
From the Editors

By Karen V. Beaman



In their book *Built to Last* (HarperCollins, 1994), authors James Collins and Jerry Porras discuss the importance for visionary and successful leaders to be “clock-builders” rather than “time-tellers.” Clock-builders focus on building quality processes, solid infrastructures, and appropriate cultures (cf., the desirability of a Swiss watch), which are required for building an organization that withstands the test of time. This approach is opposed to that of “time-tellers,” who focus on telling people what, and how, to do the things required for their jobs (cf., the predictability of a bell-ringer). It is no surprise that when “time-tellers” move on, the organization tends to fall into a state of turmoil because people haven’t learned how to do the things they need to do themselves by looking at their own watches.

The goal of the *IHRIM Journal* is to help you develop the concepts, tools and methods you need to become clock-builders for HRIS. This issue contains exciting new visions, approaches and case studies to help you in this effort. Our lead article is by Row Henson. In “2020: A Look at HR Technology in the Next 20 Years,” Henson describes the shift in HR as a practice and the change in HR technology as a supporting framework. Henson argues that the role of HRIS as an intermediary, and even the name “human resources,” will disappear as all of HR becomes technologists. Charles Fay, in “Responding to Workplace Change: New Roles for the HRIS,” continues the focus on the radical environment changes affecting the workplace today. Fay argues the value-add of information systems will increasingly come from the support they provide for decisions about the acquisition, deployment and management of human capital throughout the organization.

Next, we have two articles that provide specific methodologies for measuring the effectiveness of HR and for justifying the investment in HR systems. Monica Belcourt, in “The 5C Model for Measuring HRM Impact,” presents a model for measuring the effectiveness of the HR function. Basing her metrics on Compliance, Client Satisfaction, Cost Control, Culture Management and Contribution, Belcourt shows how mea-

surement is critical for improving both the credibility and the effectiveness of HR within the organization. In “Human Resources Self-Service/Portal Value Proposition: Beyond ROI to JOI,” Alexia Martin provides a new approach to justifying investment in technology. Martin describes an activity-based, return-on-investment (ROI) approach but goes a step beyond traditional approaches to propose an innovative justification-of-investment (JOI) approach that shows how soft benefits (such as improved employee satisfaction or turning HR into a strategic resource) can also yield hard dollar returns.

E-business is impacting nearly every industry, and HR and HR systems are not ex-

cluding over 300 HR executives. Their data show that there is wide variability across several dimensions (e.g., company size, industry) in terms of organizational readiness for innovative HR practices and technologies such as self-service and outsourcing.

We are pleased to offer you in this issue an interesting case study in organizational design. Naomi Stanford, in “Organizational Design at British Airways: A Case Study,” talks about the process at British Airways known as “OD Lite” (“British Airways Organisation Design and Development Methodology”). This process of using internal consultants collaborating with line staff is helping the organisation to be more flexible, adaptive and capable in meeting

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cluded. Major shifts in traditional business models resulting from the emergence of e-business are changing the culture and traditional structures of the enterprise. Jenni Lehman, in “HR C-Commerce Perspective: Managing Human Capital Assets in a Collaborative Environment,” talks about how the e-business model can be applied to the management of human capital to create a new HR organization for the collaborative e-business environment. In his article “Managing HR in the New Business Environment: Paradigms, Paradoxes and Profit,” Brian Kimball continues the discussion of the new business model and paradigm shift we are experiencing today. Kimball argues that the new world of business is presenting organizational management with paradoxes of a decidedly unnerving character and that sustained profitability will be attained only through unlearning much of what was once considered sound business practice.

Jay F. Stright and David H. Goodman, in part two of “Issues and Directions for HR in the New Millennium: Implications for HR of the Migration from Production- to Knowledge-Worker,” present the results of the second phase of their multi-year study in-

cluding rapidly changing circumstances in the world of e-commerce.

Finally, we have an update to the already “classic” article by Bob Stambaugh, “Cones of Silence,” which appeared the June 1998 edition of the *IHRIM Journal*. In this updated version, “HR Systems: Goodbye Education, Hello Learning,” Stambaugh revisits “Internet U” and the body of reading that he first wrote about in the *IHRIM Journal* an Internet generation ago. Stambaugh has replaced many of the original courses’ reading lists with about sixty new texts and reevaluated another fifty titles from his initial recommendations.

I hope you enjoy this collection of articles in the *IHRIM Journal* and that they help you become a “clock-builder” for HRIS, putting into practice some of these new concepts and processes in your organization.

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June 2000