

From the Publisher's Desk



With this issue, we welcome Wesley Wu of Towers Perrin who has taken on the position of managing editor for the *IHRIM Journal*. Wes is the author of the Systematic HR blog (www.systematichr.com), which has over 10,000 readers and we are very proud and honored to have him join our editorial team to lend his creative talents and insightful comments on the field of HR technology.

The overarching topic of this issue is *Talent* – how to find it, retain it, develop it and manage it. We begin with an article by Christopher Bartlett and the late Sumantra Ghoshal, two of the world's best known authorities on the strategic and organizational challenges confronting managers in multinational corporations and on the organizational and managerial impact of transformational change. Their article "Building Competitive Advantage through People" explores the arrival of the information-based, knowledge-intensive, service-driven economy and how it has forced massive change on companies worldwide, most dramatically in the way they must redefine their relationship with their employees. Today managers must compete not just for product markets or technical expertise, but for the hearts and minds of talented and capable people. And after persuading them to join the enterprise, management also must ensure that those valuable individuals become engaged in the organization's ongoing learning processes and stay committed to the company's aspirations.

Our next article, "New Methods and Successes for HR" by Dr. Jac Fitz-Enz of Human Capital Source, tells us that there is still no standard model for *Talent Management* (TM), nor is there a consistent approach to it. Talent management is still a young concept that remains complex and multifaceted – and is perceived more like a journey than a destination. Continuous improvement is a given and further enhancement is always possible. Conversations around TM tend to include two additional "P's:" passion and pride. Passion is both a prerequisite and an outcome of the work. Pride may be a performance enhancer and it certainly is an outcome. The bottom line is that TM is a fundamental strategy, not a set of processes. When viewed holistically as an integrated strategy, it has great promise. It is the foundation for predictability.

Dr. Salvatore Falletta of Leadersphere brings us our next article, "HR Intelligence: Advancing People Research and Analytics." Falletta says if human and intellectual capital is indeed a company's greatest source of competitive advantage, rather than lip service for the popular press and HR profession, then it is incumbent on HR to play a central role in measuring and understanding an organization's most valuable asset: its people. This includes staying abreast of the latest trends, as well as keeping a pulse on its competitors' people practices. The business case is clear to establish a systematic process of gathering, analyzing, and transforming people research and analytics data and information into intelligence results. Hence, HR intelligence is an emerging mandate for 21st century organizations.

"The Frontier in Global HRM: Competencies in a Global Context" by Erik Graner of ITAP International is our next article. Graner addresses the relevance of the intersection of two important areas of study for global human resources management: cross-cultural communication and work force competency modeling and assessment. He writes that there is a wealth of information and depth in the area of competency modeling. Likewise, universities around the world award doctorate degrees in cross-cultural studies. Yet, the conclusion is that there is a frontier still to be fully explored and perhaps never completely surveyed and mapped at the intersection of culturally determined workplace behaviors and competency modeling.

In our last article, "The New Multi-Dimensional Talent Force: Multi-Cultural Differences" by Karen V. Beaman of Jeitosa Group International, she continues her discussion of the multi-dimensional talent force from our last issue by focusing on the *multi-cultural differences*. Beaman writes that cultural conflict will forever be a critical aspect of global business that has to be dealt with when working internationally. Understanding, accepting, and learning to work with these differences is fundamental to being successful in a global environment. Human Resources needs to broaden its perceptions of diversity beyond the traditional focus on gender, ethnicity, and generational issues and fully embrace global diversity, fostering understanding, acceptance, inclusion and leveraging cultural differences to enhance team productivity, organizational effectiveness and overall business performance.

We hope you enjoy these insightful articles.

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