

# From the Publisher's Desk



**Tom Faulkner**  
Publisher and Executive Editor  
tomf@futurapublishing.com

**O**ur first article, “Leveraging HR Technology: From Global Savings to Transnational Value” by Lexy Martin, CedarCrestone, and Karen V. Beaman, Jeitosa Group International, looks at the role of HR technologies and the value achieved by different types of global organizations. Specifically, this article evaluates different global organizational models and some of their key characteristics, such as their strategy, service delivery structures, HR application adoption and the value achieved. Building on the CedarCrestone survey results from the last 12 years, the authors tell us that it is important to realize that there is no one right strategy for global organizational design. Rather different organizational histories, cultures, strategies, visions, industries, and economic circumstances may warrant different strategies at different times. One axiom, however, that does seem to fit universally is to be “as global as possible, as local as necessary.”

“A New Approach to Global Human Resources Transformation” by Robin Lissak, Jason Geller, Marty DiMarzio and Ethel Neo of Deloitte Consulting LLP, focuses on a new global HR transformation approach, which includes making the case for business-driven HR due to talent challenges on the business agenda and C-suite’s demand for a strategic HR “partner;” providing an overview of a business-driven HR transformation approach, which focuses on understanding the key business priorities and driving consensus with executive leadership; aligning the key components that underpin a successful business-driven HR transformation, i.e., the chief human resources officer (CHRO) with the C-suite, the CHRO mandate with the business strategy and plan, HR services with what the business needs and wants; and lastly presenting a case study of business-driven HR transformation in action and the value added to the business.

“Ten Myths about Talent Management” by Laura Schroeder, Workday, makes the case that Talent Management is strategically important, even in a down economy – maybe even more so in a down economy. The 10 myths presented, some of which are quite surprising, are not necessarily wrong but in terms of implementing a talent management strategy they are incomplete and shouldn’t be taken at face value without further analysis. While technology can bring about successful talent management, Schroeder describes how easy it is to fall into the trap of mistaking technology for strategy. Much of what makes talent management successful boils down to things that can’t be measured or automated, such as corporate culture, life experience, perceived value, creativity, loyalty and the quality of human interaction. Technology can enable talent management but at the end of the day, it is your people, strategies and decisions that will make you successful, not your talent management solution.

Pam Berklich of Kelly Services brings us our next article, “Embrace the Change: Global Labor Trends.” Berlich’s article discusses significant trends in the global labor market that are posing key implications for organizations, their leadership, and especially for those in HR responsible for the acquisition and retention of top talent. The article explores these global trends and offers a specific focus on some key workforce issues within the Asian market, concluding by offering some suggestions for what global organizations (and their HR leaders) should consider doing differently to ensure success in the years ahead.

“Enhancing Employee Engagement: A Validation Study in Italy” is our next article by Edward Hoffman, Ph.D., Yeshiva University, Francesca Sogliani, M.B.A., Academy of Italian MBAs and Fernando Ortiz, Ph.D., Gonzaga University. Though Maslow’s influential model of human motivation – and employee engagement in particular – is generally regarded

as universal, cross-cultural empirical support has been notably lacking. Derived directly from Maslow's motivational model, the Hoffman Vocational Values Scale (HVVS) was assessed for validity in Italy, a country whose culture is quite different from that of the United States. Compared to United States culture, Italian culture also ranks higher on power distance, masculinity and uncertainty-avoidance. That is, Italians generally give greater deference to masculinity and vertical decision-making, with correspondingly greater desire for ambiguity-reduction, in comparison to Americans. Nevertheless, the HVVS proved to be internally reliable with a wide-ranging vocational sample of Italian employees from private and public sectors, and from northern and southern regions.

Our next feature, "Why HR Transformation Should Be a Strategic Priority for Global Organizations" by Subroto Kar and Satish Srinivasan of InfoSys Technologies, talks about three major trends and the affect they are having on HR: increasing globalization, faster innovation and balancing the global workforce. These trends are causing organizations to become leaner, more efficient, and at the same time fiercely competitive. The focus for most organizations is on its people, as ultimately the human resource management practice for any organization is difficult to copy, representing a unique competitive advantage. Significant opportunities exist today for HR to enhance its service delivery: transformation is one of the powerful strategies that can drive huge benefit to align the focus of HR to the business. However, transformation is not a one-time activity: its momentum must be maintained to cope with managing ongoing change in organizations today.

In our first department, SystematicHR, Wes Wu tells us that with all of the data privacy and international data transport issues these days, it is easy to be confused by what you can and cannot do with your employee data. Although there aren't any simple answers when it comes to which applications to select, the author provides three possible scenarios and discusses the merits of each.

David Zinger's "Employee Engagement" department article outlines an approach to employee engagement within a global community; including recommendations on how to start or strengthen your own global online community initiative in HR. It focuses on features of an online HR community, how to set up the community, how to monitor the community, and how to keep it growing.

We hope you enjoy reading this issue and will recommend the Journal to your colleagues.