutionary aspects that triggered changes in the way people management plays its role in the organizational environment is crucial to analyze its importance as a competitive differential, from a strategic point of view.

2.3 STRATEGIC PEOPLE MANAGEMENT: A CONTEMPORARY CHALLENGE

Based on the assumption that people are, more than a factor of production, crucial variables for the success of the business, it is pertinent to point out that people management can also be strategic. This means that it plays a fundamental role in the company's strategy, since employees, their qualifications, training, functions, compensation, performance and everything else related to people management must be aligned with what the organization intends to achieve as a whole.

Human resources are considered a strategic asset, which Amit and Shoemaker (1993, apud BECKER, 2001, p. 16) define as "the set of scarce, appropriable, specialized resources and capacities that are difficult to exchange and imitate, which confer a competitive advantage to the company". Pointing in the same direction, the approach of Prahalad and Hamel (1990, apud DUTRA, 2012, p. 66) contributes by explaining that the so-called organizational skills, of which people management is an integral, become a competitive advantage for the business when they are difficult to imitate, provide benefits to consumers and allow access to different markets.

Regarding the concept of competence, which has gained prominence in recent decades, Gramigna (2007, p. 106) defines that "competence is the set of skills, knowledge and attitudes that contribute to outstanding performance and excellence in certain contexts". Fleury (2000, apud DUTRA, 2014, p. 24) explains individual competence as "knowing how to act responsibly and recognized, which implies mobilizing, integrating, transferring knowledge, resources and skills, which add economic value to the organization and social value to the individual". On the other hand, organizational competence can be understood as the set of competencies that establishes a competitive advantage, resulting from its development and knowledge that the company holds (DUTRA, 2014). Still on organizational competencies, Mills et al. (2002, apud DUTRA, 2014 p. 25) subdivide them into 5 categories:

- a) Core competencies: fundamental to the organization's survival and central to its strategy.
- b) Distinctive skills: recognized by clients as differentials in relation to the competition.
- c) Business unit competencies: A small number of key activities expected by the organization in the business units.
- d) Supporting competencies: activities that underpin other activities of the organization.
- e) Dynamic capacity: the organization's ability to continuously adapt its competencies to the demands of the environment.



Since there is the presence of people in the generation and maintenance of organizational competencies, in all the categories listed above, it is concluded that organizational competence is closely linked to individual competence.

Thus, considering that products, services and processes can be copied more easily, human capital becomes an important competitive differential nowadays. However, just as important as human resources is their management, that is, the "architecture" of human resources and their respective strategic role.

In this way, the alignment of people management as a whole with strategic issues is what becomes a sustainable competitive advantage for the organization in the face of competitors. Regarding this relationship, Dutra (2012) points out that both organizational strategy exerts influence on people management, and people exert influence on strategy and its implementation.

In view of this, without the presumption of encompassing all the most varied methods and models of people management, it is worth highlighting in this study, among the activities attributed to the sector, the selection and training of people and their impact on strategic business management:

The starting point is the formation of a competent team: the quality of the staff hired is critical. It must not be easy for competitors to get a team with the same quality; then, the management of this team to motivate them and obtain loyalty and commitment to the company and, finally, their development to improve their competence and knowledge, through formal and informal training programs (LACOMBE, 2005, p. 362).

2.4 RECRUITMENT AND SELECTION OF PEOPLE

The process of hiring people in an organization is basically composed of two essential steps. They are the recruitment (or capture) and the selection of people.

To begin with, in the recruitment stage, it is up to the organization to consider the analysis of certain characteristics, whose adequacy of the employee is fundamental to the success of this process. Such characteristics are listed by Dutra (2012, p. 82): professional profile, behavioral profile, desired deliveries, working conditions, development conditions and contractual conditions.

Once the appropriate profile to fill the position has been determined, the recruitment of people can be carried out through indication, means of communication, internally, through specialized companies, among other means capable of attracting those interested in the position to be filled.

Subsequently, with the candidates' information in hand, it will be up to the people management sector, together with the organization's administration and in accordance with what is intended to be achieved in strategic terms, to filter the interested parties according to their suitability to the desired profile. Therefore, the effective selection takes place, among those who fit the predetermined profile, through the application of tests, interviews, simulations of daily activities of the position, etc.



2.5 SELECTION CRITERIA

Although each organization adopts its own selection criteria, it is worth noting the value of a well-structured people management policy as a facilitator of the selection process, considering a traditional perspective in which the positions and their respective attributions are previously defined:

In order to be able to select properly, it is necessary to define criteria. To this end, it is necessary to know the company's selection policies and, above all, the positions that are to be filled. When, therefore, the company defines its personnel policies and has a job description system, the procedures related to personnel selection become much more simplified (GIL, 2012, p. 92).

Gil (2012) also lists the attributes to be observed in the choice of candidates to fill a certain position, emphasizing the importance of determining the extent to which these attributes are essential or just desirable:

- a) Required knowledge;
- b) Experience required;
- c) Required skills (mechanical aptitude, manual dexterity, ease in the use of words, ease with numbers, etc.);
- d) Necessary personal characteristics (discipline, patience, initiative, sociability, etc.);
- e) Personal circumstances (family, place of residence, car ownership, etc.).

On the other hand, in the emerging approach in the area of people management, management by competencies, the attributes of candidates for the selection process are analyzed from another perspective, subdivided into technical skills – they make up the professional profile required to occupy the position – and support skills – those that add value to technical skills and are the differential in the professional profile today. (GRAMIGNA, 2007). Still on the competency-based management model, some supporting competencies stand out in the current scenario:

Table 1: Some support competencies listed for the mapping phase

Algumas competências de suporte elencadas para a fase de mapeamento.	
Autodesenvolvimento e gestão do conhecimento	Liderança
	Motivação e energia para o trabalho
Capacidade de adaptação e flexibilidade	Orientação para resultados
Capacidade empreendedora	Planejamento e organização
Capacidade negocial	Relacionamento interpessoal
Comunicação e interação	Tomada de decisão
Criatividade e inovação	Trabalho em equipe
Cultura da qualidade	Visão sistêmica

SOURCE: Gramigna, 2007.

In this sense, considering the time and budget constraints, it is the role of the selector to define, together with the person responsible for the vacancy to be filled, the required indicators, the objectives



and challenges of the position, as well as the competencies to be evaluated, in order to indicate candidates who meet the needs of the organization's profile. To this end, methods such as competency-based interviews, potential mapping inventories and face-to-face assessment are used. (GRAMIGNA, 2007).

Collins (2006, p. 100), however, differs in part when he says that, regarding the profile of the person to be selected for the carago, "the fact that someone is the right person has more to do with inner character traits and innate talents than with specific knowledge, baggage, or skills."

Contrary to what happens in most companies, whose priority in the final hiring decision is experience, Bitencourt (2010, p. 85) contributes by stating that "effective hiring has more to do with potential than with experience" and also emphasizes the importance of adapting the individual personality to the company's values.

2.6 THE COLLINS APPROACH

In his work "Made to win", in the light of which part of this study is developed, Collins (2006) addresses the issue related to the possibility of a good company, considered average, becoming an excellent company. Therefore, it is pertinent to give a brief explanation of the methods used by Collins and his team for the consequent findings.

In order to study the variables that affect the growth of success and the maintenance of these results over time, the author and his research team would need to list a few companies. As a result, they listed the following criteria to select the set of companies to be studied: in terms of accumulated return on investment in shares, these companies should have spent 15 years below or at the market average, and then present a "transition point", from which, over the following 15 years, they should present at least three times more than the market average. Among the 11 companies that were among those chosen, listed in Chart 1, we can mention Gillette, Kimberly-Clark and Wells Fargo. Surprisingly, in the period studied, the group of companies considered excellent showed even more expressive results than giants such as 3M, Coca-Cola and Procter & Gamble.

As a result of the need for comparison, the researchers also determined two comparison groups as references. The head-to-head comparison group is made up of the 11 companies in the same sectors as the respective companies in the "built to win" group, but which, for some reason, albeit under similar conditions, were not able to jump from good to excellent in terms of results. The group of unsustained comparisons, in turn, brings together companies that jumped from good to excellent, but were unable to maintain these results over time.



Table 2: List of firms studied separated by groups

Empresas feitas para vencer	Comparação direta	Comparação não-sustentada
Abbott	Upjohn	Burroughs
Circuit City	Silo	Chrysler
Fannie Mae	Great Western	Harris
Gillette	Wamer-Lambert	Hasbro
Kimberly-Clark	Scott Paper	Rubbermaid
Kroger	A&P	Teledyne
Nucor	Bethlehem Steel	
Philip Morris	RJ Reynolds	
Pitney Bowes	Adressograph	
Walgreens	Eckerd	
Wells Fargo	Bank of America	

Source: adapted from Collins, 2006.

The primary objective of the research carried out was to point out which variables play a decisive role in the sustainable and lasting success of these organizations, through the detailed analysis of data related to companies. The researchers searched for information in documents, interviews, published articles, among others, and then the relevant information was presented and discussed. In all, a little more than 10 years was the time needed to properly list and analyze the data obtained.

The theories suggested in the book are fundamentally based on the studies done and on what has been evidenced. Thus, little by little, it was possible to notice some common aspects between the groups studied. Through the interpretation of data such as the economic and social context in which the organizations in question have been inserted over the years, the objective of the study is to translate them into timeless principles. As a result of these observations, the concepts dealt with in this work emerged. They are: level 5 leadership, first who then what, face the unvarnished truth (but never lose faith), the concept of the porcupine, a culture of discipline, technological accelerators, the steering wheel and the circle of destruction, and from "Companies Built to Win" to "Built to Last". Although Collins' approach as a whole is very interesting, in the present study, the focus will be on the concept of "first who, then what".

2.7 "FIRST WHO, THEN WHAT"

About the starting point in the transformation of a good company into an excellent company, there is the recruitment and selection of the right people.

This means that first of all, you have to put the right people in the right roles, remove the wrong people, and then determine the guidelines to be taken. Consequently, these people will have an easier time adapting to changes and decrease the need for management and motivation.

A good example is Wells Fargo, whose CEO in the 1970s, Dick Cooley, made the decision to recruit and hire talent and then fit them into the company's management. Thus, unlike its competitor,



Bank of America, Wells Fargo leveraged its results in subsequent years, reaching cumulative value well above the market average. The point that deserves to be made is not just about choosing the right people per se, but rather about the order in which decisions are made. The process of choosing the right employees must precede the determination of guidelines, as can be seen in the case of Wells Fargo: years after the formation of a highly qualified and committed team, the banking sector, faced with deregulation, was faced with an extremely adverse scenario. However, unlike other banks, Wells Fargo's talented team was able to adapt to this new context.

There is also an important differentiation to be emphasized. Teams made up of the right people are those made up of highly qualified executives, capable of debating situations and making assertive decisions, placed in the right places, and not formed by an extraordinary executive surrounded by assistants.

The compensation aspect, remarkably, plays no key role in leveraging performance, according to Collins' study. The right people are those who give their all to generate the best possible results, regardless of what they can "gain" from it, simply because the search for excellence, for excellence in what they are willing to do, is intrinsic to them. In this case, compensation appears not as a way to generate the right behavior or increase performance, but rather as a way to attract the right people to the company and keep them in it.

Collins also points out the difference between being strict and being ruthless. In the case of companies built to win, the leaders, when dealing with people, have shown themselves to be rigorous, applying this rigor first to the highest positions, whose greatest responsibility is inherent to the position, and then applying it to the other levels of the corporation.

Regarding rigor, it is plausible to list the rules observed in the book. The first refers to the so-called "Packard law", which says that no company can increase its revenue steadily without having enough of the right people behind that growth. Therefore, you should not hire a person who is not the right person, it is preferable that you keep searching. Another suggested rule mentions the damage brought to the company and other employees in the case of keeping, for some reason, people who prove to be unsuitable for their positions. Due to the lack of capacity and poor performance of an individual, the other members of the team will have to bear the burden of the work that is not done. This can frustrate those who are intrinsically motivated by the work itself. For a variety of reasons, the practical solution that best meets the goals of "getting the right people in the boat" is to take action, i.e., in the case of a person who proves to be ineffective and who requires too much control, rather than guidance, that person may not be in the right position. proper role or maybe you just shouldn't be part of the team anymore. The third rule, on the other hand, boils down to positioning the best professionals in the best opportunities, and not ahead of the biggest problems, as in the case of Philip Morris, an American company, whose number one executive was placed at the head of the export department, at



the time responsible for only 1% of its revenue. Over the years, the best person at the helm of the best opportunity made the Philip Morris Malboro cigarette the best-selling cigarette in the world, even before it became the best-selling cigarette in the United States.

When it comes to recruiting and selecting the right people, it can be pointed to the fact that the leaders of these skilled teams don't need to be present all the time for the system to work. In addition, another point that deserves emphasis is the respect and admiration observed among the employees of companies "made to win".

2.8 THE ALIGNMENT BETWEEN INDIVIDUAL AND ORGANIZATIONAL CULTURE

Motta (1995, apud VIEIRA, 2009 p.56) attributes the meaning of organizational culture to the set of ideas, beliefs, knowledge, customs, habits, aptitudes, values, symbols and rites that characterize an organization. The author (1995) also emphasizes that, although there may be some similarity between organizations, some of the administrative behaviors adopted by them are exclusive, since the internal culture is its own, specific.

In Shein's enlightening definition (1984, apud BITENCOURT, 2010 p. 323),

Organizational culture is the model of the basic assumptions that a given group has invented, discovered, or developed in the learning process to deal with the problems of external and internal adaptation. Having worked well enough to be considered valid, these assumptions are taught to the other members as the correct way to perceive, think, and feel about these problems.

Reproducing Bitencourt (2010, p. 323), on the relevant aspects to the understanding of organizational culture, we have to:

- a) The level of artifacts and creations: the architecture, the layout, the models of visible and invisible behaviors, the way people dress, charts, and maps.
- b) The level of values: in general, manifest values.
- c) The level of unconscious assumptions: people share values that lead to certain behaviors and behaviors. which, when they prove to be adequate for problem solving, are transformed into unconscious assumptions.

Regarding the relationship between the individual and organizational culture, according to Pettigrew (1979), one influences the other. It is plausible to say, therefore, that there must be an alignment between the individual (be it an employee or a candidate for the selection process) and the organizational culture.

In the table reproduced by Bitencourt (2010, p. 85) on the alignment between the individual and the organization, it is important to highlight that the set of values, competencies and other characteristics of the individual must also be adjusted to the organizational culture:



Table 3: Adjustment between the organization and the individual

ORGANIZAÇÃO	INDIVÍDUO
Perfil da posição	Objetivos
Estratégias	Valores
Valores	Interesses
Cultura	Expectativas
Estrutura organizacional	Competências
Estilo de gerenciamento	
Políticas de pessoal	

Source: Bitencourt, 2010.

For Collins (2006), who emphasizes organizational culture as one of the essential factors to leverage the company's performance from good to excellent, it is essential to discern a disciplined organizational culture from an excessively bureaucratic or rigorous culture. According to the author (2006, p. 180), "companies that went from good to excellent built a coherent system, with clear restrictions, but also gave companies freedom and responsibility, within the mold of the system". Reinforcing the importance of the individual in the success of organizational endeavors, Collins (2006, p. 180) continues: "They hired self-disciplined people who had no need to be directed, and then they managed the system, not the people."

The author's position arouses reflection on the subject. In particular, about the paramount importance of aligning individual and organizational characteristics and the observance of certain attributes of the individual, as well as discipline, in pursuit of building an excellent organization.

In the same sense, Bitencourt (2010) values the adequacy of the individual's mental attitudes and beliefs to the organization's values, as much as experience and knowledge.

3 DEVELOPMENT

Since the first organizational structures appeared, there has been discussion about the best methods and techniques to increase profit. Strategic management was also debated and questioned throughout the changes in scenario and development. In this sense, it is necessary to confront ideas and concepts to ascertain the role of people selection and its interaction with the strategic management of organizations.

An assiduous advocate of a new strategic approach, Collins (2006) places the choice of the constituent members of the executive team as a predecessor of organizational strategy. In an allusion to a boat that needs to define its course, the author explains that, first, one must put the right people on the boat and remove the wrong people, so that one can determine the course to be taken. Thus, the right people, with discipline, commitment and commitment would be willing to take the boat to the destination that was proposed to them. Precisely for this reason, the characteristics valued by the author are more related to the individual's character, that is, to intrinsic aspects.



Arguing in the opposite direction, the perspective of the traditional people management model brings that, at the time of selecting people for an organization, the position to be occupied, as well as their respective attributions and tasks, is already outlined, which suggests a previous definition of guidelines, objectives and organizational strategies. (GIL, 2012). In this case, aspects related to knowledge, experience and technical skills are privileged in the measurement of the candidate's suitability for the vacancy.

The competency-based people management model, in turn, chooses, along with technical knowledge, intrinsic behavioral competencies as essential to the candidate's suitability to fill a job vacancy. However, as in the traditional model of people management, in order to design the skills profile of the desired employee, it is necessary to map the competencies necessary for the organization's objectives and, more specifically, for the occupation of the position (GRAMIGNA, 2007).

Among the main advantages of placing the selection of the executive team as the predecessor of the organizational strategy, listed by Collins, are the commitment of the team, regardless of changes in the scenario and possible changes in the direction of the business, and also the reduction of the need to manage and stimulate team members.

On the other hand, the prior definition of corporate guidelines, as well as objectives, strategies and tactics to be implemented, has the advantage of allowing the executive to be found with the most appropriate technical skills for the activities of the position.

Another important point is the distinction between the applicability of concepts. Although it is implied in Collins' (2006) approach that the precedence of the choice of employees in relation to the determination of organizational guidelines should cover all hierarchical levels, with examples such as the rigor in the dismissal of unsuitable people in the case of Wells Fargo's excellent management, it is possible to see that this concept is predominantly applicable to executive and management positions. However, Sam

McMeley, advisor to the strategic counsel of Jim Collins Boulder's office, reinforces, in an interview with a view to enriching and deepening this research, that putting the right people "in the boat" is an important process for all positions in an organization, not just for senior management positions.

On the other hand, the classical theory of selection after organizational guidelines applies equally to all hierarchical levels of the corporation.

With the advent of technology and access to information, Boog (2002) argues that organizations began to differentiate themselves not only by the quality or diversification of products, but precisely by the talent of the people who constitute them.



This new vision arises in response to the success of young entrepreneurs who, without the other resources of a large company, have developed innovative products and services through the alliance between knowledge and technology. Talent – that is, the intrinsic aspects – is therefore valued more than the individual's technical skill set or experience.

Despite the difficulty of access to strategic information in Brazilian organizations, certain examples illustrate the applicability of the concept of "first who, then what". Regarding the importance of the intrinsic aspects of the individual for the selection of people, in accordance with the perspective suggested by Collins, Marcello Zappia, HR director at Tecnisa, tells Exame magazine that the company uses social networks in order to "evaluate the behavior of candidates on the networks. If the person is aggressive, for example, and does not demonstrate the values we practice here, we already know that it will be difficult for them to adapt to the company."

Another contemporary example of the applicability of the concepts of "Companies made to win" is the case of Pão de Açúcar, whose board of directors, after participating in a workshop with Jim Collins, implemented changes in order to better allocate talent within the organization, that is, to put the right people in the right places. Thus, members of the executive team were evaluated according to pre-established criteria, including qualities such as the versatility of singing and playing musical instruments. Some have had their position changed in order to fine-tune the relationship between individual characteristics and positions.

To contribute to this understanding, it is worth mentioning the considerations of Jocely Burda, psychologist, professor and reference in the area of people management, who kindly gave a brief and enlightening interview in order to collaborate with the present study. Burda says he has experienced more cases in which selection and hiring occurred due to intrinsic characteristics than technical skills and adds that there is a tendency for companies to value these same aspects.

McMeley confirms the trend of valuing intrinsic aspects, emphasizing, once again, self-discipline and its fundamental role in leadership in times of uncertain scenarios.

As for the applicability, in practice, of hiring preceding the choice of organizational guideline, Burda points out that it is common, as many companies have hired, in the sense of recruiting and retaining talent, to later define what their role is within the organization. This fits, in a way, with the strategic concept of "first who, then what".

Underscoring how crucial it is to have the right people in the right places, McMeley argues that this allows each unit of the organization to work towards excellence, individually and as a whole.

Burda and McMeley agree on the relevance of internal recruitment in the current situation. It's critical not only to have the right people, but to make sure they're in the right positions. Recruiting internally and promoting employees from within the organization ensures that they are familiar with and appropriate to the organizational culture.



4 CONCLUSION

The study of strategic people management is extremely relevant, since, throughout the evolution of management and related issues, people increasingly become the competitive advantage of organizations. The tendency to value talent becomes evident in the competency-based management model and, particularly, in the model suggested by Collins. Added to this is the idea that talent is related to the intrinsic traits of the individual, encompassing character, behavioral characteristics, and personality, for example.

It is observed that there are cultural differences between the organizations studied by Collins and the classical model suggested by Gil, due to time and place. In the case of foreign organizations, the excellent companies studied by Collins and his team had human inputs with characteristics that were perhaps different from those found in Brazil. Self-discipline, much emphasized by the author, and the "will to belong and contribute to something great" are more common characteristics in the culture of more developed countries.

Discipline and commitment are essential factors, both for professional growth and for leveraging the growth of companies and, from a broader perspective, for propelling the country to competitiveness on a global scale. It should be noted that the development of a society with attributes that transcend technical knowledge is a huge challenge in a country that still faces difficulties in providing basic education to its inhabitants.

After analyzing the points proposed in this research, it is possible to understand that the approach of "first who, then what", although it seems too daring at first glance, can be a coherent and contemporary strategy. From this perspective, internal recruitment emerges, surprisingly highlighted, as a way to put the right people in the right places.

Although the set of concepts established by de Collins has a primarily strategic character, as it encompasses human resources, through "first who, then what", the author leaves a remarkable and innovative contribution to the area of people management.

The understanding of the concepts covered in this study and their respective applications and distinctions is crucial to the strategic people management professional, as it enables more assertive and adequate decision-making, even though each manager has his own understanding and point of view on the subject.

Underscoring how crucial it is to have the right people in the right places, McMeley argues that this allows each unit of the organization to work towards excellence, individually and as a whole.

Burda and McMeley agree on the relevance of internal recruitment in the current situation. It's critical not only to have the right people, but to make sure they're in the right positions. Recruiting internally and promoting employees from within the organization ensures that they are familiar with and appropriate to the organizational culture.



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