

# Human Resource Managers

## An Analysis of their Decision Making Process

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### Abstract

The field of Human Resources Management (HRM) has been considered of little impact in organizations' performance. For many organizations, the workforce is still a cost to be minimized, especially in difficult times (Boudreau & Ramstad, 2007; Vosburgh, 2007). However, these authors also affirm that there are clear signs of consistent changes in this scenario, which are also mentioned by Albuquerque and Leite (2009); Brockbank (1999); Lawler III and Worley (2006); Montesino (2002). The concept of employees as a source of competitive advantage has been adopted by several organizations. In this perspective, Human Resource managers assume a strategic role, as most of their decisions influence the process of value creation throughout the organization.

At the predominant literature on decision-making process, the investigations focus on different paradigms, such as the Limited Rationality (Simon, 1957; 1979), Power and Politics (Eisenhardt & Zbarack, 1992; Langley *et al.*, 1995; Nutt, 2010), and the Garbage Can Model (Cohen, March & Olsen, 1972). However the research agenda in decision-making process calls attention about some limitations of these paradigms (Eisenhardt & Zbarack, 1992; Langley *et al.*, 1995; Franz & Kramer, 2010; Nutt & Wilson, 2010; Papadakis, Thanos & Barwise, 2010; Nutt, 2010) and indicates the need to extend the investigations on the individual decision-maker, considering his/her subjectivity. According to the literature, reflection is one subjective element that has important influence on individual decisions and, as a consequence, on the results of decision-making processes.

This article has the objective to analyze strategic decision-making processes of Human Resource managers from the perspective of reflective practice. We use the concept of reflective practice proposed by Schön (1983), which is based on the process of reflection-in-action and reflection-on-action.

The field work was based on qualitative interviews with five Brazilian Human Resource executives. Based on these interviews, we concluded that decisions in Human Resource departments do not always start with a condition of perplexity, as it is supposed by the reflective practice concept used here, but are part of organizational demands. Instead, the condition of perplexity happens during the decision making process so that the reflection arises, suggesting that the decision-making is not a logical rational act, but a process that is influenced by the decision maker internal and external elements. Among the internal elements, we identified reflection-in-action and reflection-on-action, personal values and individual repertoire of experiences as determinants for making a decision. The principal external factors were organizational culture and sharing experiences and thoughts with coworkers. Another feature of decisions made by Human Resource managers is that all of them were related to strategic

organizational issues, indicating a concern with connecting HRM practices to the organizational strategy.

A contribution of these results is to present answers to a particular organizational challenge: the need for a Strategic Human Resource Management (SHRM) that creates value to the organization and to the stakeholders. Moreover, the research presented in this article contributes to advance the knowledge on HRM department structure and performance, in particular on strategic decision-making processes.

## Introduction

The concept of employees as a source of competitive advantage has been adopted by several organizations (Albuquerque & Leite (2009); Boudreau & Ramstad, 2007; Brockbank (1999); Lawler III & Worley (2006); Montesino (2002); Vosburgh, 2007). As a consequence, Human Resources Management (HRM) department and Human Resource managers assume a strategic role, as most of their decisions influence the process of value creation throughout the organization (Holcomb, Holmes & Connelly, 2009).

In this scenario, studies about the Strategic Human Resources Management (SHRM) considers the involvement of this sector in organizational change, with an emphasis on vertical and horizontal alignment, in other words, alignment between HR and business strategy, including RH strategies, policies and practices related between each other. (Bosquetti & Albuquerque, 2005; Coda, Cesar & Garcia 2005; Lacombe & Tonelli, 2001; Wright & Snell, 1998).

At the predominant literature on decision-making process, the investigations focus on different paradigms, such as the Limited Rationality (Simon, 1957; 1979), Power and Politics (Eisenhardt & Zbarack, 1992; Langley *et al.*, 1995; Nutt, 2010), and the Garbage Can Model (Cohen, March & Olsen, 1972). However the research agenda in decision-making process calls attention about some limitations of these paradigms (Eisenhardt & Zbarack, 1992; Langley *et al.*, 1995; Franz & Kramer, 2010; Nutt & Wilson, 2010; Papadakis, Thanos & Barwise, 2010; Nutt, 2010) and indicates the need to extend the investigations on the individual decision-maker, considering his/her subjective characteristics, such as cognition, insights, intuition, imagination, inspiration, affection, judgment, creativity, reflection and emotions. According to the literature, reflection is one subjective element that has important influence on individual decisions and, as a consequence, on the results of decision-making processes (Langley *et al.*, 1995; Eisenhardt & Zbarack, 1992). Rodgers (2002) affirms that studies of the root reflection are in the work of John Dewey: "How we think", (1910). Based on the concept of reflective thinking proposed by Dewey, Schön (1983) develops the idea of reflective practice to introduce the concept of reflective practitioner. For the author, the most recognized competent professionals have a central core of artistry, which can emerge in situations of uncertainty, as is the situation that leads the individual to make a decision.

This article has the objective to analyze strategic decision-making processes of Human Resource managers from the perspective of reflective practice. We use the concept of reflective practice proposed by Schön (1983), which is based on the process of reflection-in-action and reflection-on-action. The focus on HRM manager in Brazilian organizations justified by the fact the majority of Brazilian companies is at mismatch with the theoretical trends for HR administration, failing to ensure their role in supporting organizational strategies. In Brazil, the HR is still facing the issues of operational execution, making the challenge remains to transform

HR to build up the Brazilian way to management and HR strategic operation (Wood Jr, Tonelli & Cooke, 2011; Tanure, Evans & Cançado, 2010; Coda, Cesar & Garcia 2005; Lacombe & Tonelli, 2001).

This article is structured as follows: first, we present the literature review that provides the theoretical framework for this research, articulating themes of reflective practice, decision-making and strategic management of human resources. Further, the method used to demonstrate the feasibility of the research. Later, we worked with the analysis of the data collected and, finally, explicit the conclusions.

### **Reflective Practice and Decision-making**

According to the literature, reflection is one subjective element that has important influence on individual decisions and, as a consequence, on the results of decision-making processes (Langley et al, 1995; Eisenhardt & Zbarack, 1992). Rodgers (2002) affirms that studies of the root reflection are in the work of John Dewey: "How we think", (1910). In Dewey (1979:13), it is possible to identify that reflective thought is a "kind of thought that mentally is to examine the matter and give it serious consideration and straight." Dewey (1979) explains that the essential functions are reflective of activity between two extremes, one side being called the pre-reflexive moment that happens a situation perplexing, embarrassing or confusing, one that presents a problem to be solved by making arise reflection. The other side is called the post-reflexive, which results in an experiment, at which time a decision is made, concluding the matter being clarified and resolved the situation.

Based on the concept of reflective thinking proposed by Dewey, Schön (1983) develops the idea of reflective practice and introduces the concept of reflective practitioner. For the author the reflective practitioner is one who uses the reflective practice, explained by Schön (1983) based on three concepts:

- 1) Knowing-in-action: are types of knowledge that are revealed in actions, skilled in implementing and spontaneous, tacitly. Happens when an individual already knows how to do something, and perform common, recognize, decide and adjust their actions during the process without having to think much about it. It is a form of knowledge that is effective for coping with familiar situations. However, when the experiences have an element of surprise, in disagreement with expectations, the professional may require other forms of response, which are possible through the use of reflection, reflecting on the action or reflecting in action.
- 2) Reflect on the action: When the professional is faced with an unusual situation, which cannot solve based on their tacit knowledge, one of its alternatives is to reflect on the action, what happens when you think retrospectively about what done, what can be done after the fact or in a pause in the action to stop and think. In both cases, the reflection has no connection with this action.
- 3) Reflection in Action: Another alternative to the professional who is facing a problem that surprisingly is the reflection in action, which occurs when there is reflection in the middle of the action without interrupting it, in this one action, in which the reshapes the thinking that you are doing while you are doing. This reflection is, to some extent, aware, though not expressed in words and has a critical role to question the assumptions of the structure of the act of knowing-in-action.

## **Decision Making Strategic and Human Resources Strategic**

Organizations need alignment between HR and the purpose for which the organization exists to support business strategies. To Coda, Cesar and Garcia (2005) the strategic vision of HR is essential for a company to expand globally, as globalization and technology changes have led to more competitive markets, with growing pressures and challenges. Thus, organizations need alignment between HR and the purpose for which the organization exists to support business strategies. Similarly, Bosquetti and Albuquerque (2005) believe that the strategic approach to HR considers the involvement of this sector in organizational change, with an emphasis on alignment of HR and business strategy between the strategies, policies and HR practices between them.

Several authors analyze the performance area of HR management in the strategic perspective. For Wright and Snell (1998) the adoption of new practices in HR must be aligned with organizational strategies and other practices already existing in the area, as well as to adapt to the specific context of each organization. The strategic approach applied to HR can also find support in the Resource Based View (RBV) as it considers sustainable competitive advantage through the effective use of internal resources of the organization (Barney, 1991). From this perspective, human resources constitute internal resources that contribute to sustainable competitive advantage, since the composition of the workforce is seen as valuable, rare, difficult to imitate and cannot be replaced. So it's up to HR to search for policies and practices that enable the composition and maintaining this framework, conveying the strategies to the people involved to turn them into agents of competitiveness, favoring the organization's competitive advantage. Becker and Gerhart (1996) argue further that the policies are easy to imitate, but the implementation process is not therefore indicate that researchers devote themselves more to understand what factors influence managers' decisions to adopt certain practices in the RH area.

Tanure, Evans and Cançado (2010) call attention to an important issue within the studies in the area of HR, which is the difference between the Brazilian and the international context. The authors estimate that the development of HR in Brazil was linked to the entry of multinationals in the country, leading to a process of importing techniques and practices in the HR field. This process resulted in a frontage of modernity, with detachment between speech and reality, creating a noncompliance of HR to business organizations. Lacombe and Tonelli (2001), indicate that it is clear the gap between the theoretical and the practical, making in organizations remains the challenge of transforming the HR area, which is still focused on labor issues and operational policies and unsophisticated practices and diverse. It is possible to identify that the adoption of policies and practices by HR has failed to secure its role in supporting organizational strategies, revealing the need for better understanding of this scenario.

Given that the Human Resources department has been sued by organizations to be present in support of competitive strategies, assisting in troubleshooting and search for competitive advantage, but it has had shortcomings in the process, it becomes evident that the importance of to understand and promote the decision process for implanting a new practice in the HR field. These decisions are usually centered on the figure of the manager of HR, subject focus of this research by precisely centering the strategic decision making related to HR, or opting not to adopt policies and practices that may or may not be aligned with organizational strategy (Holcomb, Holmes and Connelly, 2009)

## Method

We chose to conduct a qualitative research, a descriptive type. Godoy (1995:63) states that "when the study is descriptive in nature and what is sought is an understanding of the phenomenon as a whole, in all its complexity, it is possible that a qualitative analysis is the most appropriate." In view of the decision-making process is a highly complex phenomenon and difficult to quantify, the qualitative approach has become the most appropriate, since aims to explore and understand intentions and meanings of the participants in the events rather than measurements (Martins & Theófilo , 2009; Creswell, 2010). Given the dearth of research on decision making in the Brazilian context, not the location of research that coordinate decision making and reflective practice, failure to identify studies that investigate the decision making of managers and HR feature of subjectivity present in processes decision-making, there was the need for this interpretative strategy.

The field work was based on qualitative interviews with five Brazilian Human Resource executives (details are presented on Table 1).

Table 1 – Brazilian Human Resource executives interviewed

INTERVIEWEE	DEMOGRAPHIC DATA	ESTRATEGIC DECISION ADDRESSED
<b>INTERVIEWEE 1</b>	<b>Gender:</b> Male <b>Age:</b> 37 years <b>Education:</b> Degree in Law; MBA in HR <b>Work experience in the HR field:</b> 18 Years	Union Negotiation triggered by a situation of strike by workers of one of the business units
<b>INTERVIEWEE 2</b>	<b>Gender:</b> Male <b>Age:</b> 48 years <b>Education:</b> Degree in Social Studies, Graduate Management Strategic HR M <b>Work experience in the HR field:</b> 28 Years	Deployment Policy Proximity with the Union and the Staff, due to a strike by workers of state, motivated by the union.
<b>INTERVIEWEE 3</b>	<b>Gender:</b> Female <b>Age:</b> 34 years <b>Education:</b> Degree in Business Administration, Graduate Diploma in Management Development and People Management <b>Work experience in the HR field:</b> 13 Years	Implementation of Strategic Compensation Policy.
<b>INTERVIEWEE 4</b>	<b>Gender:</b> Female <b>Age:</b> 38 years <b>Education:</b> Degree in Systems Analysis; Postgraduate Planning and Strategic Management, Executive MBA, Masters in Management, Coaching Training <b>Work experience in the HR field:</b> 12 years	Implementation of the Corporate University and the methodology used for E-learning training
<b>INTERVIEWEE 5</b>	<b>Gender:</b> Female <b>Age:</b> 63 years <b>Education:</b> Graduate in Psychology, Graduate Program in Social and Cultural Anthropology and Social Psychology, Masters in Business Administration, PhD in Industrial Engineering <b>Work experience in the HR field:</b> 40 years.	Deployment Manager Development Program.

The focus in the area of HR managers of domestic companies aims to reduce the influence of cultural factors in the decision process, as pointed out by Wood Jr, Tonelli and Cooke (2011), Tanure, Evans and Cançado (2010) and Coda, Cesar and Garcia (2005) compared the HR area of national and international companies, identifying the strong influence of American practices in the Brazilian context and the tendency to imitate this in some organizations.

For the data analysis was the choice for use of the Content Analysis technique. Bardin (2004) explains that content analysis allows the analysis of the variables included in the messages, as an attempt to describe, infer and interpret the message content. Chizzotti (2011) elucidates that to grasp the message content is necessary to decompose into simpler fragments, called elementary units. In this way, the choice of categories is key to the analysis is done and meaning can emerge. In this work three analytical categories were established prior to data collection, quote: Strategic Decision Making; situation Perplexity, and Reflective Practice. However, after collecting data, we identified the need to analyze also the categories Personal Values, Organizational Culture and Shared Decision, which are characterized as analytical categories defined later data collection.

## **Results**

The presentation of the results of field research is organized according to the analytical categories that served as a parameter for data analysis: the strategic decisions, state of perplexity, reflective practice, other relevant data.

### **The Strategic Decisions**

Five cases analyzed showed strategic decisions, as literature, as revealed influence of various stakeholders, with the impact of various levels of organizations and outside them. With regard to the external environment of the organization, it is clear, in general, concern for the community, with our family of employees, with the press, with unions and union strength, with influential people from small towns (leaders political and religious), with instances like the legislature, executive and judiciary, with the competition and the brand image and product company. As for the internal environment reveals a concern with organizational culture and climate, with the motivation and satisfaction of employees, turnover and attendance, with the need for staff training, and the need to update the company's competitiveness, improving internal processes and financial issue, which has a direct impact on shareholders. An example is the report of the Interviewee 1, when detailing the union negotiations held:

"[...] The decision it is very complex in the sense of community impacts of the decision [...] we have a very strong conversation with the local union, talk to the local promoter, with the town priest, with the bishop of the archdiocese there in the region, finally, there has to be an entire political mobilization [...] "a standstill there [...] for the work and for the work affects the schedule and timing is super fair, is accompanied there by the shareholder [...] is the question of internal climate [...] we are a factory assembling the company's culture [...] this affects the climate of the organization, engagement, motivation of people [...] the impact on the client was in time [...]. " (INTERVIEWEE 1, PERSONAL COMMUNICATION, 09/03/2012).

### **Situation of Perplexity**

Based on the work of Dewey (1910, 1933) and Schön (1983, 2000) on reflective thinking and reflective practice, respectively, was taken as an assumption that the strategic decision making process would begin with a state of perplexity. However, the collected data could

suggest that the strategic decision making process does not start necessarily with a state of perplexity. Decisions may arise from a need routine HR manager, as in the cases of Respondents 1 and 2, who started from the decision to strike movements. The organization's strategic planning decisions can also be planned for the area of HR, as in the case of Subject 3 to review the remuneration policy. It is also possible that the beginning of the decision process is the intention to deploy new policies and HR practices based on perceived needs, as in the case of the Respondents 4 and 5, to propose new models of training and people development. However, we can confirm the proposed Schön (1983) for the situation of perplexity initiate reflective practice, since all managers have experienced situations of perplexity during the decision-making process when they met in scenarios in doubt about how to start, questioning about being on the right path and be on paying off the entire process.

The assumption of the strategic decision making process starts with a perplexing situation was seen in only one of the cases studied. Only one interviewee, when asked if they thought the scenario was addressing strategic decision that it was a state of perplexity, agreed that experienced a moment surprise, as transcript:

"Actually this news always comes by surprise. It is difficult for us to predict a situation like this [...] This situation was a new fact [...] I felt [that was facing a situation of perplexity]. I was surprised. Because they usually do so: Look, we do not like your proposal here and from Monday and from tomorrow we'll stop. [...] If they had done that I would have been here before and have solved perhaps made before the strike."(INTERVIEWEE 1, PERSONAL COMMUNICATION, 03/09/2012).

### **Reflective Practice**

Schön (2000) explains reflective practice based on three concepts: knowledge-in-action, reflection-in-action and reflection on action. The collected data could reveal the presence of these three elements during the decision making process of managers of HR.

All cases analyzed showed the use of prior knowledge, revealing **knowledge-in-action**, but were unanimous in the view that this baggage is not presented as sufficient to solve the problem we had on screen. Thus, while making use of prior knowledge, the managers had to seek new information to construct new concepts and new understandings, as may be identified in some reports:

"In this situation you cannot say you will build from scratch. Any previous experience serves as a foundation to build a future decision."(INTERVIEWEE 2, PERSONAL COMMUNICATION, 12/09/2012).

"[...] In some things we used our previous experience to help us make the decision, but as it was a new process, I think most of things were being built over there." (INTERVIEWEE 3, PERSONAL COMMUNICATION, 09/21/2012).

"[...] I used previous information undoubtedly [...] by visiting other organizations, from Workshops that I attended [...] you faced a need, a sum which has behind, but I also needed new knowledge" (INTERVIEWEE 4, PERSONAL COMMUNICATION, 28/09/2012).

"[...] by building safely. Upon a ballast of knowledge and experience, but some people on the team too. [...] When I took over the leadership of Human Resources [...] I've had 20 years of professional [...] And I had personally spent many situations, there had been Director of Human Resources in any organization, but I had spent several cases personally in leadership or decision." (INTERVIEWEE 5, PERSONAL COMMUNICATION, 10/16/2012).

Based on the concept of **reflection on action**, we could identify two ways of using it by the managers interviewed. One possibility is the habit of thinking about the decision after it occurs and is implemented in order to assess what has been done and can generate learning for future decisions and improve processes already in place, which was observed in cases of Respondents 1, 2 and 3 as an example:

"I think the reflection is not say that it is daily, after implementation, but you establish over the projects as they are happening and obvious that after the process of maturity, professional growth you end up looking back and thinking back there if you had done this you could have added something more, but then it runs away from you because your control is no longer in the organization, but you end up using a reference to an organization's future." (INTERVIEWEE 2, PERSONAL COMMUNICATION, 12/09/2012).

The other possibility for the use of reflection on action reveals interference in the decision before it is made, but unrelated to immediate action. Thus, ducts go home thinking, take a day or two to give the answer, a process of maturing the idea, are examples submitted by Respondents 2 and 5, as illustrated:

"I made the proposals, arguing with the Superintendent [...] gave the best alternative within the vision I was having and everyone had a day, two to maturity process of what would be done". (INTERVIEWEE 2, PERSONAL COMMUNICATION, 12/09/2012).

"Reflect [...] And on top of that put together strategies for reflection and sometimes thought sometimes with my staff: Come by this way, we will do so, maybe it here so we think until tomorrow [...] So it was a process of reflection [...] in some more complex cases I need to ruminate a little bit." (INTERVIEWEE 5, PERSONAL COMMUNICATION, 10/16/2012).

The element of **reflection in action** can also be revealed by the interviewees. However, the perception of managers is that this reflection, interference with immediate in action, is linked to concepts such as feeling, perception and intuition, referring to the idea that through insight, an automatic act and mysterious, the problems were solved, as you see:

"[...] I had to have this very feeling of the moment that I had to get into trading. [...] Very decision that I have to take when negotiating is when I met the union there [...] I do not know anything about him, know don'ts of political power that he has [...] then it is a very intuitive and makes you make some small decisions that will form the major decision in the end. "(INTERVIEWEE 1, PERSONAL COMMUNICATION, 09/03/2012).

"Reflect [...] Sometimes, I'm a person too intuitive, sometimes I bag the thing and perhaps based on the experience I've ever had, I bag to something very fast and I think the solution [...] ". (INTERVIEWEE 5, PERSONAL COMMUNICATION, 10/16/2012).

Managers identify that when using the reflection in action are facing decisions that require quick thinking, immediate execution, the decision often needs to be on time, as exemplified:

"After I had imagined a path, adding information and the decision has been taken in that context, I do not think it has been like this: Now I stopped, I thought all I had and now decided. No. You go to your head forming a scenario where you feel so comfortable that decision and ready to face obstacles, objections to take the idea forward. [...] I think the mental conception you go through

some questions before deciding. [...] You hesitate, might hesitate: But the reality is that going to work? Did [...] will buy the idea? [...] This before taking the decision, is not it? But during design yes, we hesitate, questions and plays devil's advocate also [...] Seeking new paths." (INTERVIEWEE 4, PERSONAL COMMUNICATION, 9/28/12).

### **Other Relevant Data**

During data collection, we identified three items that emerged from the field and presented with emphasis, even without having been originally planned, they are: Personal Values, Organizational Culture and Shared Decision. Thus, these elements become characterized as analytical categories defined later data collection and will be analyzed here.

Common to all the managers interviewed, the decision maker's **personal values** emerged as an influencing factor in the decision process. Participants expressed the values of respect for people, ethics, justice, transparency, human relations and search for participative management as individual values that guided the decision exposed. Thus, it is confirmed the appointment of literature that the history of life experiences and personal values of the individual influence the way of analyzing the problem and hence the decision they make (Schön, 1983, Dewey, 1979). Current research suggest that the process of decision making is a result of a number of behavioral variables and the decision maker is affected by their values, prior knowledge, beliefs, life experiences, personal skills, personality and intuition, among other factors linked to individual (Andriotti, Freitas & Martens, 2011; Silva, Roglio & Silva, 2010; Corso, Estivalet & Löbler, 2008; Macedo, Alyrio & Andrade, 2007).

Another relevant factor exposed by respondents was the impact of **organizational culture** on decisions, as stated by Interviewee 1:

"What makes an HR manager make a decision is very culture of the organization, then, I mean, I take decisions is here that I could not take in company X, I could not take in company Y and vice versa then this question of culture is very important to us." (INTERVIEWEE 1, PERSONAL COMMUNICATION, 09/03/2012).

As stressed by Santos, Rossoni and Machado-da-Silva (2011), the formal structure of an organization influences the decision making. Thus, organizational culture, power relations and organizational structure transmit the values of the group, which then influence the way people think, feel and act, influencing decision making (Macedo, Alyrio & Andrade, 2007; Macedo, 2002).

Factor common to the five participants was that the decisions do not stand as an isolated act, but as a result of information sharing among coworkers, characterizing **decisions as shared**. These data confirm some indications that there is a need for a consensus on organizational decisions in which decision makers seeking support, information base, sharing insights and knowledge (Macedo, Alyrio & Andrade, 2007). Thus, the individual decision making process is influenced, in their own way and in its result, the other people in the environment of the decision maker (Cesar *et al*, 2009; Amorin, Bulgacov & Abib, 2008). Borin and Hanashiro (2005) assess that share as positive as they allow new ideas to be generated and that creative thinking arises, can improve decision making.

## Discussions and Conclusion

This study answers the research agenda outlined, seeking understanding of subjective processes present in the decision-making process. From empirical evidence it is possible to consider reflective practice as an alternative to explain the decision making process, bridging the gap between action and reflection, present in everyday management.

It was identified that the decisions in the area of HR does not always begin with a state of perplexity, but are part of everyday demands and needs of the area. However the situation of perplexity happens during the decision process causing the reflection begins, suggesting that the decision-making is not a logical rational act, but a process that takes place with the influence of internal and external elements to the decision maker. Among the internal elements were identified reflection-in-action and reflection on action, values and personal repertoire of individual determinants for the decision. Among the external factors organizational culture and beliefs and sharing with colleagues proved as important.

Another point to be emphasized is that all decisions explained by participants treated themselves to strategic decisions and presented the deployment of HR policies and practices adapted to the context of the organization, contrary to factors indicative of literature. Thus, there is a hint of change in the profile of activity of HR in the Brazilian scenario, assuming a more strategic position without imports or imitations of practices leading facade of modernity.

Among the contributions of the results of this study are organizational challenges to responses, such as the need for a HRM to create value for the organization and stakeholder management and is at the same time more human most effective.

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