

AMO

Ability	Competences	can be developed through training		
Motivation	Desire	willingness is an essential precondition to successful hr implementation. Many are not enthusiastic. Maybe because of lack of personal/company incentives.		
Opportunity	Capacity, Support, Policy/Procedures	the time they have for both operational as HR tasks	advice and coaching from HR specialists on how to perform hr activities eg conflict management; how to do performance appraisals; how to address discipline issues -> difficult subjects that come with people management	clear, but not too many; remove possible biases, but at the same time not too complicated/detailed -> see previous outcomes of Gratton study. If FLM don't know how to use hr practices they adjust and fine tune it to their own understanding/beliefs.

Ability, Motivation, & Opportunity

International business approaches

Ethnocentric approach:	places natives of the home country of a business in key positions at home and abroad
Polycentric approach:	foreign subsidiaries are locally managed by host-country nationals while corporate positions are likewise filled with home-country nationals
Regiocentric approach:	places managers from various countries within geographic regions of a business
Geocentric approach:	any person best suited for the position, regardless of the employee's background, culture or country of origin

within 1 company more approaches possible, long history versus recent mergers units. Not a black-and white situation, fluid, also: companies might want to avoid the word ethnocentric, race related.

International business approaches

Ethnocentric approach: strategic decisions are made at headquarters (HQ). Key positions at domestic and foreign operations by HQ management: expatriates from parent country.



International business approaches (cont)

Polycentric approach: the company treats each subsidiary as a distinct entity with some decision-making autonomy. Subsidiaries are managed by host-country nationals, rarely to be promoted to HQ. Parent country nationals not to be sent abroad.

Regiocentric approach: Staff will go abroad but within the region (e.g. Europe). No promotion to HQ. Great deal of decision-making autonomy for subsidiaries.

Geocentric approach: worldwide integrated business. All staff is treated equally and strictly judged on ability.

Fit

Best-practice approach	Belief that some HRM practices will outperform other practices in all circumstances (best practices)	increase salaries linked to organizational performance, job security, participation, extensive training, communication and involvement of employees, teamwork and decentralization	"One size fits all"	
Best-fit approach	HRM practices related to "the context": organisation strategy and internal factors	Relationship with timing and situational specific aspects of the organisation.	HRM practices do or don't fit ("best fit" instead of "best practice")	The essence is an "outside-in approach"

= the way that HR practices/policies are effective and aligned with the organisation.

People management practices need to be tailored to an organization's specific circumstances.

Thus different combination of HRM practices may be effective and practices may change in response to specific external or internal influences.

Context: business model, eg internet/webbased of Easyjet, labour market, unions, workforce, social values, laws.

Global talent management

Mobility of employees: entering, promotion, change of position, demotion, dismissal, resignation, lay off, retirement

Mobility is part of policy to acquire new competences and hands-on experience in dealing with change, renew workforce

Management Development: focuses on succession of top manager; organized and secure availability of qualified candidates. High potential managers: guided, monitored for 8- 10 years to qualify for top positions. International assignment part of that journey (broaden horizon, get acquainted with

Talent management: not limited to high potential managers. 3 flavors

Everybody

Certain employees

Certain positions

Global Talent Management: combines certain employees and certain positions

Expat adjustment & failure

Factors: individual, family related, assignment, country and organizational factors



Expat adjustment & failure (cont)

Cultural novelty contributes to success: culture too different from one's own

Main reason for expat failure is inability of expat or spouse to adjust. Accommodate spouse/family

Tangible aspects of a country (public admin systems) are more easily to adjust to then aspects that are not direct, visible (religious, cultural aspects)

Work related issues easier to cope with than the effects the assignment might have on family members

Adjustment is multifaced: cognitional change in knowing, behavioral change in doing, and emotional change in accepting and feeling ok

Emotional change: High low roller coaster development, while other changes follow a more even, straight line

Spill over effect

Cross-over effect

Main cause for failure: inability to adjust->early determination of assignment

Psychological contract

Repatriation

Best HR Practices (Pfeffer)

Selective recruitment & selection	integrity test, structured interviews, select best person
Extensive training	Comprehensive training, learning, and development
Performance related pay	yearly bonuses for best performers
Team working	decentralize responsibility
Information sharing & communication	management presentations, newsletters, intranet, CEO role in communication
Reduction of status differences	avoiding status symbols linked to management positions, parking, secretaries, offices, elevators, higher levels of building
Employment security	benefits unemployment, death, insurances etc

High Performance Organisation (HPO)

“Achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of 5 years or more, by focusing in a disciplined way on that what really matters to the organisation”
By adapting quickly to internal and external changes
Integrated management structure
Continuous development of core business
Treating employees as most important asset

HR is about the Business

Perspective	HR is not about HR • Think outside in • Connect HR to investors and customers
Outcomes	Talent: competence x commitment x contribution • Leadership: why, what, how • Culture: behavior, pattern, identity • Organisation capabilities
Transformation	HR as an organization • Integrated HR practices • Information Management, HR analytics • Employee Performance

Forces reshaping HR impact

Business context	DESTEP
Pace of change	
Stakeholder expectations	
Personal context	
on business success	

HPO Five Pillars

Quality of management
Continuous improvement and innovation
Focus on the long term
Openness and action orientation
Quality of employees

Recognized HR ambiguities

Overlap between personnel management as a set of activities for all managers versus personnel management as a specialist function
Difficulty of defining success in personnel management, determining who or what was responsible for success or failure and identifying the unique contribution of the personnel function

Recognized HR ambiguities (cont)

Personnel managers are part of management, while having a 'special' relationship with and responsibility for the workers

HRM- implementation

Requirements for HR professionals	Points of attention regarding Line Management
accessibility	clarity about their responsibility in taking on HR tasks and the importance of these different tasks
insight into operational problems of managers	the organisation should give managers the chance to focus on key HR tasks
good communication	Ensure workable "span of control"
partnership	

Applying HPWP

The application of individual HPWPs (best practice in HRM) with no further horizontal alignment or fit.
The application of mini-bundles that represent the alignment of two or three HPWPs.
The application of a sophisticated HPWS, including multiple HPWPs.

Approaches regarding HRM (Brewster, 2012)

International HRM is the way organisations manage their HR across different countries. This can be done by:
Contextual HRM: takes into account differences between countries regarding HRM.
Universalist HRM: one HR policy for all countries.



High Performance Work Systems

High Performance Culture ->

High Performance Organisation ->

High performance work systems

Selective Recruitment & Selection

Intensive training for employees

Performance Related Pay

Team cooperation

Information exchanges, communication

Reducing status differences

Security and safety of employees

Examples of HPW Practices

Job rotation

Self-directed work leaders

High levels of skills training

Problem solving groups

Encouragement of innovative and creative behaviour

Extensive employee involvement and training

Implementation of employee suggestions

Contingent pay based on performance

Coaching/mentoring

Information sharing

Use of attitude surveys

Comprehensive employee recruitment and selection procedures

Expats

Derived from the word "expatriate" a person who lives outside their native country.

Born and raised in another country than the one he works in/is sent to

Earns above average

Works for a company with an international orientation

Sent abroad by the company he works for

Returns to his home country after a couple of years abroad

Expats (cont)

Often management positions due to high costs

High education

Often spouse/children accompany the expat

Internal labor market

Work visa

Why accept expat assignment?

Enhance career-> international experience

Language abilities, cultural flexibility,

personality traits -> more likely to accept

Willingness spouse major factor

Performance Management

To actively manage employee behavior in order to achieve behavior that contributes to organisational goals.

Made up of:

input (skills, knowledge, attitude),

throughput (work behavior),

output (outcomes from work behavior: results).

Major advantages: links individual and organisational goals.

Related to reward, development, coaching, career planning and dismissal.

Questions when designing the PMP

Who is to be evaluated?

What is to be evaluated?

Who performs the evaluation?

What is the time frame?

Should we be using objective or subjective evaluations?

Do we apply relative or absolute performance indicators?

Should a forced distribution be used?

What should be the role of cultural aspects?