

Opening Doors Around the World...



Thought Leadership Paper from
Jeitosa Group International

2009-2010 Going Global Readiness Report

By Karen V. Beaman



...Making Global Business Possible!

In collaboration with



PROPRIETARY

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2009-2010 GOING GLOBAL READINESS REPORT

By Karen Beaman, Jeitosa Group International

"Throughout history, it took centuries for the habits of one culture to materially affect another. Now, that which becomes popular in one country can sweep through others within months [... even minutes!]."

Dee Hock

Founder/Chairman Emeritus, Visa Corporation

INTRODUCTION

As the opening words from Dee Hock above express, globalization is pervasive and ever-increasing. The speed with which innovations and new business practices can ripple through the business environment are well-beyond the flapping wings of the proverbial butterfly. With the recent economic slowdown – while global, however particularly paramount in North America – many organizations are seeking new business opportunities and growth beyond their home borders. As businesses expand internationally, their technology infrastructure and their human resource processes must keep pace. How ready are most Human Resources (HR) and HR Information Technology (HRIT) organizations to support a global venture? What are the stages of globalization and some best practices to follow? How can organizations assess how ready they are to go global?

To answer these questions and further investigate the process of globalization and the stages of global development for human resources and human resource systems, Jeitosa Group International, in conjunction with the International Human Resource Information Management (IHRIM) association, conducted the second annual Going Global Readiness Survey. The survey consists of a broad range of questions, covering business strategy and organizational design, as well as the people, process, and technology aspects that must be considered when going global. This report presents the findings from the 2009 survey utilizing Jeitosa's strategic global business framework to uncover leading global practices from the best performing organizations.

To learn more, please participate in the survey by clicking on the following link. You will receive a complimentary copy of the report along with an analyses benchmarking your organization to others who have participated in the survey.

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

STUDY DEMOGRAPHICS

Between July and September, 2009, IHRIM and Jeitosa solicited participants for the *2009 Going Global Readiness Survey*. Ninety-seven organizations participated in the survey, covering a broad cross-section of sizes and industries. Figure 1 shows that 81% have more than 1,000 employees, 26% have between 10,000 and 50,000 employees, and 11% have more 50,000 employees. Three-quarters of the organizations are North American multinationals and 14% are based in Europe, Middle East and Africa.

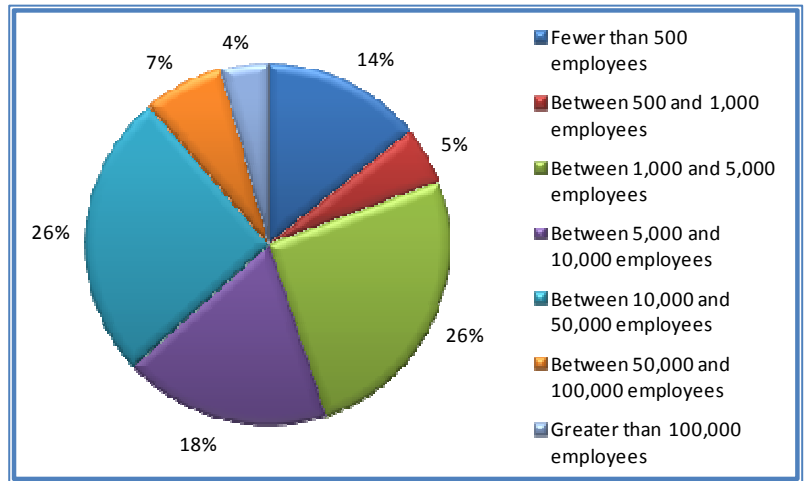


Figure 1. Global Employee Population.

The respondents also have significant international populations (see Figure 2). The smaller organizations (43%) have fewer than 1,000 international employees, while the larger organizations (21%) have more than 10,000. The majority (53%) have between 1,000 and 50,000 international employees. One-third has offices in more than 20 countries around the world.

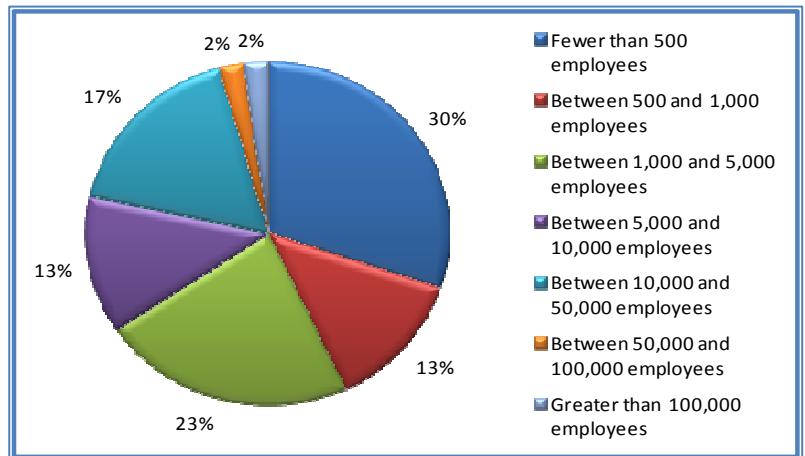


Figure 2. International Employee Population.

The survey also represents a broad range of industries (see Figure 3) with representation in such diverse sectors as energy, technology, services, manufacturing, agriculture, construction, education, healthcare, and public service.

Of the survey respondents, 49% are from HRIT and 28% from other functions within HR; 49% are at the director/manager level and 9% at the executive/ vice president level.

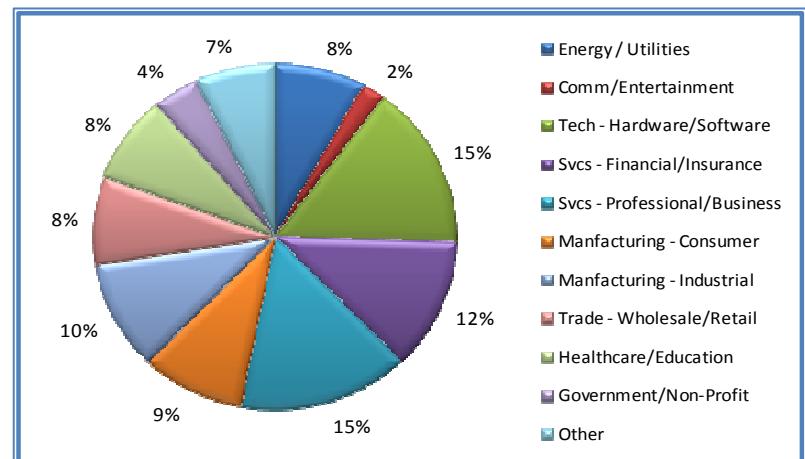


Figure 3. Industries Represented.

TOP CHALLENGES AND SUCCESSES

Survey participants were asked about the top challenges they encounter in going global with their HR/HRIT function (see Figure 4). As in last year's survey, the greatest challenges organizations face are cultural differences (47% this year versus 53% last year), lack of resources (40% versus 45% last year), technology/systems issues (39% versus 51% last year), and time zone differences (35% and 37% last year). These are obviously all areas that make global collaboration difficult. Yet, with the full onslaught of the digital age upon us, it is now possible to build virtual, collaborative work environments through wikis, web conferencing, chat rooms and social networking software to better support global, dispersed, disparate work teams and enhance collaboration across space and time. The digital age is clearly facilitating global work and reducing the amount of international travel required.

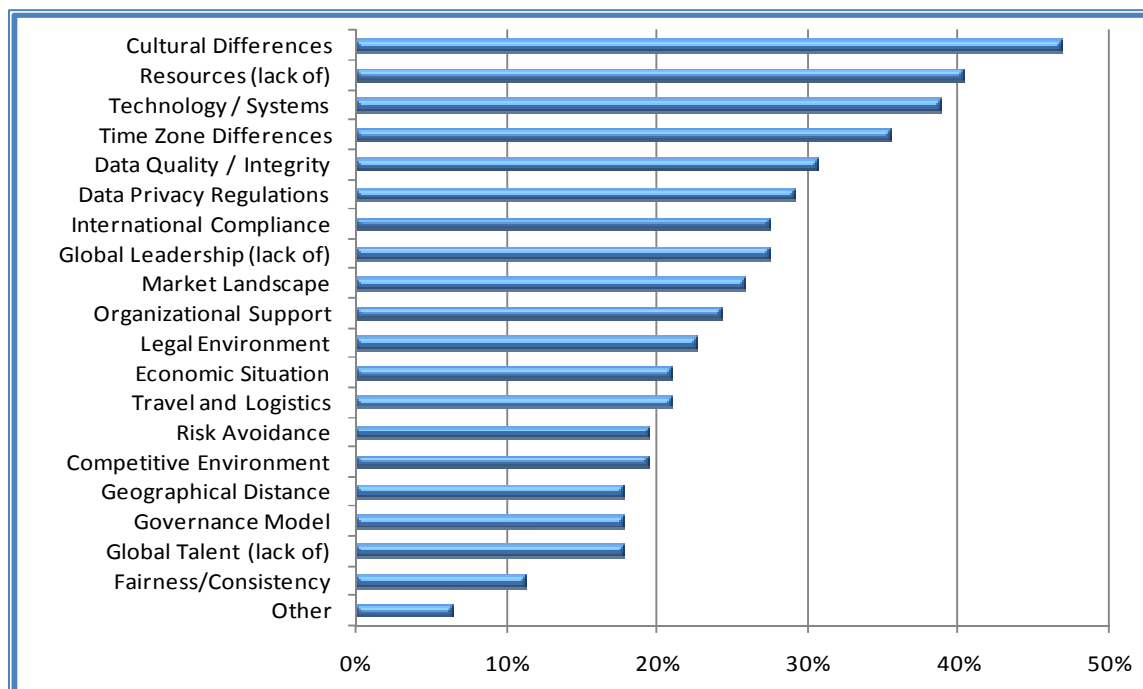


Figure 4. Top Challenges Organizations Face in Going Global.

According to the survey respondents, the next set of important challenges they must deal with when going global are data quality / integrity issues (31%), data privacy regulations (29%), and international compliance (27%). The good news is that there are specialists like Jeitosa who provide services to help organizations manage and integrate their global data more effectively and ensure compliance with data privacy regulations, such as Safe Harbor. Experts with both broad and deep knowledge of local legislation and regulations can help organizations put in place processes to ensure they are in compliance with international regulations, such as required data tracking, government filings and reports which vary widely across countries. With the continuing globalization of the workforce, there are many experienced resources who understand first-hand the issues and challenges in

designing and deploying global solutions. And with increased global mobility and the continued growth of a common “international business environment,” cultural issues are now better understood and more widely accepted as an integral part of working globally.

As Figure 5 shows, less than half (45%) of the surveyed organizations have one single HR global system for their worldwide populations. Another 43% have more than half of their global populations on one global system. Clearly the lack of “one source of truth” for HR information makes working in a global environment truly challenging. Consolidating reports, developing metrics, leveraging talent management processes, and driving efficiency and effectiveness are particularly demanding, if not impossible, in such a fragmented environment.

Figure 6 shows the percentages of global data managed and maintained in organizations’ global HR systems of record. As expected, the majority of global data maintained is in the core HR (86%) and compensation (71%) areas – the most basic types of information and the most mature areas of HR systems deployment. Performance (45%) and payroll (42%) data follow with slightly less than half of organizations maintaining this data globally. Talent and benefits are the least globalized areas of data management.

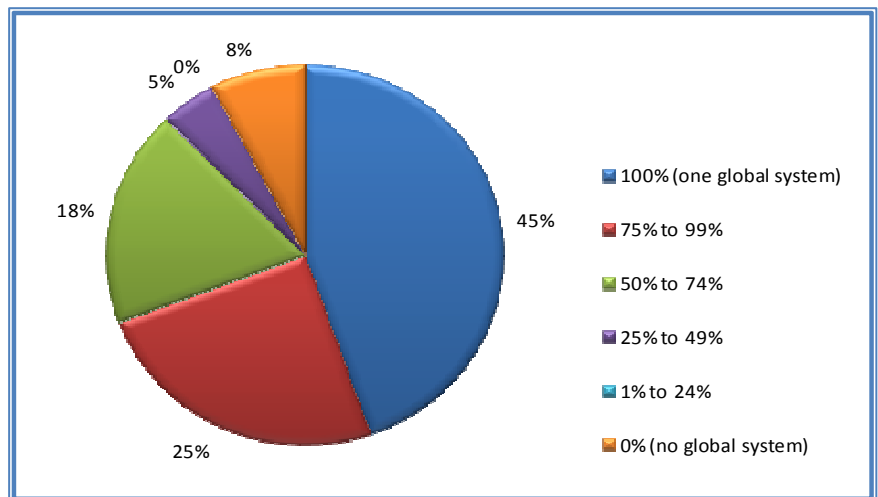


Figure 5. Percentage of Population on One Global Single System.

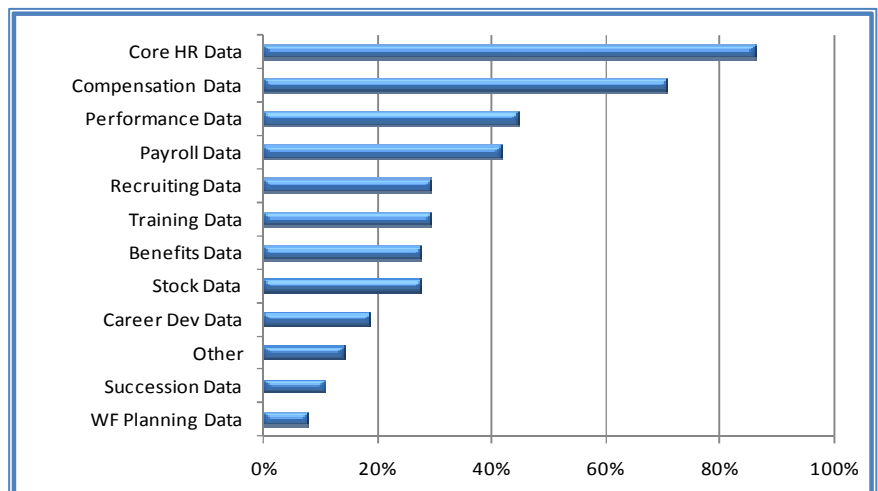


Figure 6. Global Data Maintained in HR System.

Solutions to the challenges of global systems and data management are now widely available. However, organizations must step up and realize that building a global infrastructure with global systems, global data, and global people takes effort, time, and budget. More and more vendors are globalizing their product and service offerings so that it is now possible to source one global solution for HR.

In going global, organizations also experience some successes (see Figure 7). As with last year's survey, more than half of the organizations (52% versus 68% last year) indicate success in developing and appreciating global diversity. Interestingly, while cultural differences are the greatest challenge (see Figure 4), cultural understanding and appreciation is also the greatest success. Research has consistently shown that the more familiar one culture is with another, the greater the understanding and acceptance of the differences that exist. The ever-increasing interactions we now conduct across borders is fostering the development of an "international business environment." This is an environment that is both global and local in understanding and integrating different styles of working together – from greetings to meetings to collaborating and decision-making (see Beaman 2008 on Multi-Dimensional Talentforce).

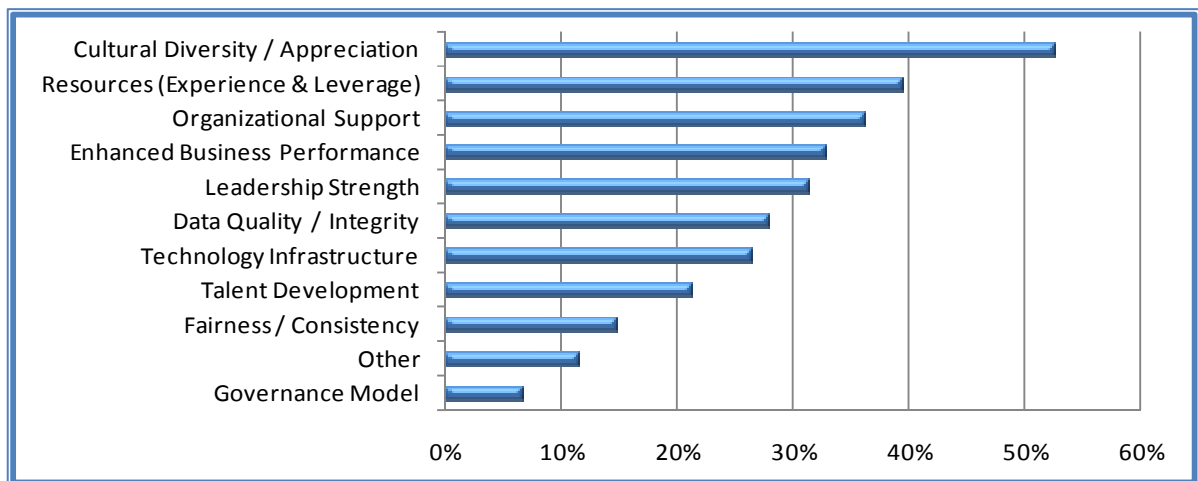


Figure 7. Top Successes Organizations Experience in Going Global.

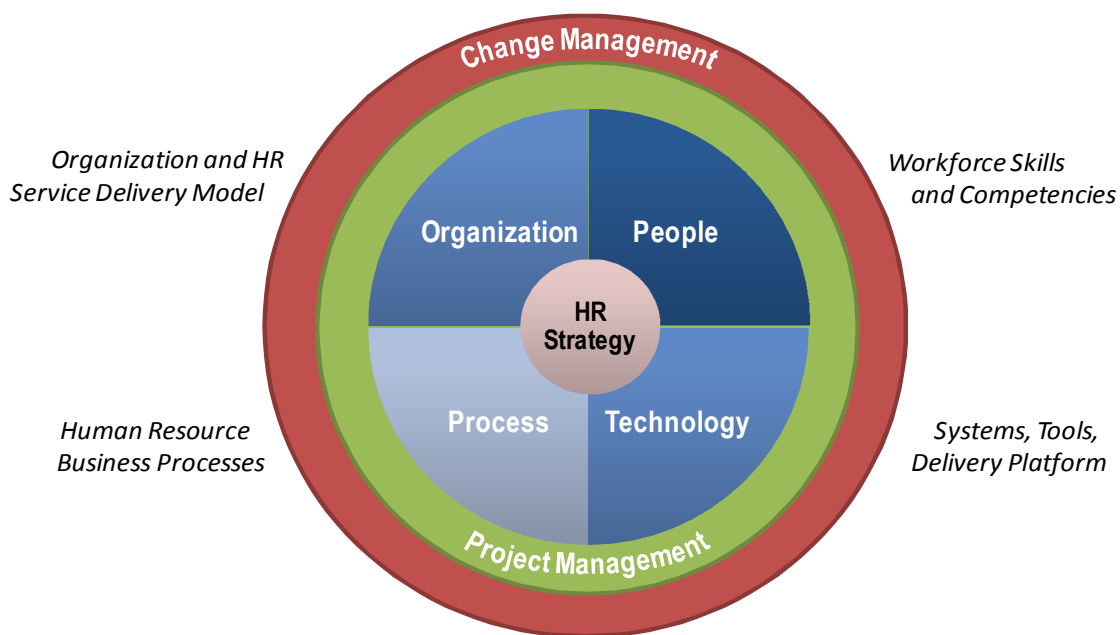
To a lesser degree, organizations are also experiencing success in leveraging and developing global resources (39% versus 34% in last year's survey), broadening organization support (36% versus 31% last year), enhancing business performance (33% both years), and strengthening leadership (31% versus 33% last year).

There are two areas that demonstrate significant change compared to last year: data quality / integrity and technology infrastructure. Last year organizations indicated only 11% and 16% success rates in these areas, whereas the current survey indicates 28% and 26% success rates, respectively. While the tough economic environment of the last year has been a difficult one for initiating new projects, apparently organizations have not been standing still and have been focusing on cleaning up and standardizing their data and systems environments. This provides a great foundation to build on for when the economy regains its strength!

Another area of change is the lesser success this year in global talent development (21% versus 33% last year). Again, it is not surprising that, due to the challenging economic environment of the last year and the pervasive global reductions in force, that considerably less focus has been placed on talent development.

GLOBAL BUSINESS FRAMEWORK

The *Going Global Readiness Survey* has been designed within a global business framework that focuses on business strategy and organizational structure. To assess business strategy, Jeitosa uses its strategic global business model which consists of five key business components – Strategy, Organization, People, Process, and Technology – and two overarching management processes – Project Management and Change Management (see Figure 8). These business components are tightly interconnected such that a change in one component will necessarily cause a change in the others. For example, you cannot effectively change a business process without changing the organization, the people and the technology that support the process. If you try to change one component in isolation, you run the risk of creating an ineffective and inefficient system that may create more problems than the one you were trying to solve. While there is generally one primary component affected, the other components must always be assessed and managed to ensure that some inadvertent, unexpected, and unwanted change doesn't occur in another area.

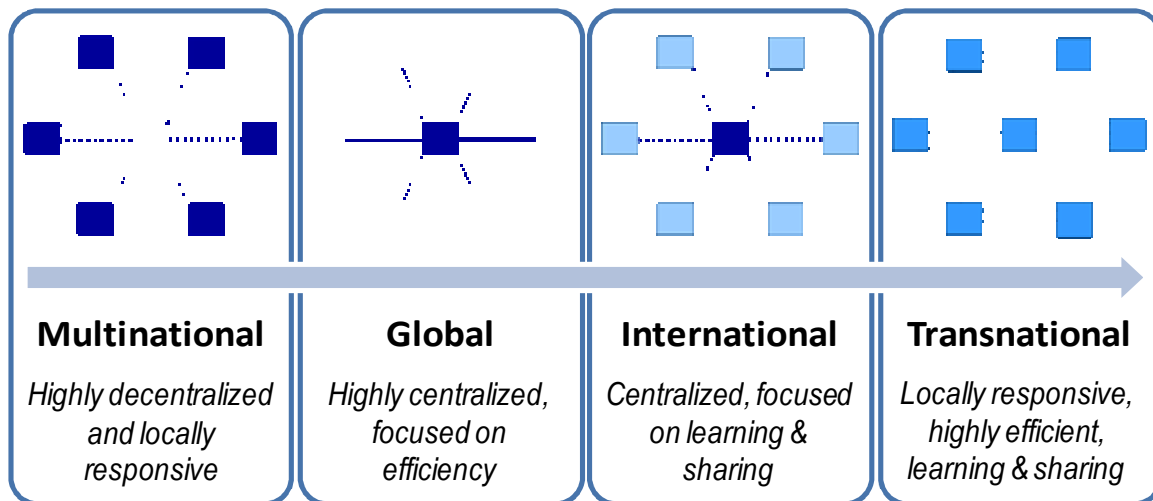


Source: Jeitosa 2009

Figure 8. Jeitosa's Strategic Global Business Model.

The interconnectedness of the wheel in Figure 8 signifies that organization, people, processes, and technology must all be aligned with the HR strategy and with the organization's overall business strategy. Business processes, technologies, people skills, and organizational structures that are not aligned with the strategy are at best ineffective and at worse counter-productive.

Another model we will use to assess organizational readiness to go global is based on the work of Christopher Bartlett and Sumantra Ghoshal who describe four different global organizational models, based on how power and control is distributed throughout the organization (see Figure 9).



Source: Adapted from Bartlett & Ghoshal

Figure 9. Four Global Organizational Models.

Multinationals. The Multinational organizational model is one that is highly decentralized—all power and control reside in the local business units, and the role of corporate is primarily one of financial consolidation. Often called, “multi-local,” this type of organization consists of independent business units, tied together primarily through legal and financial reporting requirements.

Globals. The Global organizational model is the inverse of the Multinational; it is highly centralized with all power, control, and operational management residing at the corporate level and with local business units serving solely as pipelines to the local markets. New initiatives, innovations, and operational controls are driven completely from headquarters to operations throughout the organization.

Internationals. The International organizational model is one that takes a more balanced approach between centralization and decentralization. A key characteristic of this organizational model is that it seeks to understand the needs and share the learnings of its local business units and then to drive best practice approaches from headquarters throughout the worldwide organization.

Transnationals. The Transnational organizational model is a hybrid approach that combines the best of the other three models: responding to local needs, standardizing for efficiency, and leveraging learnings and sharing best practices. Often called “federated” or “networked,” this organizational model seeks to distribute responsibility and control to the entity best suited to meet the need.

Prior research has also indicated that there is a progression as organizations globalize and mature in their development. Organizations often start their global journey as a Multinational, by making acquisitions outside their home country, allowing each international subsidiary to initially operate autonomously. Later they seek to gain efficiencies by consolidating operations and so they shift to the Global model. However, the Global model can be too standardized and restrictive and so cannot effectively support local business needs. Hence, as the next step in their global evolution, organizations tend to migrate to the International model with a focus on learning and sharing. Ultimately, the most mature global organizations evolve to the Transnational model, which seeks the optimal balance among local autonomy, standardization and efficiency, and learning and sharing (Beaman and Walker 2000, Beaman and Guy 2003, 2004, and Martin and Beaman 2009).

Of course there are no “pure” models; but organizations do tend to focus more on one strategy than another at particular points in their evolutions. As earlier research has shown and as we will again see later in this report, organizational model is one indicator of the different types of structures, strategies and technologies that organizations adopt when going global (Beaman and Walker 2000, Beaman and Guy 2003, 2004, and Martin and Beaman 2009).

We have been collecting and analyzing data on global organizational models based on the Bartlett and Ghoshal framework for close to ten years now. In our 2000, 2003, and 2004 studies, we saw a larger percentage of Multinationals – over 30% of the organizations surveyed. In recent years, while the percentage of International and Transnational models has stayed about the same, we are seeing more organizations adopt the Global model – over 30% – at the expense of the Multinational model – which is now below 25% of those surveyed.

In Jeitosa’s current Going Global survey, we again see a larger number of Globals (34%) than in prior years (see Figure 10). We surmise that this movement toward the Global model is a direct result of the recent financial crisis as organizations are looking for ways to improve efficiencies and reduce costs. The Multinational model, while highly responsive to local markets and cultures, is expensive due to the duplication of resources and the lack of standardized processes and systems. We contend that, as the world economic environment stabilizes, organizations will continue on their globalization journey by adopting more learning and sharing strategies as they move toward the International and Transnational models.

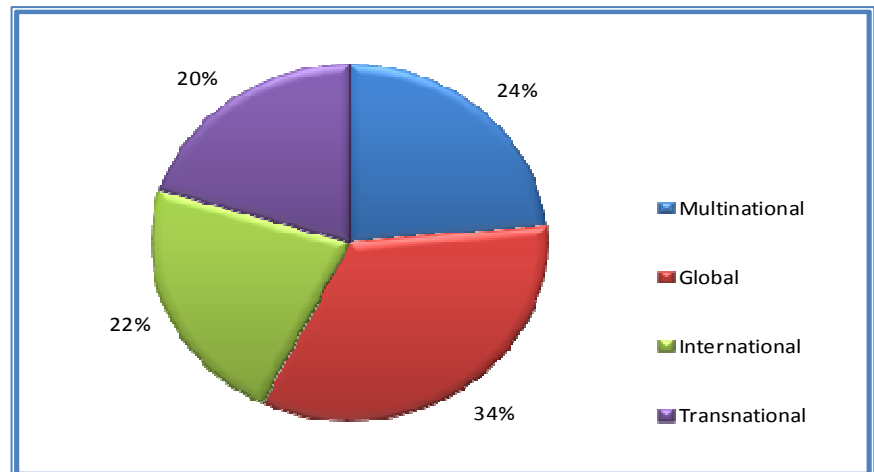


Figure 10. Global Organizational Models Surveyed.

KEY FINDINGS

Strategic Findings

To determine how integrated and connected a global organization is, the Going Global survey asked respondents to assess who drives key initiatives, strategies and plans for human resources, IT, and HRIT. First, it is important to keep in mind that this group of survey respondents is already a very global group. Figure 11

shows that IT (61%) and HRIT (66%) strategies are predominantly driven globally; HR lags behind with only one-half being driven globally (51%). In fact less than half (44%) of the respondents involve their local HR and HRIT staff in their overall strategic planning efforts (see Figure 12). While much HR work is local, there is also much to be gained in going global and streamlining common processes across the world.

Looking at the effect of the organizational model on business strategies and plans (see Figure 13), we see the same progression: HRIT is most often driven globally, followed by IT and then HR. We can also see in Figure 13 the shift from the very local approach of the Multinational to the centralized approach of the Global and finally to the more balanced local/global approaches of the International and Transnational models.

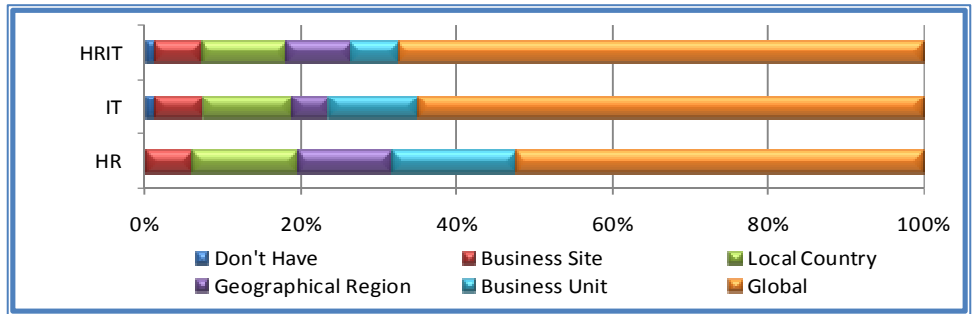


Figure 11. Business Strategies and Plans.

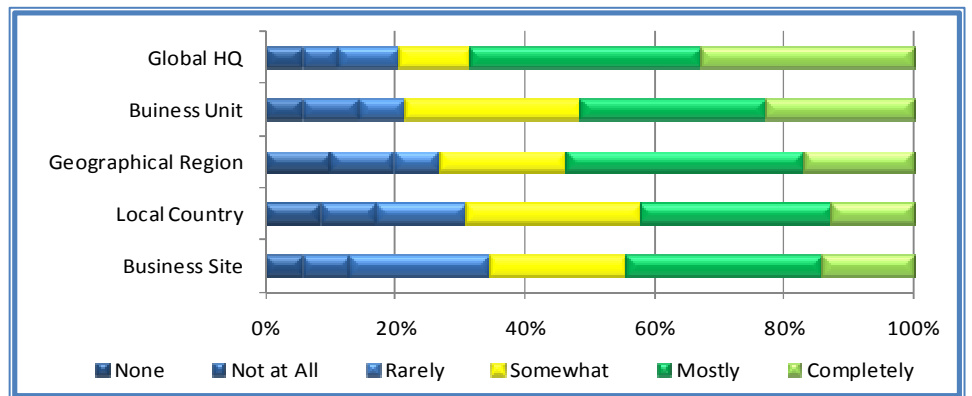


Figure 12. HR / HRIT Involved in Business Planning.

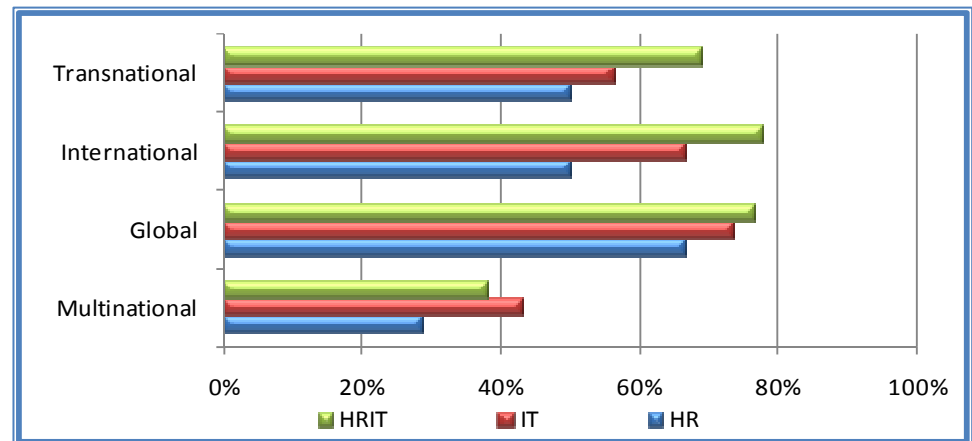


Figure 13. Strategies and Plans Managed Globally.

Organizational Findings

In organizational design, as we saw with strategy development, the most global functions are HRIT (59%) and IT (54%) (see Figure 14). Again, as with strategy, global organizational structures for HR lag behind with only 37% of organizations reporting that their HR functions are organized globally. However we do see a slight increase in globally organized HR over last year, where only one-third (33%) reported that they manage HR on a global basis. Typically HR is largely managed by the business unit (25%) or the local country (18%).

Of the organizations with alternative sourcing strategies in place (see Figure 15), the most globalized functions are Centers of Excellence (42%), Outsourcing (38%), Offshoring (34%) and Shared Services (32%).

While all organizational types place a stronger global focus on IT and on HRIT than they do on HR (see Figure 16), the contrast is sharpest with the Transnationals and Multinationals in which only 21% manage HR globally.

As Globals try to globalize everything they can, we see the least contrast here, with HR, HRIT, and IT all managed globally more than in the other models – for more than half of the respondents.

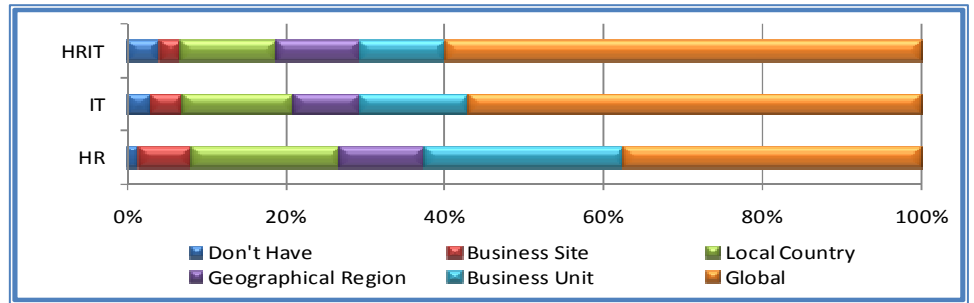


Figure 14. Organizational Management – HR / IT / HRIT.

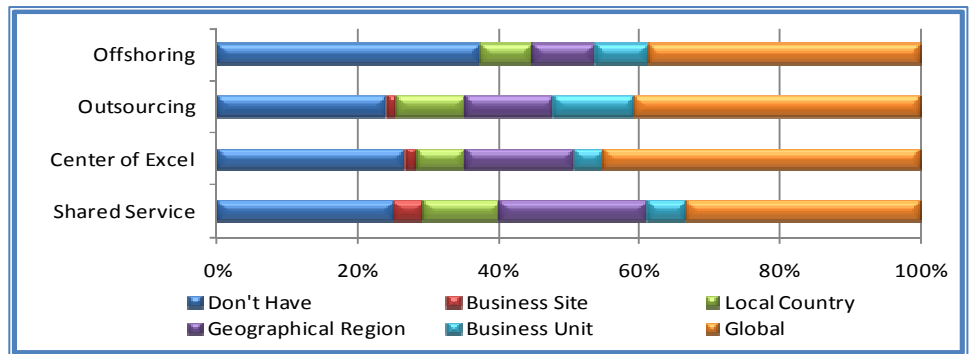


Figure 15. Organizational Management - Other Functions.

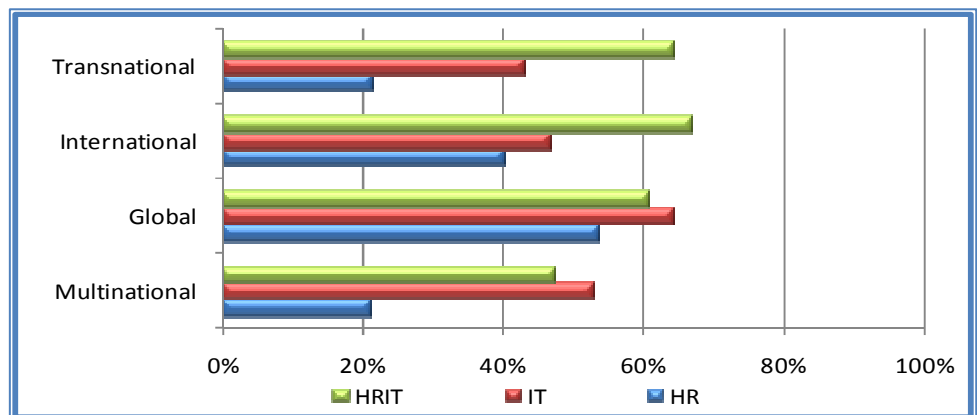


Figure 16. Organizational Functions Managed Globally.

Business Process Findings

The results of the *Going Global Survey* on the globalization of business processes are similar to many other studies that have been done in the past (see Figure 17). The most global business processes are Data Privacy (59%), International Compliance (57%), Compensation (56%), Risk Management (53%), and Top Talent Management (50%). Not surprisingly, the least global processes continue to be Core HR (29%), Benefits (26%), Payroll (24%), Recruiting (19%), and Time & Attendance (14%).

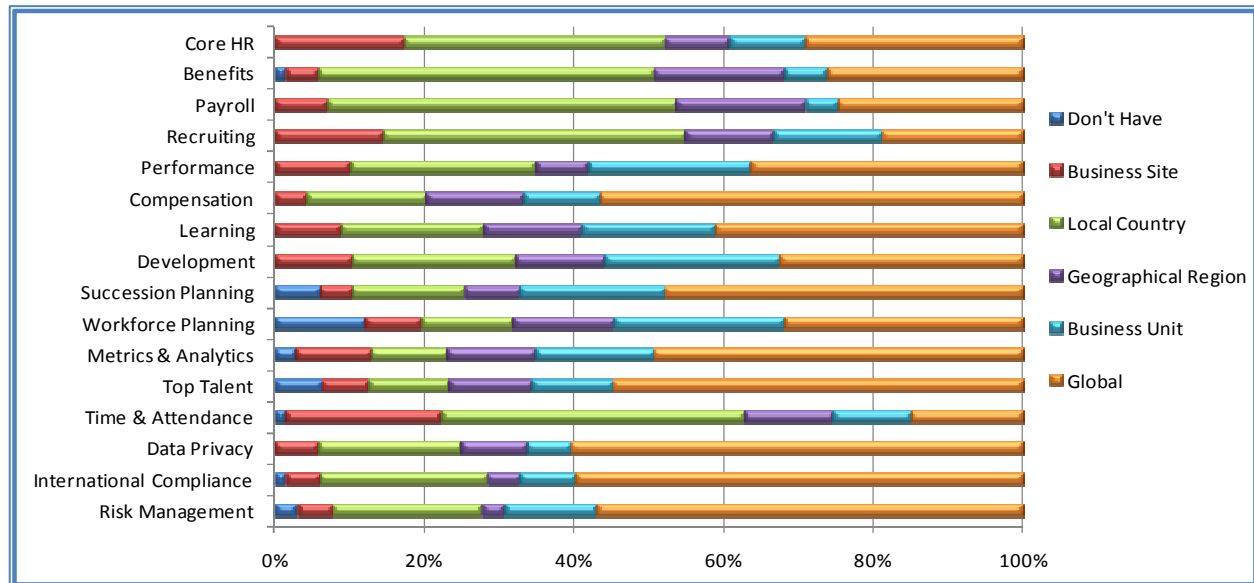


Figure 17. Business Process Management.

Many common global processes have become even more global when compared to last year's survey results. Compensation moved from 50% to 56%, Risk Management from 47% to 53%, Data Privacy from 43% to 59%, International Compliance from 41% to 57%, and Succession Planning from 42% to 46%.

Looking at the globalization of business processes by organizational type, we see a similar, yet more revealing picture. Transnationals are more highly focused on the corporate functions (compliance, data privacy, and risk management) with little regard for global HR functions.

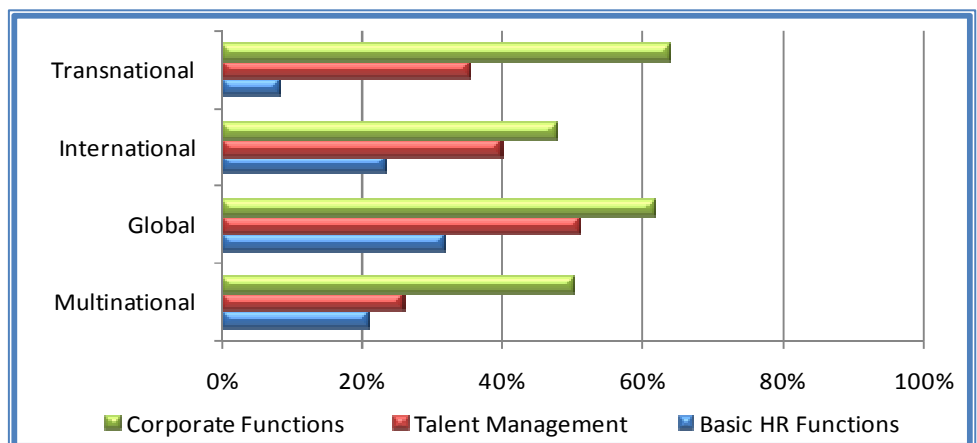


Figure 18. Business Processes Managed Globally.

People & Competencies Findings

The Going Global Survey also looked at the skills and competencies people need in order to work effectively globally (see Figure 19). The top competencies that survey respondents say contribute to global success are cultural intelligence (65%), followed by flexibility (54%), strategic thinking (51%), leadership skills (49%), adaptability to change (48%), and having a global mindset (45%). Previous research has implicated a number of factors as impacting local success, including individual personality styles, vast cultural differences and specific contextual and situational issues (see Beaman 2003).

Quite surprising in this year's results is the very low ranking of Risk Tolerance – only 6% versus 44% in last year's survey. Other studies (Beaman, 2003) have shown that a relatively high degree of Risk-Taking is necessary for successful international work. By its very nature international work is demanding and rife with pot holes and potentials roadblocks. Therefore, it takes a courageous and persistent person to be successful.

Figure 20 shows respondents' opinions on working globally. Most believe in the importance of adapting to the local culture while maintaining strong ties with global headquarters for support, particularly in adapting products and services to the local environment and adopting different roles and identities to be successful in different situations.

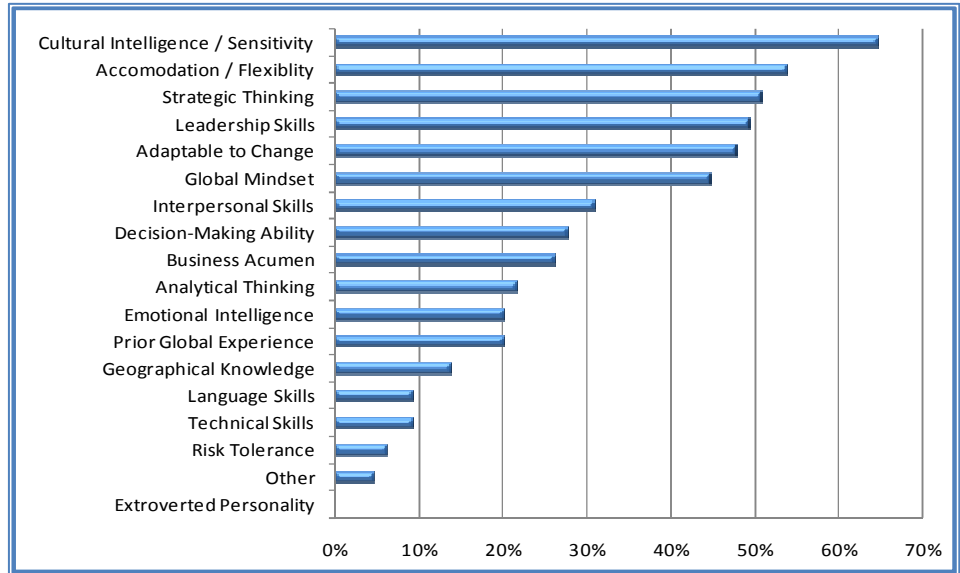


Figure 19. Competencies for Working Effectively Globally.

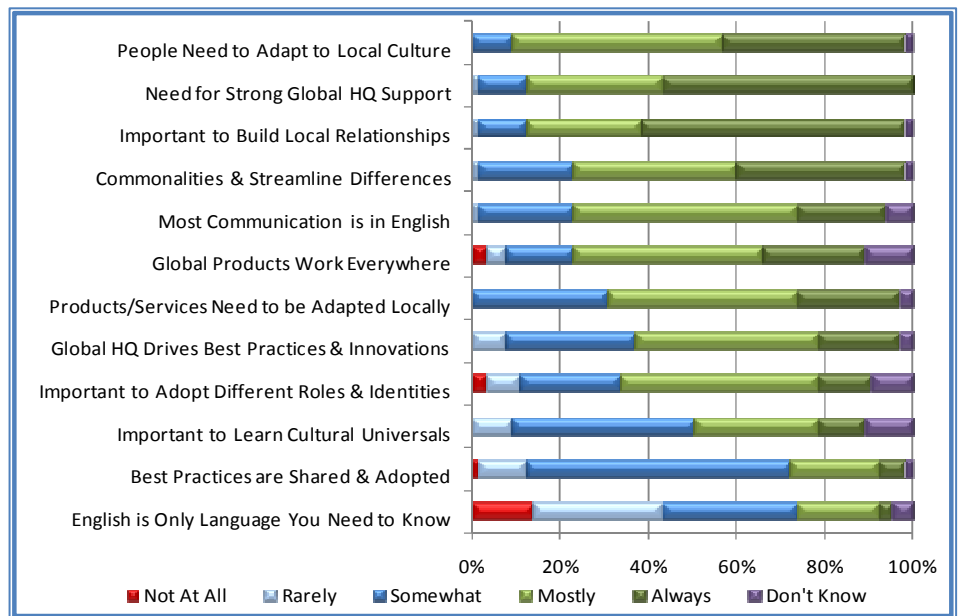


Figure 20. Opinions on International Work.

Technology & Infrastructure Findings

As we saw in Figure 5, slightly less than half of the organizations responding to the survey have one single global HR system (45%); the remainder have multiple systems by country and/or business unit. Still, core HR Management is by far the most globalized software application (58%) (see Figure 21). Following HR are Learning (48%), Performance (44%), Compensation (43%), and Recruiting (42%). As expected, the least globalized functions are Payroll (18%), Workforce Planning (19%), and Benefits (27%). While Payroll and Benefits are largely local functions, global Workforce Planning is clearly an opportunity for organizations to better leverage their workforces.

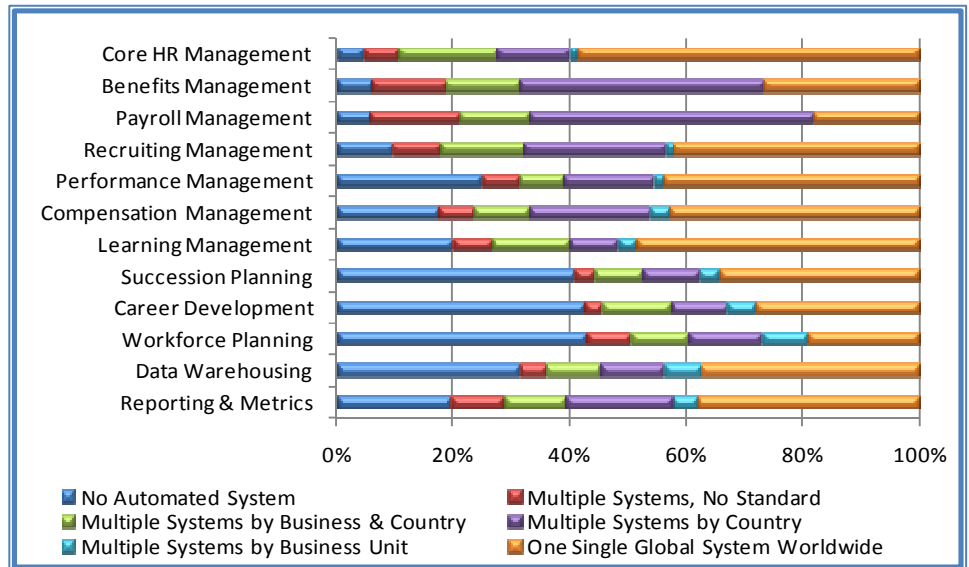


Figure 22. Software Application Architecture.

A large majority of organizations have vendor-purchased applications for Core HR (76%); more than half have vendor-purchased software for Payroll (52%), and 40% have vendor software for Data Warehousing and Metrics/Analytics (see Figure 22). This is as expected since the vendor application space has been maturing over the last 30 years. The remaining software applications are either not automated, inhouse-developed, or in a SaaS (Software-as-a-Service) model. SaaS applications have the greatest penetration in Recruiting, followed by Performance, Compensation, and Learning. The only area where BPO continues with a foothold is in the benefits arena, where close to 20% have outsourced their Benefits Management functions.

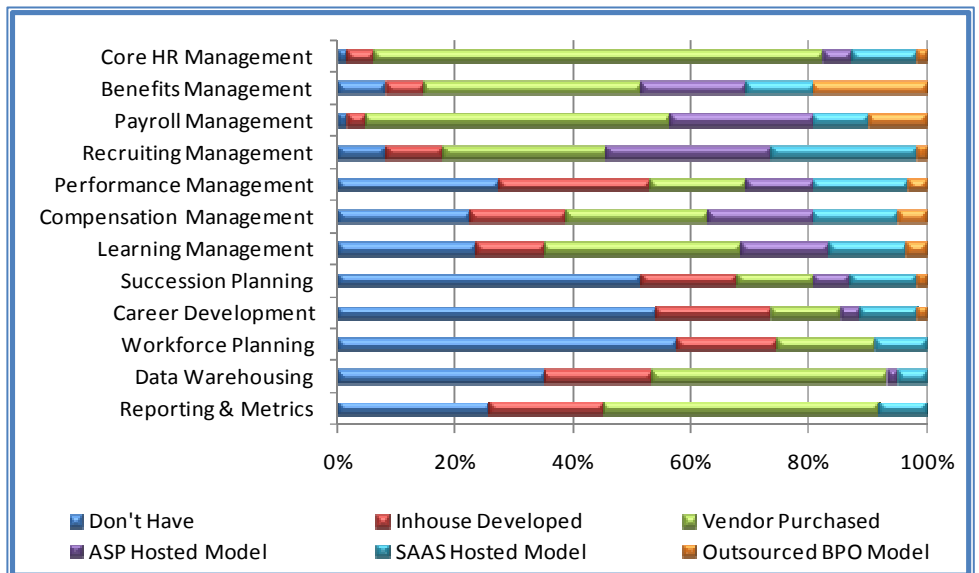


Figure 21. Software Application Platform.

LEADING PRACTICES OF TOP PERFORMERS

In order to uncover the leading practices of top-performing organizations, we organized the survey respondents into two groups: top-tier and bottom-tier organizations based on publically available financial information. We developed a Growth Index based on the organization's employee growth, sales growth, and net income growth. Top-tier organizations are defined as those with Growth Indexes above 10 and bottom-tier organizations as those with Growth Indexes below 0.

Leading Strategic Practices

Top-performing organizations involve HR from the local business sites, countries, and business units in the strategic planning efforts for the organizations – and in fact they do at least a third more often than the bottom-performing organizations (see

Figure 23). They are also 20% more likely to do so than the overall survey average. Clearly, leveraging the collective know-how and local knowledge of the organization's local and regional HR teams adds value to the strategic planning process and to any broad-based business initiatives. It also gains buy-in across the organization.

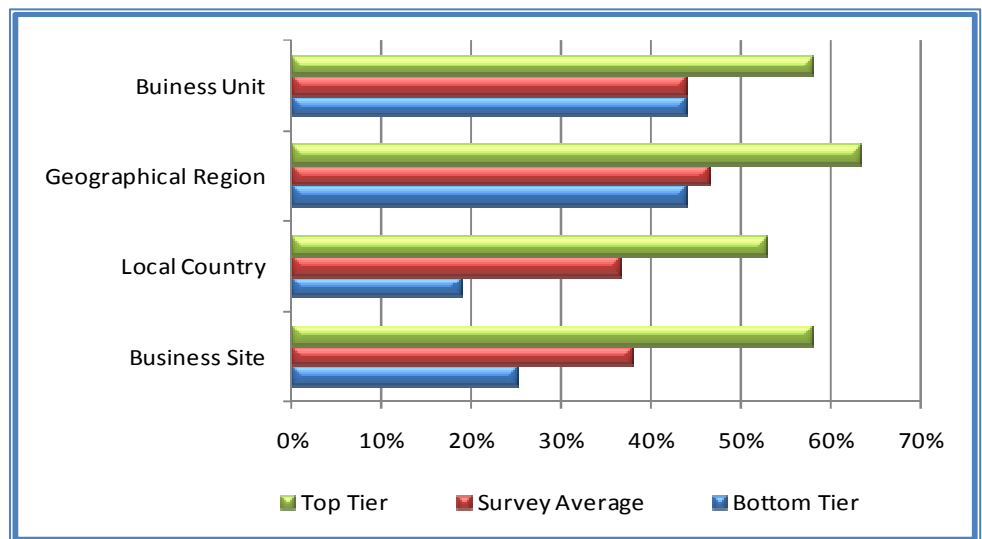


Figure 23. Strategy and Planning in Top-Tier Organizations.

Leading Practice Recommendations:

Develop your strategic plan with multiple horizons in mind: Horizon 1 for the short-term, perhaps 1-3 years; Horizon 2 for the mid-term, such as the next 3-5 years; and Horizon 3 for the long-term, over 5-10 years. Involve local HR and IT staff, (rather than dictate from the top) to gain knowledge, garner buy-in, identify strategies, set goals and metrics, develop initiatives and build collaboration.

Leading Organizational Practices

Top-performing organizations in the Going Global Survey make greater use of key organizational constructs: Centers of Excellence (61%), Shared Services (44%), Offshoring (44%) and Outsourcing (44%) (see Figure 24). They are 18% more likely to implement Shared Services and outsourcing strategies and 14% more likely to have a Center of Excellence in place.

Other research by Jeitosa as well as others has confirmed that the best performing organizations deploy a multi-sourcing approach, ensuring that the right work is performed in the right place, by the right people, at the right time.

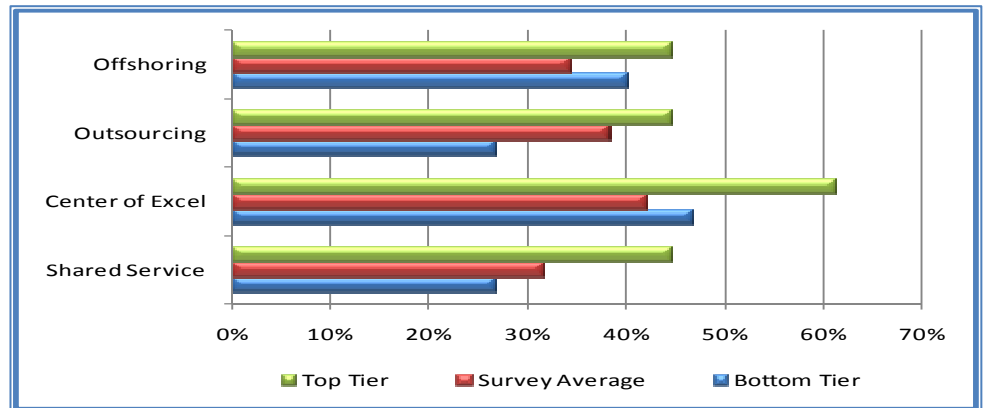


Figure 24. Organizational Constructs in Top-Tier Organizations.

Leading Practice Recommendations:

Take a multi-dimensional approach to developing sourcing strategies, considering different functions, varying service levels, and disparate locations. Assess and determine when to standardize and when not to standardize and integrate processes, services, organizations, solutions.

Leading Business Process Practices

A few noteworthy processes stand out when looking at the globalization of business processes in top-performing organizations (see Figure 25). International Compliance and Risk Management are two functions that are nearly 20% more likely to be managed globally in top-performing organizations than they are with the average survey respondents. Similarly, Compensation Management and Succession Planning are more likely to be global in top-performing organizations.

Consistent with our prior research in conjunction with CedarCrestone, globally managed Metrics and Analytics also show a strong correlation with top financial performance. Top-tier organizations appear to have heeded Peter Drucker's words and are managing by the numbers.

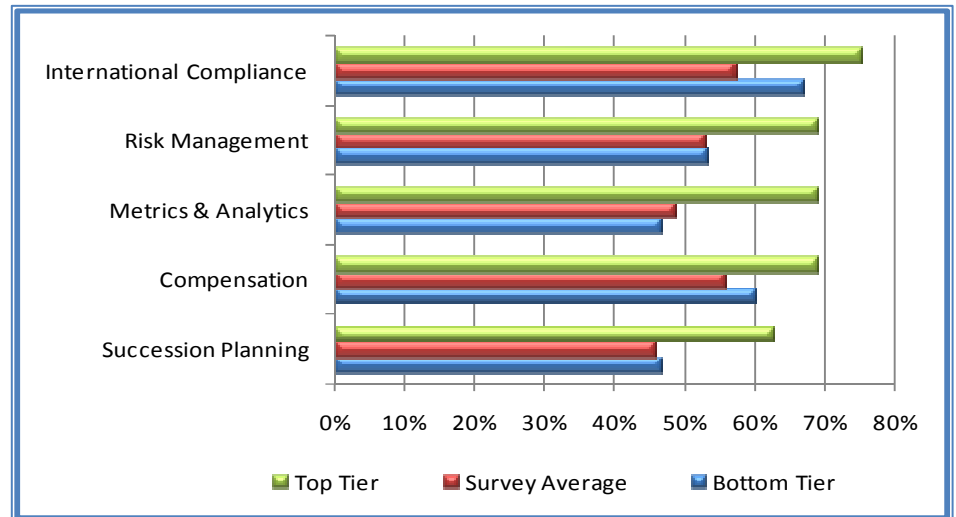


Figure 25. Business Processes in Top-Tier Organizations.

Another important business process where we see a strong linkage with the financial performance of top-tier organizations is data privacy and protection strategies. Of the top-performing survey participants, 75% are either currently implementing or have fully implemented a global data privacy policy, versus an average of 47% for the rest of the survey participants. Clearly the focus on global processes differentiates the top-performing organizations.

Best Practice Recommendations:

Evaluate and decide which processes should be global, which should be regional, and which should be local, avoiding the one-size-fits-all approach. Start with the lowest level of local country legislative compliance, consolidating requirements at the local and then regional level, and harmonizing / standardizing to the highest global level. "Think local, act global."

Leading People & Competencies Practices

Top-performing organizations understand that there are several key competencies that employees need to be proficient in order to be successful working internationally. Cultural Intelligence and Global Mindset are the two competencies that stand out, with 81% and 69% of top-tier organizations understanding how critical these two skills are. They also recognize that Emotional Intelligence, Decision-Making Ability and Analytical Thinking are key competencies that an international worker needs to be successful.

One area that should not be underestimated is the importance of Prior Global Experience in helping individuals understand what it takes to be successful globally. (Alas, but that is true for most things in life!).

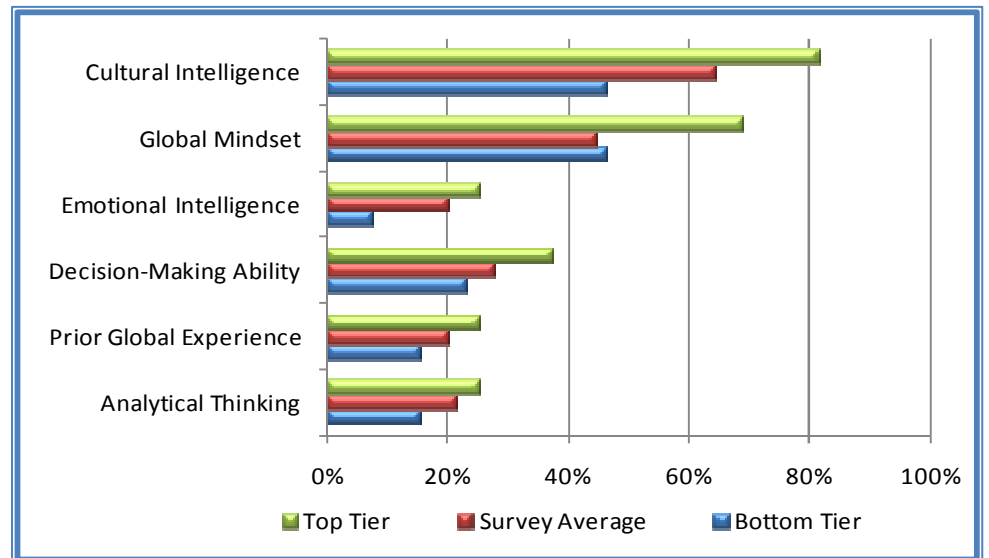


Figure 26. Key Competencies in Top-Tier Organizations.

Best Practice Recommendations:

Understand that there is no single best approach – select the right global mindset for the right organization and job. Implement cross-cultural training seminars, exchange programs, and rotational assignments to build inclusive, diverse teams. Build global cross-functional, cross-divisional, cross-cultural teams for the most successful projects. Recognize that global diversity is an evolution; understanding and acceptance doesn't happen overnight.

Leading Technology & Infrastructure Practices

While not all technologies and application platforms can increase business value, there are several that stand out for top-performing organizations. There appears to be little difference in financial value resulting from the implementation of Core HR, Benefits, Payroll, and Recruiting Management applications (see Figure 27). We surmise that since these are the most mature areas of HR application deployment, there is little differentiation remaining. However, we see significantly greater financial growth with the deployment of all talent management functions, most significantly Workforce Planning (35%), Performance (32%), Succession Planning (27%), Career Development (27%), Compensation (18%) and Learning (14%). Similarly, implementation of Data Warehousing (33%) and Metrics and Analytics (18%) applications are also linked to better financial performance. These findings corroborates many other industry studies, in particular our recent report with CedarCrestone: *Leveraging HR Technology: From Global Savings to Transnational Value*.

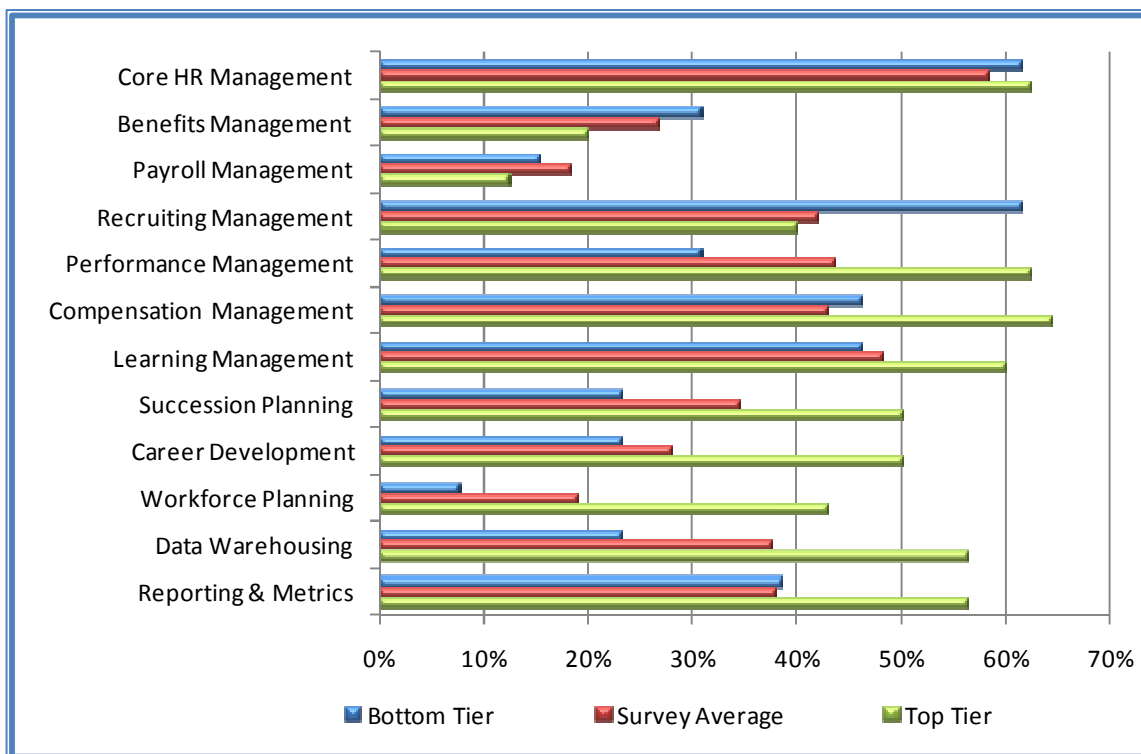


Figure 27. Global Technology Adoption in Top-Tier Organizations.

Best Practice Recommendations:

Define, deploy and integrate modern, global talent management applications to support the world-wide organization, especially those that show a high correlation with financial success.

CONCLUSION

The world of globalization is complex, but comprehensible; it is daunting, yet exciting; it is challenging and achievable! Studying the leading practices of others who have “gone global” before is an effective way to avoid the traps and to develop a path forward. Globalization is a journey, not a destination. Every year, every month, every day, every minute, we are learning new ways of working effectively in a global environment. To read more on the Going Global Readiness Survey and on the stages of globalization with HR and HR technology, check out www.jeitosa.com/articles#globalization.

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ABOUT THE AUTHOR



Karen V. Beaman is the Founder and Chief Executive of Jeitosa Group International (www.jeitosa.com), a worldwide strategic business consultancy focused on making global HR possible. Recently, she was the chief HCM strategist at Workday on the team responsible for designing their new global Human Capital Management (HCM) system. Previously she held global responsibility for the sales and delivery of ADP's professional services across the Americas, Europe, and Asia/Pacific. She was based in Paris for four years, where she was responsible for building and leading ADP's professional services business across Europe and for launching the company's professional services in Latin America.

Karen is an internationally recognized speaker and author and has published works on such topics as global human resources issues, information technology, transnational organizational design, strategic sourcing, sociolinguistic variation, cultural diversity, and global leadership. Her first edited volume, *Boundaryless HR: Human Capital Management in the Global Economy* (2002), addresses global strategic planning and implementation issues and her second, *Out of Site: An Inside Look at HR Outsourcing* (2004) takes an in-depth look at human resource outsourcing. Her third book, *Common Cause: Global Shared Services for Human Resources* (2006), looks at the planning, implementation, measurement, and ongoing management of shared services for HR operations. Her newest book, *HR Frontiers: Shifting Borders and Changing Boundaries* (2008) takes a broad look at the field of global human resource information technology from strategic planning to people management, from implementation and operations to measurement, compliance and governance.

She has a B.A. from Old Dominion and an M.S. from Georgetown University and was promoted with distinction to Ph.D. candidate in Sociolinguistics and Historical and Computational Linguistics. Her Ph.D. thesis conducted a quantitative analysis of sociolinguistic variation in Schwäbisch, a dialect spoken in southern Germany. She is the co-founder and Editor-in-Chief of the *IHRIM Journal*, Program Chair for IHRIM's Global Forum Summit), past-Chair of the *IHRIM.link* Magazine Editorial Committee, and a former member of the IHRIM Board of Directors. In 2002, Karen received the Summit Award, IHRIM's highest award honoring her lifetime achievements in the field. She is fluent in English, German, and French, and has a working knowledge of Spanish and Portuguese. She can be reached at karen.beaman@jeitosa.com.

ABOUT JEITOSA

Our Company

Jeitosa Group International was founded in 2004 as a global advisory and systems deployment firm servicing companies across the world in the areas of human resources, finance, and information technology. Jeitosa is a global organization with 50+ global business advisers covering 40+ countries focusing on the mission critical challenges and issues companies face as they grow — challenges and issues that are local, global, regional, and transnational.

Our Name

The name Jeitosa (pronounced zhay-taw-za) comes from the Brazilian Portuguese word *jeitosa* [from *jeito* + *-osa*], an adjective meaning able to find astute or ingenious solutions; skillful, adroit, clever, innovative, solution-oriented, problem-solving; making the impossible happen (Dicionário Aurélio). Working in the global, digital, virtual world demands a creative approach in finding elegant solutions to complex business problems, which is why this name aptly describes the kinds of solutions we provide for our clients.

Our Mission

Our mission is quite simple: *"we bridge people, process, and technology through agile, modern solutions to make global business possible."* Our goal is to be a global partner to our clients, enabling "Better HR" through more adroit and knowledgeable people, more effective and efficient business processes, and best-fit modern technologies.

Our Values

Jeitosa abides by six core values that govern interactions with all of our associates:

- **Integrity** – fostering openness and fairness in all our business relationships.
- **Motivation** – going the extra mile to ensure our clients' and partners' success.
- **Partnership** – engaging with all our associates for long-term relationships.
- **Knowledge** – sharing best-in-class global business and technology solutions.
- **Excellence** – delivering superior value to our clients, partners, & shareholders.
- **Balance** – building symbiosis in work, life, diversity, profitability, and fun.

*Jeitosa opens doors around the world...
providing solutions for global success!*

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