



TenStep Supplemental Paper

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Global Human Resources

The objective of a global strategy is to build sustainable competitive advantage by attracting and developing the best managerial talent. It demands that HR evolve its standard systems globally, along with customizing these systems locally. The reasoning behind this is to satisfy a company's global HR needs through feeder mechanisms at regional, national and local levels. Moreover, the current assets must be leveraged to the fullest extent by actively engaging people in career enhancement.

By adopting the following steps, a company can put into place an effective global HR program within three or four years.

1. **End all favoritism towards “national” managers.** Organizations have the tendency to view employees working at company headquarters as candidates for employment in global offices, and they often do not consider employees in other locations for these positions. Such attitudes in today's global markets are not viable and should be discarded.
2. **Define lifeline.** Identifying activities and positions that are critical for success is essential. Such positions represent the “lifeline” of the company. The technical, functional and soft skills required for the success of each lifeline need to be chalked out. The lifeline and job descriptions need annual updating for effective translation into business strategy.
3. **Global database is global HR policy.** Without this, there is no way one could keep track of the strategic posts scattered all over the world. It is also essential for monitoring the career development of the managers.
4. **Create a mobility pyramid.** Evaluating managers as “movable” and not movable” has become outdated. It should now be viewed as a graduated scale with five-levels:
 - Rooted locals
 - Mobile locals within same local area
 - People who can move nationally
 - People that can move globally within same continent
 - People that can move globally

The shape of a company's mobility pyramid is dependent on its businesses, markets and development stage and will evolve as the company grows.

5. **Identify leadership capital.** From the database, spotting talent would be easy. Consolidating information such as management talents, personal profiles and strengths in functional areas of all the managers is a constructive step in this direction.



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6. **Practice self-evaluation and skills gapping.** Each executive needs to do the exercise of comparing his/her skills and characteristics with the requirements of the current and preferred posts. Encouraging executives to propose ways to close the gap in skills is the next step. Their skills can then be matched to the business strategy. This information can also become the basis of management training and development programs.
7. **Recruit regularly.** This should be both national and international. It is essential to have a reputation as a favored employer. Demonstrating the vast opportunities companies have in career enhancement is one way to attract talent.
8. **Advertise posts regularly.** It is hard to keep track of the best candidates in the market. Routine internal advertising helps to bring in-house talent to the forefront.
9. **Have a well-managed succession planning.** Each manager in the lifeline needs to have three successors named for the post. This would resolve the issues of succession planning.
10. **Retain talent.** Organizations that have good knowledge management in place should enhance executive contact and continuity. This will bring down turnover, recruitment and opportunity costs.

This ten step global HR framework can impact executives in every location of any multinational. However, this change should be led by the CEO with commitment from top management.