

Research Highlight

Dynamic Organizations – the HR Factor

In today's competitive economy, marketplace and organizational agility are prime factors of success. Dynamic organizations are companies that thrive through agility and infinite marketplace adaptation to become industry, sector and market leaders.

New research from CAHRS suggests that four organizational competencies enable companies to attain and sustain a dynamic, agile edge:

- *Sensing the market* - analyzing emerging developments and turning market intelligence into actionable decisions.
- *Responding rapidly* - making decisions, translating them into action, and choreographing essential transitions.
- *Exploiting temporary advantage* - entering new markets quickly and delivering competitively-priced products or services.
- *Embedding organizational learning* - creating, adapting, distributing, and applying knowledge throughout the company.

In "Dynamic Organizations: Achieving Marketplace and Organizational Agility with People," Lee Dyer of Cornell's ILR School and Richard Shafer of the Johnson Graduate School of Management, discuss how HR can shape companies into dynamic organizations.

The four competencies require employees who embrace marketplace agility and understand their role in making it happen," says Dyer. "In

dynamic organizations, employees perceive, think about, and value organizational purposes and processes in a common way."

In addition, their employees — particularly leaders — achieve career success by working themselves in an agile and dynamic style. Specifically, they:

Initiate and improvise - search for market opportunities/threats and take quick, creative action.

Perform multiple roles across projects and even external organizational boundaries, sometimes serially, but often simultaneously.

Redeploy across roles with a minimum of wasted time and effort.

Collaborate with colleagues around the task at hand instead of wasting time on peripheral activities.

Learn and educate - attain proficiency in multiple competencies. They share knowledge with colleagues within their own and partner organizations.

According to Dyer and Shafer, human resources is key to organizational agility because it shapes employee mindsets and behavior. "Proactive, adaptive and generative employees at all levels are fundamental to creating and keeping organizations dynamic," says Shafer. HR can create an 'edge of chaos' environment that fosters agility-oriented employee behavior by forging a sense of common purpose through conventional channels, such as recruiting, training and

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compensation.

"HR can also build agility through organizational infrastructure and strategic human resources management," says Shafer.

An agility-oriented organizational infrastructure sets the organizations direction and keeps agility in orbit. In most dynamic organizations, infrastructure is built on a stable inner core that combines a:

- **Clearly articulated vision** worthy of pursuit yet forever pursuable;
- **Shared values**, typically trust, honesty, respect, accountability and prudent risk-taking; and
- **Several metrics** that gauge marketplace agility.

The outer core of a dynamic organization's infrastructure includes:

- **Fluid design** structures such as

Up Close With...

Mary Opperman of Cornell University

In many ways, managing HR at Cornell University is like managing HR at a corporation. Like any Vice President of HR, Mary Opperman supervises benefits, diversity, compensation and other employee-related issues. Her purview: more than 12,500 employees, including 1,500 tenured and tenure-ladder faculty, 2,200 non-faculty academic employees; 1,500 unionized workers; 5,800 non-exempt and exempt non-union workers, as well as approximately 10,000 part-time student employees.

But managing HR at Cornell is very different from managing HR at a corporation. "In the academic world, there's much less uniformity to work arrangements than in the corporate sector," says Opperman.

Like most universities, Cornell's HR operations are highly decentralized. "Every department hires its own faculty and individual deans run each of Cornell's 11 Colleges," she says.

"Cornell's employment arrangements are enormously diverse and complex," she adds. "We have some faculty and staff who work 9 months, some who work for 12 months, some who stay a year," says Opperman. "We're managing five union contracts, we employ coaches, administrators, faculty in hundreds of fields. We operate a heating plant, build buildings, feed and house thousands of students. This is an enormous residential operation and a world-class research facility. It's pretty amazing. We're also administering funding from hundreds of Federal, State and private sources. At any given time, an individual faculty or staff member may be receiving financing from three or four grants and contracts, each with a different sets of rules, accounts and obligations."

Employees of Cornell's state-assisted colleges — the School of Industrial and Labor Relations, and the Colleges of Agriculture and Life Sciences, Human Ecology and Veterinary Medicine — receive different benefits from the privately-financed colleges, adding a further level of complexity.

A scarcity of products and services to support HR operations complicates matters. "We can't simply install and use much of the software our corporate colleagues adopt to streamline HR operations," says Opperman. "These big systems can't easily accommodate the number of exceptions and variations we throw at them."

Another difference is span of control. Each of Cornell's 11 colleges is virtually independent in setting its own strategy, tenuring and faculty hiring, and each dean has a small HR group to assist with wage and salary administration and workforce planning. While their HR staff reports on a

straight-line basis to Opperman, they also have a primary reporting relationship through to their respective dean.

"Managing the process requires partnership and planning," says Opperman. "Our central HR function focuses on benefits, labor relations, HR communications, most training, most organizational development, employee relations, compensation planning and policy setting, consultative services, diversity and affirmative action, payroll records, and human resources information systems. We work with each college as a business partner."

After beginning her career in HR with National Employers Council where she did basic personnel consulting on HR policy and complaint resolution, Opperman joined Harvard University's HR office in 1983 to manage several programs in the school's fringe benefits pool. Not long after arriving she took

on employee relations, later adding communications, training and employee services. In 1996, she was recruited to Cornell as associate vice president of HR and named to her current position in 1998.

In January 2002 the University embarked on Workforce Planning, a functional review of all major administrative functions aimed at clarifying roles and increasing efficiency. Opperman agreed to launch Workforce Planning in HR first, both to test out the processes designed for the review and also to prepare the HR function to support the other areas as they went through reviews. "With the economic slowdown, we were committed to reducing administrative expense across the University, and HR went first to set an example," says Opperman.

In March 2003, HR presented a design for making the department more efficient while reducing FTE 13 percent. The plan called for three major changes:

- Improving the quality of the employment process in order to better match people with jobs thereby improving retention and diversity
- Improved and increased training in leadership, supervisory and customer service
- Significantly reducing time spent on transaction processing (e.g., hiring, leave of absence, changing job titles)

"I'm pleased to say we've already made significant progress in each of these areas," says Opperman. "As we move forward, our goal is to improve the use of technology throughout all HR processes. Long term, our goal is to create and sustain HR functions that fully support Cornell's academic, research and service priorities. **hr**



Mary Opperman

Cornell University, joined CAHRS in 1987; the 'Up-Close With ...' profiles feature interviews with leaders of CAHRS sponsors.

HR Company Profile

Lucent Corporation

Formed in 1996 from the systems and technology units of AT&T, Lucent Technologies is a leading global provider of communications networking equipment for service providers. Backed by Bell Labs research and development, one of the world's most prolific invention factories, Lucent designs and delivers telecommunication networks for the major international service providers like SBC Communications, AT&T and Deutsche Telekom, who in turn, sell to consumers.

With \$12.2 billion in revenues worldwide, Lucent holds strong market positions in Internet infrastructure for service providers, optical networking, wireless networks and communications networking support and services. Yet with the telecommunications industry in a decline, demand for telecommunications equipment and services remain soft.

"The surviving players have been restructuring, downsizing and recasting their product portfolios to survive," says Pam Kimmet, Lucent's Senior Vice President of Global Human Resources. "In the new environment, the winners will be those who play to their strengths, partner creatively to leverage others' skills and capabilities, and recognize the increasing value their customers place on services, software and network integration."

Like other telecommunication companies, Lucent has felt the impact of the economy. "Our strategy going forward builds on our fundamental strengths as an industry pioneer and technology leader," says Kimmet. "We're committed to remaining a leader by delivering world-class products based on Bell Labs technology. We plan to transform Lucent into the leading 'network integrator' for service providers. Finally, we expect to change the way we do business by using reseller partners to extend our sales reach, strategic alliances to partner with other leaders in new market spaces, and supply chain improvements to help customers."

Kimmet, who joined Lucent in 2000 as Vice President of Compensation, Benefits and Health Services, says the economy, industry consolidation and the new strategy have had a dramatic impact on the company's human resources organization. Like most of

its competitors, Lucent has undergone several rounds of workforce reductions, downsizing from 150,000 to about 40,000 employees from 2000 to 2002 through spinoffs, outsourcing and layoffs.

"No one predicted the market would go down 40 percent, and HR has had to lead change as well as accept it," says Kimmet. "Our goal has been to treat employees with respect while rightsizing the organization." As Lucent intensifies its focus on world-class networking solutions, managed services and partnering, rightsizing the company and restructuring will continue to be a fact of life, according to Kimmet. "We expect to have around 35,000 employees by the end of our fiscal year in September."

Lucent's 375-person HR organization is divided into three major segments, which were restructured last year to change the way they support the business and leverage their resources:

HR Operations - processing and delivery of compensation, benefits and other HR services to employees.

HR Centers of Expertise - specialists in developing HR policy and practices, employee communications, recruiting and staffing, workforce relations, executive development and senior executive recruiting, etc.

HR Business Partners - HR professionals who support business leaders in Lucent business units or staff functions and are responsible for talent and leadership management and development, organizational effectiveness initiatives, workforce planning and restructuring, and project management of broad initiatives.

"Technology has helped us reduce administrative and training costs significantly," says Kimmet. "HR traditionally handled all the administrative details of employees' work lives, including benefits, compensation, and other personnel transactions. Today, we've put more responsibility for HR transactions into the hands of our employees and supervisors. For example, employees not only enroll for benefits on the Web, which streamlines processing and reduces manual interfaces, they also can take advantage of a range of training programs available on line. 

Lucent Technologies joined CAHRS in 2003; the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.

In The News



George Milkovich

Professor George Milkovich Retires - For 22 years George Milkovich has been the “straw that stirs our drink,” and we simply assumed, or certainly hoped, that his remarkable leadership, distinguished scholarship, devoted teaching, valued collegiality, and cherished friendship would be part of the place forever. But George is a man of many interests who increasingly yearned to march more freely to the tune of his own drummer. So last December he took leave of the University, formally retiring to the role of M.P. Catherwood Professor Emeritus.

CAHRS happened on George’s watch, as did the resurgence of the Human Resource Studies Department. These were not coincidences. George was key to the conception of CAHRS. Sometimes in formal positions but more often from slightly off stage, he remained a driving force behind the operation’s evolution from a good idea to the *pre-eminent* position it now enjoys. At every tack and turn he steadfastly insisted that CAHRS, and by extension

the HRS Department, stay first and foremost focused on the primary tasks of producing and promulgating world-class research. In this, he led at least as much by example as by force of personality and persuasion by modeling what it meant to be a world-class scholar. Both the Center and the Department benefited as George increasingly gained recognition as one of the country’s, and later the world’s, leading human resource researchers, particularly in the realm of compensation. The aura was enhanced as he garnered career achievement awards from the Academy of Management and the WorldatWork (formerly American Compensation) Association and was inducted as a fellow in both the Academy of Management and the National Academy of Human Resources.

George’s influence hardly stopped there. During the 35 years he has been an academic his indelible (read erudite and yet practical, as well as highly demanding) teaching style impacted three generations of students and practitioners of human resource management in virtually every possible venue: on-campus classes and executive education programs (including visiting professorships at several major universities), seminars and workshops conducted around the globe, and distance-learning classes involving students at multiple universities and managers from corporations, simultaneously and across several continents. Numerous teaching awards emanated from these endeavors. Further, innumerable students not fortunate enough to have studied directly with George have benefited, and will continue to benefit, from the insights so eloquently expressed in his best-selling textbooks, *Human Resource Management*, *Compensation*, and *Cases in Compensation*. Countless others have vicariously experienced, and will for many years continue to experience, George’s influence through the small army of Ph.D. students whom he trained, and who are now teaching at major universities across the U.S., as well as abroad.

Remarkably, notwithstanding these (and other) monumental contributions and accomplishments, George remained a highly approachable and down-to-earth colleague who willingly, even good-naturedly, pitched in to do even the most mundane tasks. He never failed to give tirelessly of his time and energy to help colleagues develop and refine their ideas, studies, and manuscripts. *There is no doubt that his dedication and guidance over the years helped immeasurably to make us all, individually and collectively, much better at what we do.* Have there been differences of opinion and even some knock down, drag-out confrontations along the way? Absolutely! But we managed to keep them professional rather than personal. As a result, what clearly endure among us all are the deepest possible feelings of admiration, respect, appreciation, friendship, and indeed loss.

Those who know George will not be surprised to learn that his so-called retirement will hardly be limited to walks on the California beaches and dogsled rides on the Minnesota tundra. He and Carolyn plan to continue operating their mini-publishing empire (look for future editions of *Compensation* and *Cases in Compensation*, as well as a new book on International Compensation). Rumor has it that George also will accept some of the many invitations to speak and consult that will surely come his way (especially if the venue promises to be fun) and will continue to serve selectively on important advisory boards and panels. Among the latter, most notably and happily, is the CAHRS Advisory Board, which assures that the Center will continue to benefit from his wise counsel and that we will all get to see him from time to time.

Godspeed George.

Written by Lee Dyer

Eaton, Gillette, IBM & Microsoft Create Virtual Classroom

ILR Global Education

The spirit of the CAHRS partnership was in high gear this Spring for George Milkovich's final seminar, *International Compensation and Rewards*. Compensation professionals from Eaton, Gillette, IBM, and Microsoft joined ILR graduate students at Cornell each week to create a virtual classroom 'live' by videoconference. Microsoft provided the technical bridge that made it all happen.

The seminar focused on how people's pay and rewards are determined around the world and the impact these diverse approaches have on peoples' behaviors and organizations' results. Each company also generated topical projects for the seminar based on real issues they are facing in global compensation. Topics ranged from how companies make compensation decisions in an internationally matrixed organization to how stock options might be allocated to non-U.S. employees.

To tackle these issues the class broke into six virtual teams — each representing a cross-section of companies and students. This unique pairing provided a range of perspectives and backgrounds, not only by managers with experience working internationally but also by students whose home countries included Russia, Turkey, India, Brazil, the Czech Republic, Slovakia, China, Japan, Canada, Thailand, and the U.S. Team projects culminated in cross-site presentations and written reports outlining recommendations that were then shared among all involved.

Such open exchange — a testament to the success of the CAHRS alliance — was further demonstrated in company-specific presentations by managers who discussed the international compensation practices of their organization. A special thank you to invited guest speakers Tom Fleming at IBM, Mark Englizian at Microsoft, Michael Reiff at Shell, and ILR alumnus Andrew Doyle of Merrill-Lynch Japan for taking time to speak with the class from around the globe, virtually.

This international learning seminar is experimental. Each semester builds on feedback garnered along the way, and while challenges remain in creating an interactive learning environment virtually, there is a lot about the

medium that works. Ilene Butensky, Director of Compensation at Eaton and seminar participant, said of the seminar, "The course exceeded our expectations in many ways...we not only learned a great deal from Dr. Milkovich and the other company representatives, but we also learned a great deal from the students. The presentations by the other companies were interesting and provided an excellent way to benchmark many of our global compensation practices. Everyone from Eaton felt that the time was well spent and that we all got a lot out of the course. We are also

grateful to the people at Microsoft who provided the technology so we could attend this course virtually."

ILR students too appreciated the unique format of the distance learning class. CAHRS graduate research assistant Peder Jacobsen '03 writes, "The practical versus academic balance struck in the class, I thought was

optimal. Indeed, the opportunity to work with, as opposed to 'for', the executives from the four companies, with George's guidance, was rare and invaluable, perhaps unique. In no other class at Cornell have I experienced such meaningful exposure to "real-world" application of what we've learned."

Michaela Schoberova of Slovakia, reflects the sentiment of everyone involved, "I would like to thank Professor Milkovich for offering this course during his transition to retirement. He has been a legend at my university in Slovakia and it is an honor for me to be one of his students. I really appreciate his global perspective and ability to be so inclusive towards all international students in the class."

A final note from George Milkovich, "The payoffs gained by the managers and grad students in these distance learning seminars really depend on the intellectual capital they invest in it. And none of these seminars would be possible without Robin Remick, the Director of our Global Education programs. Robin's dedication, flexibility, and graceful humor make it happen." 

For more information about upcoming Global Education courses and becoming a participant visit the web site: <http://www.ilr.cornell.edu/dl/globaled/index.cfm>, or contact Robin Remick at 607-254-2950, via email: rjr4@cornell.edu.



The Verizon Grant - An Advantage for Our Sponsors

Global Leadership Graduate Student Research

It was an exciting semester for our graduate research team as we explored the topic of Global Leadership for the Spring CAHRS conference on Global HR. Our team of graduate researchers, Daniel Gruber, Peder Jacobsen, Carlos Politi, Jakub Sovina and Sarah Yeung, designed two studies that were used for our report and presentation at the conference. The studies were designed to: Explore the perspectives of business and HR graduate students on the importance of global leadership development, and refine our understanding of how leading companies are responding to the heightened emphasis on developing leaders who can operate effectively outside their country of origin. This article represents some of the highlights from the two surveys.

Student Survey

In the student survey, we examined several primary issues: 1) The influence of global leadership development programs on student employment decisions, 2) Student preparedness for global leadership roles, based on awareness of global issues and relevant experience, 3) Gender differences in student perceptions of the importance of global leadership development programs. A total of 200 students from the School of Industrial and Labor Relations and the Johnson Graduate School of Management at Cornell University completed the survey.

Attracting Prospective Employees: Almost 90% of students believed that companies with strong global leadership development programs fit their idea of a great company to work for; a similar proportion believed that companies with strong global

leadership development programs demonstrate superior financial performance. On the other hand, students ranked an organization's reputation for developing domestic and global leaders as only the 6th and 8th most important criteria relative to their employment decisions (from a list of 9 possibilities).

Student Interest vs. Preparedness:

Over 65% of students expressed interest in global employment opportunities. However, most respondents: have not enrolled in a significant number of courses with an international or global orientation, are not functionally bilingual, and do not report a significant knowledge of international business or political news. Although almost half of respondents have spent at least some time working outside their home countries, most expressed a preference for international assignments of 6 to 24 months.

Gender Differences in the Attractiveness of Global Leadership Development:

Female respondents demonstrated a significantly higher level of agreement with the statement that "companies with global leadership development programs fit their idea of a great company to work for." Female students also indicated that they are significantly more likely than male students to consider a company's leadership development reputation when making employment decisions (though, again, several other factors played a stronger role in their decision-making process).

Sponsor Survey

In the sponsor survey, we explored the following primary topics: 1) The identification and development of

global leaders, 2) Global HR leadership development, 3) Gender and global leadership development, 4) Measurement of global leadership development, and 5) The centralization or decentralization of global corporate governance. This project was conducted in association with Dr. Pamela Stepp's Inclusive Leadership class at the Johnson Graduate School of Management.

Seventeen companies agreed to participate in the research. They were predominantly multinational Fortune 200 companies, with an average employment base of 96,000 (ranging from about 15,000 to 300,000+ employees). The interview consisted of 20 questions about a variety of areas related to global leadership development. In essence, what we hoped to gain was a sense of the content of each company's global leadership development programs, the issues they sought to address, how their programs were developed, and the metrics they used to monitor their progress.

Identifying and Developing Global Leaders: There is a range of methods used to develop global leadership, including international assignments (on-the-job training), domestic use of international development centers and seminars, and collective experience methods including the use of global, cross-cultural teams. Principal challenges include the curtailment of international travel, the high costs of international assignments, the difficulty in demonstrating the return on investment of global leadership programs, and differences in cultural norms.

Global HR Leadership Development: Companies are incorporating general business and global leadership competencies and training methods into the development of global HR leaders. This both fosters and reinforces the trend for HR executives to gain a “seat at the table” and to be viewed as valuable contributors, at the level of their colleagues in other functions. In developing global HR leaders, some companies place a primacy on business and influencing skills, based on the premises that generic HR leadership skills can be taught more easily and that requisite knowledge of HR policies, practices, systems, and skills are country-specific. Thus, striking a global / local balance in developing HR leaders is an important consideration.

Gender Issues and Global Leadership Development: Lack of gender equality in the global leadership ranks is still an issue for most companies. The difficulty of finding women who will subordinate their family and personal lives to accept international assignments is a common problem. In countries where the competition is fierce and the business market is growing, talent wars for global female executives can deter some firms from making significant investments in the development of their female leaders, due to the increased likelihood of losing these valuable employees to competitors.

Measurement of Global Leadership Development: Most companies are not convinced they have found the right way to measure global leadership development. The most common approach to measurement involved

standard training metrics such as the number of people trained and the flow of employees into more senior positions subsequent to their participation in global leadership programs. Examples of more inventive, direct approaches to

...striking a global/local balance in developing HR leaders is an important consideration.

measurement included the amount of money that line HR is willing to invest in the programs and the proportion of senior leadership positions that can be filled internally by candidates who have gone through internal training.

Global Corporate Governance (Centralization vs. Decentralization): Companies reported significant differences in the degree of centralization of their business units, but indicated consistently that their HR organizations were predominantly centralized. Companies that use centralized systems, processes, and practices for their business unit and HR operations tend to do so in order to promote a dominant, effective corporate culture and / or benefit from economies of scale. Companies

that use a more decentralized approach to daily business operations believe in the importance of creating and adapting local resources to drive their success.

Discussion Questions and Directions for Future Research

Based on the findings, implications, and limitations of this study, we proposed several additional areas of research that will help companies identify and resolve some of their most crucial global leadership challenges. The following questions and issues are elaborated on in the full report: 1) The gender gap in global leadership and how companies can attract and retain prospective global leaders, 2) The influence of business strategy and governance models on the need for global leaders, 3) The overlap between global and domestic leadership competencies and the importance of specificity and measurement, and 4) The need for global HR leaders and the nature of the business skills they must possess.

The Verizon grant is the avenue by which we have the opportunity to conduct these in-depth studies for our CAHRS Sponsors. This opportunity is an important advantage to keeping our Center at the top of the Global Leadership peak of knowledge. 

For a copy of the team's full report on global leadership, which contains a synthesis of the two surveys as well as detailed analysis of each survey, please contact Dan Gruber at dag58@cornell.edu.

For more information on how your company can become involved in graduate student research grants for CAHRS, contact Dr. Pamela Stepp, Managing Director, via email: pls@cornell.edu or Tel. 607-254-4829.

CAHRS Spring 2003 Sponsor Meeting

Acting Globally and Locally

CAHRS addressed the challenging topic Act Globally, Act Locally: Balancing Global and Local Needs in HR Systems at the May 7-8 meeting on Cornell's campus. Cornell University HR professors, students and CAHRS Sponsor companies explored how firms are seeking to balance the global/local tradeoff in ways that maximize efficiency across the globe while also maximizing the effectiveness of the systems within each local operation.

Professor Pat Wright led the meeting advising the group that it is highly unlikely that there is one right answer, and far more likely that the right answer will depend upon context, both from a static and dynamic perspective. Professor Scott Snell followed with an interactive panel asking professors Peter Dowling, University of Canberra and Sarosh Kuruvilla, Cornell University and HR executives Gary Reck, Bayer and Coretha Rushing, Coca-Cola; how have the costs and risks of doing business increased for global companies and are there opportunities, does a more uncertain world suggest a return to increased use of parent country nationals, what are the key pressures for centralization or decentralization of corporate HR, and are we seeing the end of global convergence/ harmonization of HR practices or just a pause as we adjust to new realities?

Following the panel, participants were given the opportunity to meet in small groups to discuss key challenges for their companies. Later David Burrell, British American Tobacco and Harriet Pearson, IBM presented their company stories and Professor John Boudreau shared a decision science approach in connecting talent to global strategic success. The CAHRS Verizon graduate students

concluded the presentation section with the results of two research projects (see page six for description).

Some of the answers to the question 'What did we learn today' that was discussed at the end of the day included: overarching guidelines allow local implementations, trust and respect of culture is necessary, there must be alignment between decisions, there are misperceptions about women, an organization can be thought of as a web/triad, communication process and approach is most important, decentralization alone isn't going to work, expatriation and repatriation must be strategic, we need to give younger expatriates opportunities, Boudreau's bridge model is helpful, there is not one best way — it is dynamic, and there must be balance in standardization and customization. The answers to 'What do we need to know' included: what does it mean to be a global leader, what are the metrics for global leadership development, why are we losing global leaders to competitors, and we need to explore the global competencies of HR people. At the end of the day there was agreement that there is no right or easy answer to these complex issues. **hr**

Coretha Rushing,
Senior Vice President-HR,
Coca-Cola; **Gary Reck,**
Vice President-HR, Bayer
Polymer Americas/NAFTA.



Harriet Pearson, Vice President, Workforce and Chief Privacy Officer, IBM



David Burrell, Area HR Director, British American Tobacco





The CAHRS 2003 Spring Sponsor Meeting was held on the Cornell campus May 7-8.

Dynamic Organizations – *Continued from Page One*

temporary teams within the company and temporary alliances with other companies.

- **Flexible core business processes.**

Dynamic organizations favor soft over hard-wired business processes; templates over standard operating procedures; emergent business strategies vs. formal plans; decisions based on expertise and dialogue vs. formal position or authority; open markets for allocating resources mixed with formal procedures for allocating others; surround communication vs. designated channels.

- **Distributive information systems.** Dynamic organizations run on real-time information, favor consumer IT models that expedite two-way information flow and place responsibility on end-users for data input and system access.

- **Adaptable workplace design.**

Concept is to provide users with just the right amount and type of space, when and where they need it, for only as long as they need it. Dynamic organizations require adaptable workplaces with modular systems,

open plans, nomadic workstations, plug and play technologies, moveable panels and remote workstations.

In dynamic organizations, strategic human resource management is another strong driver of marketplace agility. "HR can foster agility-oriented mindset and behaviors, and enable employees to hit curveballs tossed by customers, competitors and new technologies and regulators," says Dyer. "HR programs and services also support employees in exploiting market opportunities and ducking threats faster than the competition."

- **Fluid assignments/open talent market** - positioning employees as owners of fluid assignments responsible for results, not occupants of fixed positions responsible for completing tasks); discretionary-based work design; open market for talent.

- **Facilitating serial incompetence** - selection, training and development, surround communication, an open market for talent, training on the fly and communities of practice.

- **Continuity/encourage continuous employment** - minimizing voluntary

turnover, layoffs and the effects of layoffs.

- **Selection and rewards** - these HR activities cut across most, if not all, of the HR principles cited. Since dynamic organizations aren't for everyone, it is essential to carefully select new employees who are predisposed to operate in such milieus.

- **Testing for horizontal fit** - ascertaining whether various HR policies, programs, and practices are congruent and mutually reinforcing.

- **Agility communications** - assuring all employees understand marketplace agility, how it affects the company, the company's strategic response and their personal responsibility in the company's agility-oriented organizational infrastructure. 

For more information regarding this research please contact Lee Dyer via email: ldd3@cornell.edu, or Tel: (607) 255-7785. This article references research from the CAHRS Working Paper #03-04, which can be found on our web site: <http://www.ilr.cornell.edu/cahrs/WPapers.html>.

CAHRS EVENTS CALENDAR

2003

- CAHRS Spring Sponsor Meeting 2003 May 7-9, 2003 Ithaca, NY
- CAHRS Executive Briefing Profiling Shell June 26-27, 2003 London, UK
- CAHRS Sponsor Executive Roundtables August 26, 2003 Ithaca, NY
for the ILR Student Orientation
- CAHRS Fall Sponsor Meeting 2003 November 12-14, 2003 Ithaca, NY
- CAHRS Spring Sponsor Meeting 2004 May 24-25, 2004 Lausanne, Switzerland

Other ILR Events

- HR Strategy: September 28 - October 3, 2003 Ithaca, NY
Creating Competitive Advantage through People
- Global Labor and Human Resource Issues October 9-10, 2003 New York, NY
- Managing for Impact: November 3-4, 2003 Washington, DC
HR Metrics and Firm Performance
- HR Leadership: The Next Paradigm February 19-20, 2004 Boca Raton, FL
- Managing for Impact: April 15-16, 2004 New York, NY
HR Metrics and Firm Performance
- HR Execution: Delivering World Class HR Solutions May 2-7, 2004 Ithaca, NY
- HR Leadership: The Next Paradigm May 26-28, 2004 Lausanne, Switzerland
- International Human Resource Executive June 13-16, 2004 New York, NY
Development Program, (A One-Week Program)
- HR Strategy: September 27 - October 1, 2004 Ithaca, NY
Creating Competitive Advantage through People

*For more information, contact Jo Hagin at 607/255-9358 or email: jap7@cornell.edu, or visit our website at:
<http://www.ilr.cornell.edu/cahrs/Calendar.html>*



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