

hr SPECTRUM

Cornell Center for Advanced Human Resource Studies

Research Highlight

Workforce Scalability Challenges HR “Best Practices”

Imagine a company whose employees routinely goof off, repeatedly display mediocre job performance, and show little particular loyalty to their teams or departments. Yet they not only keep their jobs but are paid lavishly and receive an array of benefits, including free health care and ongoing training.

Such a company would seem doomed to failure. Yet it is the business model described in Lee Dyer's new working paper (coauthored with Jeff Ericksen of the University of Illinois at Chicago), “Dynamic Organizations:

Achieving Marketplace Agility through Workforce Scalability.” The model is more than academic: Dyer used a real-world company—ranked this year at the top of Fortune's 100 best companies to work for—to illustrate how successful that paradigm can be. The company is Google.

Dyer starts from the simple premise that a firm's human resource strategy should be tailored to its business strategy. For a dynamic organization, defined as an ever-changing portfolio of ventures, assets are continuously

reallocated to gain competitive advantage; one of those assets is human resources. Its workforce should be as fluid as its other business operations. How this is accomplished is not always obvious.

One practice, for example, in which a percentage of a company's workforce is fired every year and the rest live in fear of it, is one way to keep employees motivated to do good work. It's also a good way, Dyer would argue, to discourage innovation and risk-taking.

Instead, Dyer says, a successful organization should instill a shared mindset and devotion to the firm's vision through communication that promotes a clear understanding of that vision, and how the organization operates; it should align incentives (financial rewards) around a common cause; and unleash the talent pool by giving employees the wherewithal to sniff out environmental changes and initiate appropriate adjustments. Dyer outlines several ways this is done, turning what is often considered “best

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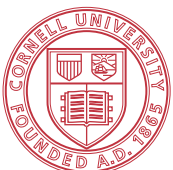


practices” on its head:

Attract and retain the very best talent by paying all employees—not just executives—well above prevailing market rates.

Require only a minimum of pre-defined job responsibilities, and maximum discretion to be on the lookout for new challenges and ways to accomplish them. Google employees, for example, are encouraged to spend 20 percent of their time on out-of-scope, off-budget projects.

An essential adjunct to encouraging initiative and exploration is to allow for ‘serial incompetence.’ If employees know that they will not be penalized for temporary failure, they will be motivated to take smart risks and look for opportunities to innovate.



Cornell University

Up Close with ...

Stephen Bear of Bristol-Myers Squibb

It's a great time to be in pharmaceutical drug development, and great to be in charge of recruiting the people to do it. Steve Bear has been with Bristol-Myers Squibb (BMS) for 20 years in senior management capacities, including marketing and general management, and has been its Senior Vice President for Human Resources since 2001. He has seen BMS change from a traditional large corporate structure dedicated to blockbuster drugs, to an agile organization that often partners strategically with small, focused firms to produce therapies with narrower application but big impact.

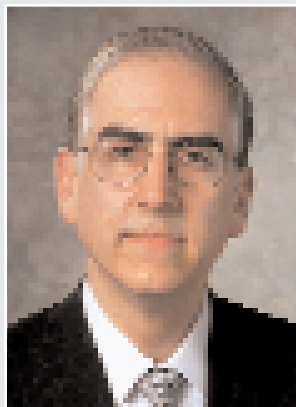
"We've seen an evolution of the business model," he observes. "We're more nimble than we were a decade ago."

The change in organizational structure has followed a change in approach to the science that underlies BMS's mission to "extend and enhance human life." The company continues to discover and develop traditional pharmaceuticals as well as new products called biologics. Biologics target certain mechanisms of cellular or molecular action in a way different from (and often more effectively than) conventional drugs, and are revolutionizing how disease is managed and cured. At the same time, these large molecules—living proteins, grown in big vats—are much more difficult to produce. They require a huge amount of capital investment and need people who are far more technically trained than are required in standard drug manufacturing.

This is where Steve Bear comes in. "My job is to raise the human capital issue. When we make strategic decisions, we think about talent; right from the beginning. When we site a facility for biologics production, we need access to an outstanding talent pool."

It was perhaps not surprising then, that the firm's major new venture in biologics production was sited purposefully in Devens, Massachusetts near MIT, Harvard, and several renowned teaching hospitals, to utilize the highly skilled workforce there. Construction, which began last year, is expected to be completed in 2009, with the first compounds, targeting rheumatoid arthritis, organ rejection, and certain cancers, scheduled for production by 2011.

Although at least half of its workforce of 42,000 is located abroad, as would be expected by a global firm, BMS retains a heavy presence in the U.S. The company has deep ties to New York: Bristol-Myers was launched in Clinton, NY, in 1887,



Stephen E. Bear


and Squibb in Brooklyn in 1858; the two merged in 1989, and maintains its world headquarters in Manhattan today. Another of its key biologics facilities is located in Syracuse, NY.

One of the challenges in recent years has been recruiting scientists and technicians from a shrinking U.S. pool of candidates with advanced degrees. One solution has been to prime the pipeline through programs such as *Inroads*, designed to recruit ethnically diverse talent among college-aged students, and through MBA summer internships. Bear

approaches the HR challenge like a marketer, drawing on his earlier experience as head of global consumer medicines with the firm. "Human behavior has always interested me. For consumers, patients or employees, I try to find their value proposition. What do they need? What are they trying to do with their career? How do we attract them to come to work here? What do they need to be highly engaged in their work?"

In 2001, BMS was chosen as America's most admired pharmaceutical company by *Fortune*, and has collected honors as one of the best places to work from *Working Mother* magazine, the Human Rights Campaign and other organizations that track how well companies show that they value their employees. But while BMS does offer benefits designed to attract and retain the best employees in the world—the competition is, of course, global—Bear feels the work environment almost sells itself.

A Harvard MBA, Bear could have worked just about anywhere he liked; indeed, he left in 1999 to head up the marketing operation at the New York Botanical Gardens, but returned in 2001 to be part of BMS's reorganization. "We have a great mission, and great people to work with—that's what attracts scientists and engineers, and other professionals as well." One could make that argument about any pharmaceutical firm, but with BMS's long history of focus on cancer, HIV/AIDS, and the most serious unmet medical needs, at no other enterprise are the stakes higher.

"The incredible pleasure that comes from making a medical breakthrough—developing medicines that can save a person's life—supporting that mission—that's about as real and motivating a career as you can have," Bear concludes. "That's why I've been here so long, and what makes it exciting to come to work in the morning." 

Bristol-Myers Squibb joined CAHRS in 1998, the 'Up Close with' profiles feature interviews with leaders of CAHRS sponsors.

HR Company Profile

Constellation Energy

Constellation Energy, once a regulated utility in the central Maryland area and now the largest competitive energy provider in the U.S., owns a diversified fleet of 78 generating units located throughout the U.S. and 24 corporate and regional offices.

From \$3.5 billion to nearly \$20 billion a year in just four years; from stock valued at \$21 per share to stock values over \$80 per share—these are indicators of a company that has gone through significant change with the results to prove it. Marc Ugol, Senior Vice President of Human Resources, helped lead the company through this transformation. “When I first came to Constellation Energy in 2001,” he says, “the company had just begun competing as a national wholesale provider to other utilities as well as serving as a retail supplier to large commercial and industrial corporations.”

To support the company’s transformational efforts, Ugol focused his efforts on change management, overall HR support for growth, and recruitment. In other words, in order to support overall business transformation, HR needed to transform itself too. He drew upon his ability to appreciate multiple perspectives and his own experience in rapidly changing organizations. As an undergraduate in the School of Industrial and Labor Relations at Cornell University, Ugol hosted company recruiters visiting Cornell in search of new talent. Through this experience, he was able to view things from the hiring company’s perspective.

“During the first several months with Constellation Energy, I spent time with our internal clients to discuss their view of human resources within the organization—both our strengths and weaknesses,” Ugol notes. “From this, it became apparent that we needed to transform the HR capabilities by improving performance, and HR service delivery and efficiency to better serve the needs of our internal clients and the organization,” Ugol added. “HR needed to transform into a more agile, cost-effective and scaleable organization.”


In an effort to determine the key drivers of engagement among the workforce, HR conducted an all employee survey. The results were used to identify areas of focus at the corporate, business unit and department levels. Surveys were conducted in 2003 and 2005 to measure progress, and another

survey is planned for this summer. In addition, the Total Rewards program—comprised of pay, benefits, learning and development opportunities and a positive work environment—was transformed into a more competitive program that supported our efforts to attract and retain key talent.

Constellation Energy created an environment where employees can obtain the necessary skills and knowledge to overcome obstacles and succeed in today’s demanding business climate. “Through continuous learning, employees can ensure that they meet the challenges of today and the opportunities of tomorrow. With both classroom and online offerings, the company provides employees with the flexibility and accessibility to business relevant learning that are aligned with their individual needs as well as the needs of the organization,” Ugol says.

Instructor-led and online learning programs were expanded, tuition assistance levels raised, and an online learning center – myDevelopment—was created. myDevelopment details expectations and competencies at the individual performer, first-level, mid-level, and executive leader levels, linking them to the company’s skill-based, leadership, business, career development, and energy industry courses and online offerings. This entire curricula is placed within the framework of the company’s core values, directly connecting employee development needs with Constellation Energy’s business imperatives.

Today, Constellation Energy is recognized by Training magazine as being among the prestigious Top 125 training and development organizations in the U.S.

Looking ahead, Ugol notes that the energy industry will continue to consolidate and that Constellation Energy will need to continue to distinguish itself in order to succeed. “Moving forward, we will remain steadfast in our efforts to transform the company and to ensure future success. As Constellation Energy continues to execute its growth and transformation strategy, our employees will have new and exciting opportunities to learn, grow and achieve in 3their careers.” 

Constellation Energy joined CAHRS in 2006, the ‘HR Company Profile ...’ features a Corporate HR view of new CAHRS sponsors.

Executive Briefing

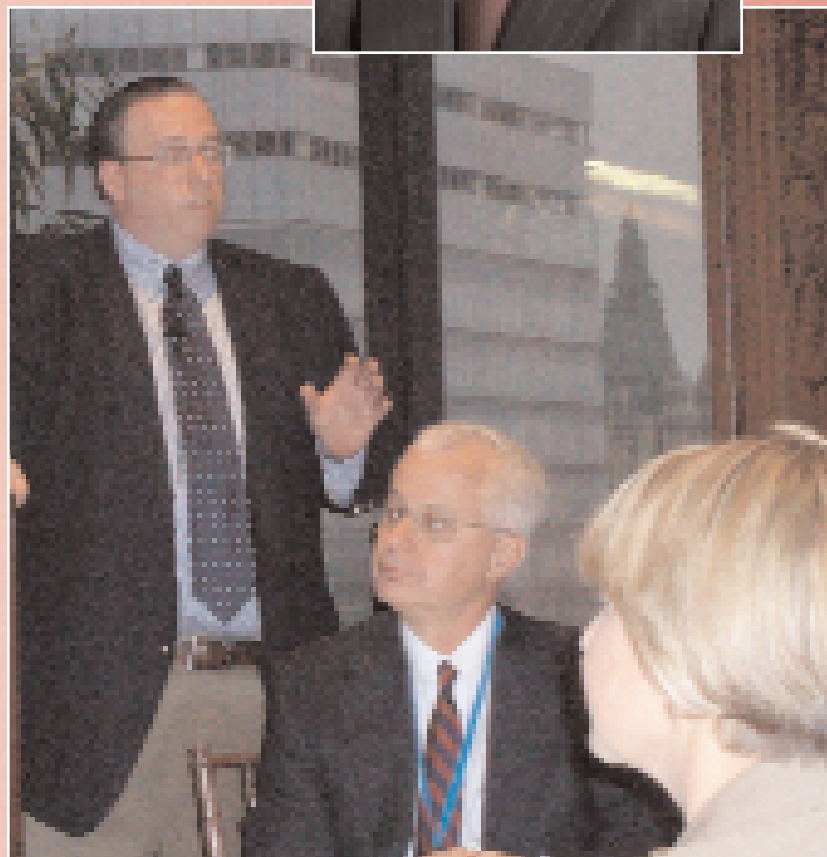
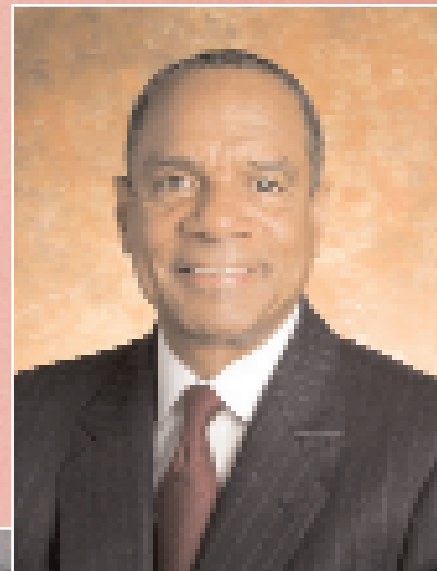
American Express Company

The American Express Executive Briefing “Living on the Edge: New Challenges, New Solutions in Human Resources,” drew a record crowd at the American Express Global headquarters in New York City on April 4. The event was co-hosted by Kevin Cox, Executive Vice President of Human Resources and Patricia McCulloch, Vice President of HR Capability and Development. American Express is entering uncharted waters and the HR function is a key driver for leadership and success at the company. It is important for leaders at any company to understand the underlying business model and how that translates into the overall business success. The HR function must be at the helm to help navigate these waters.

Kevin Cox and American Express Chairman and CEO Ken Chenault gave keynote addresses, and both were well received when they spoke about “The Changing Role of HR in Today’s Global Economy,” and “Leadership for Changing Times.” Other leaders presenting were Christine Robinson and Tom Leitko on the topic of “Techniques to Understand Your Employee Value Proposition,” followed by Tom Leitko and Carrie Johnson on “How Engaged Are Your Employees?” “Trends in Compensation and Benefits” was presented by Maggie Gagliardi, the afternoon was continued by Tricia McCulloch speaking about “Building HR Capability,” and completed with “Meeting the Needs of Tomorrow’s Workforce,” by Lori Sundberg and Rachel Lee.

Kevin Cox believes HR leaders will keep their seat at the table if they clarify their role in the corporation, articulate their principles, build the required HR capability and anticipate the future. He sees the HR function as being responsible for the development and stewardship of the employee experience, the linkage between people strategy and the strategic plans and outcomes of the company, and evolution and protection of the culture of the company. HR includes requiring leaders to abide by the values of the company, and ensuring compliance with the laws, regulations, and social norms related to employee matters. **hr**

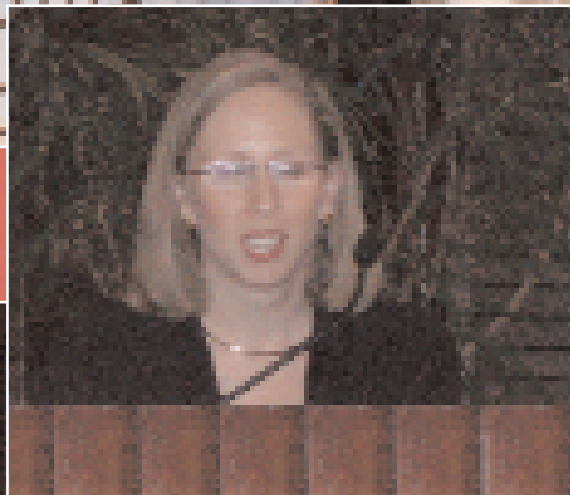
Kenneth I. Chenault,
Chairman and Chief
Executive Officer,
American Express Company



L. Kevin Cox, Executive Vice President, Human Resources; **Tom Leitko,** Senior Vice President, Organization Capability and Performance; and **Margaret Gagliardi,** Senior Vice President, Global Compensation and Benefits.



Briefing conversations



Patricia McCulloch,
Vice President
HR Capability and
Development



Briefing conversations

Dean Katz Increases Program Resources

ILR Advances Its MILR Curriculum

“We know you need bright talented people and the number of MILR graduates need to go up,” Dean Harry Katz conveyed to the CAHRS Advisory Board meeting on April 3, hosted by Bear Stearns, Inc., in New York City. The ILR School is known for its top quality students, with companies vying for graduates, and when demand outweighs supply we’re successful. In the past 20 years the number of MILR graduates has fluctuated, and the demand from companies has continued to intensify. Cornell University was the first university to offer a master’s degree in the HR field, and the ILR School continues to supply advanced courses for its MILR program.

The ILR School’s goal is to increase the number of MILR students and develop a course program to incorporate a core curriculum preparing students for the new demands of this century’s HR executives. Our HR executives are increasingly looking for students with more work experience. The ILR School also has a wonderful mixture of international and domestic students, “but we’re finding that demand for domestic HR talent is especially strong,” says Dean Katz. “We want to increase the numbers to meet this demand, with a sizeable fractional increase in domestic students, while we continue to support our international HR students,” says Katz. We want to build the program of study to help the students incorporate real work experience, real research, and real experience with our corporate HR contacts.

The new focus on the MILR program is expanding the curriculum to include a novel approach with first-semester students integrating HR, Organizational Behavior, and Finance. “The defining differences are that there will be a large case that cuts across the three classes requiring students to address the case from an integrated HR, organizational design, employee motivation, and finance perspective,” relates Professor Chris Collins. Throughout the semester the professors will look to bring in HR executives from industries related to the case study to share their experience with similar issues, talk about industry conditions, business strategy issues, etc. “We’re going to be creating these courses and relying on CAHRS sponsors for project cases which the students will follow through the three courses,” says Collins. The core curriculum will also entail a case competition at the end of the semester judged by a panel of HR executives. All this

will take place in the fall semester of the MILR’s first year in the program.


“We are also working with the Cornell Johnson Graduate School of Management to include business courses in the MILR program, adding more courses to the program that deal with financial management, business strategy, international and global issues, and global supply chain management,” says Katz. Many HR executives want experience in business and management, which makes the MBA degree our initial competitor. But what ILR is

doing is enhancing our MILR program to integrate these courses into the HR theme. Incorporating a global perspective is also in demand as the world becomes linked via growing international companies with multi-national markets.

The ILR School has always had associations with other universities around the world, with many ‘Visiting Fellows,’ Professors from other countries. We have now begun Partnerships with the University of Dublin in Ireland, and the European School of Management

based in Europe, both with master’s level programs to enhance our curriculum. About fifteen juniors and seniors at ILR will be bound for Ireland next fall to inaugurate a semester abroad program at University College Dublin’s (UCD) Quinn School of Business. The UCD program is one piece of an expanding ILR role in supporting education abroad. The school supports student internships and programs in China, Hong Kong, Africa, Europe and Latin America. Our MILR students can spend a semester abroad obtaining international experience, and vice versa. ILR is also working towards partnering with a university in Asia.

To increase the MILR enrollment for ILR, the School wants to work more closely with the recruiting community to help build closer relationships with CAHRS sponsors. Currently the job market is overheated with the need to fill advanced HR positions. “We want to work more closely with companies and enroll more mid-level managers to enroll as MILR students,” says Katz, “We do have some partnerships with Raytheon, GE and others, and want to create more ways to use internships and other arrangements to make masters study a feasible option.” Dean Katz continues, “The HR corporate community can help the MILR program by letting ILR know what their needs are. Look more seriously at the undergraduate




*The pipeline of
interested students
can be
increased by
practical marketing.*

students as potential hiring candidates, many of them are quality students who already possess the skills you require; and increase your in-house understanding of HR as a profession.” The pipeline of interested students can be increased by practical marketing. The availability of HR as a career, a curriculum to be studied, is not widely known beyond the HR community. ILR can work together with schools and companies to market this concept. “Begin to increase your internships and partnerships with ILR,” continues Katz, “Coordinate more visits with the ILR School along with other Cornell schools you visit here on campus.”

As a part of the spotlight on the MILR program a new position has been created to support the increased need for support to this agenda. Regina Duffey Moravek, currently the Director of ILR’s Office of Career Services, has been designated as the new MILR Program Director, while continuing in her current role. “It’s a challenging but exciting time, and the ILR School remains committed to leading the field in producing master’s level talent in HR studies,” says Moravek. The benefits the MILR program will gain from having a designated director will be the increased staff dedicated to transitioning the program based upon the historical strengths of the ILR School. Her role will be to continue to explore marketing options, fundraising, networking with alumni for contacts, and

considering more internships and scholarship opportunities. The graduate office is being redesigned to provide a support structure for MILR program needs. Previous research of other universities has shown the need for increasing this function.

Another method of drawing more students to the MILR program has begun with the first open-house to persuade applicants to choose the ILR School over other programs to which they applied. The first recruitment open-house took place March 26th and 27th and included sixteen applicants, the HR faculty, current students, and five HR executives from CAHRS companies (including representatives from Air Products, American Express, General Electric, PNC Financial, and Raytheon). The event included a networking dinner and reception on Monday, round table discussions with the executives’ and an overview of the program with faculty and staff on Tuesday. The first event was successful as fourteen of the sixteen potential students have accepted the offer of admission and will begin the program in the fall. Based on this success, we plan on increasing the number of applicants and CAHRS sponsors that we invite to this event in future years. 

For more information about this new focus, contact Chris Collins at 607-255-8859, or via email at cjc53@cornell.edu.

Workforce Scalability Challenges HR “Best Practices”

Continued from Page One


Align incentive with these goals: invest heavily in training, for example, to help employees when they venture on to unfamiliar tasks, so they don’t stay incompetent. Avoid incentives that focus on narrow criteria such as team or department performance, which induces managers to hoard talent and engage in turf wars. Flexible budgets minimize territoriality and reinforce the performance of the organization as everyone’s primary focus.

Facilitate interpersonal connectivity: another name for this is goofing off. But relaxed, spontaneous social interaction, whether through informal meetings or organized happy hours, breaks down barriers and encourages high levels of trust, cooperation, and cohesiveness of small groups, which research has shown is the most effective unit of human creativity. Open-plan offices and rotation of groups at social events accomplish exposure to new ideas and maximizes stimulation, while avoiding formation of the sub-cultures and cliques that can be so stultifying in traditional organizational arrangements.

Routinize outplacement—firing—and make it as painless as possible. Let it be understood that while

experimentation and short-term failure are encouraged, long-term performance out of synch with the company’s mission isn’t good for anybody. Enable employees to find a better fit elsewhere, through an aggressive outplacement process (counseling and job search assistance) and a generous severance package. Doing this right has a profound positive effect on the morale of “survivors.”

The need for outplacement is minimized if an organization does its inplacement—recruiting and hiring—right. The social networks that come with alliances with other firms and the use of temp and contract workers provide a testing ground for future employees pre-qualified to be the right fit.

These steps will accomplish workforce fluidity, which has as its ultimate goal having the right people in the right places doing the right things. 

For more information regarding this research please contact Lee Dyer via email: ldd3@cornell.edu, or Tel: 607-255-8805. This article references research from the CAHRS Working Paper #06-12, which can be found on our web site: www.ilr.cornell.edu/cahrs/paper.html.

SAVE THE DATE

CAHRS Spring International Sponsor Meeting

Employee Engagement: What Do We Really Know? What Do We Need To Know To Take Action?

May 22-23, 2007 • Paris Marriott Hotel Champs-Elysees - Paris, France**AGENDA****Tuesday, May 22, 2007****12:00-1:00pm - Welcome Lunch****1:00-1:30pm - Welcome and Introductions**Pamela Stepp, Executive Director, Cornell CAHRS
Patrick Wright, Director, Cornell CAHRS**1:30-3:00pm -Town Hall Debate:****Employee Engagement is Hogwash!****Defending the Resolution:**Chris Collins, Associate Professor, Cornell CAHRS
Peter Atfield, Vice President, Organisation Effectiveness, Unilever**Opposing will be:**Ewout Durieux, Head of Shell People Survey Office,
Shell International
Marielle de Macker, HR Director GE Money, South West Europe,
General Electric**3:00-3:40pm - Building Profit Through Building People:
The SYSCO Employee Engagement Story**

Patrick Wright, Director, Cornell CAHRS

4:00-5:00pm - Panel Discussion: Fairness in EngagementFacilitator: Quinetta Roberson, Associate Professor, Cornell CAHRS
John Hausknecht, Assistant Professor, Cornell CAHRS
Simon King, Executive Director, Business Partnering, AstraZeneca**5:00-5:40pm - Building the Connection Between Work
and Organizational Strategy**

Vicky Hall, Senior Director, Corporate Leadership Council

5:40-6:00pm - Wrap upPamela Stepp, Executive Director, CAHRS
Patrick Wright, Director, CAHRS**7:00-9:00pm - Reception and Dinner****Wednesday, May 23, 2007****9:00-9:15am - Welcome and Introductions**Pamela Stepp, Executive Director, CAHRS
Patrick Wright, Director, CAHRS**9:15-10:00am - Are Executive Women Risky Business**Melissa Thomas-Hunt, Assistant Professor,
Johnson Graduate School of Management, Cornell University**10:00-11:00am - Panel Discussion: Employee Engagement
and The Bottom Line**Facilitator: Kevin Hallock, Associate Professor, Cornell CAHRS
Akil Walton, Corporate Manager Organizational Research,
Analysis and Planning, Eaton
Steve Peterson, Vice President, Global Talent and HR Functional
Excellence, Eaton
Ian McGinty, Vice President, Head of Change, Communications
and Employee Engagement Globally, Johnson & Johnson**11:15-12:30pm - Panel Discussion:
Employee Engagement and Change**Facilitator: Brad Bell, Assistant Professor, Cornell CAHRS
Isabelle Korfan-Loy, Regional HR Director-ISMO, AstraZeneca
Muriel Schulz, HR Director, Groupe NORISKO
Marc Timmerman, Executive Director, Talent Management
Europe, Hudson**1:30-2:45pm - Panel Discussion:****How Does HR Make Engagement Work**Facilitator: Chris Collins, Associate Professor, Cornell CAHRS
Alison DeMille, Vice President, Human Resources Europe, Gap Inc.
Karen Vella, Human Resources Director, P&OE, Gap Inc.
Tim Stevens, Vice President of HR, France Northwest Africa,
DRH IBM
Ciaran Martin, Director of Staffing and Talent Management
Europe, ALCOA**2:45-3:30pm - Emotional Commitment and Employee Engagement**
Colleen Rumbal, Vice President, Head of Human Resources,
EMEA, American Express**3:45-5:30pm - Roundtable Discussions:****Sharing Company Experiences about "What Went Right"
and "What Went Wrong - Where Do We Go From Here"****5:30-5:45pm - Wrap up**Pamela Stepp, Executive Director, CAHRS
Patrick Wright, Director, CAHRS**6:30pm - Reception and Dinner**

L'Appart' - Champs Elysees

REGISTRATION INFORMATION

To register for the meeting please fill out our online registration form located on our website:

<http://www.ilr.cornell.edu/cahrs/springregform.html>**HOTEL INFORMATION**

We have set up a block of rooms at the

Marriott Paris Champs-Elysees for you to make reservations.

*PLEASE NOTE you will need to download A REGISTRATION FORM to reserve a room at the hotel.*For additional information on the Marriott Paris Champs-Elysees, please visit <http://marriott.com/property/abouthotel/default/pardt>**Inquiries, please contact:**

Jo Hagin, Program Manager

Cornell University, CAHRS • 621 Ives Hall • Ithaca, NY 14853-3901 USA

Phone: 607-255-9358; Fax: 607-255-4953 • Email: jap7@cornell.edu

In The News

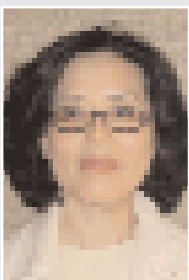


Patrick Wright

Tilburg University Joins with Patrick Wright for HR Studies – Holland’s Tilburg University brings Professor Patrick Wright onboard in order to strengthen the quality and international profile of its research program. Wright joins the Department of Human Resource Studies as Senior Research Fellow. Wright will supervise the scientific and technical quality of research papers of PhD students to enable their publication. Says Wright, “I have an interesting data set for analysis, but no people; Tilburg HRS has bright skilled PhD students but no data set, so it is a nice marriage of different needs.” Dr. Wright has been going to the Netherlands since 1980, and for the past three years, has visited Holland six or seven times a year, also due to his work with Shell. Wright plans his Tilburg University research visits for April, June and October of 2007. Wright teaches at Cornell University, conducts research, and consults in the area of Strategic Human Resource

Management, particularly focusing on how firms use people as a source of competitive advantage. He has published over 40 research articles in journals such as *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, *Personnel Psychology*, and *Journal of Management* as well as over 20 chapters in books and edited volumes such as *Research in P/HRM* and *Handbook of I/O Psychology*. He currently serves on the editorial boards of *Personnel Psychology*, *Human Resource Management Journal*, *Human Resource Management Review*, *Journal of Management*, *Human Resource Planning*, and *Journal of Managerial Issues*, and has previously served on the board of *Journal of Applied Psychology*. Wright has co-authored two textbooks titled *Human Resource Management: Gaining Competitive Advantage* (now in its third edition) and *Management of Organizations*. He has co-edited a special issue of *Research in Personnel and Human Resources Management* entitled, “Strategic Human Resource Management in the 21st Century,” and Guest Edited a special issue of *Human Resource Management Review* titled “Research in Strategic HRM for the 21st Century.” Together with David Guest (Kings College) and Jaap Paaue (Tilburg University) in Holland, he is currently editing the book “HRM and Performance: What’s Next?” Dr. Wright is involved at the national and regional levels in the Academy of Management.

Singapore Invites Global Leaders to Raise HR Capabilities – The Ministry of Manpower Distinguished HR Visitors’ Programme (DHRVP) has invited Dr. Patrick Wright to share his ideas and advice on their strategies to raise HR capabilities. In October of 2006, representatives from the Ministry came to Cornell and met with Professor Wright. The “fruitful discussion” that the colleagues had with Wright led to the subsequent offer. The Ministry’s DHRVP is a new and exclusive programme where global leaders, (the Distinguished Visitors) take part in strategic conversation with key policymakers, industry leaders, and other stakeholders in the HR industry. They are requested to conduct public lectures or masterclasses with a select audience of HR leaders and practitioners. Wright plans to accept the invitation and participate in the second half of 2007.



Eon-a Kim

Eon-a Kim Visiting Fellow from Korea – Eon-a Kim is a senior researcher at the Employment Development Institute in Korea. The institute is a specialized R&D center for establishing disability employment policy and improving employment services for people with disabilities. It is also affiliated with the Korea Employment Promotion Agency for the Disabled under the control of the Labor Department. Kim’s major purpose for this visit is to study, collect, and benchmark U.S. information about social security and employment systems for people with disabilities. Korea is at a phase of upgrading its structure, and these systems are very crucial for including people with disabilities as a major workforce, and fulfilling their quality of life. In 2006, Kim conducted research entitled, “Determining the Target of the Quota System-Problem of Vocational Ability Criteria,” which dealt with benefit/work inducing systems in Korea and the disability determination process.

Kim’s second topic is about transitioning youth with disabilities. Her dissertation thesis is, “Effects of Self-Determination on the Transition Outcomes and the Career Decision of Special-Class Students with Disabilities in Regular High Schools.” She is interested in the psycho-social factors in youth with disabilities, and as a policymaker, Kim wants to explore conditions which have substantial effects on a successful transition. EDI-Cornell can help Korea via ILR’s accumulated data and knowledge.

CAHRS EVENTS CALENDAR

2006 - 2007

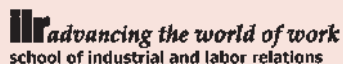
- CAHRS Spring Sponsor Meeting May 22 - 23, 2007 Paris, France
Employee Engagement: What Do We Really Know?
What Do We Need To Know?
- Executive Compensation Working Group June 12, 2007 New York, NY
Hosted by John Bradley of JPMorgan Chase, Inc.
- ILR Orientation and CAHRS Executive Roundtables August 21, 2007 Ithaca, NY
- CAHRS Fall Sponsor Meeting November 14 - 15, 2007 Ithaca, NY

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

ILR Executive Education & Events

- Anglo American Strategic HR Custom Session May 8 - 9, 2007 London, UK
- Cornell Consortium Custom Program June 10 - 13, 2007 Chicago, IL
- Integrated Talent Management: Making Every Meeting A Talent Review June 13 - 14, 2007 New York, NY
- Maersk International Human Resource Programme September 1 - 2, 2007 Copenhagen, Denmark
HR History Theory Session
- HR Strategy: Creating Competitive Advantage Through People September 24 - 28, 2007 Ithaca, NY
- Shell Custom Program October 21 - 26, 2007 The Hague, The Netherlands
- Managing for Impact: November 7 - 8, 2007 Miami Beach, FL
HR Metrics and Firm Performance

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hrSPECTRUM is published by the
Center for Advanced Human Resource Studies, School of Industrial and Labor Relations,
Cornell University, Ithaca, New York 14853-3901
Phone: 607-255-9358 • Fax: 607-255-4953
Dr. Patrick Wright, Director
Dr. Pamela Stepp, Executive Director