

hr SPECTRUM

Center for Advanced Human Resource Studies

Research Highlight

HR Strategy and Corporate Strategy

What is the link between HRM and performance?

Most companies and researchers believe human resource management systems can enable organizations to pursue – and achieve – a vast array of strategic options. However, few agree on how HR really affects performance. HR's span of control typically includes fundamental areas like identification/recruitment of top performers; training them to work effectively; monitoring employee progress and rewarding employees for accomplishing goals. Depending on the company's economic model, competitive and strategic goals, HR management often controls a variety of other functions.

To propel their organization's sustained competitive advantage, HR leaders can deploy a variety of approaches to manage their broad-ranging agenda. One approach stresses best practices. Another HR management approach focuses on best fit, aligning internal fit, organizational fit, strategic fit and environmental fit.

A third approach is person–organization fit, which addresses how employees perceive HR practices and whether their perceptions align with organizational values. “A company may have many HR policies that top management believes are being practiced,” says Jaap Paauwe, Professor of Business Economics at the Rotterdam School of Economics,

of Erasmus University located in The Netherlands. “However, few companies know much about their employees' perception of HR practices.” Until individual employees understand why an HR policy is important to their company's success, that policy is meaningless, according to Paauwe.

A key mechanism for linking corporate strategy with employee output is an HR management system that builds shared, collective perceptions, attitudes and behaviors among employees. Says Paauwe, “HR practices can increase the value of an organization's human capital pool by directing employees towards corporate goals – if those employees are willing to stay within the organization.” HR leaders can achieve flexibility, agility and value alignment by delivering traditional “hygiene” functions like staffing and management of human resource flows in a cost-effective manner. They must also look beyond their traditional span of control to assess broad trends and developments in the field of strategic management, the speed of change within companies, and the implications for employees, customers and other stakeholders.

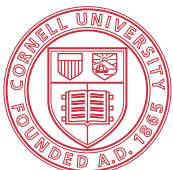
“Managing a company strategically now focuses more on internal organization and implementation issues,” says Paauwe. “This involves

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recognizing organizational climate as well as organizational culture and aligning individual employee values with corporate values and social values.” For example, by increasing labor productivity and attaining organizational flexibility and social legitimacy, HR can enable a broad range of strategic options, including ongoing viability, adequate shareholder return and sustained competitive advantage. In view of increased marketplace dynamics and ongoing organizational change, HR management goals should include flexibility and agility. According to Paauwe, flexibility includes topics like absorptive capacity, knowledge management, responsiveness to exploitation and exploration. Agility includes a sensitivity to customer needs (rather than market needs) and mass customization (rather than lean production). Under this approach, HR management focuses primarily on employee development, learning and



Cornell University

Special Profile

John Hofmeister, President, Shell Oil Company

At first glance, John Hofmeister's vita reads like that of many other top level executives. He's held vice president positions in several notable international companies such as AlliedSignal and Northern Telecom. He began what was to become a successful management career at General Electric where he rose to the position of general manager. However, the step that set this executive apart was moving from Vice President of International Human Resources to become the President of Shell Oil Company in March 2005.



John Hofmeister

That career move gets the attention of many HR executives today. Add to that new position John's other accolades and achievements, like receiving the Distinguished Executive Award from the Academy of Management this summer and leadership positions such as Chairman of the CAHRS Board, and you have a role model for exemplary success in today's competitive business environment, an environment that sometimes discounts the value of human resources. While jetting across the country supporting a multi-billion dollar business, John is quick to point out that when he received his recent award at the Annual Meeting of the Academy of Management, he listed more than 45 scholars of business and HR who had deeply influenced his outlook and practice. John may be one of a few number of senior executives to rise out of the ranks of HR, but he acknowledges the people and experiences that helped get him there. "HR covers such a wide spectrum of business contribution both vertically and horizontally that I felt fully equipped for the transition that occurred," says John of his recent move to the helm of Shell. "Whether we were developing talent, building organizations and processes or promoting major projects and initiatives, the required competencies fit all business roles, not just HR. All that work has had to fit within the existing business environment and cost model, so the alignment of business and HR has been compatible throughout my career."

The strategic partnership of business and HR, a transition that has accelerated in the past two decades, significantly contributed to John's career progression, and prepared him for this top role. "I have coached thousands of people over many years and I fundamentally believe that one's career development experience must include both line and staff (business and function) responsibilities.

We live in a 'both/and' and not 'either/or' world. It's been a benefit to have worked for people who encouraged me to have both business and functional roles," remarks John. However, it's not just the varied roles that prepared him for this new position. "Working for great companies over the years that have valued and developed human resource professionals as business people, has meant that my transition is more natural than not."

John has developed an even greater appreciation of his former function in his new position, largely thanks to two devastatingly destructive ladies: Katrina

and Rita. "During the recent hurricanes we could not have done what the business did without the heroic and committed leadership of many outstanding individuals in HR. The recovery of the industry and our company would have been delayed without their work."

History-making hurricanes aside, John has noted another significant change since assuming his new role – Urgency. "The need for immediacy of response was and is unrelenting. Time is of the essence. Virtually every issue demands an immediate decision. In HR, we sometimes allow time to affect our reflections and response, but in the thick of business engagements there is no time. It's all here and now." While John is proud of the HR organization he formerly led, he's equally appreciative of the line executives he works shoulder to shoulder with now. "Fortunately our individual business units are led by great leaders. They enable me to look at the big picture from the beginning and to develop an agenda to work across the enterprise."

Hofmeister joined Shell as director of HR based in The Hague, Netherlands, and London in 1997. Since then, this graduate of Kansas State University, and board member of organizations such as the National Urban League, has navigated tremendous change. Obviously, from his recent promotion to his list of awards, he's had an exemplary career and navigated that change well. What advice does he offer to other HR executives with their eyes on the top seat of their company? "First and foremost present your business credentials, then your HR credentials which have been steeped in business practice. HR's roles of advocate and conscience are generally deeply respected by business leaders who share your values. Appreciating the multi-functional contributions of all aspects of the business is also

Continued on Page Three

Executive Education


Managing for Impact: HR Metrics and Firm Performance

It was a gorgeous fall day in Arlington, VA, when twenty-one human resource executives converged to talk business strategy, HR alignment and metrics for measuring HR performance against strategic business goals. The Managing for Impact: HR Metrics and Firm Performance program was held November 3-4, 2005. This intensive two day program focused on giving HR executives tools to help make a tangible connection between their firm's talent base and bottom line performance. Participants included HR vice presidents, directors and senior managers working at a wide variety of organizations, from Fortune 500 companies to the State Bank of India. Dr. Scott Snell, Director of Cornell CAHRS Executive Education, was the sole faculty lead for the program.

Participants worked with Dr. Snell on the first day to dig deeply into their business strategy. According to Snell, such a strategy is based on a clear understanding of how the firm creates value for its customers, shareholders and employees. From there, participants delved into the ways their firm's core competencies, processes and talent pools should reinforce and support their value proposition. Day Two focused on strategic and HR alignment to support value creation, and making key decisions about

which metrics to use for measuring HR performance against business goals.

By far, the most provocative moment of the program came when Dr. Snell opened the discussion about core business processes on Day One. Dr. Snell asked participants to identify core processes that drive value creation in their own firms, and which key talent pools are needed to enhance those processes. An uncomfortable silence was followed by the slow realization that very few participants felt they could adequately identify their firm's core processes for driving value. It was a break-through moment for the group, one which for many underscored an urgent need to better learn and understand the business in order to be a key strategic partner in HR.

At the end of those two days, all attendees felt they came away with actionable plans for moving closer to becoming HR managers making a business impact. As one attendee said, "Seldom do you attend a seminar where you yearn for more – this is one of them for me." 

The next Managing for Impact: HR Metrics and Firm Performance program is scheduled for April 6-7, 2006, in New York City. This program is Sponsored jointly by Cornell University and SHRM, and is HRCI approved for 15 PHR/SPHR recertification credits. For more information or to register call (607)255-6075, email: ilrexec@cornell.edu, or visit the web site www.ilr.cornell.edu/execed.


John Hofmeister

Continued from Page Two

important. HR leaders should learn from their colleagues and demonstrate ongoing interest and support in the success of others as part of their own agenda for success."

John also offers a word or two of caution, citing recent examples of corporate fraud, collapse and failure due to leaders who drive their own agendas. "My approach to leading people and organizations is to try and emulate 'a needle pulling thread.' The so-called 'transformational leader' who stands above the crowd and attempts to 'drive change' and move quickly has largely been discredited over the past decade. Successful leaders with today's complex and global dynamics are better advised to learn how to stitch the pieces together, building on strengths and addressing weaknesses, as a tailor does cloth while building the entire fabric bit by bit," says John.

Is this an easy approach? Not according to this seasoned leader. "Sometimes the cloth resists the needle

and strong pressure is required. Sometimes bits of the cloth try to hide or move aside and the tailor needs to stitch them back into the larger fabric. Overall though, dramatic, intense, personal leadership is unnecessary and unwarranted, except in crisis. The leader who elicits the leadership of others is far more successful in the scheme of things." Sounds like a role requiring significant courage and discipline. In fact, these characteristics are reflected in John's final comments about his personal lessons learned: "Business takes courage and so does HR work. Business leaders look for courage on the part of HR – courage to admit mistakes and to be pragmatic, as well as idealistic. The valuable work of HR teaches balance along with stamina, and that's a good thing, for both are essential leadership qualities outside of the HR function as well." 

Up Close With ...

Kevin Cox of American Express

In their roles as career coaches, HR executives often cite research that indicates career development comes from doing something new, from job changes and new assignments. By transitioning from one globally known brand to another, Kevin Cox is practicing what he preaches.

Says Kevin of his transition to American Express this past year, “After my years at Pepsi Bottling Group, I knew that industry inside and out. At a senior level, it is not easy to make a move, but I saw a tremendous opportunity to do something new.”

“Both Pepsi and American Express are known for their strong brand, market growth and leadership,” comments Kevin. He knew that his challenge would not revolve around corporate style, as much as it would around learning a new industry. “The industry shift has been as different as the organizational shift.” In his new position, Cox is focused on learning about the historical role of HR and how it adds value at American Express. At the same time, he is relentlessly focused on getting to know the customer-facing aspects of the business.

“When you work for a product driven company like Pepsi, it is easier to connect with the customer. You meet with regional marketing teams and experience first hand how your brand is doing. In financial services, it’s harder to see.” Kevin is traveling now to see first-hand how American Express teams interact with their customers. By doing so, he’s setting an example for his vision of HR.

“American Express stands for premium value. In order for us to deliver a premium customer experience, we have to create and sustain a premium front line organization that provides the highest



Kevin Cox

quality product to the customer,” says Kevin. He is passionate about the HR teams at American Express being as interested in the success of their customer-interfacing employees as they are of their senior executives. It is a good reminder for all HR leaders and a testimony to the strength of the senior leadership at American Express. “Our leadership team is one of the highest regarded in our industry,” remarks Kevin.

This bench strength allows him to turn his attention toward those other very important associates in any business – the ones who touch the customer. “It’s part of my learning curve for a new industry, but it is also important role modeling.”

Of course, HR executives must constantly focus on their senior teams, ensuring their development and the establishment of long-term bench strength, but the associates at the other end of the organizational chart are just as important.

“In HR it is challenging to stay connected to customer service organizations when we are faced with extensive corporate governance requirements, but it is still important to make a concerted effort to spend time where the customer is touched,” says Cox.

Kevin chuckles that he’s been an American Express card member since he finished graduate school at Michigan State University in 1987. He’s never experienced a glitch with his card, thanks to the people at American Express operations centers. Those are the very folks with whom he’s most concerned to see succeed, not just for him, but for the millions of other card members who “don’t leave home without it.”[®]

American Express joined CAHRS in 2001, the ‘UP Close With...’ profiles feature interviews with leaders of CAHRS sponsors.

New NAHR Fellows

On November 3, 2005, the National Academy of Human Resources inducted Patrick Wright and David Pace as honored NAHR Fellows. Patrick is Professor of HR Studies in ILR at Cornell University and CAHRS Director. David is Executive Vice President of Partner Resources at Starbucks Coffee Company, and a CAHRS Executive Advisory Board member. It is the NAHR tradition to hold their Annual Dinner and Installation of New Fellows Ceremony on the first Thursday of November, in New York City's Yale Club. Bill Conaty, NAHR Chair, CAHRS Executive Board Member, and Senior Vice President of Corporate HR for General Electric, gave the welcome




David Pace and Patrick Wright, NAHR Fellows 2005

address and general report. Other members of the CAHRS Board attended the black-tie event which also honored seven other Fellows and recognized the WorldatWork corporation (a CAHRS sponsor) as a NAHR Honored Organization.

These new Fellows have been recognized by their peers for their distinguished leadership in the broad field of human resources and have meritorious national reputations for shaping human resource thinking and policy. The NAHR Fellowship is considered the most prestigious honor in the field of human resources. Fellowship in the Academy is accorded to executives, policy-makers, and academics who have excelled in leadership, and who are recognized for their sustained achievement in and their contributions to their organizations, the Human Resource profession and society at large. Wright and Pace join ILR colleagues George Milkovich, David Lipsky, and Lee Dyer as a Fellow in the Academy, giving the Cornell ILR School a representation unsurpassed by any other academic institution. Many current CAHRS sponsor companies have had their top HR executives inducted as Fellows over the years (see sidebar).

For the past 20 years, Professor Wright has taught, conducted research, and consulted in the area of Strategic Human Resource Management, particularly focusing on how firms use people as a source of competitive advantage. His research has highlighted how human capital can provide a source of sustainable competitive advantage and he has published over 50 research articles, and over 20 chapters in books and edited volumes. Wright has led in the education of future HR practitioners through his teaching and co-authoring of textbooks, and has directly influenced hundreds of current HR practitioners in top companies.

Since joining Starbucks in 2002, Pace has been the leading advocate of a series of initiatives designed to allow Starbucks to expand rapidly around the world while integrating the talent management requirements necessary to supply critical talent to support its explosive growth. These activities include a comprehensive organization and partner planning process that reviews both organization design efficiencies, as well as management assessment and development planning for more than 10,000 managers from the stores to the executive team. More recently, Pace and the Starbucks Benefits Team have been leading advocates of the need for substantive reform in the national healthcare arena. 

NAHR Fellows

(Present CAHRS Sponsors & Cornell Faculty)

2005

PATRICK M. WRIGHT

Director CAHRS, Cornell University

DAVID W. PACE

EVP, Partner Resources, Starbucks Coffee Company

WORLDATEWORK

2004

KENNETH J. CARRIG

EVP, CAO, SYSCO Corporation

2003

JOHN D. HOFMEISTER

President, Shell Oil Company

2001

JAMES B. DAGNON

SVP of People, The Boeing Company

J. T. CHILDS, JR.

VP, Global Workforce Diversity, IBM

2000

STEVEN R. HILL

SVP, HR, Weyerhaeuser Company

1998

J. RANDALL MACDONALD

SVP, HR, IBM Corporation

CHARLES G. THARP

Former SVP, HR, Bristol-Myers Squibb Company

1997

J. THOMAS BOUCHARD

SVP, HR, IBM

WILLIAM L. BUCKNALL, JR.

SVP, HR and Organization, United Technologies Corporation

STEVEN M. DARIEN

VP, HR, Merck & Company

1996

WILLIAM J. CONATY

SVP, Corporate HR, General Electric Company

GEORGE T. MILKOVICH

Catherwood Professor, Emeritus, ILR, Cornell University

SCHOOL OF INDUSTRIAL AND LABOR

RELATIONS, CORNELL UNIVERSITY

1995

WALTON E. BURDICK

SVP, Personnel, IBM Corporation

CHARLES F. NIELSON

Corporate VP and Manager of HR, Texas Instruments, Inc.

1994

LEE DYER

Professor, School of Industrial and Labor Relations,
Cornell University

DOUGLAS M. REID

SVP, Xerox Corporation, SVP Colgate-Palmolive Company

1993

URSULA F. FAIRBAIRN

EVP, HR and Quality, American Express Company

1992

BRUCE CARSWELL

Distinguished Fellow & CAHRS AB, Cornell University

FRANK P. DOYLE

EVP, General Electric Company

DAVID P. LIPSKY

Director, PERC Institute of Conflict Resolution, ILR,
Cornell University


CAHRS Sponsor Meeting

Fall Sponsor Meeting 2005

With recent global economic expansion, many corporations, some of which experienced reengineering initiatives and downsizing in the 1980's and 1990's, are now experiencing rapid organizational growth. However, unlike in the past when the focus was on top-line growth with markets rewarding such firms with unusually high valuations, this time the emphasis is on achieving a more sustainable and profitable growth.

The CAHRS Fall Sponsor Meeting on *HR Challenges for Achieving Rapid, Profitable, and Sustainable Organizations* was held at Cornell to assist sponsors with these challenges. CAHRS identified Strategic Growth, M&A growth, Employee Engagement, Preserving and Building Organizational Culture, and Innovative Led Growth as key issues to be discussed at this meeting. The meeting was well attended and presenters were well received.

The presentations included "From Ego to Opportunism and from Pride to Hubris: Executive Pitfalls in Growing" given by Dr. Patrick Wright, Cornell CAHRS; "HR Issues in M&A Growth" presented by Jim Williams, Danaher Corporation; "The Implications of Rapid Growth for Employee Engagement" lead by Jack Ryan, GE Aircraft Engines, Ted Hoff, IBM, and Steve Price, Dell; and "Innovation Led Growth and Implications for Human Resources" presented by David Nachbar, Bausch & Lomb, and Gerry Kells, Johnson & Johnson.

Talent management, a key growth issue for HR practitioners was not included in this meeting, as it will be the topic of the May 11, 2006, Spring Sponsor meeting at Cornell, and the June 27-28, 2006, meeting in Amsterdam, the Netherlands. 



Group discussion



David Nachbar, Bausch & Lomb and Gerry Kells, Johnson & Johnson



Jack Ryan, GE Aircraft Engines with Steve Price, Dell, and Ted Hoff, IBM



*Don Boyd and Robin Lysek,
Air Products & Chemicals*



Regina Wharton, Wachovia and Steve Hardardt, Johns Manville



*Jim Williams,
Danaher*



Bill Strusz, Xerox and John Hausknecht, Cornell University



Ram Kumar Sreekanton, Citigroup and Robert Gama, Dell

ILR HR Student Group Speakers

The Strategic Human Resources, Leadership, and Organizational Effectiveness (SHRLOE) organization was pleased to support its mission of providing educational and professional development opportunities to its members. It hosted a number of outstanding executive speakers during the fall 2005 semester. The organization, composed of graduate students from



Keynote Speaker Dr. Fred Miller from Deloitte Consulting

both ILR and the Johnson Graduate School of Management, seeks to provide a forum for information exchange between students and experienced HR professionals to help its members better understand how to transfer classroom learning into real-world applications.

On September 22nd, Coleen Smith, VP of Global Human Resources for Colgate-Palmolive, spoke to SHRLOE about aligning HR with organizational strategy. Her presentation also explained the keys for HR's success at her company, how it addresses the challenges of a global workforce, and how it works to develop, motivate, and retain talent. In October, SHRLOE hosted two events. Chad Peshak, an HR Generalist from Microsoft, discussed HR career paths at his company on the 19th. This discussion was helpful for individuals interested in working at Microsoft and for anyone who wanted to learn more about the many exciting career possibilities within the field of human resources. On the 20th, Tom Weidenkopf, Senior VP of Human Resources and Communications at Honeywell, discussed HR transformation. He shared with SHRLOE members how Honeywell is working to make HR more of a strategic player within the company, and the challenges he is facing in trying to evolve the function. All three events provided unique opportunities for students to ask questions and interact in a comfortable environment with successful and respected alumni. SHRLOE also hosted a dinner for students to informally speak with and learn from representatives from American Express. In addition, speakers from Deloitte Consulting

led a human capital workshop for members. SHRLOE appreciates the speakers who came to share their expertise with its members during the Fall 2005 semester.

SHRLOE's biggest event of the semester was its 3rd annual symposium entitled: "Mergers and Acquisitions – Maximizing the Value of the Deal," held on November 11th. To


ensure that students were well informed before the event, Professor Jan Suwinski led an "M&A 101" session, and members researched the M&A history of the companies represented by the distinguished panelists. The keynote speaker at the symposium was Dr. Fred Miller, Consulting Director of Mergers & Acquisitions Practice at Deloitte Consulting. Dr. Miller provided excellent background information about past and current M&A activity. A panel discussion followed, moderated by Professor Patrick Wright, discussing how to effectively plan for M&As. The three distinguished panelists were: John Ashton, Manager of Corporate Benefits at Johnson & Johnson; Barry Lipnick, HR Director of Mergers & Acquisitions at IBM Corporation; and Aaron Sobel, HR Mergers & Acquisitions Manager at Honeywell, Inc. These executives provided insight into the many steps and HR-related considerations that should be addressed before a merger or acquisition, as well as, best practices in the due diligence process.

The second panel, moderated by Richard Shafer, Associate Dean for Corporate Relations of the Johnson Graduate School of Management, addressed how to successfully integrate two companies following a merger or acquisition. The panelists were: Tom Leitko, VP of Organization Capabilities and Performance at American Express Company; Sandy Ohlsson, VP, HR of Shared Services at General Mills, Inc.; and Laura Rosene, Chief People Officer at KFC, Yum! Brands, Inc. These speakers offered very valuable information about how to minimize

potential problems and tackle the challenges inherent in blending two companies with different cultures and HR practices.

Approximately 100 people attended the symposium and SHRLOE is extremely grateful to the speakers for sharing their time and expertise on such an important and interesting topic. SHRLOE would also like to thank the many volunteers and sponsors who helped make the event a success. The symposium would not have been possible without the financial contributions from the following

organizations: IBM, Honeywell, Air Products, Merck, Citigroup, American Express, Cornell's Graduate and Professional Student Assembly Finance Commission, and Deloitte Consulting.

These opportunities provided a wonderful way for students to complement their classroom educations with information about executives' real-world experiences. SHRLOE thanks the individuals who helped to make the fall semester a success and looks forward to hosting additional valuable events in the future. 



Symposium panel on planning for M&As. From the left, the three speakers are: Aaron Sobel (Honeywell), Barry Lipnick (IBM), and John Ashton (Johnson & Johnson)

Symposium panel on integrating two companies following a merger or acquisition. From the left, the three speakers are: Laura Rosene (KFC, Yum! Brands), Sandy Ohlsson (General Mills), and Tom Leitko (American Express)




HR Strategy and Corporate Strategy

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knowledge management to realize a whole range of strategic options.

As organizations face increasing pressures to succeed, HR management is key to shaping corporate strategy and implementing it successfully. "When company leaders assess the potential payoff of strategic options and view the value of a performance-based pay program, they should consider the impact employee performance can have on the company," says Paauwe. "Instead of assuming that

business strategy will drive HR strategy, successful companies can use HR policies and practices to enable a broad range of strategic options." 

For more information regarding this research please contact Dr. Jaap Paauwe via email: paauwe@few.eur.nl, or Tel: +31-10-408-1366. The authors are located in The Netherlands. This article references research from the CAHRS Working Paper #05-09, which can be found on our web site: www.ilr.cornell.edu/cahrs/paper.html.

Tyco International, Inc.

Executive Briefing 2005

Laurie Siegel, Senior Vice President, Human Resources at Tyco International, welcomed CAHRS sponsors and Cornell University faculty members to the CAHRS Tyco Executive Briefing held in Princeton, New Jersey, October 24, 2005. Siegel explained that in early 2003, Tyco International had no company-wide Talent Management processes, no strategy for HR Services Delivery, ineffective Diversity initiatives and needed to completely overhaul and redesign its Incentive Compensation structure virtually overnight. The briefing sessions addressed the unique challenges faced in building most aspects of a “start-up” enterprise-wide HR function for Tyco International, a 250,000 person corporation.

In building many key HR process elements nearly from scratch, the HR function needed to confront the challenges of deciding what aspects to preserve and which to change. The session focused on how companies can learn from, select and adopt best practices, while remaining equally clear and intentional about what conditions and outcomes the enterprise must *not* create.

The morning sessions were interactive small group presentations on “Aligning Talent Management to Support Business Strategies” led by Ann Hollins and Julian Kaufman; “Building a High-Performance Workforce Through Employee Engagement” led by Shaun Zitting; “Partnering Across Disciplines to Drive Diversity and Inclusion” led by Jane Kennedy and Lydia Mallett; and “Using Employee Rewards to Support Key Business Objectives” led by Jane Greenman.

Tyco CEO Edward Breen opened the afternoon with an explanation of Tyco’s Strategic Direction, followed by more interactive sessions including

“Supporting Growth” led by Rich Lovely and Allen Todres; “Managing a Global Workforce” led by Jane Leipold; “Building Basic Operating Discipline” led by John Rice; and “Building an Ethical Culture” led by Eric Pillmore and Kelly Slieter.

Participants found the sessions informative and appreciated the opportunity to interact with the dynamic Tyco

leaders. Many appreciated the opportunity to hear directly from CEO Edward Breen and found his down-to-earth presentation inspiring and the highlight of the event. *hr*



Edward Breen, Chairman & CEO, Tyco International and Rich Lovely, VP, HR, Tyco Fire & Security



Beth Flynn-Ferry, VP, HR, General Mills in discussion



Laurie Siegel, SVP, HR, Tyco International and Michael Leb, SVP People, Wal-Mart Stores

In The News



Stuart Basefsky

Stuart Basefsky Wins 2005 SUNY Chancellor's Award for Excellence in Librarianship — This award is given in recognition of Stuarts outstanding service to the library system and the ILR Catherwood Library. It is the highest award in the State University of New York (SUNY) system and designates the person as being a world expert in their field. A passion for knowledge, commitment to service, and dedication to the field accompany his varied duties. His duties range from teaching students how to assess the accuracy of information found on the Internet, to helping faculty members locate rare source material, to fielding research queries from employers, unions, alumni, and the general public. Stuart was formally presented with the Award during an ILR faculty meeting in November and a subsequent afternoon party was held in his honor. Stuarts Award reflects his devotion and service to the School in many ways. Stuart began his career at Catherwood in July 1993 and is recognized for the many generous contributions he has made to many ILR students and offices. ILR has hosted on-campus events for international visitors, researchers and visiting professors, and Stuart always enthusiastically agrees to help, providing an overview of the library's services, or other enriched ways to do effective researching. In addition, he tirelessly educates ILR faculty and staff in the numerous excellent resources available through our Catherwood Library. ILR has discovered how helpful Stuart is in moving information in the other direction – getting ILR materials into the media and in front of others outside of Cornell through his creation of the Institute for Workplace Studies (IWS) Documented News Service. The IWS

Documented News Service is a direct outgrowth of Stuart's abiding interest in public policy, and is available free of charge and published on a daily and weekly basis. Stuart carefully selects these news items, covering areas such as emerging workplace trends, compensation, executive training and development, technology enabled HR services, important policy announcements impacting people practices, employment related macro economic data and top line general economic data, significant court decisions relating to employment law, and any other issue of potential significance to human resource managers. The content is sourced from U.S. Government and international agencies, public and private bodies, consultancies and knowledge services firms, industry associations, unions and select academic institutions, and is disseminated through his email service. Stuart also co-created the ongoing E-HR Course which brings ILR students and CAHRS sponsors together through personalized research questions, utilizing ILR Catherwood library resources, which he teaches every year.



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Dr. Patrick Wright, Director

Dr. Pamela Stepp, Managing Director

CAHRS EVENTS CALENDAR

2005 - 2006

- Talent Management Working Group November 4, 2005 Greenwood Village, CO
Hosted by Myron Beard, First Data Corporation
- CAHRS Fall Sponsor Meeting..... November 9 - 10, 2005 Ithaca, NY
HR Challenges for Achieving Rapid, Profitable,
and Sustainable Organizational Growth
- SHRLOE Symposium..... November 11, 2005 Ithaca, NY
“Mergers & Acquisitions: Maximizing the Value of the Deal”
- Talent Management Working Group December 16, 2005 New York, NY
- Talent Management Working Group January 5, 2006 Bad Hamburg, Germany
Hosted by Willem Lammertink, Johns Mansville
- CAHRS Spring Sponsor Meeting May 10 - 11, 2006 Ithaca, NY
- CAHRS Spring International Sponsor Meeting June 27 - 28, 2006 Amsterdam, The Netherlands
- ILR Orientation and CAHRS Executive Roundtables August 22, 2006 Ithaca, NY
- CAHRS Fall Sponsor Meeting..... November 1 - 2, 2006 Ithaca, NY

ILR Executive Education & Events

- Managing for Impact: HR Metrics and Firm Performance November 3 - 4, 2005 Arlington, VA
- TNT Custom Program: HR Leaders..... November 13 - 18, 2005 Amsterdam, The Netherlands
- American Express Custom Programs:
HR Execution November 30 - December 1, 2005 New York, NY
- AstraZenca Custom Program:
HR Strategy Workshop December 12 - 16, 2005 Wilmington, Delaware
- American Express Custom Program:
HR & Bottom Line January 19 - 20, 2006 New York, NY
- HR Leadership February 2 - 3, 2006 San Francisco, CA
- TNT Custom Program: HR Leaders March 19 - 24, 2006 Amsterdam, The Netherlands
- Managing for Impact: HR Metrics and Firm Performance April 6 - 7, 2006 New York, NY
- TNT Custom Program: HR Leaders April 23 - 28, 2006 Amsterdam, The Netherlands
- HR Transformation: Partnering to Achieve April 30 - May 5, 2006 Ithaca, NY
Functional Excellence
- The Boeing Consortium May 7 - 12, 2006 Ithaca, NY
- Shell Custom Program: Strategic Business Partners..... May 14 - 19, 2006 The Woodlands, TX

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