



Global Workforce Intelligence:

Cultural Influences on Measurement and Forecasting

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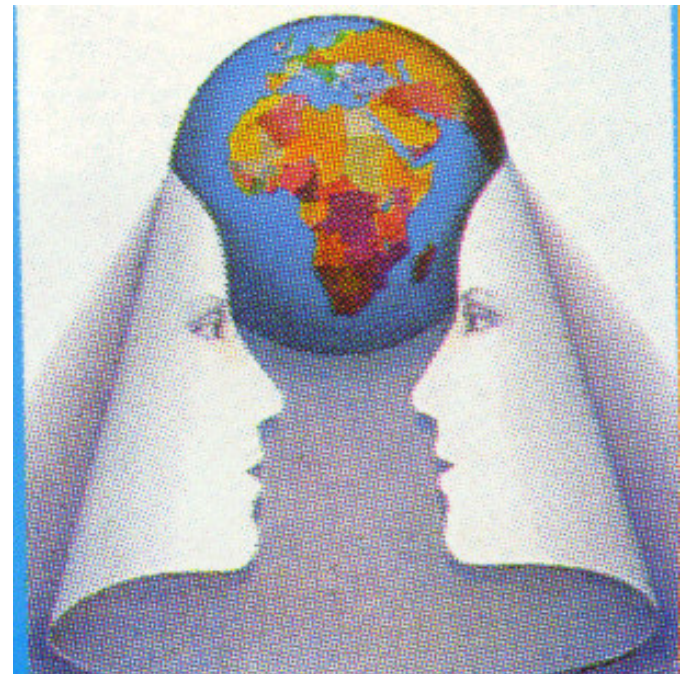
17 April 2008

Objectives for this Session

- To understand the cultural differences and challenges when implementing a global metrics program
- To investigate the cultural differences found in different types of organizations and the resultant impact on the use and interpretation of metrics
- To explore the impact of organization model, culture, and use of metrics in the modern global organization
- To discuss the preliminary results from a recent “Going Global” survey to uncover how metrics are being used globally, regionally, and locally.

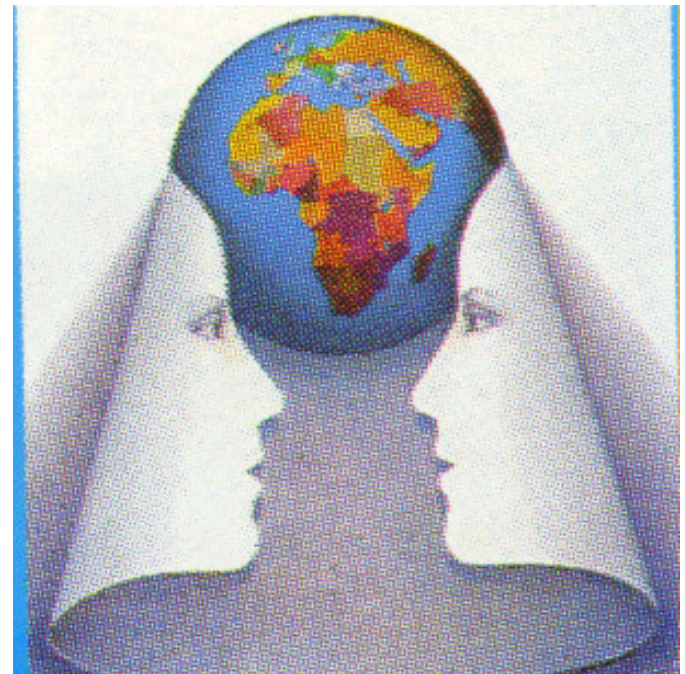
Agenda for this Session

- Cultural Dimensions
- Organizational Dimensions
- Efficiency-Innovation Model
- Global Survey – Use of Metrics
- Implications for Predictive Analytics



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Culture Defined

Source: Wikipedia

Culture

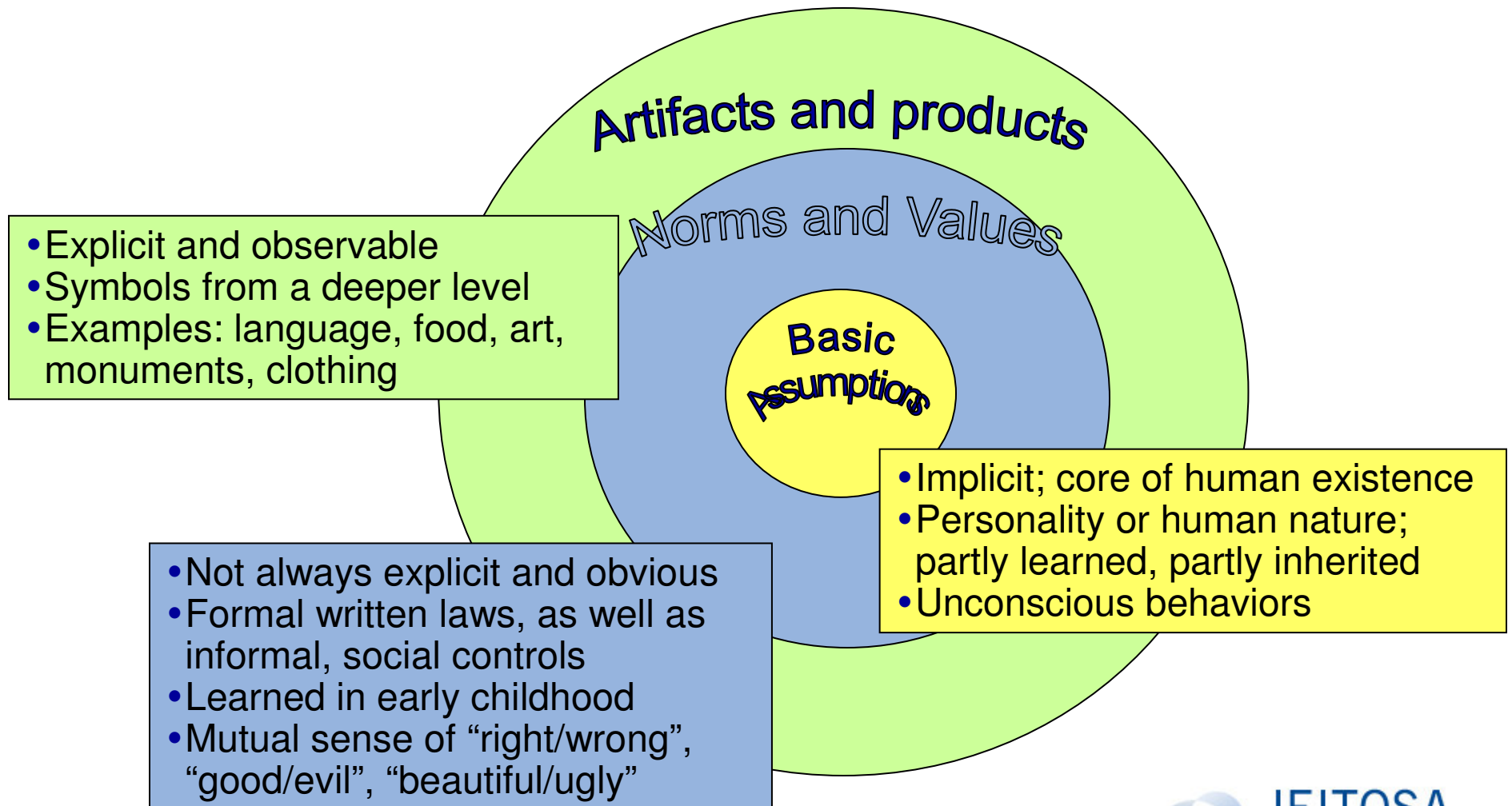
(from the **Latin** *cultura* stemming from *colere*, meaning "to cultivate,")

[1] patterns of human activity and the symbolic structures that give such activities significance and importance; systems of symbols and meanings that lack fixed boundaries, that are constantly in flux, and that interact and compete with one another.

[2] Different definitions reflect different theoretical bases for understanding and evaluating human activity; manifested in music, literature, lifestyle, painting, sculpture, theater, film, etc.

Cultural Dimensions

One Cultural Model – The “Onion”



Cultural Dimensions

Another Cultural Model – The “Iceberg”



- *Independent versus Interdependent*
- *Egalitarian versus Status & Hierarchy*
- *Risk Tolerant versus Restraint*
- *Direct versus Indirect Communication*
- *Tasks versus Relationships*
- *Short-term versus Long-term*
- *Mono-chronic versus Poly-chronic*
- *Sense of Space / Proxemics*
- *Receptivity to Diversity*
- *Tolerance for Change*
- *Acceptance of New Ideas*

Various Cultural Models

Sources: Hofstede 1980,
Trompenaars 1998, Hall 1976

Hofstede's Five Dimensions:

- Individualism/Collectivism
- Power Distance
- Uncertainty Avoidance
- Aggressiveness/Accommodation
- Short/Long-Term Orientation

Trompenaars' Seven Dimensions:

- Universalism vs. Particularism
- Individualism vs. Collectivism
- Neutral vs. Affective Relationships
- Specific vs. Diffuse Relationships
- Achievement vs. Ascription
- Relationship to Time
- Relationship to Nature

Hall's Two Dimensions:

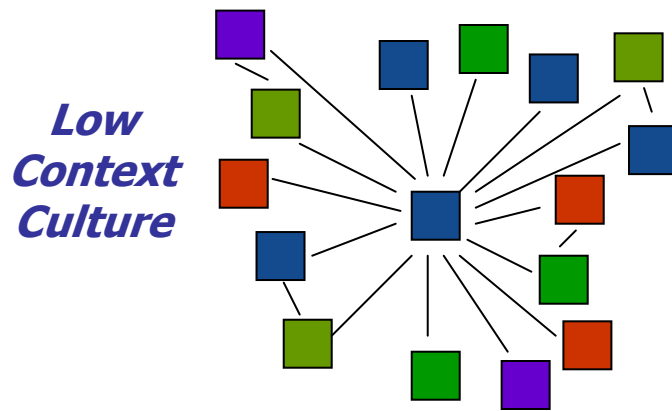
- High-Context – meaning is implicit / not obvious
- Low-Context – meaning is explicit in the situation / words



High and Low Context Cultures

Source: Hall 1959, 1969

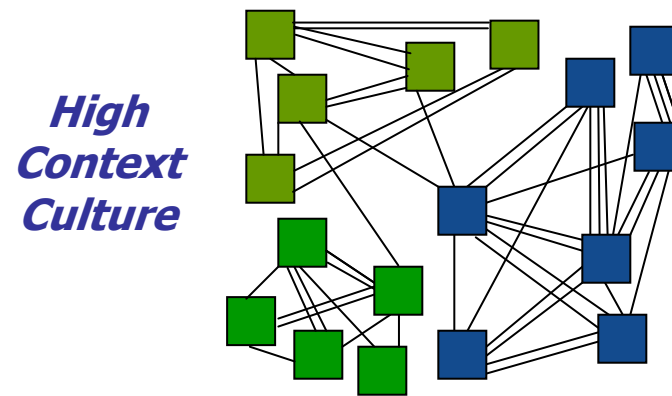
Low-Context Cultures



Societies where people tend to have *many connections but of a shorter duration.*

Many aspects of cultural behavior and beliefs are *explicit* within the context so that new individuals coming into the cultural environment generally know how to behave.

High-Context Cultures



Societies where people tend to have *close connections over a long period of time.*

Many aspects of cultural behavior and beliefs are *implicit* and do not need to be spelled out because members know what to do and think from years of interaction with each other.

High and Low Context Cultures

Source: Hall 1959, 1969

Low-Context Cultures

Societies where people tend to have *many connections but of a shorter duration*.

Aspects of cultural behavior and beliefs are explicit in the culture

Characteristics:

- Individualistic
- Shorter term, compartmentalized relationships
- Tasks more important than relationships
- Logical, linear, rule-oriented
- Reliance on the verbal over the nonverbal
- Knowledge is transferable (above the waterline)
- Explicit knowledge, consciously organized
- Competitive; short interpersonal connections
- Change over tradition; present & future-oriented

Examples:

- Large US Airports, supermarket chains, cafeterias
- US, UK, Canada, Germany, Denmark, Norway

High-Context Cultures

Societies where people tend to have *close connections over a long period of time*.

Aspects of cultural behavior and beliefs are implicit in the culture

Characteristics:

- Collective
- Long-term relationships
- Relationships more important than tasks
- Intuitive and relational
- Reliance on the non-verbal over verbal
- Knowledge is situational (below the waterline)
- Implicit knowledge, patterns not fully conscious
- Cooperative; long-term relationships
- Tradition over change; past-oriented

Examples:

- Family gatherings, neighborhood restaurants
- Japan, China, Egypt, Saudi Arabia, France, Italy, Spain

Individualistic and Collectivist Cultures

Source: Hofstede 2004, 1980

Individualistic Cultures

Individuals are seen as independent, self-directed, and autonomous; able to make proposals, concessions, and maximize gains in their own self-interest. Duty, honor, and deference to authority are less prominent.

Characteristics:

- Independence and individual achievement
- Self-expression, individual thinking, personal choice
- Egalitarian relationships, flexibility in roles
- Achievement involves individual goal-setting & action
- Autonomous, decisions based on individual opinion
- Accountable to self
- Belief in equality and personal choice
- Private property, individual ownership

Examples:

- US, UK, Canada, Australia, Denmark

Collectivist Cultures

Individuals are seen as part of a circle of relations. Identity as a member of a group comes first, members are rewarded for allegiance to group. When conflict arises, behavior and responses are jointly chosen.

Characteristics:

- Interdependence and group success
- Adherence to norms, respect for authority, consensus
- Hierarchical roles (gender, family, background, age)
- Decisions should not disrupt group harmony & cohesion
- Choices made in consultation with family & authority
- Accountable to the group
- Respect for hierarchy and acceptance of higher status
- Shared property, group ownership

Examples:

- Singapore, Japan, France, Italy, Spain

Example Communication Styles in Meetings

Source: Nemelka, 1998

North American Culture

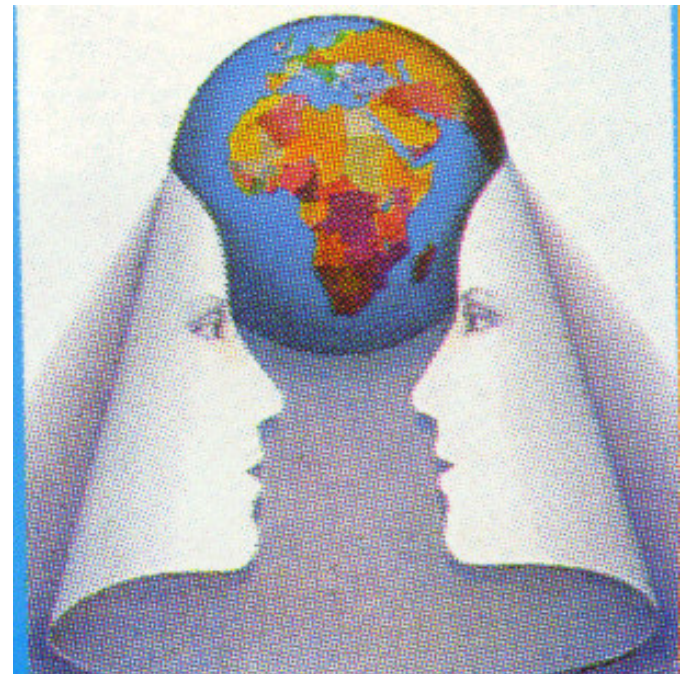
- Direct
- Drive to be explicit:
 - Give / get the facts
 - State a clear position and rationale
 - Decide on the merits or rely on position of authority
- Giving and taking negative feedback is a sign of strength
- Confront when necessary with logic and persuasion skills

Asian Culture

- Indirect
- Drive to reach consensus:
 - Explore interest of all parties
 - Reserve stating a firm position
 - Achieve consensus
- Protect the dignity and self esteem of yourself and others
- Avoid confrontation
- Strive to develop harmonious, trusting business relationships

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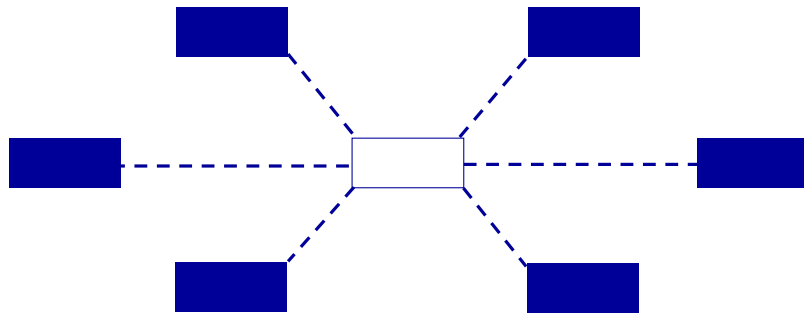


Organizational Dimensions

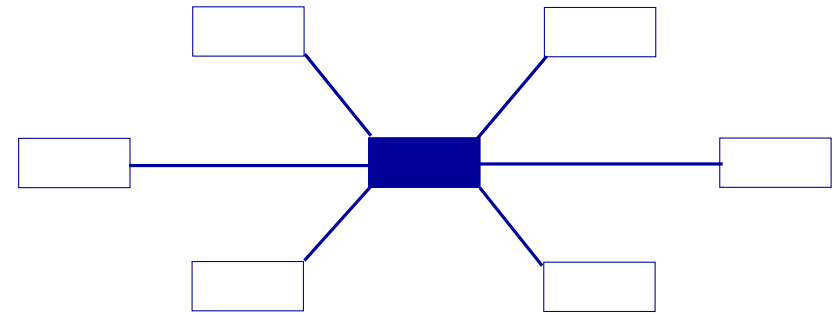
Four Global Organizational Models

Source: Bartlett & Ghoshal 1989

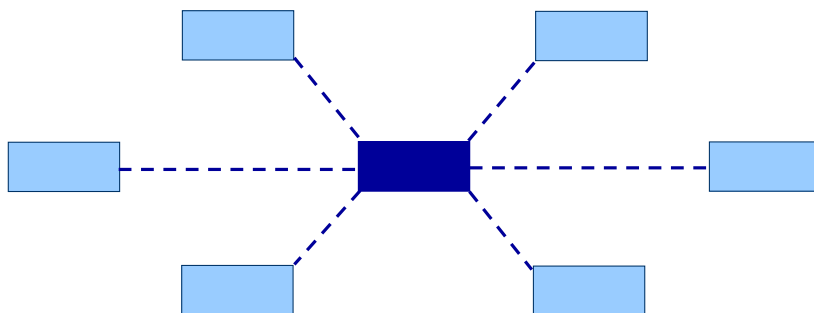
Multinational Organization



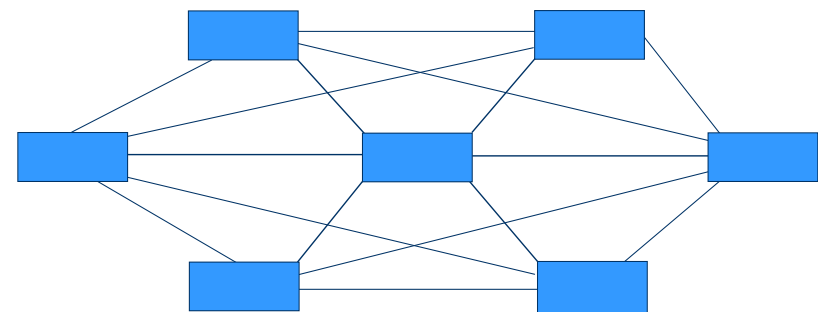
Global Organization



International Organization



Transnational Organization



Four Global Organizational Models Defined

Source: Bartlett & Ghoshal 1989

Multinational Organization

- Manages a portfolio of multiple, distinct, national organizations / “multi-local”
- High focus on local needs and responsive to regional differences
- Allows local operations a significant amount of freedom and organizational autonomy
- “Anything goes” / “Multi-headed monster”

Global Organization

- High focus on efficiency and creating a single, standardized organization
- Uniform, global operating environment as driving force
- Minimization of national and local needs
- One single “sanitary” solution based primarily on mother company’s needs
- “One-size-fits-all” approach

International Organization

- Takes a “learning” and “sharing” approach through transferring and adapting knowledge
- Corporate still retains considerable control and influence over local organizations
- Allows for exploitation of both parent and local organization core competencies
- “Middle-of-the-road”

Transnational Organization

- To be competitive, an organization needs to be good at all three!
 - ✓ Local responsiveness/flexibility
 - ✓ Global efficiency/competitive
 - ✓ Worldwide learning capability
- We must embrace and exploit the paradox

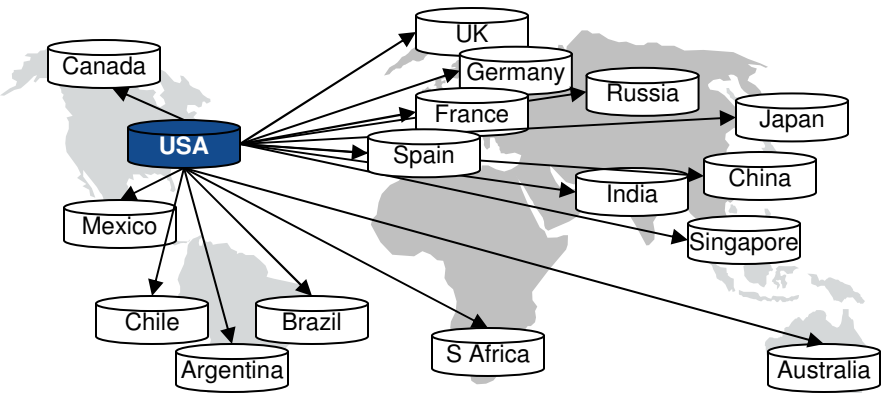
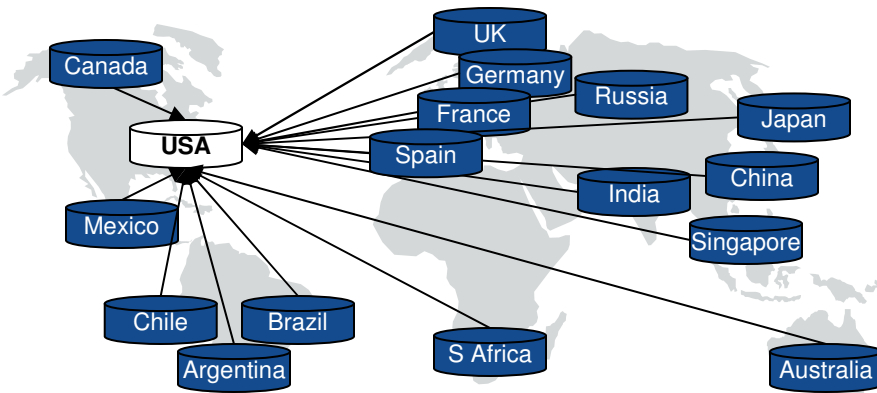
Organizational Dimensions

Four Global Organizational Models Example

Source: Beaman 2007

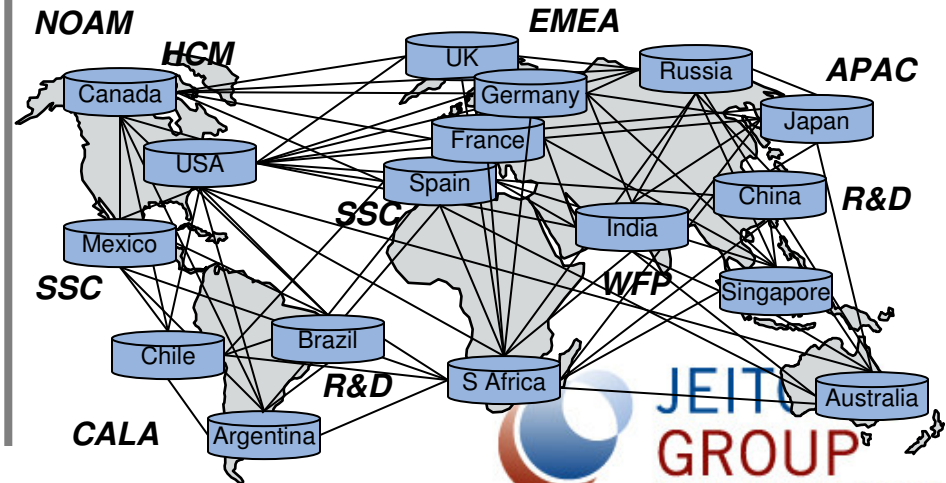
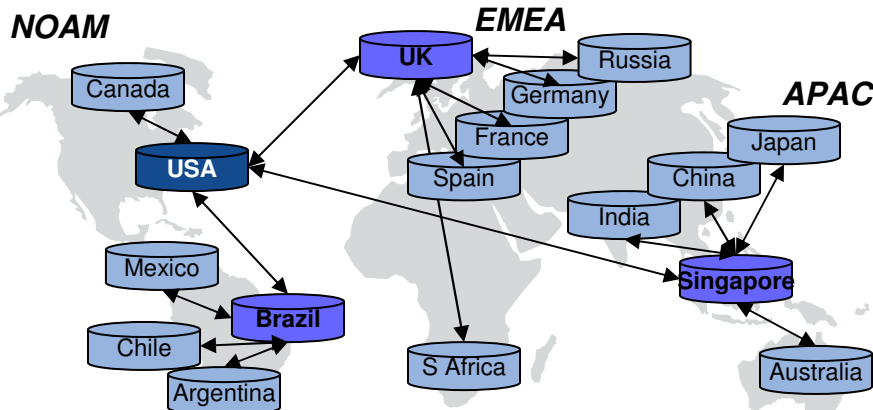
Multinational
Familial / Industrial

Global
Industrial / Hierarchical



International
Horizontal / Networked

Transnational
Networked / Collaborative

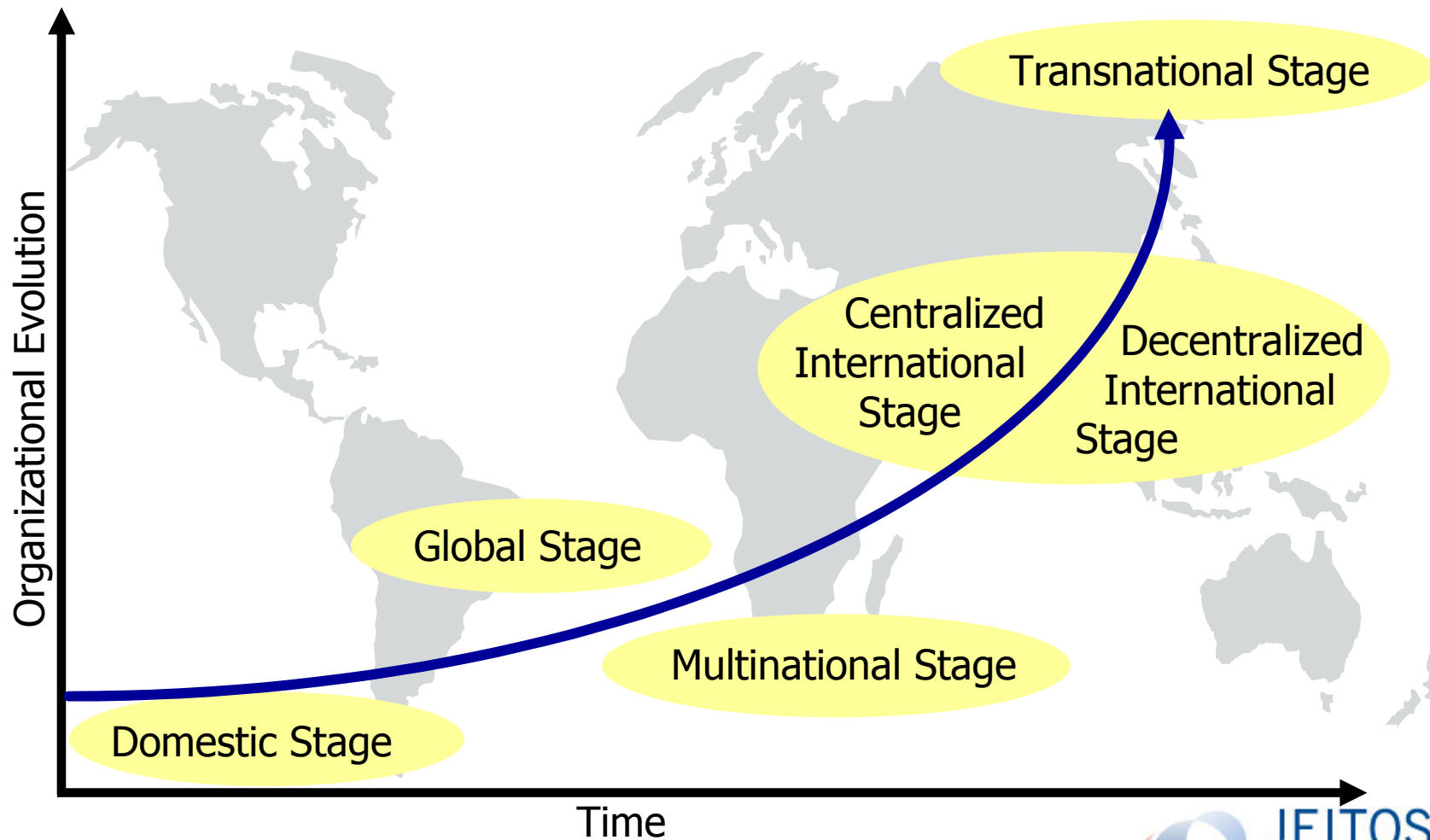


NOAM
EMEA
APAC
CALA
The Conference Board – Human Capital Metrics Conference
Karen Beaman – New York NY – April 17, 2008

Organizational Dimensions

Organizational Model Development

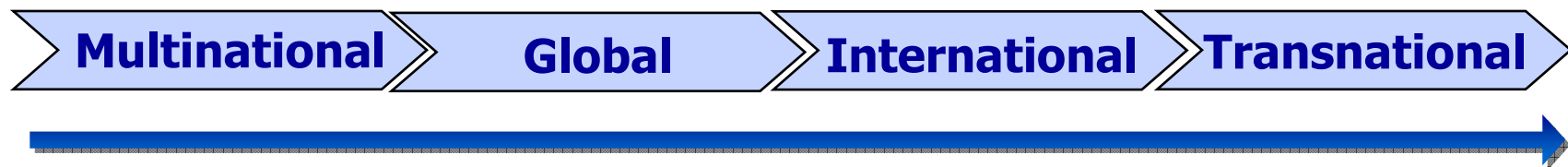
Sources: Beaman & Walker 2000, Beaman & Guy 2004



Organizational Dimensions

Moving to the Transnational Model

Source: Bartlett & Ghoshal, 1989



Capabilities:

Decentralized and self-sufficient

Centralized and globally scaled

Only sources of core competencies centralized

Dispersed, interdependent, and specialized

Operations:

Seeking and exploiting local opportunities

Implementing parent company strategies

Leveraging parent company competencies

Differing contributions by national units

Management:

Subs comprise a portfolio of independent businesses

Subs are delivery pipelines to global market

Subs are appendages to domestic corporation

Coordination & cooperating shared decision-making

Knowledge:

Knowledge developed and retained within each unit

Knowledge developed and retained at the center

Knowledge developed at center; transferred overseas

Knowledge developed jointly; shared worldwide

Control:

Personal and informal; simple financial controls

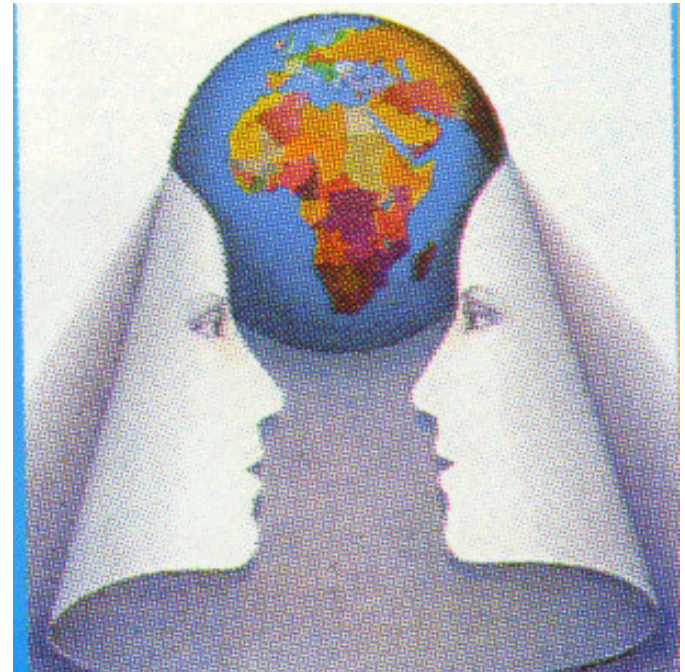
Operational and strict; tight control over everything

Administrative and formal; tight linkage with HQ

Large flows among individual business units

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Efficiency-Innovation Model

Source: Beaman & Guy 2004, 2008

- The Beaman-Guy *Efficiency Innovation Model* (EIM) is a technique for assessing an organization's capabilities along two vital dimensions:
 - *efficiency* – the degree of centralization / decentralization of the organization; maximum efficiency is achieved through the right balance between localization and centralization
 - *innovation* – the ability to implement best practices throughout the organization regardless of whether they are developed in the local operations or at headquarters
- EIM can be used to assess an organization's structure and thereby determine the most effective HR programs and strategies.

Efficiency Measures – Centralization/Decentralization Factors

- Strategy:* 1. Strategy & Planning (local vs regional vs global)
- Organization:* 2. Organization Management (local vs regional vs global)
- Process:* 3. Business Process Management (local vs regional vs global)
- Technology:* 4. Technology Management (local vs regional vs global)
- People:* 5. Global HQ Best Practice Dissemination (not-at-all to completely)

Innovation Measures – Best Practice Adoption Factors

- Strategy:* 1. Frequency of Global Calls & Meetings (weekly to annually)
- Organization:* 2. Local Staff involved in Strategy/Planning (not-at-all to completely)
- Process:* 3. Workforce Management (local vs regional vs global)
- Technology:* 4. Use of HR Applications (SaaS and BPO)
- People:* 5. Local Best Practice Sharing (not-at-all to completely)

Efficiency-Innovation Model

Organizational Self-Assessment

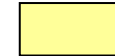
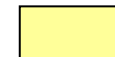
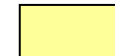
Source: Beaman & Guy 2004, 2008

Efficiency Measures – Centralization/Decentralization Factors

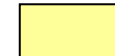
1. Our Strategy & Planning is primarily done by:
1=None, 2=Business Site, 3=Country, 4=Region, 5=Business Unit, 6=Global
2. Our HR and HRIT organizations are primarily managed by:
1=None, 2=Business Site, 3=Country, 4=Region, 5=Business Unit, 6=Global
3. Our Business Processes are primarily managed by:
1=None, 2=Business Site, 3=Country, 4=Region, 5=Business Unit, 6=Global
4. Our Technology Infrastructure is primarily managed by:
1=None, 2=Business Site, 3=Country, 4=Region, 5=Business Unit, 6=Global
5. Best Practices are disseminated via HQ throughout our organization:
1=Not at All, 2=Rarely, 3=Somewhat, 4=Mostly, 5=Always

Score

Calculation



times 2 =



times 2 =

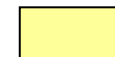
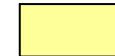
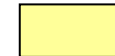
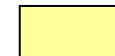


Total minus 27 =

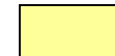


Innovation Measures – Best Practice Adoption Factors

1. Frequency of Global Conference Calls & Face-to-Face Meetings
Number of weekly/monthly calls plus number of quarterly/annual meetings
2. Our local HR and HRIT staff are involved in strategy/planning:
1=Not at all, 2=Rarely, 3=Somewhat, 4=Mostly, 5=Always
3. Our workforce planning is primarily managed by:
1=None, 2=Business Site, 3=Country, 4=Region, 5=Business Unit, 6=Global
4. Our HR applications are primarily:
5=SaaS application, 6=BPO HR application
5. Best Practices from one location are shared with other locations:
1=Not at All, 2=Rarely, 3=Somewhat, 4=Mostly, 5=Always



times 2 =



times 2 =

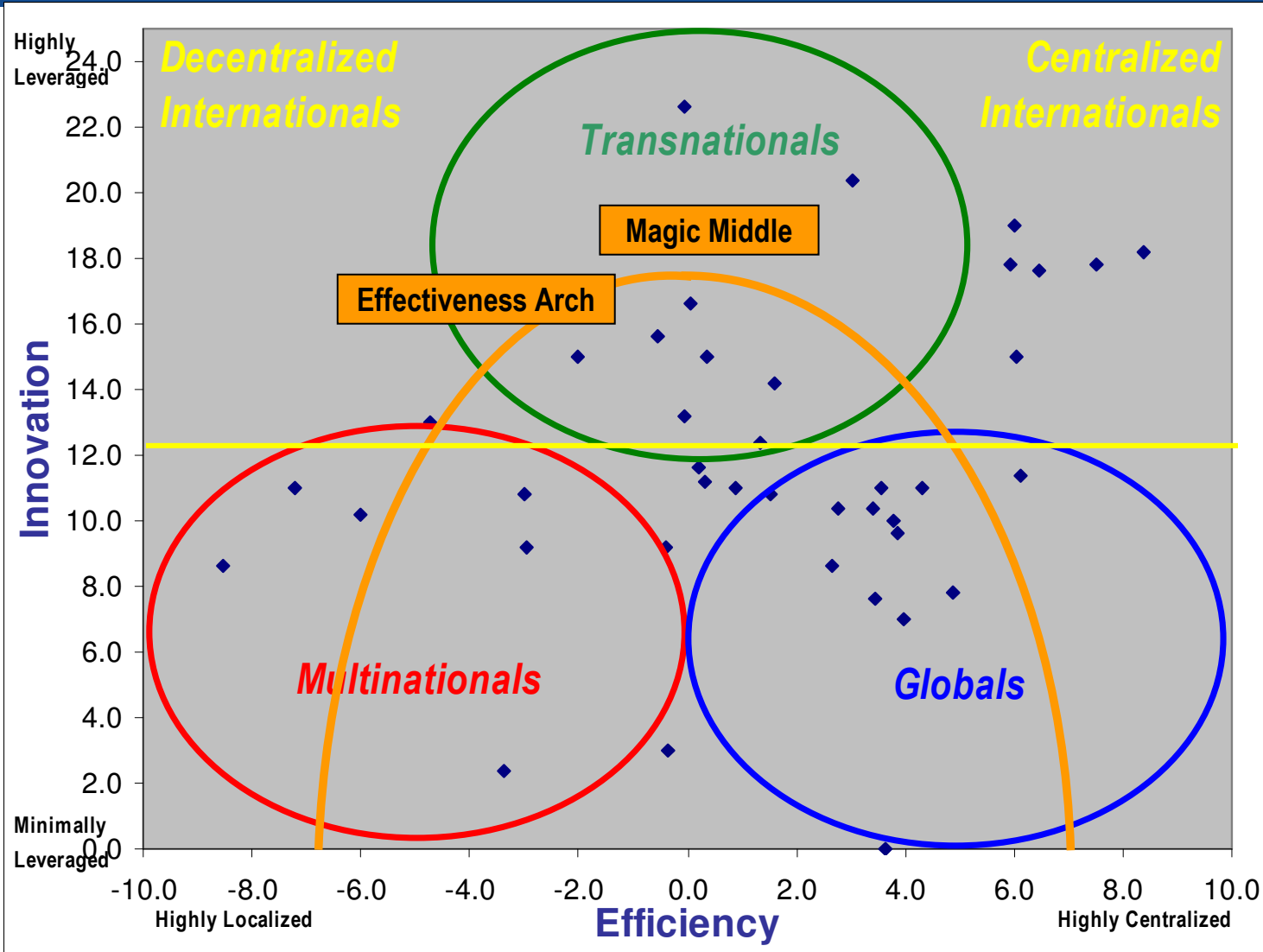


Total minus 7 =



Efficiency-Innovation Model

Effectiveness Arch & Magic Middle



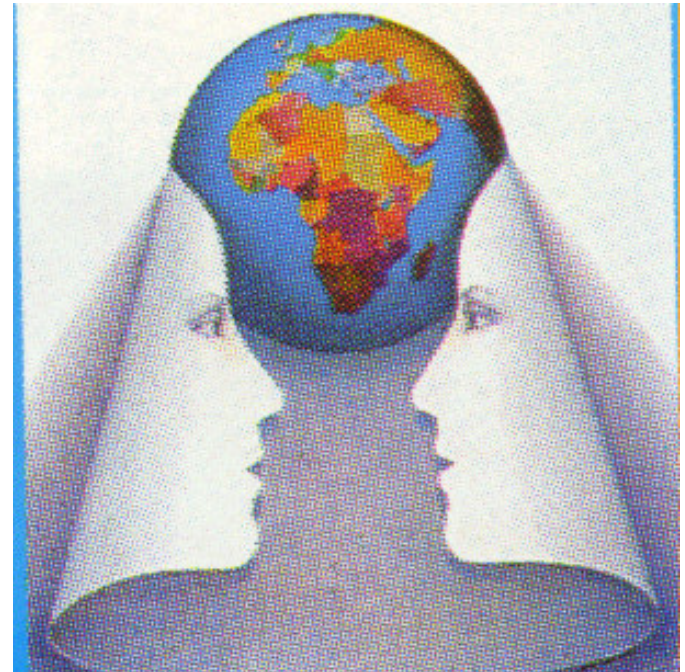
EIM Implications

Source: Beaman & Guy 2004, 2008

- Companies are distributed in an arch: the ability to leverage innovation is facilitated by an efficient balance between centralization and localization – extremes of either inhibit the dispersion of innovations – the “Effectiveness Arch”
- Companies too far out on the centralization/decentralization scale are ineffective at disseminating best practices:
 - If the organization is too centralized, then innovations get stuck at the center
 - If the organization is too localized, then innovations get lost on the periphery
- Striking the right balance on the efficiency scale facilitates climbing the leveraging scale and reaching optimal effectiveness – the “Magic Middle” – the *Transnational* organization

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HR Readiness to Go Global



Conducted in conjunction with IHRIM

Survey objectives:

- *Understand where today's HR/HRIT organizations are in the globalization life cycle*
- *Assess the efficiency, effectiveness, and alignment of today's global HR/HRIT organizations*
- *Determine the value that HR/HRIT is bringing to today's global enterprise*
- *Uncover the use of metrics by global organizations and the cultural influences impacting their effectiveness*

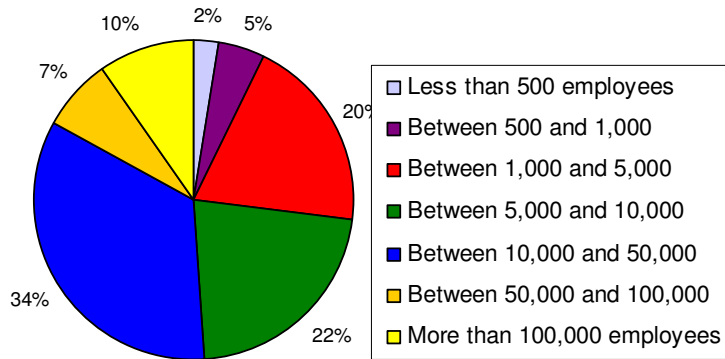
To participate in the survey:

<http://www.surveymeter.net/in/survey/survey1373/GoingGlobalwithHR.asp>

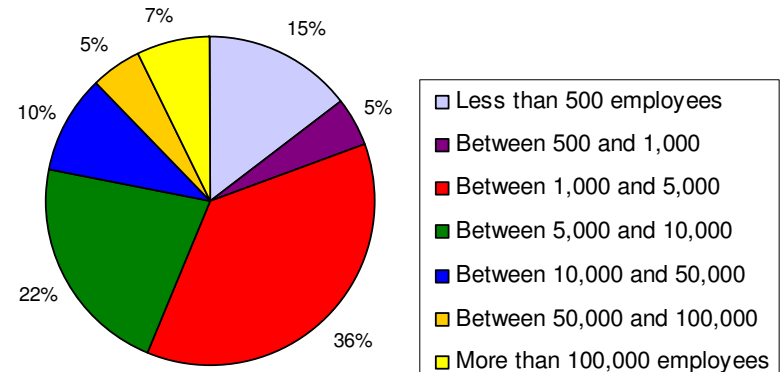
Global Survey Results

Respondent Demographics

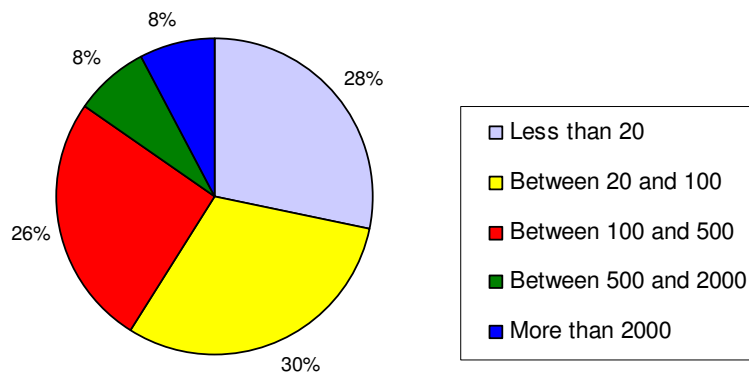
Company Global Employee Population



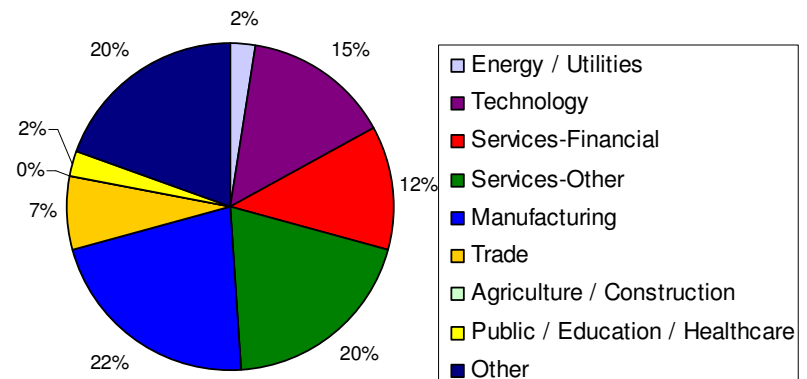
International Employee Population



Expatriates / Foreign Nationals

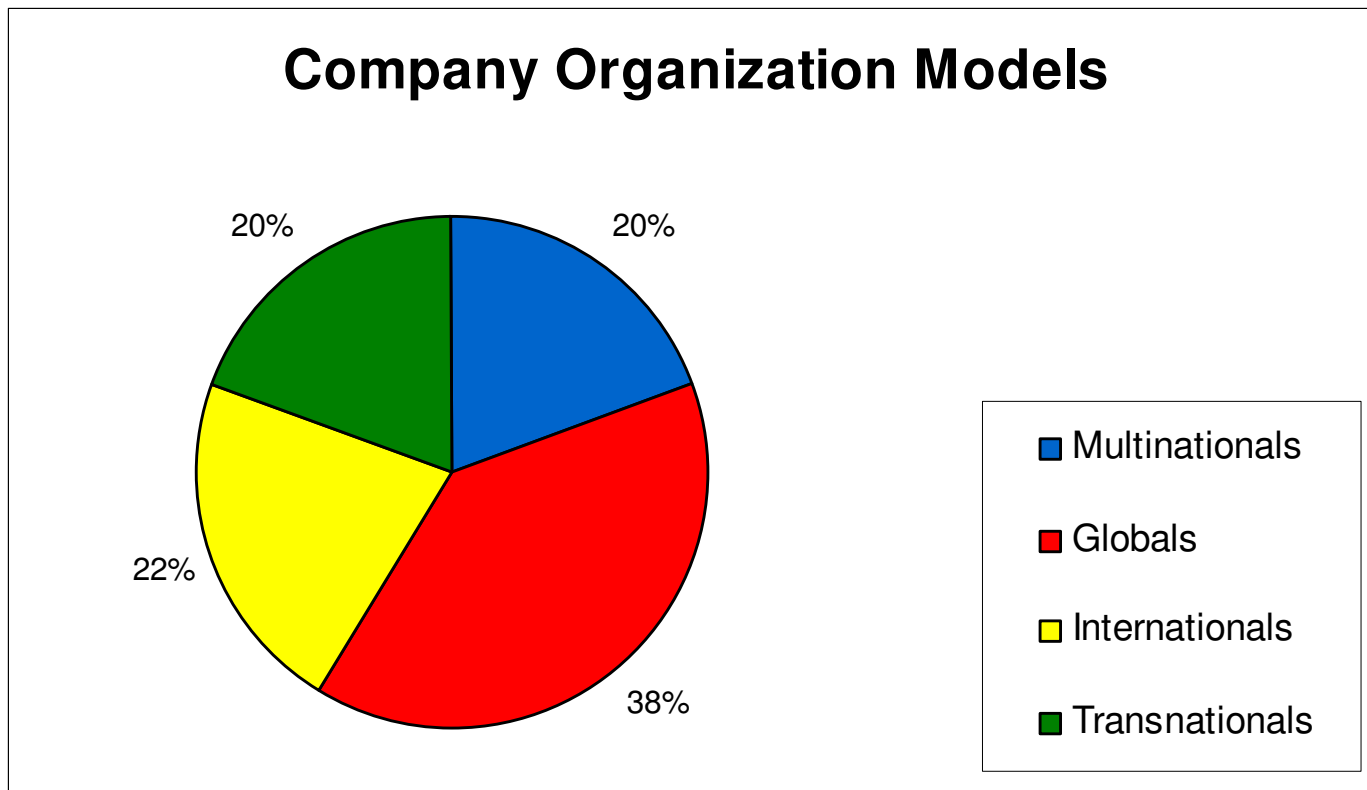


Company Industry



41 respondents, primarily from the HRIT function

Efficiency-Innovation Model



Global Survey Results

Metrics used by Global Organizations

- Metrics most often used globally:
 - *Financial (39%), Core HR (42%), Performance (37%), Compensation (37%)*
- Metrics most often used locally:
 - *Payroll (44%), Benefits (40%), Recruiting (39%), Learning (38%)*
- Metrics least often used:
 - *Workforce Planning (43%)*

Type of Metrics Used (multiple selections)	Don't Use/Know		Site/Country		Geo Region		Business Unit		Global HQ	
	n	%	n	%	n	%	n	%	n	%
Financial (revenue, margin, etc.)	4	13%	13	19%	13	19%	16	23%	27	39%
Core HR (headcount, turnover, etc.)	1	3%	17	28%	10	17%	8	13%	25	42%
Payroll (earnings, total compensation, etc.)	5	17%	20	44%	8	18%	6	13%	11	24%
Benefits (enrollment, coverages, costs, etc.)	3	10%	18	40%	12	27%	4	9%	11	24%
Performance (ratings, timings, effectiveness, etc.)	5	17%	14	27%	7	14%	11	22%	19	37%
Compensation (increases, ranges, total rewards, etc.)	2	7%	14	24%	14	24%	9	15%	22	37%
Recruiting (time to fill, acceptances, sources, costs, etc.)	2	7%	24	39%	11	18%	10	16%	16	26%
Learning (classes, scores, costs, results, etc.)	11	37%	15	38%	6	15%	7	18%	12	30%
Workforce planning (availability, vacancy, etc.)	13	43%	10	26%	9	24%	6	16%	13	34%
	46		145		90		77		156	

Global Survey Results

How Metrics are used by Global Organizations

- Metrics mostly used for:
 - *Better Strategic Partner (51%) and Better Executive Decisions (54%)*
- Metrics somewhat used for:
 - *Better Line Manager Decisions (68%), Business Performance Management (51%), and Workforce Forecasting (56%)*

How Metrics are Used (one selection)	None/Don't Know		Rarely/Some		Mostly/Completely		Active Using	
	n	%	n	%	n	%	n	%
Better Strategic HR Partner	3	7%	17	41%	21	51%	31	76%
Better Line Manager Decisions	3	7%	28	68%	10	24%	30	73%
Better Executive Decisions	1	2%	18	44%	22	54%	38	93%
HR/HRIT Operational Efficiency	10	24%	17	41%	14	34%	23	56%
HR/HRIT Business Effectiveness	10	24%	19	46%	12	29%	23	56%
HR/HRIT Business Value	10	24%	18	44%	13	32%	21	51%
Executive Dashboards & Reporting	11	27%	21	51%	9	22%	23	56%
Measuring Progress against Baselines	8	20%	19	46%	14	34%	28	68%
Strategic Planning Process	6	15%	16	39%	19	46%	29	71%
Business Performance Management	12	29%	21	51%	8	20%	22	54%
Workforce Forecasting	6	15%	23	56%	12	29%	30	73%
Scenario Planning	13	32%	16	39%	12	29%	22	54%
	93		233		166		320	

Global Survey Results

How Metrics are used by Global Organizations

- Metrics most commonly used for:
 - *Satisfaction (80%), Performance (73%), Rewards (71%)*
- Metrics somewhat used for:
 - *Engagement (59%), Promotability (59%), Mobility (56%), Productivity (54%), and Potential (51%)*

How Metrics are Used (one selection)	None/Don't Know		Rarely/Some		Mostly/Completely		Active Using	
	n	%	n	%	n	%	n	%
Diversity	9	22%	16	39%	16	39%	24	59%
Mobility	8	20%	23	56%	10	24%	24	59%
Satisfaction	3	7%	18	44%	20	49%	33	80%
Engagement	3	7%	24	59%	14	34%	27	66%
Productivity	5	12%	22	54%	14	34%	27	66%
Performance	7	17%	15	37%	19	46%	30	73%
Retention	5	12%	19	46%	17	41%	27	66%
Rewards	8	20%	17	41%	16	39%	29	71%
Recognition	10	24%	17	41%	14	34%	25	61%
Promotability	10	24%	24	59%	7	17%	23	56%
Potential	12	29%	21	51%	8	20%	21	51%
Total	80		216		155		290	

Global Survey Results

How Metrics vary in Global Organizations

- Metrics vary in all areas survey
- Metrics vary mostly by:
 - *How they are used (78%) and the value they bring to management (71%)*

How Metrics Vary (one selection)	None/Don't Know		Rarely/Some		Mostly/Completely		Total Varying	
	n	%	n	%	n	%	n	%
Usage (ie, how they are used in by management)	4	10%	18	44%	19	46%	32	78%
Acceptance (ie, how well they are accepted)	5	12%	21	51%	15	37%	27	66%
Interpretation (ie, how they are understood)	5	12%	22	54%	14	34%	27	66%
Relevance (ie, how relevant to day-to-day business)	5	12%	25	61%	11	27%	26	63%
Efficiency (ie, how efficient they are)	6	15%	25	61%	10	24%	27	66%
Effectiveness (ie, how effective they are)	6	15%	23	56%	12	29%	28	68%
Value (ie, what value they bring to management)	5	12%	26	63%	10	24%	29	71%
Planning (ie if/how they help with business planning)	5	12%	26	63%	10	24%	26	63%
Forecasting (ie, if/how they are used for forecasting)	9	22%	22	54%	10	24%	25	61%
	50		208		111		247	

Top Factors Influencing Use of Metrics

- Major factors influencing use of metrics:
 - *Lack of Infrastructure & tools (59%), Differing views on importance (52%)*
- Next top factors:
 - *Lack of data quality (46%), Differences in terminology (38%), Lack of data quantity (35%)*

Top Factors Influencing Metrics	Top 3	
	n	%
Lack of infrastructure & tools	19	59%
Differing views on the importance of metrics	16	52%
Lack of data quality	17	46%
Differing terminology & definitions	11	38%
Lack of data quantity	11	35%
Differing methodologies & processes for calculating	13	27%
Differing ways of building accountability	9	27%
Differing degrees of openness & transparency	10	26%
Differing perceptions of fairness & consistency	7	16%
Overall resistance to measurement	6	13%
Differing interpretations of performance	3	6%

Global Survey Results

Top Factors by Organization Model

- All models, except *Multinationals*, struggle with the importance of metrics
- All struggle with lack of Infrastructure/Tools, but *Multinationals* the most
- All struggle with Data Quality, but *Multinationals* the most
- *Transnationals* have greatest challenges with Terminology & Methodology

Top Factors Influencing Use of Metrics	Multinational	Global	International	Transnational
View of Importance	38.2%	61.3%	70.7%	68.4%
Building Accountability	43.6%	44.8%	52.3%	43.6%
Interpreting Performance	0.0%	23.6%	26.8%	0.0%
Terminology/Definitions	18.8%	59.4%	56.8%	60.7%
Methodologies/Process	38.2%	35.1%	53.9%	61.8%
Fairness/Consistency	18.8%	41.0%	48.7%	0.0%
Openness/Transparency	60.7%	49.1%	18.0%	31.6%
Data Quality	65.9%	60.1%	62.7%	43.6%
Data Quantity	65.9%	49.1%	42.2%	50.1%
Infrastructure/Tools	73.5%	64.0%	53.9%	66.7%
Resistance to Measurement	31.6%	33.4%	0.0%	43.6%

*Percentages calculated as Maximum-Likelihood probabilities

Top Cultural Challenges Influencing Metrics

- Major cultural factors influencing use of metrics:
 - *Indirect vs Indirect communication (60%), Individual vs Team Approaches (60%), and Results vs Relationships (56%)*
- Next top cultural factors:
 - *Short-term vs Long-term orientation (38%) and Hierarchical vs Egalitarian styles of management (32%)*

Top Cultural Challenges Influencing Metrics	Top 3	
	n	%
Direct vs Indirect styles of communicating the meaning of metrics	17	60%
Individual vs Team -oriented approaches in using metrics	23	60%
Results vs Relationships in interpreting the role of metrics	19	56%
Short-term vs Long-term orientation in understanding metrics	14	38%
Hierarchical vs Egalitarian styles in managing with metrics	12	32%
Quantity vs Quality of life differences in the importance of metrics	9	21%
Small vs Greater power distances in using metrics	6	18%
Uncertainty Avoidance vs Risk Tolerance in accepting metrics	6	16%

Global Survey Results

Top Cultural Challenges by Organizational Model

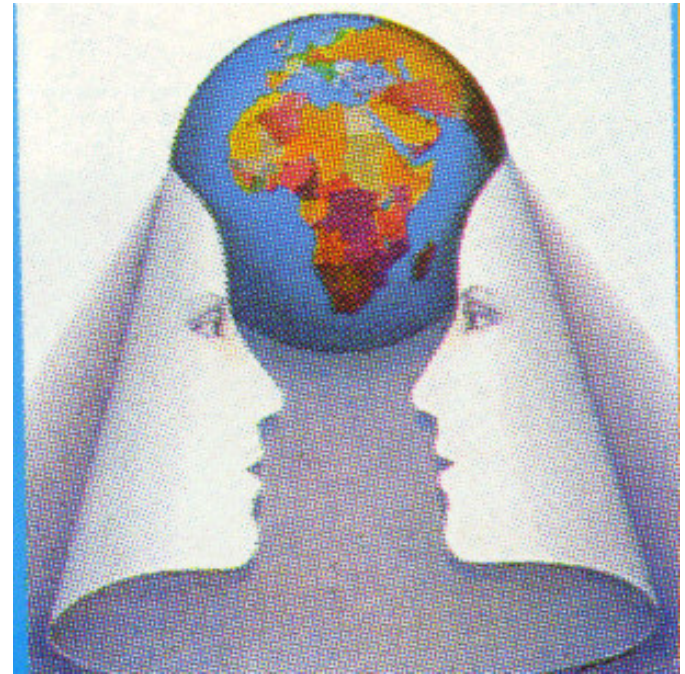
- *Transnationals* struggle the most with direct versus indirect styles of communication
- *Multinationals* struggle the most with individual versus team-oriented approaches
- *Globals* struggle the most with achieving results versus building relationships

Cultural Dimensions on Use of Metrics	Multinational	Global	International	Transnational
Direct vs Indirect Styles of Communicating	69.0%	47.8%	64.2%	70.7%
Individual vs Team-oriented Approach	71.3%	53.9%	60.4%	65.9%
Hierarchical vs Egalitarian Management	58.7%	52.1%	37.4%	17.1%
Small vs Great Power Distances	30.8%	22.2%	49.5%	25.6%
Quantity vs Quality of Life Differences	53.6%	27.1%	43.2%	25.6%
Results vs Relationships	0.0%	71.1%	30.3%	62.3%
Uncertainty Avoidance vs Risk Tolerance	0.0%	41.7%	21.4%	17.1%
Short-term vs Long-term Orientation	21.1%	50.0%	62.0%	47.3%

*Percentages calculated as Maximum-Likelihood probabilities

Agenda for this Session

- Cultural Dimensions
- Organizational Dimensions
- Efficiency-Innovation Model
- Global Survey – Use of Metrics
- Implications for Predictive Analytics



Implications for Predictive Analytics

- The impact of organizational model and national culture must be considered in any global metrics program
- Dimensions of the cultural model can predict “typical” challenges organizations can expect (e.g., individual vs team approaches, results-orientation vs relationship-focused)
- Training and development programs can be targeted to address challenges in a proactive manner
- Awareness of cultural impacts can build deeper understanding of what’s behind the numbers and what’s appropriate for one culture versus another

Thank You!

<i>Merci</i>	<i>Obrigada</i>	<i>Ευχαριστω</i>	谢 谢
<i>Danke schön</i>	<i>Kiitos</i>	<i>Tack</i>	
<i>Gracias</i>	<i>Dank u</i>	<i>Grazie</i>	
<i>Shukriya</i>	<i>Tesekkür ederim</i>	<i>Takk</i>	
<i>Terimah Kasih</i>	<i>Krop Kuhn Kah</i>	<i>Asante Sana</i>	
<i>Dziêkujê</i>	<i>Arigato</i>	<i>Thank You!</i>	
<i>Go Raibh Maith Agat</i>			

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About Karen Beaman



Jeitosa Group International

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- Founder and CEO of Jeitosa, a global business consultancy focused on making global business possible.
- Responsible for building the strategy for Workday's new global Human Capital Management offering.
- Previously responsible for ADP's professional services across the Americas, Europe, and Asia/Pacific.
- Co-founder and Editor-in-Chief of the *IHRIM Journal* and Program Chair for IHRIM's Global HRIT Forum.
- Published works in the fields of Linguistics, Humanities, Human Resources, and Information Technology:
 - *Boundaryless HR: HCM in the Global Economy* (2002)
 - *Out of Site: An Inside Look at HR Outsourcing* (2004)
 - *Common Cause: HR Shared Services Delivery* (2006)
 - *HR Frontiers: Shifting Boundaries, Changing Borders* (2007)
- Recipient of IHRIM's Summit Award in 2002, honoring her lifetime achievements in the field of HR and HRIT.
- B.A. from Old Dominion and an M.S. from Georgetown University; Ph.D. candidate in Sociolinguistics.
- Fluent in English, German, and French; conversational Spanish and Portuguese.

The Conference Board – Human Capital Metrics Conference
Karen Beaman – New York NY – April 17, 2008

About Jeitosa Group International

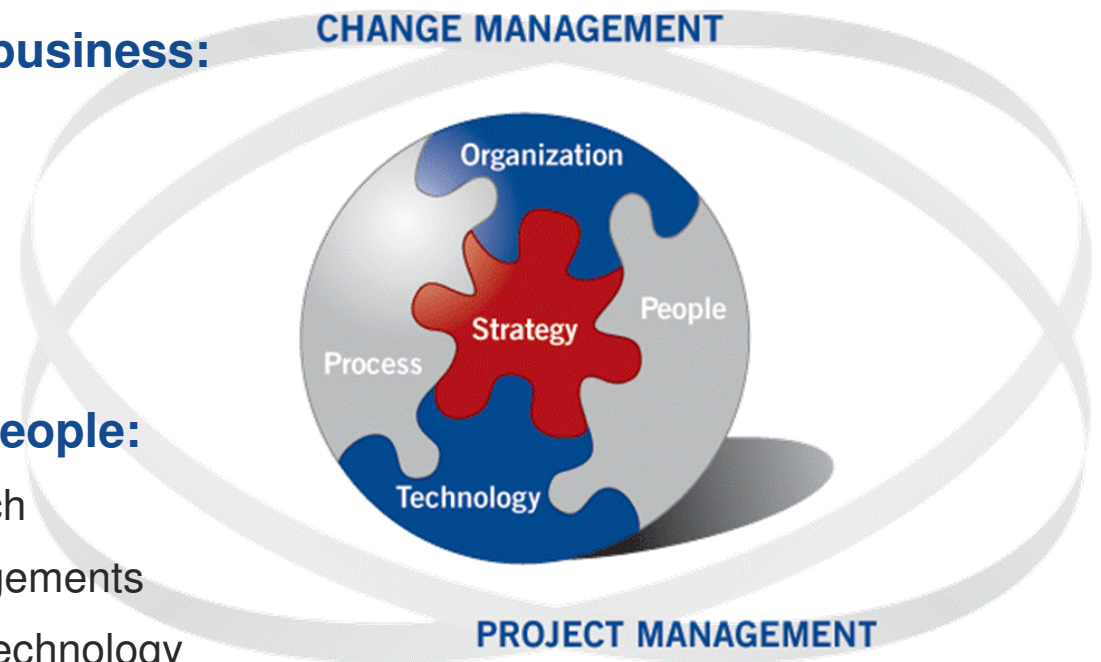
Jeitosa [zhay-taw-za] (Brazilian Portuguese) adj.
agile, skillful, adroit, innovative, solution-oriented

- **Four main cornerstones of our business:**

- Global Business Strategy
- Global Communities
- Global Systems Deployment
- Global Solutions

- **Four key competencies of our people:**

- Local Expertise – Global Approach
- Business Agility – Tailored Engagements
- Modern Solutions – Leveraged Technology
- Knowledge Sharing – Global Mentors



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