



**HR Club**

## **Managing in an Uncertain World: Skills for Global HR**

**Professor Lisbeth Claus, SPHR, GPHR**

**12 March  
2009**

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## **Overview**

- **Four societal trends in the 21st century**
- **Four HR organizational trends**
- **Four human capital challenges**
- **Four employee imperatives**

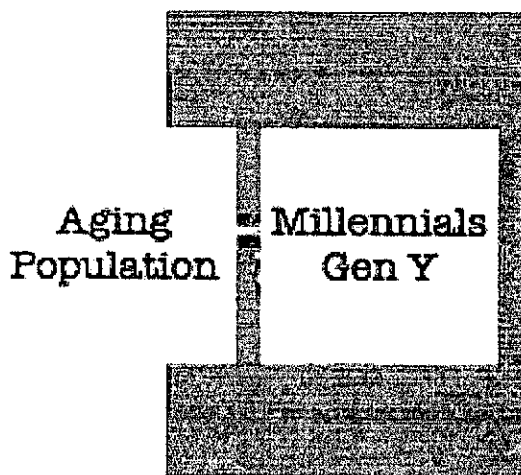
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# Four Societal Trends

1. Demography
2. Technological innovation
3. New types of social interactions
4. Globalization

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## Changing Demographics



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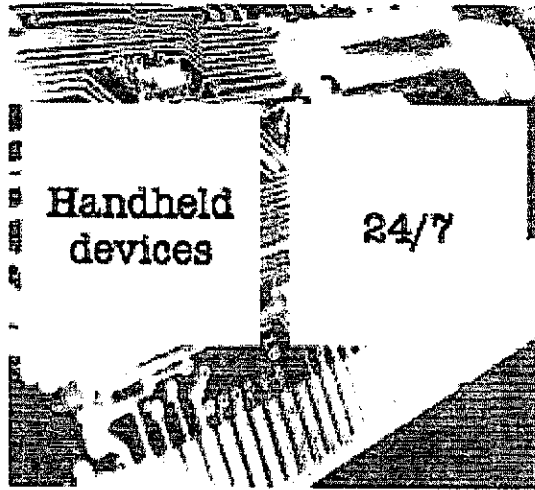
## 2. Technological Innovations

Internet

Handheld devices

24/7

Delocalization  
Disassembly

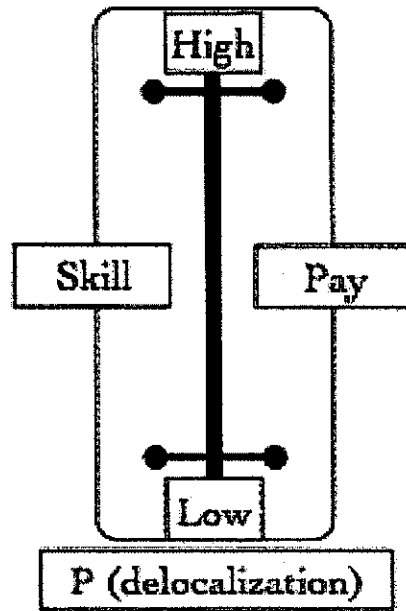


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## Disassembly



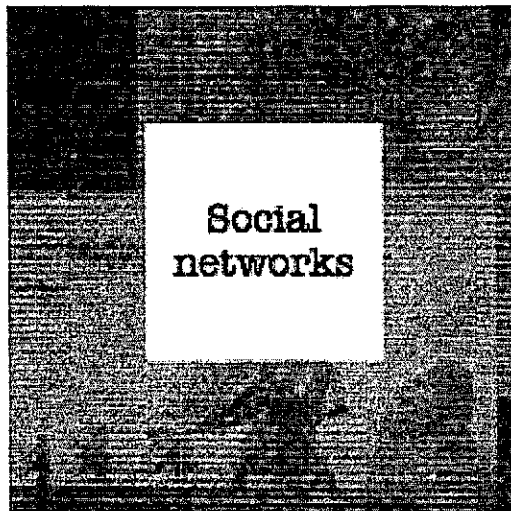
# Delocalization of Work



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## 3. New Types of Social Interactions

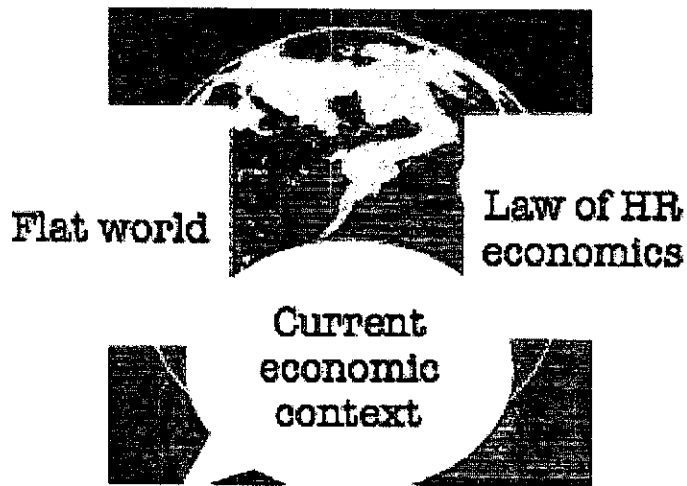
Swarms &  
smart mobs



Open source  
communities of  
interest/practice

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## 4. Globalization



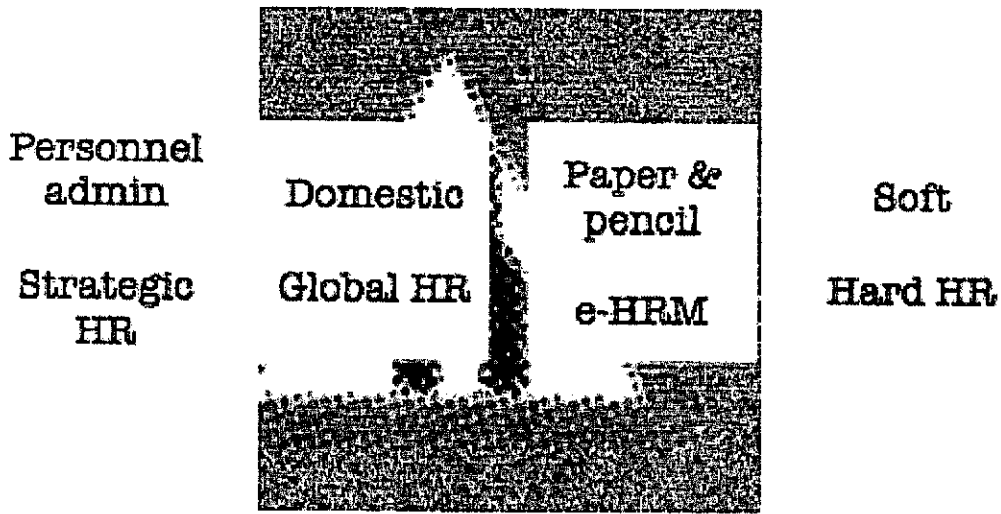
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## Four HR Organizational Trends

1. Shifts in HRM
2. OD disconnects
3. Reorganization of transactional services
4. New HR in MNEs

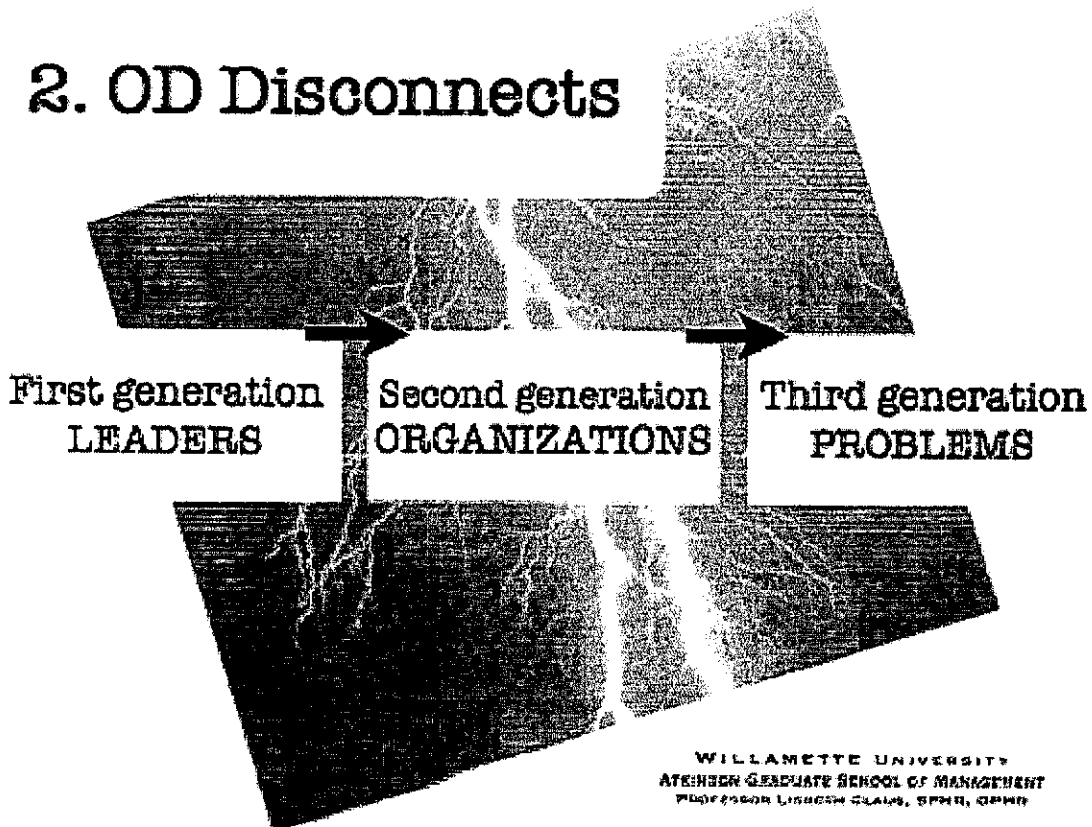
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# 1. Shifts in HRM



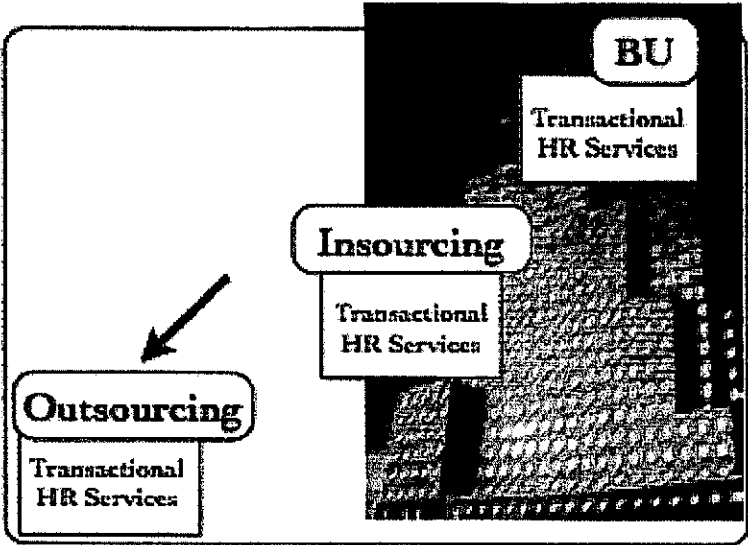
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# 2. OD Disconnects



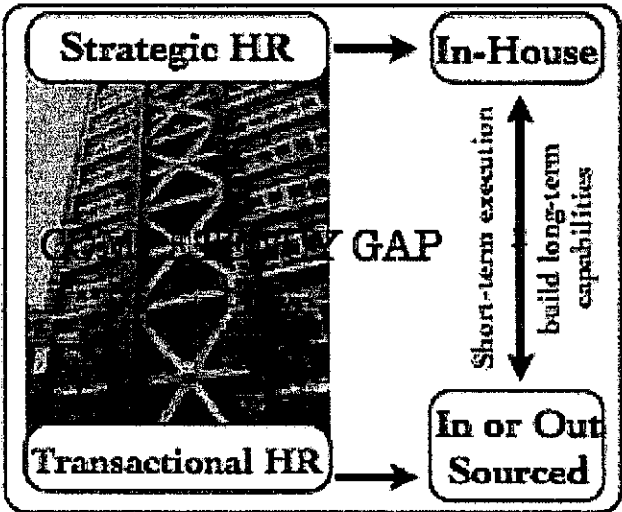
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# 3. Transactional HR Services



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# 4. HR in MNEs



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# Four Human Capital Challenges

1. Manage talent globally
2. Rethink employee and working relations
3. Find sustainability sweet spot
4. Reduce HR competency gap

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## 1. New Talent Management

Current economic context

How to effectively attract, engage, and retain [#] employees in [#] countries to achieve strategic objectives

Reduce future demand for labor

Increase future supply of qualified employees

Ramp up  
Increase productivity  
Outsource

Brand EVP and recruit  
Transfer employees  
Train employees  
Engage employees  
Increase retention

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## 2. Rethink Work Model

Set Q&Q work expectations and hold employees accountable

Measure Q&Q of work performed

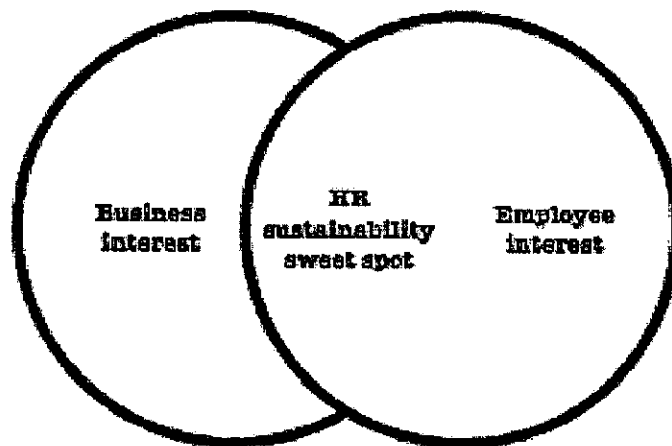
Focus on task accomplished rather than time worked  
(work anytime/anywhere)

Make face time and showing up at work optional

Create physical and virtual work spaces

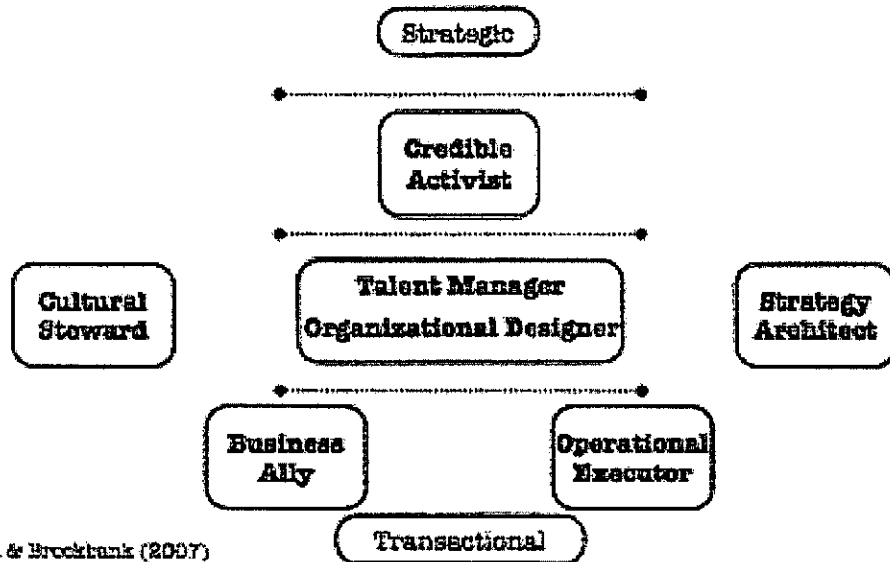
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## 3. HR's Sustainability Sweet Spot



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## 4. The Global HR Competency Gap



Fitch & Brockbank (2007)

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## Four Employee Imperatives

1. Reinvent your job
2. Acquire new global competencies
3. Create and measure your value
4. Find your sustainability sweet spot

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# 1. Reinvent Your Job

Work from your strengths

Remove your blind spots

Scan your environment

Develop your personal strategic plan

Build your network

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# 2. Acquire New Global Competencies

Global literacy

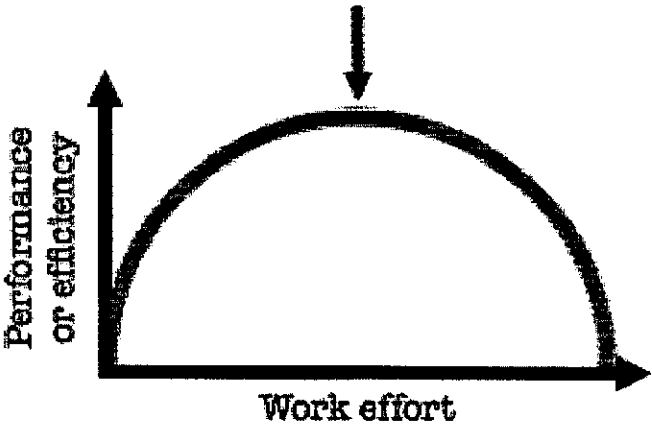
Global dimension of your job's BOK

Dilemma reconciliation

Cross-cultural skills

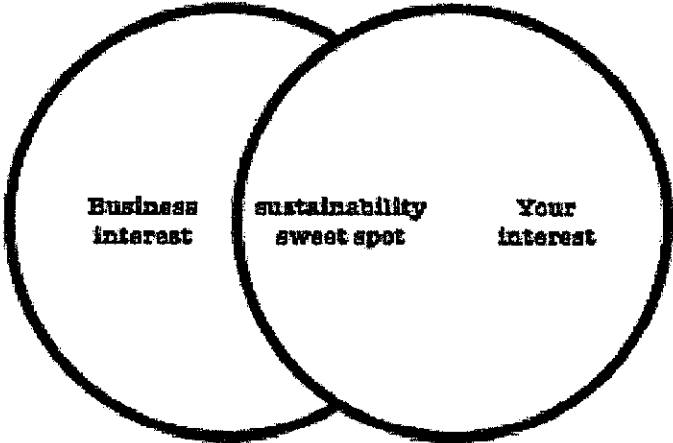
Language proficiency

### 3. Create and Measure Our Value



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### 4. Find Your Sustainability Sweet Spot



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# Takeaways

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1

**The uncertain environment  
impacts the way we work**

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**2**

**Organizations must change  
their work model**

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**3**

**The new work environment  
is creating tremendous  
opportunities for employees**

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4

To realize these opportunities,  
we must acquire a new global  
mindset and develop  
competencies

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*Lisbeth Claus, SPHR, GPHR*

*Contact: [lclaus@willamette.edu](mailto:lclaus@willamette.edu)*

*PRESENTATION:*

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