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Center for Advanced Human Resource Studies

Research Highlight

A Commoditized World: Managing For Value

No organization makes decisions in a value vacuum. Every company is suffused with multiple strategic, legal, ethical and financial values. When only one of these values influences key decisions, organizational tensions and conflicts can erupt.

This research, a state-of-theart/practice study commissioned by the Human Resource Planning Society, conducted by Pat Wright and Scott Snell, Professors of Human Resource Studies at Cornell's ILR School. describes the competitive landscape and the implications of trends for human resources. Working groups of HR and line executives in New York, London, Paris, Tokyo and Buenos Aires provided multiple rounds of input to the authors on issues and challenges faced by their business, organizational capabilities/people issues, and HR and its role in their organization.

Consider the challenge of commoditization. "Globalization, competition and technological change are commoditizing the worldwide marketplace for products and services," says Wright. "In recent years, price has become buyers' most important purchase criterion in almost every industry, from retail to airline transportation." The result: low price competitors now dominate,

and organizations seek all avenues of cost reduction so they can compete in the commoditized marketplace.

This increasingly competitive marketplace causes organizations to seek unique strategic approaches to creating value. First, organizations can compete by generating more revenue, through differentiated products and services. Second, they can reduce their costs through

HR Executives must focus decision makers on the long-term consequences of short-term decisions.

cheaper production, possibly offshore outsourcing. Third, they can create low-cost business models in developing countries, and establish a likely profitless presence in the short term with the goal of reaping profits in the long term. Finally, companies can shift to higher value industries as a way to escape the commoditized ones, according to Wright.

IBM exemplifies a number of these strategies. It emphasizes the 'total solution' as a differentiating capability. Even though it faces low-

In This Issue

- 1 A Commoditized World: Managing For Value
- 2 Up Close with Marcia Avedon of Merck & Co.
- 3 CAHRS Expands its Global Sponsor Base
- 4 Save the Date
- 6 First Training Program: Global Labor Standards and Monitoring
- 7 In the News
- 8 CAHRS Events Calendar

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cost competition from Dell and Gateway, for example, IBM remained in the PC business, reducing costs through offshore production to maintain price competitiveness, and recently selling it making a profitable partner in the process. The company has also expanded its presence in the services arena through its acquisition of PriceWaterhouseCoopersconsulting business, a higher-margin business where commoditization pressures have not yet emerged.

For HR, downward cost pressures generate multiple people-related tensions. For example, one company planned to layoff high-priced corporate longtimers who generated strong customer satisfaction and sales. Another organization sought to jack up healthcare premiums for all employees—except senior executives with top-hat coverage.

Given the importance of human capital to long-term competitive



Up-Close with ...

Marcia Avedon of Merck & Co.

Marcia J. Avedon's calendar looks like that of most executives. As Senior Vice President, Human Resources of Merck & Co., Inc., there is simply not a typical day. Her time at work can go from holding face-to-face communication meetings with employees, to working with board members on executive compensation.

Merck employs over 62,000 people in 70+ countries around the world. As a leading global pharmaceutical company, Merck discovers, develops, manufactures and markets a broad range of novel medicines and vaccines.

Leading the people component of this research-driven company is a woman with over twenty years of experience in several industries, including Honeywell International (formerly AlliedSignal) and Anheuser-Busch. Marcia was also a consultant with Booz, Allen & Hamilton where she focused on strategic change management, employee selection and development, and organizational effectiveness.

That experience serves her well at Merck where effective leadership is critical and change is a given. In a company with the noble mission to improve health, change is not just a periodic event, it is an imperative. Marcia is passionate about how companies and managers must approach change leadership.

"First, as a leader, you have to be very honest about what is working and what isn't working. The leadership team must really understand why the things that aren't changing haven't budged," she says. Marcia believes barriers to change are often embedded in a company's culture and that those areas are the most difficult to transform. "It's why a company's leadership must own and model the change that the business requires."

"Change leadership must also include communications and skill building." Leaders can't just tell people to change and then fail to help them learn what they need to do differently. "We can't expect change if we haven't explained the *why* behind it and helped



Marcia Avedon

with the *how*—if we don't do that well, people will fall back into their comfortable behaviors. Last, we must reward the new behaviors to show that they really count."

While change leadership is a key challenge facing HR today, Marcia believes the most significant issue is HR being absolutely aligned with a company's business realities. "Those issues are dynamic. They differ every day, every week. Knowing them and ensuring the people side of those issues

are being anticipated, fully considered, and worked in an appropriate way is absolutely crucial."

And what is the key to success there? "It is building relationships with senior leadership and making sure that through those relationships you are fully engaged in, and relevant to, the business."

Some of Merck's recent business decisions demonstrate both the leadership position of the HR team and its ability to effectively manage change. Last year, Merck increased its 51% ownership of Tokyobased Banyu Pharmaceutical to 100%. "The acquisition strengthened our position in Japan, the world's second largest pharmaceutical market." For this acquisition to be successful, it required stellar people management practices, change leadership and cultural integration.

Also, Merck eliminated more than 4,000 positions worldwide as part of a plan to fundamentally lower the infrastructure costs of the company. "These actions, coupled with our commitment to develop novel medicines and vaccines, allow us to deliver true advances in patient care at competitive prices."

"When companies operate in multiple countries, everything we've discussed becomes more complex," says Marcia. Merck has a distinct advantage though. "Our mission is to provide people with 'miracles' that improve and extend life. That in and of itself inspires great leadership and necessary change."

Merck and Co., Inc. joined CAHRS in 1990, the 'Up-Close With ...' profiles feature interviews with leaders of CAHRS sponsors.



2005

CAHRS Expands Its Global Sponsor Base

We would like to welcome three new International Sponsors to CAHRS: Anglo American, AstraZeneca and TPG N.V. These non-U.S. based companies support our desire to become more global.

Anglo American PLC

Anglo American PLC was formed in May 1999 through the combination of Anglo American Corporation of South Africa (AACSA) and Minorco. It has its primary listing on the London Stock Exchange and is majority owned by UK institutions. Anglo American Corporation was founded in 1917 by Sir Ernest Oppenheimer to exploit the gold mining potential of the East Rand. The company was started with authorised capital of £1 million, chiefly raised from UK and US sources, hence the company name. Anglo American is a global leader in mining and natural resources focused on adding value for shareholders, customers, employees and the communities in which the Group operates. The Group owns a well diversified range of high quality assets covering gold, platinum, diamonds, coal, ferrous and base metals, industrial minerals and paper and packaging, underpinned by considerable financial strength and technical expertise. Anglo's businesses are involved in an array of value adding products and services along a pipeline that extends from the initial mining or production of raw materials to, in some products, the ultimate consumer. Anglo's strategy centers around achieving world class performance in all areas of the business

AstraZeneca PLC

AstraZeneca was formed in1999 through the merger of Astra AB of Sweden and Zeneca Group PLC of the UK, two companies with similar science-based cultures and a shared vision of the pharmaceutical industry. Founded in 1913 and headquartered in Södertälje, Sweden, Astra was an international pharmaceutical group engaged in the research, development, manufacture and marketing of pharmaceutical products, primarily for four main product groups: gastrointestinal, cardiovascular, respiratory and pain control. Some research effort was also aimed at the central nervous system. Additionally, Astra marketed a range of other pharmaceutical products, including anti-infective products, and also operated Astra Tech, a medical devices group. In 1993, Imperial Chemical

Industries (ICI, founded in 1926) demerged three of its businesses (Pharmaceuticals, Agrochemicals and Specialties) to form a separate company, Zeneca. Headquartered in London, Zeneca was a major international bioscience group engaged in the research, development, manufacture and marketing of pharmaceuticals (focusing on cancer, cardiovascular, central nervous system, respiratory and anaesthesia), agricultural chemicals and specialty chemicals, and the provision of disease-specific healthcare services. Its businesses were research and technology intensive, with extensive international development and marketing skills, and a strong common science base. The merger aimed to improve the combined companies' ability to deliver long term growth.

TPG N.V.

TPG is the holding company of Royal TPG Post and TNT. They provide the strategic focus and financial strength that enables these companies to maintain and expand their leading global positions in Mail, Express and Logistics. TPG N.V., with its two brands TNT and Royal TPG Post, employs people in 64 countries and serves over 200 countries. Royal TPG Post is the national postal operator in the Netherlands, which is active in Europe and worldwide. In 1799, Dutch postal services were reorganized into a single national enterprise forming the basis of PTT Post, celebrating its 200-year anniversary in 1999 being granted the title 'Royal PTT Post.' TNT's roots are in Australia. In 1946, Ken Thomas started his own company - Thomas Nationwide Transport - with a fleet consisting of a single truck. In under half a century, this company grew into a global enterprise operating its own fleet of aircraft. TNT Express has the biggest integrated express air and road network in Europe, and it is the second biggest logistics company in the world. TPG N.V. is publicly listed on the stock exchanges of Amsterdam, New York, London and Frankfurt. Their ambition is to become the leading provider of business and consumer services for communication, transactions and delivery, producing the best returns in the industry, making optimal use of new technologies and European postal market liberalisation. In

SAVE THE DATE

CAHRS Spring Sponsor Meeting

May 11-12, 2005 • Ithaca, NY

Building Human Resources Functional Excellence

AGENDA

WEDNESDAY, May 11, 2005

6:00-7:00pm - Reception Statler Hotel - Rowe Room 7:00-9:00pm - Dinner Statler Hotel - Taylor A & B

THURSDAY, May 12, 2005

7:30-8:00am - Continental Breakfast

Statler Hotel - Conference Foyer outside of Amphitheater

8:00-8:15am - Welcome and Introductions

Statler Hotel - Amphitheater

Pamela Stepp - Managing Director, Cornell CAHRS

Patrick Wright - Director, Cornell CAHRS

Scott Snell - Director, Executive Education,

Cornell CAHRS

8:15-8:45am - "Building HR Functional Excellence: What, How, and Why?"

Patrick Wright - Director, Cornell CAHRS Scott Snell - Director, Executive Education, Cornell CAHRS

8:45-9:45am - Keynote Address: "World Class HR at GE"

World Class HR at GE

William J. Conaty - Senior Vice President, Corporate HR, General Electric

9:45-10:15am - Break

10:15-11:00am - "Improving HR Systems and Processes Through Six Sigma"

Bill Strusz - Director Lean Six Sigma, Xerox

11:00-11:45am - Speaker to be determined

11:45-12:45pm -Lunch Statler Hotel - Taylor A & B 12:45-1:15pm - "Building HR Competencies: Who, How, and Why?"

Patrick Wright - Director, Cornell CAHRS Scott Snell - Director, Executive Education, Cornell CAHRS

1:15-1:45pm - "How to Build the Competency Model"

Rick Brown - Head Global HR Functional Excellence. Shell

1:45-2:15pm - "An Exhaustive Overview and Integration of Competency Models"

John Haggerty - Verizon Research Assistant, Cornell CAHRS

2:15-2:45pm - "How to Build the Competencies"

Bob Calamai - Director, HR Resources and Development, IBM

2:45-3:15pm - "Effectiveness of HR Rotational Programs"

Brad Bell - Assistant Professor, Cornell CAHRS

3:15-3:45pm - Break

3:45-4:45pm - Breakout Sessions

Statler Hotel - Columbia, Pennsylvania, Harvard, and Dartmouth Rooms

4:45-5:00pm - Program Wrap-Up

Pamela Stepp - Managing Director, Cornell CAHRS

Patrick Wright - Director, Cornell CAHRS

Scott Snell - Director, Executive Education,

Cornell CAHRS

5:30-7:00pm - Reception

Statler Hotel - Rowe Room

HOTEL INFORMATION

We have set up a block of rooms at the Statler Hotel for you to make reservations under "ILR/Spring Sponsors Program '05". To reserve a room at the hotel in Ithaca, NY, please call 1-800-541-2501 and reserve a room under "ILR/Spring Sponsors Program '05."

VERY IMPORTANT

PLEASE NOTE that the block of rooms will be released to the general public at the end of the work day, Wednesday, April 13, so please make sure you have your reservations made well in advance.

Normal check in time is 3:00PM and check out time is noon.

An on-line registration form and logistics can be found on the CAHRS web site at www.ilr.cornell.edu/cahrs/Spring2005.html

Inquiries, please contact:

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CAHRS International Spring Sponsor Meeting

May 23-24, 2005 • Budapest, Hungary Cost and Benefits of Business in Eastern & Central Europe and Implications for HR

WORKING AGENDA

MONDAY, May 23, 2005

12.00 - 13.00 - Welcome Lunch

Hotel Inter-Continental Budapest - Panorama I

13.00 - Welcome and Introductions

Hotel Inter-Continental Budapest - Duna Boardroom Pamela Stepp - Managing Director, Cornell CAHRS Patrick Wright - Director, Cornell CAHRS Scott Snell - Director, Executive Education, Cornell CAHRS

"Managing Total Cost of Employment in an Uncertain World"

Patrick Wright - Director, Cornell CAHRS

Title to be determined

Hungarian Minister of Labor - (Invited)

Break

"Experience Transitioning Work from Western to Eastern Europe"

Mike Hanley - HR Director EMEÂ Region, General Electric

"EU Enlargement : Opportunities and Challenges"

Tony Marchak - Vice President, HR, IBM

Reception

Hotel Inter-Continental Budapest - Pre-Function Area

Dinner

Hotel Inter-Continental Budapest - Panorama I

TUESDAY, May 24, 2005

8.00 - Welcome

Hotel Inter-Continental Budapest - Duna Boardroom
Pamela Stepp - Managing Director, Cornell CAHRS
Patrick Wright - Director, Cornell CAHRS
Scott Snell - Director, Executive Education,
Cornell CAHRS

Panel Discussion - "HR Challenges in Central and Eastern Europe: Early Bird Versus Late Arrivals"

Facilitator- Chris Collins, Assistant Professor, Cornell CAHRS Mary Humiston - VP, HR Europe, Middle East & Africa, Honeywell

Artur Czynczyk - HR Director, Honeywell Mark Reid - Senior VP, HR Solutions, Diageo plc Marcia Fish - HR Director, GE Consumer "Delighting the Central and Eastern European Consumer and Implications for HR Strategy"

Dennis Schuler - VP, HR Global Beauty, The Procter & Gamble Company

Luisa Del Gaddo - VP, Western Europe Market Development Operations, The Procter & Gamble Company

"Pitfalls and Promises of Transition: Understanding Managerial Social Capital in Emerging Economies"

Wendi Adair - Assistant Professor, Johnson School of Management, Cornell University

Lunch

Hotel Inter-Continental Budapest - Panorama I

Panel Discussion - "Will Business Continue Moving East to Bulgaria, Ukraine or Russia?"

Facilitator- Quinetta Roberson, Assistant Professor, Cornell CAHRS

Paul Jarrell - VP, HR, ALCOA

Kelly Race - HR Director, The Gillette Company Grigor Gradev - Senior Researcher, European Trade Union Institute

"Shared Services in Hungary"

Béla Forgó - Deputy Country Manager & CFO Hungary, Deputy General Manager KÖFÉM, ALCOA

Break

Panel Discussion - "Building the Talent Pipeline"

Facilitator- Brad Bell, Assistant Professor, Cornell CAHRS Lubica Bajzikovar - Professor, Faculty of Management, Comenius University (Invited)

Vlado Dimorski - Professor, Faculty of Economics, University of Ljubljana

Steve McGrory - Vice President, Human Resources Europe, LucentTechnologies (Invited)

Wrap Up

Pamela Stepp - Managing Director, Cornell CAHRS
Patrick Wright - Director, Cornell CAHRS
Scott Snell - Director, Executive Education, Cornell CAHRS

Closing Reception - Sponsored by GE and CAHRS

Cafe & Lounge Spoon

HOTEL INFORMATION VERY IMPORTANT

PLEASE NOTE THAT YOU CANNOT CALL THE HOTEL TO MAKE YOUR ROOM RESERVATIONS.

You need to download the attached REGISTRATION FORM, fill it out and fax it back to them. ALSO NOTE that the block of rooms will be released to the general public at 5.00pm on April 23, 2005 For additional information on Intercontinental Budapest, please visit www.ichotelsgroup.com/h/d/ic/1/en/hd/budhb An on-line registration form and logistics can be found on the CAHRS web site at www.ilr.cornell.edu/cahrs/Spring05Intl.html Inquiries, please contact:

Jo Hagin, Executive Staff Assistant Cornell University, CAHRS • 187 Ives Hall Ithaca, NY 14853-3901 USA

Phone: 607-255-2790; Fax: 607-255-4953 • Email: jap7@cornell.edu

Managing Reputational Risk

ILR Offers First Training Program on Global Labor Standards and Monitoring

May 23-25, 2005 in New York City

With the globalization of production and service networks and the increased focus on international labor standards by the press, various NGOs and consumer groups, corporations have started paying very close attention to ensuring that their subcontractors follow core international labor standards. This has added a new dimension to "management of the supply chain" that provides many different kinds of challenges for corporations. Although manufacturers and brand name retailers such as Nike have been the object of much media interest for alleged violations of international labor standards, it is increasingly clear that corporations in the service sector are just as vulnerable to damage to their reputations.

There are four core labor standards: these include freedom from child labor, freedom from forced labor, freedom from discrimination, and the right to freedom of association and collective bargaining. The first two core labor standards are relatively easy to monitor and enforce, while the last two are notoriously difficult. Since most corporations outsource the monitoring of their subcontractors to third party monitoring organizations, or consulting firms such as Sustainability Solutions Service (the monitoring arm of PricewaterhouseCoopers), due diligence requires that compliance officers and monitors be well trained.

Since there is considerable agreement that freedom of association and collective bargaining is the most difficult core labor right to 'monitor,' the ILR School is holding the first ever training program on this issue.

Who should attend?

The program is aimed at corporate compliance executives, corporate social responsibility staff, corporate public relations executives, logistic and supply chain managers, representatives from consulting firms and monitoring organizations, as well as government, labor, and NGO representatives.

Companies already registered include Nike, Adidas-Salomon, Jones Apparel, as well as representatives from the U.S. Dept of Labor, trade unions, and NGO leaders. Participation is limited to 25 persons to ensure an intensive learning and exchange experience.

What Will the Program Cover?

Freedom of association is an abstract concept; how does it relate concretely to workers' right to organize and to what the ILO's core labor standards declaration calls "the

effective recognition of the right to collective bargaining?" What are the rules and the This program aims at what one leading practitioner called the thorniest area of labor standards monitoring: freedom of association, the right to organize, and the right to collective bargaining.

institutions that apply to them? How do monitors get below surface appearances to discern whether workers are truly free to organize and whether genuine collective bargaining is taking place? Where and how are 'complaints' raised and dealt with?

Critical national and regional features. What is the freedom of association 'landscape' in Latin America, Asia and other regions? What are the essential single-country distinctions?

Country and industry-based case studies. What are indicators of violations? What are the most common problems? What are unusual problems? How are problems addressed and resolved?

International business strategies, structural and market issues, and best practices related to labor. How can respecting workers freedom of association create marketplace advantage for firms and countries? What are potential risks and liabilities?

Case studies of trade union and NGO strategies and campaigns on labor standards in developing countries. How do these important social actors seek to accomplish their goals?

This program will be led by faculty of the school of industrial and labor relations, joined by practitioners who are active in the industry. Faculty combine presentations, class discussion, and learning through case studies developed especially for this program to provide a focused, practice-oriented treatment of standards, monitoring systems, enforcement and remediation steps, and best practices in this field.

The program runs Monday, May 23 - 25. All sessions are held at the Cornell-ILR New York Metropolitan office at 16 E. 34th Street.

For more information or to register, email rjr4@cornell.edu or phone 607-254-2950. A registration form and program/speaker updates are available at our website: www.ilr.cornell.edu/international/Programs/seminars.



In The News



Sam Bacharach

Sam Bacharach Wins Award and Grant - The ILR Smithers Institute has just been awarded a five year 1.2 million dollar grant from the National Institute of Health's Alcohol Abuse and Alcoholism institute. This grant will continue the research of Sam Bacharach and colleagues on retirement and substance abuse among blue collar workers. The research team includes Sam, Bill Sonnenstuhl, Peter Bamberger, Marty Wells, and Katie Briggs. Among other things, the project will provide substantial indirect cost revenues to the School over the five-year period. Sam has also been awarded the annual R. Brinkley Smithers Award. In receiving this award, he joins distinguished company including George Steinbrenner, George McGovern, and Eric Clapton! This award is a tribute to the work of Sam and his colleagues, on alcohol and drug abuse in the workplace. In 1990, the ILR School established the R. Brinkley Smithers Institute

for Alcohol-Related Workplace Studies with a generous endowment from the Smithers family. The Smithers Institute continues the long collaboration between the ILR School and the Christopher D. Smithers Foundation. The Smithers Institute's mission is to conduct basic and applied research on the relationships between work, alcohol and other drugs, and related health issues, and publishes its research in peer refereed journals and practitioner publications, and conducts workshops and conferences.



Changwon Lee



Hyo-Rae Cho



Dae Il Kim

New ILR Visiting Fellows - Dr. Changwon Lee has been appointed a Visiting Fellow in the Department of Collective Bargaining, Labor Law & Labor History. Dr. Lee received his B.A. in Sociology from Yonsei University and his M.A. and Ph.D. in Sociology from the University of Chicago. He is a Senior Research Fellow at the Korea Labor Institute in Seoul, Korea. He is one of the coeditors of the book 'Employment Relations in the Asia-Pacific: Changing Approaches' published by Allen &

Unwin (2000). He also had served as assistant secretary for labor Policy in the Office of President in South Korea from 1999 to 2000. Prof. Harry Katz is his faculty sponsor. Dr. Hyo-Rae Cho has been appointed a Visiting Fellow in the Department of Collective Bargaining, Labor Law and Labor History. Dr. Cho received his B.A., M.A., and Ph.D. in Sociology from Seoul National University. He is currently an Associate Professor, Department of Sociology at Changwon National University. Dr. Dae Il Kim has been appointed a Visiting Fellow in the Department of Labor Economics. Dr. Kim received his B.A. in Economics from Seoul National University and his M.A. and Ph.D. in Economics from the University of Chicago. He is an Associate Professor, School of Economics, Seoul National University. Dr. Kim has published academic research papers and book chapters on labor market mechanisms. His works include "The Effects of Rising Female Labor Supply on Male Wages (joint with Chinhui Juhn)," in Journal of Labor Economics (1999). He taught at Rice University, Houston, Texas, and worked as a research fellow at the Korea Development Institute in Seoul, Korea. Professor Gary Fields is his faculty sponsor.

New Employees for the Employment and Disability Institute - Ms. Elizabeth Simister has been appointed an Administrative Assistant with the Employment and Disability Institute. Ms. Simister received her M.S. in Information Management from Syracuse University and her B.A. from Wells College. Prior to coming to ILR she was an Administrative Assistant for Transonic Systems, Inc. Ms. Hannah Rudstam joined the Employment and Disability Institute as an Extension Associate, Project Training Director, on December 1. Ms. Rudstam received her M.S. /Ph.D. in Adult Education and Educational Policy from the University of Wisconsin. Prior to coming to ILR she was the Lead Consultant at Eagle Consultants, Syracuse, NY. Mr. Raymond Cebula, III, has been appointed an Extension Associate with the Employment and Disability Institute. Mr. Cebula received his J.D. from Franklin Pierce Law Center and his B.A. in History from Merrimack College. Prior to coming to ILR he was a Senior Staff attorney for the Disability Law Center in Boston, MA.

CAHRS EVENTS CALENDAR

2005 - 2006

CAHRS Building HR Functional Excellence: Study Session
CAHRS Spring Sponsor Meeting
CAHRS European Spring Sponsor Meeting:
ILR Orientation and CAHRS Executive Roundtables August 23, 2005 Ithaca, NY
CAHRS Executive Briefing Profiling TYCO October 24, 2005 Philadelphia, PA
CAHRS Fall Sponsor Meeting November 9 - 10, 2005 Ithaca, NY (Please note new date)
Other ILR Events
HR Leadership: The Next Paradigm February 24 - 25, 2005 St. Petersburg, FL
American Express Custom Programs:
Strategic Leadership
HR and Leadership Decision Making
Managing for Impact: HR Metrics & Firm Performance April 7 - 8, 2005 New York, NY
HR Transformation: Partnering to Achieve Functional Excellence
Shell Custom Program
HR Strategy: Creating Competitive Advantage

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



A Commoditized World: Managing for Value

Continued from Page One

advantage, HR executives must focus decision makers on the long-term consequences of short-term decisions. This often means making value systems explicit, and managing the actual strategic planning process.

"Our research suggests that HR executives are the ones who must often draw management's attention to the company's fundamental values," says Wright. "As key members of an organization's senior management

team, HR executives are charged with getting decision makers to consider all the values and outcomes of the strategy; strategic, ethical, legal, and financial, in order to build long term value instead of short term returns."

For more information regarding this research please contact Dr. Patrick Wright via email: pmw6@cornell.edu, or Tel: (607)255-3429. This article references research from the CAHRS Working Paper #04-08, which can be found on our web site: www.ilr.cornell.edu/cahrs/paper.html



hrSPECTRUM is published by the Center for Advanced Human Resource Studies, School of Industrial and Labor Relations, Cornell University,

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