

INDEX

- 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
- Adaptive field, 314–315
- 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 (IPMAN), 366
- Age, civilian labor force by (1980/1990/2000/2010), 7
- 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/bonding 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
- Enron, 238, 240, 255, 350
- 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, 103
- 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
civilian labor force by (1980/1990/2000/2010), 7
- 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
complexity challenge, 370–377
dilemmas, 358, 378–391
diversity, 114, 375–376
ethical/social issues, 334–336, 337
HR's new reality, 409, 412
mind-set, importance of, 371–372
talent management, 367–368
- Goal setting, and motivation, 16
- Goodwin, Fred, 313
- Government accountability stage, 103
- Guided Missile stereotype, 381, 382, 384, 386
- 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 (H²HRM)
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
- Human resources (HR):
changing structure of, 144–152
characteristics of outstanding executives, 126–133
current attraction to the field, 97
as decision science, xxxii, 257–259, 293–302
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
professional development (*see* Training/development)
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

- 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
- Numerator 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

- 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, multifirm 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 advisers, 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, 315–315, 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
- Stabile, 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

- 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:
business/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 stream. of value, 215
- Victim perspective, 167, 168–169
- Vision, 238
- Voluntary turnover, 33. *See also* Turnover
- Wal-Mart, 3, 33–43, 46, 174, 224, 250
- Washington Mutual (WaMu), Occasio 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