Research Highlight

Current Approaches to HR Strategy

Linking human resources strategy with the business it serves presents a continual challenge for HR operations. To reveal how it's done at some of America's top organizations, 20 CAHRS sponsors shared their thoughts and HR strategy documentation with CAHRS researchers. "They felt they could be considered best practice companies in some aspect of HR strategy development," says Professor Patrick M. Wright, who authored the report, along with Professor Scott Snell and ILR student Peder Jacobsen. Input from the HR executives whom the researchers interviewed revealed differences in four main areas: perspective, process, content and evaluation.

Strategy Perspective: According to the authors, HR organizations at sponsor companies generally take one of two major perspectives in their strategic planning approaches:

Inside Out: Their focus begins with the HR function itself, links forward to people issues through the business and to the business itself.

Outside In: The focus begins with business and links back through people issues to drive the HR strategy.

Strategy Process: Line executives participated in HR strategy development in four major ways:

- 1. Input was assumed, rather than formal and explicit. For example, one company said, "Each team member is constantly working with line leaders and knows what those individuals see as issues."
 - 2. Line executives participated in the

HR strategy team. The HR executives whose line executives were involved to this degree with HR believed there was greater commitment from the line to their strategies.

- 3. HR communicated its strategy to line executives after its development. Most of the companies communicated the HR strategy to line executives, with some formally pushing the strategy out and some only making it available to those who wanted it.
- 4. Line management approved the final HR strategy. Only around half of participating CAHRS sponsors said they sought formal approval of their HR strategy from the line.

Strategy Content: Core components of participants' HR strategies included performance culture, developing leadership capability, attracting and retaining best talent and providing state of the art HR systems, processes and services. Although all participating companies were multinational, the global component is not currently core to most HR strategies.

Strategy Evaluation: Strategy metrics included people metrics like leadership development, retention, employee satisfaction and diversity ratios, as well as, HR metrics such as customer satisfaction surveys, headcount, budget/employee ratios and time-to-fill. Unfortunately, few HR organizations evaluated business outcomes.

Recommendations

HR organizations and their corresponding strategies can add more value with an outside-in perspective,

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 HR Company Profile
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New Graduate Assistants for 2004

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hr

according to the authors, who suggest that all companies:

- 1. Involve line executives in developing HR strategy. Develop a formal process in which line executives participate in formulating HR strategy and are held responsible and accountable for it.
- 2. Formally monitor external trends that will affect the HR strategy. Along with the company's business strategy, key external factors like demographics are fundamental to HR's plan.
- 3. Assume everything HR is currently doing is wrong or nonexistent. Consider no current or future HR systems until the HR strategy team thoroughly understands the business issues.
- 4. Identify key metrics and communicate progress on them to HR team members. Focus HR attention on key business success indicators and

Continued on Page Eight www.ilr.cornell.edu/cahrs/

CAHRS International Spring Sponsor Meeting

HR and Sustainability May 24-25, 2004 • Lausanne, Switzerland

Monday, May 24, 2004

WELCOMING LUNCH

Romain & Hermitage Rooms Beau-Rivage Palace

INTRODUCTIONS

Forum Room Beau-Rivage Palace

Patrick Wright – Professor and Director, Cornell CAHRS Pamela Stepp – Managing Director, Cornell CAHRS

Scott Snell - Professor and Director, Executive Education, Cornell CAHRS

CASE FOR SUSTAINABILITY

HR AND SUSTAINABLE DEVELOPMENT

Randy MacDonald – Senior Vice President, Human Resources, IBM Corporation

BUSINESS AND SUSTAINABLE DEVELOPMENT

Björn Stigson – President, World Business Council for Sustainable Development

Finance

INVESTORS GROWING INTEREST IN SUSTAINABILITY

Rob Lake – Head of SRI Engagement and Corporate Governance, Henderson Global Investors

BREAK

Strategy

COMPETENCIES FOR CREATING SUSTAINABLE VALUE

Stuart Hart – S. C. Johnson Professor of Sustainable Global Enterprise, Johnson Graduate School of Management, Cornell University

Balancing Contradictions

CORPORATE RESPONSIBILITY:

MANAGING EXPECTATIONS AND BUSINESS

David Davies – Senior Vice President, Corporate Affairs, Philip Morris International

A GIANT WITH A CONSCIENCE

Paul Preston - Senior Vice President, Corporate Centre Review, Unilever

Wrap-up

FROM COMMITMENT TO SUSTAINABLE ACTION

John Hofmeister - Director, Human Resources, Shell International

RECEPTION

Romain & Hermitage Rooms Beau-Rivage Palace

DINNER

Romain & Hermitage Rooms Beau-Rivage Palace

Tuesday, May 25, 2004

INTRODUCTIONS

Forum Room Beau-Rivage Palace

Patrick Wright - Professor and Director, Cornell CAHRS

Pamela Stepp - Managing Director, Cornell CAHRS

Scott Snell - Professor and Director, Executive Education, Cornell CAHRS

FOCUSED TOPICS IN HR

INTEGRATING CORPORATE PURPOSE AND RESPONSIBILITY: MERCK AND HIV/AIDS

Linda Distlerath – Vice President, Global Health Policy, Merck & Co. Randall Bradford – Director, Human Resources, MSD-France, Merck & Co.

Ben Plumley - Executive Director, UNAIDS

Employment Practices

Göran Hultin - Executive Director, International Labour Office

BREAK

Economic Model

WORKING TOMORROW: THE BEST OF ALL WORLDS

Paul Broeck - Senior Vice President, Human Resources, Nestlé

Interaction Groups Vision and Policy

Atrium, Leman and Olympic Rooms

Facilitated by Professors Rose Batt, Lisa Nishii and Quinetta Roberson, Cornell CAHRS

- 1. What is your company vision and policy toward sustainable development?
- 2. How are you acting on it?
- 3. What is the role of HR in this process?

LUNCH

Romain & Hermitage Rooms Beau-Rivage Palace

Social Responsibility from Within and Without

BUILDING SUSTAINABLE BUSINESS THROUGH SOCIAL RESPONSIBILITY

David Pace – Executive Vice President, Partner Resources, Starbucks Coffee Company

LEADERSHIP DEVELOPMENT FROM WITHIN

Kevin Elvidge – Group Human Resources Director Europe, Gillette Group International

BREAK

Culture - Embedding Social Responsibility into the Corporate Culture

SOCIAL RESPONSIBILITY FROM THE INSIDE OUT: MONSANTO'S CULTURAL JOURNEY AND DILEMMAS

Pam Caraffa – Vice President, Organizational & Management Development, Monsanto

LEADING A SUSTAINABLE ENTERPRISE

Hans Zulliger – President, Stiftung Drittes Millennium and Chairman of Amazvs

Interaction Groups Developing an Action Plan

Atrium, Leman and Olympic Rooms

Facilitated by Professors Rose Batt, Lisa Nishii and Quinetta Roberson, Cornell CAHRS

- 1. What areas of opportunity resonated with you?
- 2. What would you do specifically and who would be involved?
- 3. What challenges would you face?

Wrap-Un

Pamela Stepp – Managing Director, Cornell CAHRS Scott Snell – Professor and Director, Executive Education, Cornell CAHRS Patrick Wright – Professor and Director, Cornell CAHRS

TOUR OF OLYMPIC MUSEUM

RECEPTION AT OLYMPIC MUSEUM

Hosted by *Dean Edward Lawler*, ILR School, Cornell University and Dermott Whalen, Senior Vice President, Novartis Corporation

Hotel space is still available; an on-line registration form is available on the CAHRS web site at:

www.ilr.cornell.edu/cahrs

Up-Close with ...

Gerry Kells of Johnson & Johnson Medical Devices & Diagnostics

One of the greatest brands in health care, Johnson & Johnson is a broadly-based multinational corporation with more than 110,000 employees that operates over 200 companies in 57 countries worldwide. Yet the company's strategic challenges are remarkably similar to those of many other organizations. "Our goal is to achieve superior levels of capital-efficient, profitable growth," says Gerry Kells, Vice President of Human Resources at Johnson & Johnson Medical Devices & Diagnostics, a key operating group.



Gerry Kells

To accomplish this, the organization is managed consistent with strategic principles that have proven successful over time. "One principle is decentralization," says Kells. "Group Operating Committees oversee and coordinate the activities of our consumer, pharmaceutical and medical devices and diagnostics business segments." Each operating company within these business segments is, with some exceptions, managed by citizens of the country where it is located. Company management and board members interact regularly with operating management regarding performance, strategic direction and major developments.

Another principle is innovation. Johnson & Johnson pioneered BAND-AID® brand adhesive bandages in 1921, the concept of baby powder, and in more recent days, the first drug-eluting coronary stent launched in the United States. The company's researchers and scientists continue to replenish a pipeline of consumer, pharmaceutical and device/diagnostic innovations that will become tomorrow's wonder products. And its biotechnology companies are well positioned to deliver biotechnology's extraordinary promise to patients and physicians around the world. "Johnson & Johnson is committed to attaining leadership positions in growth segments in human health care through the development of innovative products and services," says Kells. "Recognizing the importance of ongoing development of new and differentiated products and services, we invested \$4.7 billion, or more than 11 percent of our revenues, in research and development in 2003."

Johnson & Johnson's credo, written over 60 years ago, unifies the management team and the company's employees in achieving its objectives. "Our credo provides a common set of values and serves as a constant reminder of the company's responsibilities to its customers. employees, communities and shareholders," says Kells. "We believe our values, along with our overall mission of improving the quality of life for people everywhere, position Johnson & Johnson among health care industry leaders and help us maintain a strong ethical environment."

In this intense environment, the major HR challenge facing Kells and his HR colleagues in other Johnson & Johnson operating divisions is ensuring that talent is available at all levels to meet the challenges. "We have an excellent

record for developing people," says Kells, who notes proudly that all six CEOs in the company's 100+-year history have been promoted from within. "But like many organizations, we're facing a chronic talent shortage to staff and lead our planned growth."

In addition to building Johnson & Johnson's capability to grow leaders through training and development programs, Kells is helping operating management and business HR staff identify the talent they have, ensuring they have the right talent for future strategic directions and knowing what they're shooting for when they recruit talent from the outside.

Recently, Johnson & Johnson deployed a new electronic tool that enabled a comprehensive credo survey to be conducted—from survey distribution to data analysis to final report—in less than 6 weeks with 38,000 employees. The survey, which assesses employee views on how well the company is managing according to the principles of the credo, "was an exciting process," says Kells. "Most important, we now have an instant, automated, analytical tool that can be deployed to all employees in medical devices and diagnostics." Another successful initiative involved launching a new, automated performance management process that set new standards and ensures alignment of individual goals with company goals.

One of Kells' upcoming goals is to invest in leadership development for Johnson & Johnson's HR group itself. "With our company's future focus on talent, it's key that we make an investment in our own human resources leadership, just as we have for leadership in operations, finance and other key segments of the company," says Kells.

Johnson & Johnson, Inc. joined CAHRS in 1990; the 'Up-Close With ...' profiles feature interviews with leaders of CAHRS sponsors.

HR Company Profile

Time, Inc.

The world's largest magazine publisher, Time, Inc. produces more than 130 magazines, including People, Sports Illustrated and Fortune that reach total audiences of more than 300 million. The company continues to grow through acquisitions like IPC Media, the U.K.'s largest magazine company, launch of new magazines like Real Simple, and the publication of a variety of cooking, home, and health books for Southern Living, Cooking Light, Health and Sunset, and major consumer brands

like Weight Watchers, Williams-Sonoma, and Pottery Barn. Time also has a direct selling division for home products. The company's 13,000 global employees are organized into a complex system of magazine operating companies as well as functional areas like production, legal and finance.

business. "HR's mission is building capability for Time's business," says Kerry Bessey, Time's Senior Vice President of Human Resources. "Our executives view us as management partners because we recognize this business is about talent—it's what drives the quality of products that connect to readers." Responsible for all aspects of HR for Time Inc., Bessey and her staff of 70 also provide coaching, slating and placement services for senior management at all Time's magazines. "Our work involves extensive consultation on balancing the strengths and weaknesses of management teams," she says.

A variety of factors have raised expectations and demands for Time's HR group and prompted an evolution of how the company approaches human resources:

- rising demand for talent management
- increased emphasis on employee development and retention
- transition from U.S.-focused growth to global growth
- shift to online employee service
- market and regulatory changes regarding compensation and benefits

"We look and feel quite different than we did five years ago," says Bessey. For example, staffing was a key change. Instead of retaining multiple recruiting firms and agencies, Time now identifies, sources, and recruits internal and external talent, from summer interns to executive hires, for its core magazines. "We reinvented our staffing function so we could recruit our own," says Bessey. "Not only have we made our executives happier we've saved over \$5 million since 2000." Another staffing challenge involved mobilizing talent within the organization. "Time can be highly siloed," admits Bessey. "An employee who works at one magazine can find it hard to move to another because

each has a highly individualistic culture."

Other HR functional areas have also seen changes: in 2003, HR's benefit group implemented call center/call tracking to improve customer service. Increased focus on work/life balance is supported through more than 50 work-life initiatives. Training and development conducted a first-ever strategic talent review of 236 Time Inc.

leaders, resulting in multiple cross business talent moves. To establish a channel for hearing employees' voices, the Knowledge Management group implemented an employee survey, and conducted targeted employee focus groups, gathering key data on why employees leave that will help managers retain their talent more effectively. "Putting structures like these in place enables us to dialog with employees about their needs and with managers about what is important to their people," says Bessey.

As Time continues its growth and demand for talent, Bessey has several targets for future development. Executive compensation is a key area. "We're working on restructuring executive comp because a large portion of it has been delivered in options in the past," she says. "Pending FASB regulatory changes regarding employee stock option expensing, will render this impractical going forward. We are also exploring alternative benefit structures, like tiered benefits, that will maintain our competitiveness while controlling costs." h

Time is a subsidiary of TimeWarner, Inc., which is the world's leading media and entertainment company. Their Media & Communications Group includes America Online, Time Warner Books, Time Inc., and Time Warner Cable. Its Entertainment & Networks are Home Box Office, New Line Cinema, Turner Broadcasting System, and Warner Bros. Entertainment.

TimeWarner, Inc. joined CAHRS in 2003; the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.

"HR's mission

is building

capability for

Time's

Current Literature and

Resources." looks at the

sustainability reporting in the last decade.

drivers for the

The paper also

processes and

examines suggested methods for reporting

frameworks, in addition

to various best practices

increasing trend of

New Graduate Assistants for 2004

CAHRS-Verizon Research Projects

Since 1999, Verizon has provided annual grants of \$100,000 to finance HR research for the benefit of CAHRS sponsors. The grants support our Graduate Research Assistants to accomplish the research projects. The 2004 CAHRS-Verizon students are Lindsey



Holly Paine, Karina Kuok, Lindsey Clarke and Daniel Gruber are the CAHRS-Verizon Graduate Research Assistants for 2004.

for different reporting mediums.

Clarke, Daniel Gruber, Karina Kuok, and Holly Paine. Under the direction of our Director, Managing Director, and our CAHRS Visiting Executive Bruce Carswell, these exceptional students are given the opportunity to work on current, high-visibility essential topics chosen by our faculty and CAHRS Advisory Board.

Research conducted by our Verizon students throughout this spring complements the issues that will be discussed at the upcoming CAHRS International Spring Sponsor Meeting on the topic of HR and Sustainability. The resulting white papers will be provided as reference materials for sponsors at the meeting, being held in Lausanne, Switzerland on May 24-25.

Lindsey's paper, entitled "HIV/AIDS, Business and Sustainability," explores the affect of HIV/AIDS on the micro and macro business environment, and discusses the cases and methods for business response. Her second paper, "Human Resource Management and Sustainability," discusses the sustainability debate from the perspective of the HRM function in an organization.

Dan's research focused on business competencies for creating sustainable value, which will support the work being presented by Stuart Hart, the S.C. Johnson Professor of Sustainable Global Enterprise at the Johnson Graduate School of Management and introduce the perspectives of other leaders in the field. Dan is also researching the popular topic of offshoring to follow up on discussions from the fall sponsor meeting.

Karina's research culminated in a paper entitled, "Embedding Social Responsibility into the Corporate Culture," which explores five key elements that should be addressed in order to indoctrinate Corporate Social Responsibility (CSR) within an organization's culture, and addresses the challenges and implications of CSR implementation. Her second paper, "The Economics of Sustainable Development," takes a closer look at the benefits and costs of sustainable development, and analyzes whether the advantages of sustainable development will be able to offset the costs of the efforts.

Holly's paper, "Sustainability Reporting: A Summary of

Lindsey is a MILR student with a B.S. in Business Administration from the University of Montana. She will graduate from Cornell in May 2005. Some of her prior experience includes working at Williams Law Firm, P.C. and interning at Marshall Mountain Ski Area. This summer, Lindsey will be interning in compensation for Honeywell.

Daniel is a MBA/MILR dual degree student with a B.S. in Finance and Business Administration from Washington University. Dan's vast work experience includes positions with Bank of America, ABC News, GlobalNet Financial, PNC Financial Group and General Electric. He is also the co-founder of the Strategic HR, Leadership and Organizational Effectiveness Group (SHRLOE) at Cornell. Dan will be graduating in May 2004 and plans to pursue a Ph.D. at the University of Michigan Business School beginning in the fall.

Karina is also a MBA/MILR dual degree student with a B.A. in Economics from Cornell University. She has worked in various business-related fields with companies such as Lehman Brothers and Integrated Data Solutions, Inc., and has HR experience with Wachovia Corporation. This summer, Karina will be interning with Bristol-Myers Squibb in an HR Summer Associate position.

Holly is a MILR student with a B.S. in Pre-Professional Psychology from Geneva College. Her experience includes work at U.S. Silica Company and General Electric, in compensation and benefits, and research for Geneva College. Holly is also graduating in May, and will be entering a 2-year HR Leadership Program with Genworth Financial (formerly GE Insurance).

CAHRS and the ILR Faculty are grateful to Verizon for their support and contributions to student research over the past five years. The Verizon support ends this June. We are looking for more grant sponsors and can customize research to meet your individual company needs.

For more information on CAHRS research or how your company can benefit and contribute to future research, please contact Pamela Stepp, Managing Director CAHRS at 607/254-4829 or email pls8@cornell.edu.

In The News





Bruce Carswell

John Hofmeister

Bruce Carswell and John Hofmeister Honored By NAHR – On November 6, 2003, Bruce Carswell, Senior Vice President of Human Resources at GTE (retired) and John Hofmeister, Director of Human Resources at Shell International, Ltd., were recognized by the National Academy of Human Resources (NAHR). The NAHR, founded in 1992, installed its 106th fellow, honoring individuals who have contributed to their organization and the human resources profession and who have distinguished themselves as leaders among their peers. Mr. Carswell, Fellow of the 1992 Inaugural Class, was elected to the highest rank as NAHR Distinguished Fellow. He was with GTE (now Verizon) for thirty-seven years during which he served on GTE's Board

of Directors and continues to serve as a consultant in the field of human resources. Mr. Hofmeister was one of the seven exceptional practitioners and scholars inducted into the twelfth class of Fellows for 2003. "The members of the 2003 Class of Fellows have reached the highest level of achievement in the Human Resources profession," said William Conaty, current Chair of NAHR, Senior Vice President of Corporate Human Resources at General Electric, and member of the CAHRS Executive Advisory Board. "By electing them to Academy membership, the Fellows of the National Academy of Human Resources have recognized their sustained contributions to the broad field of human resources. Each of them has played important roles in shaping human resource management thinking and policy."



Vernon Briggs

Professor Briggs Testified for Senate Immigration Committee – February 12, 2004, Professor Vernon Briggs, Department of Human Resource Studies, testified before the Subcommittee on Immigration, Border Security and Citizenship of the Committee on the Judiciary of the U.S. Senate in Washington, D.C. His research was titled, "Guestworker Programs for Low-Skilled Workers: Lessons from the Past and Warnings for the Future." In his testimony, Professor Briggs says, "The heart of the problem is that guestworker programs seek to reconcile two sharply conflicting goals: the need to protect citizen workers from the competition of foreign workers who are willing to work for wages and in conditions that few citizens would tolerate, versus the wishes of some employers who rely on labor intensive production and service techniques to secure a plentiful supply of low cost workers." In addition, there are always unforeseen side effects that harm society except in national

emergencies, guestworker programs are bad public policy. Professor Briggs received an M.A. and Ph.D. from Michigan State University in Labor Economics. He also holds a Bachelor's degree in Economics from the University of Maryland. Briggs began as a professor in ILR in 1978, specializing in human resource economics and public policy. Some of his areas of research include minority participation in apprenticeship training, southern rural labor market analysis, direct job creation strategies, and immigration policy and the American labor force. Along with his many publications, Professor Briggs has also served on the National Council on Employment Policy, the Board of Directors of the Corporation for Public and Private Ventures, and the Center for Immigration Studies. He has also served on the editorial boards of a number of professional journals.



Martha Smith

Martha Smith Retires March 2004 – Martha Smith said goodbye to her long withstanding career as Associate Director of ILR's Office of Career Services. Smith earned a B.S. in Business Administration from California State University, Hayward in 1969. In 1976, she came to Ithaca when her husband was a Ph.D. student at Cornell, and in 1978 Smith became a temporary assistant to Professor Larry Williams. Shortly after, Smith was offered a permanent position in the Office of Career Services where she advised and befriended students for over 26 years. After retiring, Smith plans to devote more time to her community and her church. When reflecting upon her career of assisting and nurturing in the development of ILR students, Smith said, "They come in as caterpillars; they evolve, and then they leave as butterflies. They have to learn to be students, it isn't always easy but they always manage. As they open up we all learn that we are more alike than we are different

and together we learn to appreciate the likenesses and the differences." She wishes to thank everyone for good wishes following her surgery in 2004.



David Lipsky

David Lipsky Named President-Elect of IRRA – On January 4, 2004, the Industrial Relations Research Association (IRRA) named Professor David B. Lipsky as President-Elect at its 56th Annual meeting in San Diego. The National IRRA was founded in 1947 and currently has about 11,000 members in the national organization and local chapters. The membership consists of academics and practitioners in the field of labor relations and human resources. Dr. Lipsky, Professor of Collective Bargaining and Director of the Institute on Conflict Resolution, received his B.S. from the ILR School and his Ph.D. in Economics from M.I.T. He has served as a member of the Cornell faculty since 1969 and was the dean of the ILR School from 1988 until 1997. Professor Lipsky also established and served as the director of Cornell's Office of Distance Learning from 1997 to 1999 and currently is the Director of Educational Planning and Review for eCornell. He has been a

member of the IRRA for several decades, and served on the Executive Board from 1997 to 2000. Some of Professor Lipsky's research and teaching interests include negotiation, conflict resolution, and collective bargaining. He has written several books and numerous articles. His most recent books include Emerging Systems for Managing Workplace Conflict: Lessons from American Corporations for Managers and Dispute Resolution Professionals (with Ronald L. Seeber and Richard D. Fincher), Going Public: The Role of Labor-Management Relations in Delivering Quality Government Services (a volume in the IRRA Annual Research Series, which he co-edited with Jonathan Brock), and Negotiations and Change: From the Workplace to Society (co-edited with Thomas A. Kochan). In addition, Professor Lipsky was a member of the inaugural class of fellows of the National Academy of Human Resources and has served on the Academy's Board of Directors.



Paulette Manos

Paulette Manos Returns to ILR – Paulette Manos recently accepted a part-time position as Public Service Assistant in ILR's Catherwood Library. She started working at the library in January of 1978 as a Collection Specialist, maintaining and collecting current documents such as annual reports and printed human resources and union materials. When Manos left in September of 1999, she had the position of Photograph Curator in the Kheel Center. In this capacity, she preserved the Center's collection of historical photographs and served as a reference specialist for the collection. In her absence from ILR, Manos has served both the government and the community over the past 6 years. Some of the many positions she held include Acting Mayor for the City of Ithaca for 3 years, Common Council member representing the City's first ward for 6 years, Chair of the Human Resources Committee for 3 years, and Chair of the Planning and Economic Development Committee

for 2 years. Paulette is delighted to be returning to ILR and the Library's Reference Department because it allows her to "provide public service in the country's leading academic industrial relations library."



Heinke Roebken

Heinke Roebken Appointed Visiting Fellow – In the spring of 2004, Heinke Roebken was appointed a Visiting Fellow in the Department of Organizational Behavior. Roebken received her M.S. in Business Studies from the University of Vaxjo in Germany with a focus on Strategic Management and Organization Studies and she is currently a doctoral student at the University of Oldenberg in Germany. Roebken also holds a Bachelor's degree in Business Economics from the University of Oldenburg, with a focus on Organization Studies, Marketing, and Natural Resource Economics. Her research interests include organizational change (particularly in higher education institutions), the history of and current developments in higher management education, professionalism, institutional theory, and management fashions. Roebken's work has been published several times, and she is currently writing an article on the increasing specialization and vocational

orientation of higher management education programs in German higher education, in which she analyzes the causes and discusses potential consequences for German business schools and management education. Roebken has previously been a Visiting Fellow at the University of Chicago's Department of Social Science. She has also worked as a Consultant, Scientific Assistant, Assistant Lecturer, as well as interned at companies such as DaimlerChrysler, Euroforum, Herta, and PriceWaterhouseCoopers. Roebken also has teaching experience with such courses as HRM in Management Consulting, Expatriation Management, and Foundations of Business Economics. Professor Pam Tolbert is her faculty sponsor.

CAHRS EVENTS CALENDAR

2004

CAHRS Spring International Sponsor Meeting May 24-25, 2004 Lausanne, Switzerland HR and Sustainability
CAHRS and ILR Executive Education
CAHRS Executive Roundtables
CAHRS Executive Briefing
CAHRS Fall Sponsor Meeting
Other ILR Events
ILR Executive Education
ILR Executive Education
ILR Executive Education

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

Tadvancing the world of work school of industrial and labor relations



Current Approaches Continued from Page One

communicate HR progress to key line executives, fostering dialogue and buy-in.

- 5. Develop an HR strategy to boost performance on the key metrics. HR strategy should derive from key business metrics, not current HR processes that HR can measure. To create a business-driven HR strategy, first understand how the business defines success. Allow this definition to guide HR processes and initiatives.
- 6. Remember that HR strategy is a process. Just like business strategy, HR strategy is constantly evolving, rather than being written in stone. The goal is to maintain a flexible strategy that enables HR to adapt to the changing needs of the business.

For more information regarding this research please contact Patrick Wright via email: pmw6@cornell.edu, or Tel: (607) 255-3429. This article references research from the CAHRS Working Paper #03-12, which can be found on our web site: http://www.ilr.cornell.edu/cahrs/WPapers.html .



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