ABB (Swedish/Swiss engineering giant), 373
Abu Ghraib prison, 311–312
Accountability:
  CEO lack of, 132
  dream and, 159
  line managers, 410
  power to demand, 326
  two-sided (upward/downward), 306, 307–312
Accounting. See Human resource accounting (HRA)
Acer Group, 245, 401, 405
Administrative services, 146, 147–148
Advisor role, 94, 131–133
Advocacy, 331
Affirmative action, 1–2, 119–120
Africa:
  alleviating hunger in, 301
  Institute of Personnel Management of Nigeria (IPMN), 366
Agility/HR scalability, 196, 233–241
Alderson, Sandy, 283
American Airlines, 167
American Express, 153–154, 155–162, 312
Analytics:
  HR models, 121
  literacy/rigor, 257, 279–283
  versus metrics, 121–122
Appreciative Inquiry (AI), 157–162
Arthur Andersen, 255
Assessment-based hiring practices, 264–266
AT&T, 55, 56, 71–74, 76–77
Auctions, open (for talent), 237
Audit, intangibles, 228–229
Baby boomers, 5–8, 14, 23
Baby bust cohort, 6
Balanced Scorecard, 274–275, 379. See also Scorecards
Bean, Billy, 258
Beckhard, Richard, 157
Bellagio hotel, 81
Benchmarking, 166
Bennis, Warren, 135
BenQ, 401
Best practices, global, 358–359, 392–398
  compensation, individual, 396–397
  development performance appraisal, 397–398
  training/development shifts, 396
  when not best for practice, 398
Boeing, 254, 255
Bonding/bridging ties, 313, 314, 321
Boss-subordinate relationship (two-sided accountability), 306, 307–312
BP (oil company), 312, 314, 315
Branding, internal, 154, 181–188
Brand rallies, 177
Branson, Richard, 388
Bridging/bridging ties, 313, 314, 321
Browne, John, 312
Buffett, Warren, 98
Business Environmental Planning Process (BEPP), 339–340
Business federation model, 245
Business knowledge, 67, 76, 80, 104
Business logic driving measurement, 280–281
Business models, evolving (and customer-perceived value), 136
Business partner role, HR’s, 86–92, 94, 103–109, 126–130, 144–149
Business process outsourcer (BPO), 148. See also Outsourcing
Business success, HR professionals as drivers of, 93
C(s), four/five, 56, 78–85, 106
Career development. See Training/development
Caring (four Cs model), 56, 79, 83–85, 175, 413
Carrig, Ken, 106, 108
Casey, J. E., 189
Causal thinking, 281
CEO(s):
HR as advisor to, 131–133
incentive schemes, 406
power checklist, 328–329
Change leadership, 76, 97, 140, 144, 332, 341–347
Chartered Institute of Personnel and Development (CIPD), 91–92
Checks and balances, 327
Cheddie, Mary, 80
Chenault, Ken, 156–157, 160
Chief administrative officer, 151
Chief integrative leader (CIL), 93, 95–102, 412
Chief organization effectiveness officer (COEO), 94, 134–143, 151, 412
China, 48, 83, 363, 374–375, 396, 400–407
Choice(s):
consequences and, 169
versus obligation, 18
Civil rights legislation, 2, 103
Client satisfaction, 295
Climbers/tumblers/winners/losers, 218
Cloning, 386
Clubb, Mary Kathryn, 164
Clustering, 237
Coalmines of Colorado (Ludlow Massacre), 334
Collaboration, xxxii, 305–306, 321, 411
Collaborative multifirm network, 196, 242–247
Collins, Jim (Good to Great), 140–141, 346
Commoditization process, 251
Compensation:
best practices, 396–397
mutual investment approach, 52
trends in, 394–395
Competencies, HR, 66–69, 75–76, 79–80, 104–105, 413
business knowledge, 67, 76, 80, 104
change management, 76
culture, management of, 76
delivery of HR practice, 67, 76, 80
functional areas, 104
HR Knowledge Template, 68
listening skills, 105
personal credibility, 67, 76, 81
strategic contribution, 67, 76, 79–80, 105
technology, HR, 67, 81
Competent (four Cs model), 56, 79–82, 413
Competitive advantage, global HR as, 358, 370–377
Competitive landscape, 210–212, 335, 409
Complex adaptive systems, 211
Complexity analysis, 211–212
Compliance, 106, 291, 295
Confidentiality, 131–132
Contextual clarity, 238
Control system, 274
Cook, Sue, 254
Cooperative agreements, versus multifirm collaborative network, 244–245
Cooperative ventures, 305, 312–322
Core beliefs, 140
Corporate culture. See Culture, corporate
Cost, 74–75, 132, 144
Courageous (four Cs model), 56, 79, 83–84, 137–138, 413
Crandall, Robert, 167–168
Creativity, 140–141
Culture, corporate, xxxii, 153–154
adaptive, 138–139
change, 155–162, 411
changing mental models, 154, 163–171
diversity, 101, 375–376
economic value of, 275–276
ethics and, 351
fit, 239
4+2 formula, 220
HR competence in, 76, 128
importance of, 155–156
market-focused, 154, 172–180
organizational performance and, 138–139, 140, 171
power and, 329
stereotypes (four major), 381–384
Culture forums, 159
Curious (four Cs model), 56, 79, 82–83, 413
Customer(s):
employee treatment transferring to, 131
loyalty, 141
DALE. See Disability Adjusted Life Expectancy (DALE) approach
Daum, Juergen, 123
Decision science, HR as, xxxii, 257–259, 293–302
Delegation of power, 326, 328–329
Delivery:
HR practice, 67, 76, 80
value, 196, 249, 252–253
Delta Air Lines, 248–249, 251, 252–253, 255
Demographics, 5–6, 33, 409
Denominator, 281
DePree, Max, 341, 342, 344
Design stage (Appreciative Inquiry), 159
Destiny stage (Appreciative Inquiry), 161–162
Differentiation, 86–92, 200–202
Digital Divide, 116
Dilemma(s):
globalization, 358, 378–391
motivator’s, 15–22
strategic, 208
Disability Adjusted Life Expectancy (DALE) approach, 30–31
Discipline:
guiding principles to promote, 238–239
shared, 215
Discovery stage (Appreciative Inquiry), 158
Discretionary-based work design, 236–237
Disloyalty/betrayal, 329–330
Diversity, 110–118
global issues, 363, 398
HR investments increasing organization capabilities, 412
IBM, 114–118
leadership capabilities, 101, 111–114
supporting culture of, 375–376
UPS, 193–194
Donovan, Dennis, 80
Downsizing, 44
Dream stage (Appreciative Inquiry), 159
Drucker, Peter, 341, 342, 343, 344
Duality, evolving perspective of, 372
Dual theory of HR, 258, 285–292
DuPont, 294, 300–301
Eaton Corporation, 254
Echo cohort, 6
Economic growth, labor supply and, 9–10
Economies of scale, 335
Effectiveness, 94, 134–143, 150–151, 295, 297, 362, 412
Efficiency, 295, 297, 362
Efficiency measures (gain divided by cost), 281–282
denominator, 281
numerator management, 281–282
e-HR systems, 147–148
Eiffel Tower stereotype, 381, 383, 384, 386
Eli Lilly, 52
Employee champion, 94, 130–131, 412
Employment relationships, 2, 44–53, 365
daily contract versus job for life, 365
mutual investment, 46, 48–53
compensation/benefits, 52
performance criteria and evaluation, 51–52
recruitment and selection, 50–51
training and development, 51
“new” (quasi-spot contracts), 45–48, 53
over investment, 46
typology based on inducement-contribution framework, 46
under investment, 46
Energy, managing, 3, 15
Equal employment opportunity (EEO), 119–120
Ethics, 253–254, 331–332, 348–355
Execution (4+2 formula), 219–220
EXITE Camps (Exploring Interests in Technology and Engineering), 116, 117
Expectations, 58, 326
Expected conditional/realizable values, 271–272
External dimension, building company’s, 333–340
Fair employment practices, 1–2, 119–120
Family, the (company stereotype), 381, 383, 384, 385
Farr, Pam, 124
Federal Express, 41
Federal Sentencing Guidelines for Organizations (FSGO), 351, 354
Feelings, performance and, 18
File maintenance stage, 117
Financial metrics, 107
Financial values, 254
First impressions, 132
Fluidity, optimizing internal, 235–239
4+2 model, 196, 217–223
Freedom/flexibility, guiding principles promoting, 236–237
Gap analysis, 393, 398
Gay, lesbian, bisexual, transgender (GLBT), 113–114, 116
Gender, 113. See also Women
General Electric (GE), 47, 103, 141, 195, 209, 220
Generalists, 149
General Motors (GM), 55, 58–61, 220
George, Bill, 255
Gerstner, Lou, 173
Globalization, xxxii, 357–359
balancing global versus local approaches, 358, 361–369, 374–375
best practices, 392–398
diversity, 114, 375–376
HR’s new reality, 409, 412
mind-set, importance of, 371–372
outsourcing, 56, 71–77, 104, 147, 342–344
product lines, 145–147
professional development (see Training/development)
externalization, 357–359
human resources (HR):
changing structure of, 144–152
current attraction to the field, 97
cultural diversity, 114, 375–376
diversity, 114, 375–376
dilemmas, 358, 378–391
diversity, 114, 375–376
dilemmas, 358, 378–391
externalization, 357–359
future of, xxix–xxxiii
growth stages, 103–104
“Not a Job for Wimps,” 83–84
outsourcing, 56, 71–77, 104, 147, 342–344
product lines, 145–147
roles of, xxxii, 93–94
business partner, 86–92, 94, 103–109, 126–130, 144–149
employee champion, 94, 130–131, 412
organization effectiveness expert, 94, 134–143, 151, 412
productivity czar, 94, 120–125, 412
respected advisors, 94, 131–133
strategic partner, 94, 104, 105, 146, 149–150, 155–162, 208–216
“seat at the table,” 119–125
trends, 408–414
IBM, 94, 114–118, 173, 251
Incubator stereotype, 381, 382, 384
Inducement-contribution framework, 46
Industrial relations, 119
Industrial symbiosis, 245
Internal branding, 154, 181–188
Internal governance systems, 213–215
International Labor Organization (ILO), 294, 295
Investor literacy, 225
Investment, 13, 107, 261–267, 268–269
Human capital, 13, 107, 261–267, 268–269
Human resources (HR): changing structure of, 144–152
characteristics of outstanding executives, 126–133
current attraction to the field, 97
cultural diversity, 114, 375–376
diversity, 114, 375–376
dilemmas, 358, 378–391
diversity, 114, 375–376
dilemmas, 358, 378–391
future of, xxix–xxxiii
growth stages, 103–104
“Not a Job for Wimps,” 83–84
outsourcing, 56, 71–77, 104, 147, 342–344
product lines, 145–147
roles of, xxxii, 93–94
business partner, 86–92, 94, 103–109, 126–130, 144–149
employee champion, 94, 130–131, 412
organization effectiveness expert, 94, 134–143, 151, 412
productivity czar, 94, 120–125, 412
respected advisors, 94, 131–133
strategic partner, 94, 104, 105, 146, 149–150, 155–162, 208–216
“seat at the table,” 119–125
trends, 408–414
IBM, 94, 114–118, 173, 251
Incubator stereotype, 381, 382, 384
Inducement-contribution framework, 46
Industrial relations, 119
Industrial symbiosis, 245
Inflection points, 213
Information sharing and empowerment, 173, 177–178
Information technology, 101
Innovation, 140–141, 221, 244–246
Intangibles:
metrics, 100
return on, 196, 224–232
Integration, racial, 1–2
Integrative leader, chief (CIL), 93, 95–102, 412
Internal branding, 154, 181–188
Internal governance systems, 213–215
International Labor Organization (ILO), 294, 295
Internet job sites, 33
Internet Organization model, 405–406
Internships, 65
Investor literacy, 225
Harrah’s Entertainment, 164–169
Harris, Randy, 81
Hay System, 379
HC BRIDGE Decision Framework, 297–302
Healthcare leadership pipeline, 98
Hesselbein, Frances, 155
High involvement HRM (HIHRM) practices, 285
High-performance companies, emphasis in
four areas, 140
Home Depot, 80
Hong Kong, 357–358
Human capital, 13, 107, 261–267, 268–269
Human resource accounting (HRA), 258, 268–277
bottom line, 273–276
definitions, 269
historical context and rationale, 269–270
toward human capital management, 268–269
role and impact of measurements, 270–271
as strategic lens for HRM, 271–273
IBM, 94, 114–118, 173, 251
Incubator stereotype, 381, 382, 384
Inducement-contribution framework, 46
Industrial relations, 119
Industrial symbiosis, 245
Intangibles:
metrics, 100
return on, 196, 224–232
Integration, racial, 1–2
Integrative leader, chief (CIL), 93, 95–102, 412
Internal branding, 154, 181–188
Internal governance systems, 213–215
International Labor Organization (ILO), 294, 295
Internet job sites, 33
Internet Organization model, 405–406
Internships, 65
Investor literacy, 225
Investors, aligning HR practices and, 229–231
appraisal and rewards, 230
governance and communication, 231
staffing, 229–230
training and development, 230

Japan/Japanese, 305, 358, 397
JetBlue, 80, 153, 163, 251
Job design (market-focused culture), 173, 177
Job rotation, 319, 406
Jung Type Indicator (JTI), 378

Killinger, Kerry, 175, 176, 179
Knowing-doing problems, 164
Knowledge, business, 67, 76, 80, 104
Knowledge template, 68
Korean MBTI research, 386–387
Kosonen, Mikko, 317

Labor relations/disputes, 1–2, 59, 119–120, 335
Labor supply, 3, 5–14, 23–37
assessment, 10–11
economic growth and, 9–10
employment population ratio, 28–29
net additions to the workforce, 23–25
older workers, 12–14, 29–31
recent demographic developments, 5–6
recruitment implications, 33–35
skill shortage, 32–33
trends, 6–8
unemployment levels, 25–28
unemployment rate, real, 27–28
women, 30
Language, shared, 215
Leadership:
areas characterizing capabilities of future, 101
capable/courageous, 137–138
4+2 formula, 221
heightened need for, 135–137
Lee, K. Y., 401
Legal values, 253
Li, Tomson, 401
Life expectancy, 8
Lifetime employment, 14, 364, 381–386
Lincoln Electric, 52
Line managers, accountability of, 410
Listening skills, 105
Living values, challenge of, 253–254
Losers/winners, tumblers/climbers, 218
Low/high margin companies, and
global/local balance, 365
Low involvement HRM (LIHRM) practices, 285

MacCammon, Robert, 17
Managerial knowledge marketplace paradox, 163
Managing cooperatively, 306, 312–322
Market-focused culture, building, 154, 172–180
Marketing, four Ps, 172
McKinsey & Company, 141

Measurement/metrics, 107
analytics versus, 121–122
company examples, 107, 190–191
impact, 270–271
intangibles, 100
management by, 108
performance improvement and, 16
reward systems and (market-focused culture), 173, 178–179
as strategic lens for HRM, 271–273
workforce strategy and, 205–206
Mental models, changing, 154, 163–171
Mergers and acquisitions (M&As), 98
Mergers and partnerships (4+2 formula), 221–222
Metrics. See Measurement/metrics
Microsoft, 51, 209, 224, 250
Military, integration of U.S., 2
Modeling, top manager, 173, 179
Moneyball, 258, 278–284
analytical literacy, developing, 279–283
business logic driving measurement, 280–281
causal thinking about relationships, 281
caveat, 283–284
efficiency measures, gain divided by cost, 281–282
denominator, 281
numerator management, 281–282
Motivation, 15–22
feelings and performance, 18
goals, dark side of, 16–17
shift from inside-out to outside-in, 17–18
understanding motivator’s dilemma, 19–29
Music industry, 213
Mutual investment approach, 46, 48–53
Myers-Briggs Type Indicator (MBTI), 378–379, 386–389
Mythology in action, 262

Nathan, Arte, 81
Network(s):
  collaborative multifirm, 196, 242–247
  configuration, 101, 315–316, 320–321
New employment relationship. See Employment relationships
New paradigms:
  dilemmas in recruitment/selection, 378–391
  HR decision science, 293–302
  Nextel, 81
  Nokia, 306, 312, 316–320, 372
Nonprofit organizations, 15–16
Nordstrom, 175, 176
Numerar management, 281–282
Numerical flexibility, inducing, 239

Oakland Athletics (Moneyball), 278–284
Occasio project. See Washington Mutual (WaMu), Occasio project
Occupations, ten fastest growing (U.S. 1998–2008), 32
Off-shore work, 9–10
OgilvyOne, 312, 314
Older workers, 12–14, 29–31
Ollila, Jorma, 312
Operations (experience/skills), 59
Organization(s):
  as capabilities, 195–197
  charts, 308–309
  4+2 model, 217–223
  new form (collaborative multifirm network), 196, 242–247
  new reality about (duality or paradox), 196
Orvis, 80
Outcomes, ownership of, 238
Outsourcing, 56, 71–77, 104, 147, 342–344

P(s), four (of marketing), 172
Palmisano, Sam, 115–116
Paradox, 163, 196
Penalization, 129, 311
People, understanding/managing, xxxii, 1–3
  labor shortage, 5–14, 23–36
  motivator’s dilemma, 15–22, 44–53
  new employment relationship, 44–53
  Wal-Mart (get/keep/grow), 38–43
People issues in organizations, six waves of, 96–97
Performance:
  accountability, future, 414
  appraisal, trends in practices, 395, 397–398
  management, 51–52, 274–275, 374
  power and, 325–326
Personal credibility, 76
Personality type:
  assessing, 378
  Myers-Briggs Type Indicator (MBTI), 378–379, 386–389
Peters, Tom (Thriving on Chaos), 141
Pfizer, U.K. division of, 386
Philosopher king, 338
Philosophy, workforce, 203–205
Platt, Lewis, 341, 342, 344
Power within organizations, 306, 323–330
Power organizations, building, 137–141
Price/earnings ratio (your firm versus largest competitor), 228
Productivity czar, HR as, 94, 120–125, 412
Productivity growth, 9, 139–140
Product lines, HR, 145–147
Professional associations, 56, 90–92
Professionalism, investing in next generation of, xxxii, 55–56
Proximity, 320
Public policy. See Social expectations/public policy
Quasi-spot contract, 45–47
R(s), three (recognize/respect/reconciliation), 379–380
Race. See also Diversity
civilian labor force by (1980, 1990, 2000, projected 2010), 7
Civil Rights legislation, 2, 103
diversity leadership, 113
“Raising the bar,” 103
Randolph, A. Philip, 1–2
RBS (Royal Bank of Scotland), 312, 313
Recessions, 10
Reciprocal accountability, 309
Recruitment/selection:
  assessment-based hiring practices, 264–267
INDEX

cloning versus new potential, 386–389
labor supply and, 13, 33–36
lifetime continuity versus best person,
381–386
market-focused culture, 173, 176
mutual investment approach, 50–51
outstanding HR executive and, 127–130
retention management versus, 12
selection trends, 394, 413–414
Wal-Mart, 39–40
Regulation, 74–75
Reinvention, 159–160
Relationships and connectivity, 237
Respected advisor role, 94, 131–133
Responsibility:
   mindset, 167–169
   power and, 327
Retailing, 258, 261–267
Retention, 12, 35, 40–42, 161
Retirement age individuals, 12–14, 29–31
Return on intangibles, 196, 224–233
Return on investment (ROI), 274, 295
Revolutionary new rules, 134–143
Reward/penalize, 129–130
Reward systems, multiform collaborative
   networks, 246
Ritz-Carlton, 153
Robinson, Jackie, 111–112
Roles, new, xxxii, 93–94
   business partner, 86–92, 94, 103–109,
   126–130, 144–149
   employee champion, 94, 130–131, 412
   organization effectiveness expert, 94,
   134–143, 151, 412
   productivity czar, 94, 120–125, 412
   respected advisors, 94, 131–133
   strategic partner, 94, 104, 105, 146,
   149–150, 155–162, 208–216
Rolls-Royce, 209
Royal Bank of Scotland (RBS), 312, 313
Rucci, Tony, 105
Sarbanes-Oxley Act, 351, 354
SAS (software company), 20, 49, 52
Scalability, 196, 233–241
Scorecards, 200, 206, 274–275, 379
Scott, Dave, 18
Screens, 127–128
“Seat at the table,” 119–125
Selection. See Recruitment/selection
SELF (strategic, ethical, legal, and
   financial) model, 250
Self-organizing systems, 234–235, 239
Serial incompetence, celebrating, 237–238
Shares, four (disciplines, language, logic,
   mind-set), 215
Shareholder return, importance of
   intangible value to, 229
Shih, Stan, 405
Skill shortage, labor shortage versus,
32–33
Sleeping Car Porters, Brotherhood of, 1–2
Smith, Fred, 40
Social capital, vocabulary of, 313–316, 321
Social expectations/public policy, xxxii,
332–333, 412
   ethics, 253–254, 332–333, 348–355
   external dimension, building company’s,
   333–340
   leading change, 341–347
   organizing HR for corporate social
   policy responses, 337–340
   welfare services, 291
Social networks, configuration of, 101,
315–316, 320–321
Social Security program, 8
Soderquist, Don, 40
Sony, 209, 214
Southwest Airlines:
   distinctive culture, 183–184, 187, 375
   managing energy, 20
   mission statement, 49–50
   mutual investment approach, 48–50
   reputation for efficiency, 195
   success/management model, 48–49, 163,
   165, 167–168, 251
Stable, Vinny, 80
Strategic partner, HR as, 94, 104, 105,
146, 149–150, 208–216
   culture change as case study, 155–162
   emerging challenges, 210–216
Strategy/strategic:
   clarity, 196
   credibility, 210
   execution, 411
   4+2 formula, 219
   logics, multiple, 370
   new demands on, 212–213
   performance management, 76, 140
   road mappings (Nokia), 318
   talent questions, 300
   value, 253
Stretch goals/mentality, 103
Structure:
   versus capabilities, 195
   flexible, flat (4+2 formula), 220
INDEX

Subsidiary/enterprise, establishing roles/significance, 366–367
Supplier diversity program, 116
Sustainability, 258, 294–296, 300–302
Synovus, 52
SYSCO Corporation, 93, 99–100, 105–109
Talent, war for, 39, 182. See also Labor supply
Talent management:
decision science (“talentship”), 258, 293–294, 296–297, 299–301
experience/skills, importance of, 59
4+2 formula, 221
HR’s role as value-added strategic partner, 74
local versus global balance, 367–368
market-focused culture, 173, 176
segmentation, 302
Tange, Gene, 121, 123–124
TCL, 401
Teamwork (new emphasis on two-sided accountability), 306, 307–311
Technology, 67, 81, 101, 409
Theddens, Reimer, 312
Theory X and Y, 263, 264
Thomson, integration of employees with TCL, 401
Ties, bonding/bridging, 313, 314
Tipping point, starting point of new, 99–100
Toyota, 163–165, 305
Training/development:
employees, 42–43, 51, 60, 128, 394, 396, 413
HR professionals, 55–56, 57–62, 63–70, 98–99
Trends:
branching and organizational, 6–8, 63–64, 214
HR practices, 392–398, 408–414
labor supply, 6–8
Trium Group, 167–168
Trust, 239
Tumblers/climbers, winners/losers, 216
Turnover, 33, 34, 40–41, 262–263
Uncertainty/unpredictability, 370
Under investment, 46, 47
Unemployment:
economic growth and, 9–10
employment population ratios, 28–29
Europe, 10–11
“real unemployment rate,” 27–28
relative levels (1982–2004), 25–27
Unions, 1–2, 119, 335
United Nations (UN Global Compact), 295
United Parcel Service (UPS), 49, 154, 189–194
Universities, linking to, 319
Value and values balancing, 196, 248–256
HR value theory, 273–274
living values challenge, 196, 249, 253–254
power/responsibility and, 328
value creation, 196, 249, 250–251
value delivery, 196, 249, 252–253
vertical/horizontal streams of value, 215
Victim perspective, 167, 168–169
Vision, 238
Voluntary turnover, 33. See also Turnover
Wal-Mart, 3, 38–43, 46, 174, 224, 250
Washington Mutual (WaMu), Occasion project, 154, 173–180
defining the brand, 174–175
making branches into retail stores, 175–179
role of HR in building market-focused culture, 180
Watson, Tom, Jr., 111–112
Waves, six (people issues in organizations), 96–97
Whole Foods, 164, 165
Winners/losers, tumblers/climbers, 218
Winning team culture, 154, 189–194
Women, 30, 52, 113, 115
Workforce philosophy, 203–205
checklist/questionnaire, 204
Workforce statistics. See Labor supply
Workforce strategy, 74, 195, 199–207
Work-life balance, 343
Workplace:
adaptability, 237
customized, 378
World Federation of Personnel Management Associations (WFPMA), 358
Wynn, Peg, 105
Yahoo!, 182, 184–186, 187