

"#1 MANAGEMENT EDUCATOR AND GURU" —BUSINESSWEEK



# Global HR Competencies

***Mastering Competitive  
Value from the Outside In***

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# PREFACE

DAVE ULRICH

We were asked recently if we liked the human resources (HR) field, which we do. But we also like to observe, think about, monitor, and improve organizations. We believe that organizations sustain what they do because of their internal HR processes. Organizations have the capacity to turn individual skills into collective successes. It is through organizations that political, business, religious, education, and health agendas are accomplished. HR offers us a lens through which we understand and upgrade both individual abilities and organization capabilities.

To master HR in today's technologically connected and rapidly changing environment requires insights into global communities. A credit crisis in Greece affects not only the European political coalition but also stock prices in Asia and America. The Arab Spring electrifies social movements worldwide. Brazil's election of a new president signals to companies around the world that they can enter the Latin American market, and Argentina's decision to nationalize an oil company signals the danger of socializing private enterprise. China's need for energy affects oil prices worldwide. And the list goes on.

HR practices have adapted to this ever-increasing global market. The selection of schools from which to hire must include both local and global universities. Managing diversity refers as much to global perspectives as to race and gender. Talent development often includes placing people on global assignments either as expats or on temporary teams. Compensation systems must adapt to local conditions yet maintain global principles. Communication includes sensitivity to time zones, language, and local cultures. Organization structures attempt to focus on local requirements but have global scale.

HR professionals need to recognize and master changing global expectations and create HR practices that help individual and organizational behavior

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