EXECUTIVE ROUNDTABLE SUMMARY

Engaging and Integrating a Global Workforce

May 20, 2015
Background

The Executive Roundtable on Engaging and Integrating a Global Workforce was held May 20, 2015 at the Society for Human Resource Management (SHRM) Foundation in Alexandria, Virginia. More than a dozen of the world’s leading human resources practitioners and researchers gathered to examine the current and projected global workforce landscape; discuss the concept of a global mindset, what it does and does not mean; consider the social, technological, economic, and training implications of an increasingly global workforce; and seek areas where more research might aid in identifying best practices for developing a sustainable global workforce and other worthy goals. (Note: SHRM Foundation recently published a whitepaper on this topic; its executive summary is accessible at futurehrtrends.eiu.com.)

SHRM Foundation, an affiliate of the Society for Human Resource Management, advances global human capital knowledge and practice by providing thought leadership and educational support, and sponsoring, funding, and driving the adoption of cutting-edge, actionable, evidence-based research.

Participants (biographies on page 9) at the May 20 Executive Roundtable sought to:

▪ Define and understand what it means to create a truly “global mindset” in the workforce.

▪ Share research and insights from their own experiences and best practices gleaned from working in public-and private-sector global workplaces, as well as from studying them from the vantage point of a researcher or academician.

▪ Identify key challenges global organizations face in the next decade or two, and consider what is required to meet such challenges with appropriate resources.

▪ Outline possible steps—from undertaking studies to disseminating findings—that HR professionals (and SHRM Foundation itself) must take to address the issues related to the global workforce.

“I don’t think most organizations are good at cultivating a global mindset across the company. I think they are more concerned with whether their top-tier leaders are able to function across countries and contexts.”

Key Themes

▪ The term “global mindset” means different things to different people. When cultural contexts are not sufficiently considered by HR management, clashes can arise at any level within the organization, just as they can in society when cultural norms and expectations differ among governments, organizations, and individuals. Minor or major disputes may originate from employees’ varying expectations around the communications, norms, mores, traditions, geographies, and gender roles unique to each culture in which a global organization operates.

▪ Every sector is affected. The issues around globalization pertain to all domains as well as every industry and vertical, including academia, healthcare, government, military, technology and more.

▪ A true global mindset starts at the top. In language, customs, hiring practices, office policies, messaging, and virtually every other facet of business, respect for cultural and contextual differences must permeate the organization from the top down. And, those currently at the top may not be there much longer, due to retirement or other reasons: “As the workforce is aging, what about the [global mindset of the] next generation of leadership?”

▪ Sustainability must be baked into every level of the organization. From committing to some predetermined threshold of local hiring to building environmentally sound offices, a successful global company considers its effects on host cultures’ economic health, population, ecology, carbon footprint, gender equality, and other factors that contribute to a broader theme of sustainability.

“The differences between the US and, say, China, are not incremental. Companies that don’t bring a global mindset to these new realities will struggle—or fail.”

Implications for HR

▪ Companies must cultivate employees who adhere to a global mindset, and tap them to help build an organization that “thinks” globally. Several participants pointed to the laudable practice of having executives or staffers move to new localities to train staff or launch a new office or site. These individuals can become leaders in cultivating a global mindset across the organization. In
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An example: “Say you have 20 teams implementing
a software system around the world,” said a speaker.
“Is it possible to devote an hour a month to invite one
team leader to share one cool thing they have done to
advance the implementation?” Month after month, think
of how much knowledge sharing would take place across
these global units.

Consider even this modest misunderstanding: If an Israeli
in Tel Aviv invites an American colleague over “for the after-
noon,” and that American shows up before 5pm, she may
well surprise/annoy her host. In the US, if a New Yorker
invites an Israeli over “for the afternoon” and he doesn’t
arrive until 5:30, the American may be just as miffed. So-
cial mores shape casual and formal business interactions.
One example is of a hospitality executive whose time
in China revealed that customer base’s predilection
for booking hotel rooms on mobile phones—more so
than their American counterparts typically did. The
observation accelerated development of his company’s
mobile-booking app, rerouted resources, and resulted in
other strategic decisions.

Another example is of startup founders whose projects
in China revealed that customer base’s predilection
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Novelty—the attractive power of something new—plays a
huge role in the human ability to adapt and thrive. Yet “even
very smart people, when faced with novelty, can make ab-

Emerging markets will contribute more than
half of global GDP in 25 years.”

Presenter’s Perspective
Anil Gupta, Ph.D., is the Michael D. Dingman Chair in Global
Strategy and Entrepreneurship at the Smith School of Busi-
ness at the University of Maryland.

Those who truly harbor a global mindset consider the
people, cultural norms, and geopolitical and economic
forces shaping the workforce in both the host and the home
countries, he said. “The reason we have mindsets” at all,
said, “is that human brain has limited capacity. We
are programmed to take in only a portion of the information
that comes at us. It enables us to function in the world; if
you tried to analyze every bit of information coming at you, it
would be paralyzing.”

“What [will] you learn in six months of
running a company in a foreign country? All
your new ideas will have originated in the
home country if you don’t live [abroad].”

The process of attaining and maintaining a global mind-
set is ongoing. If you are Indian, Swiss, or American, it
may take years to learn China from the vantage point of
your home country, yet it may take a lifetime to view it
from the perspective of a Chinese. Nevertheless, both people and organizations can, and should, evolve into a more global worldview, understanding that cultural norms take years to observe and absorb.

- Local competitors will outpace you—at least at the beginning—because of their cultural vantage point. “The trick for a multinational company is to start with an assumption that the local [companies] can play the local game better than we can,” said Dr. Gupta. However, the global advantages a multinational can bring to bear—size, reach, brand awareness, financial resources, and so on—can help to compensate for that inherent lack.

- Organizations and people alike must learn to integrate locally. Blending the global and the local vantage points can aid the company in everything from supplier relations to customer satisfaction.

“People use different lenses to look at the same reality.”

Discussion Takeaways

- Which companies walk the global walk? Dr. Gupta cited Cisco, GE Healthcare, IBM, and Unilever as several companies that in his opinion excel at operating across cultures and contexts. “I’d put IBM even farther ahead of the others,” he said. “They’ve demonstrated [their commitment to being global] in their strategic actions—but also from an HR point of view. They’ve tried to build good relationships with governments around the world, and globalize the mindset of their high-potential people who will be tomorrow’s leaders.”

IBM and the others notwithstanding, one participant speculated that younger companies may be more adept at moving into an emerging market. In the high tech vertical, there was also a nod to the culture of Silicon Valley, which rewards innovation and new ideas. Many companies in Silicon Valley also have a global perspective in that they are focused on finding and legally bringing in talent from around the globe. These activities are well documented at sites such as here."

- Where do companies often get “global” wrong? “It’s a mistake to think of the global mindset solely from the HR point of view. Of course that’s hugely important—but ultimately, cultivating a global mindset has to do with understanding both people and markets. Executives can be savvy about one and not the other.”

“Diversity without integration is worse than integration without diversity.”

- What are the assumptions behind the terms “host” and “home”? If a company always looks out at the world from its headquarters mindset, then every host site is “foreign.” On the other hand, if the company seeks to cultivate a peer-to-peer view of the organization, then it has multiple homes, with one mother ship. When a peer-to-peer mindset is cultivated, the organization can better create a network in which people access best practices and share information across sites.

“It’s important to stay agile and look at things from 10 or 20 perspectives before taking a position.”

Implications for HR

- Consider quantifying personnel’s global mindset. It is possible to measure a person’s global savvy. The Global Mindset Inventory is one of a handful of tools Dr. Gupta pointed to that can measure someone’s ability to understand how he or she thinks about living and working in foreign environments and how this mindset influences an organization.

- Examine the role your most senior staff might play. Executives’ longevity with the organization counts. If, for example, Jean has launched the Abu Dhabi and Dakar offices over 20 years, living in-country, learning local dialects, and building key relationships in person, her awareness of both global markets and local customs will be peerless.

On the other hand, if John opened the London office largely by shutting back and forth between New York and the UK, it is safe to assume his grasp of local customs is not as advanced.

Topic 2: New Ways of Working: Global Virtual Teams

Presenter’s Perspective

Sharon Glazer, Ph.D. is a professor and chair of the Division of Applied Behavioral Sciences at the University of Baltimore. She discussed the impact of global virtual teams, and of “virtuality” in general, on the workforce now and in the future.

Dr. Glazer defined a GVT as a transitional, temporary, or permanent workgroup, composed of individuals working across time, space, and cultures. A GVT may occur synchronously, with members talking with each other in real time, or asynchronously, with some members sharing information during business hours in, say, Thailand and others chiming in later during normal hours in Canada.

“When people are dispersed, there tends to be greater distrust,” she said. “Yet it’s important to recognize that things will happen that can be interpreted in negative or positive ways. If my Japanese counterpart hasn’t gotten back to me [with an answer to a business question], maybe they are socializing the decision in a group in a manner different from how an American might do it.”
Companies don’t invest a lot of time and effort in building cultural competence. They expect people to pick it up by virtue of an expat assignment, but it requires far more intentionality than that.

- Be wary of co-worker stereotypes that shade into bigotry or prejudice. Talk about temporal orientation quickly tipped into concern about the need to guard against stereotyping as a GVT is taking shape. “In the US, we tend to be polytaskers, doing multiple projects at a time, whereas in India, monotasking is more typical,” said a speaker, acknowledging she was generalizing. Yet “is every American the prototypical American”—a monochron who works not a minute past 5pm? By the same token, “is every Indian the prototypical Indian”—a polychron who is late to meetings? Absolutely not, and managers must resist the urge to classify people based on cultural generalizations. “There is a serious risk that if we treat someone as a stereotypical representation of their culture, we may end up offending them,” said a participant.

- English may be the lingua franca, but it behooves all on the team—and within the organization as a whole—to be sensitive to slang, jargon, accents, inflection, etc. A participant from Europe cringed as she talked about a video her company made for global usage, replete with rapid-fire, lingo-laden English. What’s more, not every word in Russian, Japanese, or Swahili has an exact counterpart in English, so be aware of the potential for misunderstandings arising from simple translation errors.

- Be alert to differences in conversational styles. The use of yes/no questions to arrive at a decision won’t work with every culture. Also, in some places, silence may mean disagreement—or just the opposite.

A culturally intelligent person is adept at being able to tease out what is group behavior and what is individual behavior.

**Discussion Takeaways**

- Across cultures, people’s temporal orientations will vary. Some in a GVT will function with a sense of nostalgia for the past, others with an eye toward surviving and thriving in the present, while still others are looking ahead, seeking innovative opportunities.

There is another layer in play, too. Those who view the workplace as “monochronic” would expect meetings to start on time, projects to be executed efficiently, and activities to proceed in a logical, linear fashion. Yet to a person raised in a “polychronic” culture, a greater level of fluidity is expected and practiced in the workplace, which could result in softer deadlines, longer discussion of alternative strategies, more multitasking, and a greater willingness to change course in the midst of a project. When those holding different temporal orientations meet within a GVT, conflict can arise due to differences in expectations. (Here is an overview listing other differences between polychrons and monochrons.)

**Pros of GVTs:**

- Cohesion tends to increase with time—especially after members have met in-person.
- They make it possible to bring together company experts across disciplines and geographies.
- They can conserve dollars that would be otherwise spent on travel for in-person meetings.

**Cons of GVTs:**

- Members are likely to miss sensing, non-verbal cues that convey information which language alone might not: facial expression, tone, nuance, idiom, or slang particular to a certain language and other cues.
- There tend to be more conflict and greater ambiguity within a group in its early days, before trust is established and roles clearly defined.
- Synchronizing across global time zones can be challenging; some group members may be required to sacrifice work, family, or sleep hours to participate in meetings.

**Implications for HR**

- Strive for an initial in-person meeting for your GVT. “Research shows that after five to ten minutes, stereotypes are no longer in use” when someone meets a new person, an attendee said. “That argues for meeting them in-person.”
• Cultivate an atmosphere of openness and respect. Members will likely respond favorably to attitudes of open-mindedness and genuine curiosity about cultural norms. This piece of practical advice was offered: “Find someone not on the team who can answer all the ‘stupid’ questions” about a specific culture’s business norms: how to address peers and superiors, what type of attire is standard, etc.

• Set clear guidelines. Commit to a deadline and share it with everyone on the team. Use software with time limits to enforce when a speaker’s time is over, to give everyone an opportunity to speak. And the person running the meeting should repeat key points for clarity. “Comprehension, agreement, and understanding are significant stumbling blocks in virtual teams,” said a participant. “Multiple iterations of the same message can help.”

• Tap into the strengths of computer-mediated communications (CMC) and face-to-face. Dr. Glazer noted that research has shown that in regular CMC, there tends to be more equality among the team, with more original ideas forthcoming and better joint decision making. Nevertheless, in face-to-face meetings, decisions arrived at may be perceived as being of higher quality. Consider also where GVT members are actually placed during CMC; one participant noted that more effective, thoughtful communications happened when each participant sat at his or her desk, rather than in a conference room with others surrounding a black box from which remote team members’ voices emanated.

• Share the burden of awkward times for meetings across time zones. Sometimes Canada has to stay late; sometimes Ghana does. Other times Colombia dials in early in order to catch Korea. It is the fairest way to proceed in a highly distributed GVT.

• Consider how GVT management might be a springboard for cultivating talent. Whether you are training a prospective manager to ascend into a higher position, or whether a new global team might benefit from a coach sitting in on a CMC or two, GVTs present opportunities to groom and train others.

• Consider how a GVT represents an opportunity to pool expertise regardless of locality. Lucian Tarnowski is CEO of Brave New Talent, a company that creates social networks of people attached to a given organization—staffers, prospects, executives, contractors, interns, alumni—who possess specific knowledge about its mission, products and practices, so that those who seek this knowledge can learn from them. At the roundtable, he briefly described Brave New Talent’s effort to create virtual communities with knowledge around a certain topic, what Tarnowski called “communities of purpose”—in effect a kind of GVT built from the ground up to be an informal knowledge-sharing forum.

While some 70% of workforce learning is taking place via on-the-job training, another 20% is thought to occur via informal information sharing, with the remaining 10% via formal learning (classes, etc.). How can a GVT become a culture of learning? How can we break down the information “silos” entrenched in many organizations, where the answers exist but departmental or geographical barriers inhibit them being shared with those who need them? “We find that a lot of the learning function”—traditionally housed in HR—“is excited to break out of ‘traditional’ training boundaries,” Tarnowski said. He echoed a theme that recurred throughout the earlier GVT discussion: “The best communities start out as a physical group, then evolve into a virtual one.”

• **Work continuously to disseminate and enforce the message that individuals trump stereotypes.** Remember: Vincent from Italy is representing himself, not his country; same with Etta from Indonesia. Talk with your staff about how stereotypes are a kind of shortcut that may help process information, but only to a point.

“Education is what people do to you, but learning is what you do for yourself.”

Topic 3: The Rise of Global Corporate Sustainability

**Presenter’s Perspective**

Sully Taylor, PhD, a professor of International Management at Portland State University, discussed the ongoing depletion of natural resources around the world, from scant snowpack to huge swaths of deforested land, to sickness plaguing animals and plants, to overfishing. She mentioned social crises as well: global income inequality, the plague of human trafficking, entrenched poverty, and illegal immigration. And she described these problems’ effects on the global workforce.

“These issues are affecting all of the world, and are affecting its companies,” she said. “The bottom line is: populations are suffering around the world, and so is the environment.” Each impacts the other: “If people aren’t treated equitably,” she explained, “then you really have to find access to more sustainable income sources, “they are more apt to exploit natural resources”—consider poaching or deforestation, to name two examples—or engage in criminal endeavors with high social costs, such as human trafficking or illegal drug sales.

Dr. Taylor referred to a quote from noted environmentalist and entrepreneur Paul Hawken: “Business is the only mechanism on the planet today powerful enough to produce the changes necessary to reverse global environmental and social degradation.”

“We all need to be much more mindful of environmental stewardship.”
Dr. Taylor cited specific companies with a reputation for implementing sustainable practices, such as Unilever (pushing to source more raw materials in environmentally sound ways, slash the amount of non-recyclable waste it adds to landfill, and take other steps.) She also talked about consumers’ growing awareness of how sustainable or unsustainable a company’s practices are as another driving force behind the rise of corporate sustainability. “Governments are also demanding more [from companies], stepping up and taking more responsibility for their people,” she added. In some cases, businesses have supplanted governments in effecting change and driving policy.

The upshot? Companies need to focus on how to respond to the global call for more sustainable practices. Many of those who do so voluntarily are listed in www.corporateregister.com, which collates information about sustainable companies around the world; some who do are mentioned in this 2013 Forbes article. What they stand to gain if they do:

- **Reputation.** Nike suffered when unfair labor practices were brought to light about two decades ago (this recent piece in the Wall Street Journal indicates that Nike’s policies remain a work in progress). But “they ate their humble pie and got down to work,” Dr. Taylor said—to such a degree that her students think she must be mistaken when she cites them as a company once under fire for unsustainable practices. The sportswear giant engineered a complete turnaround of its reputation.

- **Brand enhancement.** “We may choose Newman’s [Own] over other brands” because we admire the company’s long-held policy of giving all of its profits to charitable groups.

- **Less political risk.** Candidates and elected officials tend to make hay—and rightly so—with news stories about prominent environmental catastrophes, such as the BP oil spill in 2010.

The three paths a company might take toward global sustainability:

- **Values.** Dr. Taylor mentioned companies such as Interface, the carpet maker, which in 1994 altered its manufacturing practices to create more sustainable products.

- **Strategic.** Ecomagination, GE’s nine-year-old push to create a more sustainable company across the board, was one of the examples given. Most companies, Dr. Taylor said, take this route toward greater sustainability.

- **Defensive.** Oil companies whose worksites are devastat-ed by oil spills—Exxon and Shell being two—must play defense when flawed machinery or operator mistakes result in environmental catastrophe. The entire tobacco industry has forged a defensive path over the decades as its products, once actually prescribed by doctors, have been found to have severe health impacts on consumers.

Other companies simultaneously take steps toward sustainability in some ways, yet undermine sustainability in other ways. Walmart, for example, has streamlined packaging and shipping practices to reduce waste, but also has triggered the closure of numerous small local businesses because of downward price pressure.

**Discussion Takeaways**

- **HR presents many paths to greater sustainability.** “The HR system itself is one of our bottom lines,” said a participant. “The way we manage people in the corporation has as much impact as how we are measuring the impacts on our communities.”

  “HR is one of the most interesting areas for sustainability. It is both an ends and a means.”

To that end, HR’s initiatives support a range of goals that fall under a broader sustainability umbrella, such as:

- **Diversity, equality and human rights**
  — Making local hires in host countries.
  — Pushing for more hires of women and people of color, as Coca-Cola and others have done in recent years.
  — Paying fair and equal wages to both genders.

- **Health and well-being**
  — Providing gym memberships, more healthful cafeteria options, and other health-related perks.
  — Ensuring vacation hours are used; in America, “huge guilt” still informs attitudes toward taking time off for leisure, agreed participants from several nations.
  — Offering biometric testing. A controversial point; it may support a healthier workforce and reduce insurance costs, but may also feel intrusive to employees.

- **Training and development**
  — Working with local schools and universities to train and place youth to combat unemployment.
  — Factoring in the surging millennial population and their need and wish to work.
  — Realizing that for reasons political, social, and geographic, we cannot rely on a continuous flow of immigrants to fill positions. “As China and India come online more, there are great opportunities for people who want to stay in their own countries.”

  “HR tools are what we use to embed sustainability into the firm.”
• **Unemployment feeds social unrest.** While poverty and its ills make environmental stewardship more difficult to sustain, the social impacts are equally vast. “Think about ISIS recruiting young people with no prospects,” said a participant. Another quickly countered, “You don’t have to go that far! Look at [recent protests in] Baltimore. Look at Ferguson.” Companies like Centene (who in September indicated it would open a new office in Ferguson, providing as many as 200 new jobs), participants contended, are weaving in new thread to the fabric of sustainability.

**Implications for HR**

• **Build in family leave, community service, reduced energy consumption**—whatever aligns with your company’s values. The group discussed companies whose high availability to their customers dictated when employees might turn off cell phones, and companies whose commitment to employees’ out-of-work time was such that they were asked to power down after 5:30pm local time. “Most people want to feel like they are part of something bigger than just themselves,” said a participant.

• **Consider greater accountability.** “My company is tying a portion of our global stock grant to how well we do as a company on a global sustainability index,” said one participant. And, in another form of accountability, take special note of workers moving into their 40s, “who are thinking more profoundly about the meaning of life and work, and how we might use a sustainability hook there,” said a participant. “Can we re-engage these people to help further the sustainability journey of our company?”

• **Be more proactive about being more sustainable.** Send staff to open the new country office. Consider hiring a coach to make virtual groups more effective. Solicit feedback from employees about ways they might give back—not just mandate that they take part in the walkathon. Seek ways in which older workers might mentor younger ones to increase knowledge sharing.

“Let’s rethink how sustainability comes back into our organizations and into our people,” said a participant. Another chimed in: “I want us to focus more on the local level, and not be so macro.”

“I am sitting here asking myself, ‘Do I really have a global mindset? My goal in life is that when I show up, no one knows I’m American. But our discussion has made me wonder.’”
BIOGRAPHIES

Participants

Jeri Darling, President & CEO, provides expert design, facilitation and consultation on leadership, talent, human capital, and organizational effectiveness. As a senior consultant and executive coach with more than 25 years of experience, she has been a trusted advisor to senior leaders and organizations supporting individual and team development as well as large-scale systems change initiatives. Jeri has held positions as an executive with several major corporations and consulting firms, including BAE Systems, TRW, Mercer Delta, and Work in America Institute. She holds a MA from George Washington University, a MBA from Case Western Reserve University, and a Leadership Coaching certificate from Georgetown University. Jeri is an adjunct faculty member at American University in Washington, DC. She specializes in leading and performing effectively in a global, multicultural environment. Jeri is a member of the HR People and Strategy (HRPS) Board of Directors.

Sharon Glazer, Ph.D., is Professor and Chair of the Division of Applied Behavioral Sciences at the University of Baltimore, affiliate Research Professor at the University of Maryland Center for Advanced Study of Language and Department of Psychology, Treasurer of the International Association for Cross-Cultural Psychology (IACCP), and Editor of the International Journal of Stress Management. She is a cross-cultural organizational psychologist who studies the role of culture in individuals’ organizational ABCs (affects, behaviors, and cognitions), changes in (organizational and national) cultures due to domestic policies in a globalizing world, and differences and similarities between (national and organizational) cultures on individuals, teams, and organizations’ ABCs. Dr. Glazer has collaborated with a number of eminent cross-cultural psychology scholars, including Drs. Shalom Schwartz, Peter Smith, Kwok Leung, and Mark Peterson. Currently, she is leading cross-cultural training and priming research and is leading a cross-cultural research effort on leadership and stress. Dr. Glazer has published over 20 articles and book chapters on cross-cultural psychology related content. She has 20+ years of teaching experience and 15+ years consulting experience. Dr. Glazer has worked, taught, and lived in the USA, Israel, France, Italy, and Hungary and speaks six languages (fluent: English, Hebrew, good: Hungarian, fair: Italian, French, and Russian).

Anil K. Gupta, Ph.D., is widely recognized as one of the world’s leading experts on strategy, globalization and emerging markets. He is the Michael Dingman Chair in Strategy and Entrepreneurship at the Smith School of Business, The University of Maryland. He is also a Visiting Professor of Strategy at INSEAD, where he previously served as the INSEAD Chaired Professor in Strategy. Anil was recently recognized by The Economist magazine as one of the world’s “rising superstars” in a cover story on “Innovation in Emerging Economies.” His latest book—Getting China and India Right: Leveraging the World’s Fastest-Growing Economies for Global Advantage—received the 2009 Axiom Book Awards’ Silver Prize as one of the world’s two best books on globalization/international business and was a finalist for the Asia Society’s Annual Bernard Schwartz Book Award. Anil regularly serves as a keynote speaker at major conferences and corporate forums across the globe including the World Economic Forum, Economist conferences, the BusinessWeek CEO Forum, the Global Partnership Summit, the Yale CEO Summit, and the Global Leadership Conference, Shanghai. Anil serves as a columnist for BusinessWeek and as a Contributing Editor for Chief Executive magazine. His opinion pieces have also been published in The Wall Street Journal, Financial Times, Chief Executive Magazine, The Daily Telegraph, China Daily, Economic Times, and other outlets. He has been interviewed and quoted by The Economist, The Wall Street Journal, The Washington Post, USA Today, BusinessWeek, Forbes, BBC, CNBC, Bloomberg TV, Reuters TV, New Delhi TV, CCTV China as well as other media in the U.S., Asia, and Europe.

Jennifer Horowitz is the Vice President of Communications for Global Dynamics where she works with clients and trainers to develop customized solutions. She serves as the editor of GlobalExchange, GDI’s bimonthly journal of international business, and manages Global Dynamics’ public relations initiatives. Ms. Horowitz has more than a decade of international communications experience. Jennifer has worked at Ketchum where she managed communications campaigns for global clients, such as IBM and PeopleSoft. Earlier in her career Jennifer was the Senior Manager of Communications for the WAP (Wireless Application Protocol) Forum, the organization for the early de-facto worldwide standard for the mobile Internet. Ms. Horowitz was the organization’s spokesperson and oversaw all initiatives to communicate the Forum’s messages to multiple target audiences throughout the world. As the technology matured, Jennifer created a hugely successful global campaign among the WAP Form’s member companies aimed at folding the work of the Forum into a larger wireless technology organization. Jennifer’s earliest cross-cultural communications experience was a London-based internship with the Labour Party’s public relations firm, Hobbsawm Macaulay. In this role, she supported public relations executives running the Labour Party’s public relations campaign in the months leading up to Tony Blair’s victory. Ms. Horowitz graduated from American University in 1998 with a major in public communications and a minor in cross-cultural communications.

Simon King is a senior HR Leader with 25+ years of experience in the Pharmaceutical Industry. He started his career studying genetics at the University of Edinburgh before starting work in the R&D function of ICi Pharmaceuticals, initially as a systems analyst. It was during this time that he developed his passion for developing people and organizations and made the transition from R&D to HR. Simon worked for AstraZeneca for 26 years in increasingly senior HR roles. As a Business Partner he has supported each part of the value chain from R&D to Commercial and as a Specialist he led the US employee relations team as well as supporting the CEO in change management. He spent the first 12 years of his career in the UK and then moved to the US in 1998, where he has been ever since. In April 2013 Simon moved to Bristol-Myers Squibb as the Global R&D HR VP. Simon has two passions professionally. The first is to help bring new medicines to patients and the second is to build talent and culture and he has received two CEO awards for his contributions. Simon is on the executive committee of the HR People and Strategy (HRPS) Board, a member of the Cornell Center for Advanced Human Studies and regularly guest lectures at Cornell.

Cora Koppe-Stahrenberg, Ph.D., is Managing Director, Human Resources Leader International at Marsh, Inc., in New York. Cora is a global human resources executive with broad experience in mature as well as emerging markets and a track record of developing and implementing effective HR strategies, delivering outstanding results and building high performance teams. She specializes in talent management, organizational design, compensation & benefits, change management, diversity, Six Sigma, mergers & acquisitions, start-up companies. Prior to her role at Marsh, Inc., she was the Chief Human Resources Officer for the Emirates Investment Authority in Abu Dhabi. She also served as the Chief Human Resources Officer for GE Money Central & Eastern Europe and the Middle East in Zurich, Switzerland & Paris, France from 2005–2008. Fluent in English, German, French, and Spanish, Dr. Koppe-Stahrenberg earned her masters and doctoral degrees in Business Administration at the University of Kiel, Germany. Cora is a member of the SHRM Global Expertise Panel.

Gad Levanon, Ph.D., is Managing Director, Economic Outlook & Labor Markets at The Conference Board, where he also leads the labor markets program. He also serves on The Demand Institute™ leadership team. Levanon created The Conference Board Employment Trends Index™, a widely used measure that fills the need for a leading index of employment. His research focuses on trends in U.S. and global labor markets, consumer trends, and forecasting using economic indicators. Levanon is the principal writer of The Conference Board Labor Markets in Review™, a quarterly publication that documents the main trends in labor markets across the globe. He also writes a popular blog on labor markets for Human Capital Exchange™. In addition to writing reports for The Conference Board, he has published extensively in academic and professional journals. Before coming to The Conference Board, Levanon worked at the Israeli Central Bank where he participated in the analysis of financial markets and monetary policy. Levanon received his Ph.D. in economics from Princeton University, and he holds undergraduate and master’s degrees from Tel Aviv University in Israel.

Jim Link, SHRM-SCP, is Chief Human Resource Officer for Randstad North America. He oversees Randstad’s human capital strategy and manages the company’s human resources initiatives for 125,000 employees. Over the past year, Jim has enhanced recruiter efficiency, tripled the number of leadership programs, and significantly grown employee participation in professional development programs. Most recently, he was named HR Executive of the Year in the 2013 American Business Awards. He serves as one of Randstad’s primary media spokespersons, with coverage spanning Atlanta Business Chronicle, Atlanta Journal-Constitution, Forbes, NPR and FOX Business, among others. Bachelor’s of Arts, Public Relations from Murray State University, Master of Arts, Organizational Communication from Murray State University.

Tina Sung is the Vice President, Government Transformation and Agency Partnerships at the Partnership for Public Service in Washington, D.C. The Partnership for Public Service is a nonprofit, nonpartisan organization that works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. Prior to joining the Partnership, Tina founded and served as President of Synergy Works LLC, which provides strategy and performance improvement consulting services to the federal government, state and local governments, NGOs, and Fortune 500 companies. She also founded a second company, Experience Matters: the Executive Transition Experts, helping senior executives facing reorganization, a new job, or retirement to make a smooth transition to the next stage of their lives. She is the immediate past President and CEO of the American Society for Training and Development (ASTD), the world’s leading association of professionals specializing in workplace learning and performance. Tina graduated cum laude from Princeton University. She later completed Harvard’s John F. Kennedy School of Government Program for Senior Managers. She was also a participant in the prestigious President’s Executive Exchange Program sponsored by the White House. Tina is a member of the SHRM Foundation Board of Directors.
Lucian Tarnowski is Founder and CEO of BraveNewTalent, the enterprise platform for knowledge sharing communities. BraveNewTalent ‘Communities of Purpose’ enable organizations such as Lockheed Martin, Manpower and The Collaborative Health Network to facilitate a collaborative learning environment. Through peer-to-peer learning BraveNewTalent is helping its clients break down the knowledge silos and over time identify collective intelligence of communities. The company has been awarded the Best Advance in Social Learning Technology by Brandon Hall Group. Lucian has been honored as a Young Global Leader (YGL) by the World Economic Forum and is winner of the Global Enterprising Young Brit. He has served on the Steering Board for a World Economic Forum Global Agenda Council on Talent Mobility and has been Topic Champion for Employment and Skills. He loves the social science behind communities and believes communities give humans both meaning and context in an increasingly complex world. Lucian is passionate about disrupting the way people learn and has deep experience in community based vocational education. Lucian runs Take Heart India, a 50-year-old no overheads foundation started by his father that provides blind and handicapped people in India with the vocational employment skills required to get lifelong employment or start a business. He sits on the Board of Innovate Educate, a U.S. Foundation that aims to bridge the skills gap with a demand driven approach to jobs. He has spoken to audiences around the world about the convergence of talent and technology and its impact on the future of the global workforce and learning.

Sully Taylor, Ph.D., is Professor of International Management and Human Resource Management at Portland State University, School of Business Administration, and Director of International Programs for the School of Business. She is also a Certified Integral Coach, with a focus on global leadership. She has received two Fulbright awards, and served as the Chair of the International Management Division of the Academy of Management. Dr. Taylor teaches in the areas of Leadership, Global Human Resource Management, International Management, and Sustainable Enterprise Leadership and HRM. Her research interests include the design of global HRM systems in multinational firms, global leadership, and Sustainability and HRM. She has authored or co-authored numerous articles on her research, which have been published in such journals as Academy of Management Review, Journal of International Business Studies, Sloan Management Review, and Journal of Organizational Behavior, and has also published a book Western Women Working in Japan: Breaking Corporate Barriers with Nancy Napier. Sully received her Ph.D. from the University of Washington.

José Tomas, SHRM-SCP, has been a SHRM member since 1999 and currently serves on the SHRM Board of Directors. Tomas is the executive vice president and chief human resources officer for Anthem, Inc. As executive vice president, Tomas is responsible for attracting, developing and retaining talent across the company, compensation and benefits, workforce development, diversity management and associate engagement. Additionally, he plays a vital role in helping Anthem foster a unified and inclusive culture, further positioning the company for success in the rapidly changing health care environment. Prior to this role, Tomas was president, Latin America and Caribbean (LAC) and global chief of people officer for Burger King Corporation (BKC) where he was responsible for operations, marketing, development, purchasing, supply and distribution for the LAC region. As the chief people officer for the company, Tomas led the global human resources team and was responsible for all of BKC’s global internal and external communications, public relations and security. Tomas also served as the vice president of human resources at BKC, where he led the human resources team supporting the company’s North America business unit, as well as the global operations strategic unit headquartered in Miami, Florida. In addition, he oversaw security and asset protection for BKC’s company-owned restaurants in the U.S. and Canada. Tomas has also held various field and corporate human resources positions with Ryder System Inc., including director of talent acquisition and director of corporate human resources. After transitioning from operations, Tomas began his human resources career as a human resources specialist with Publix Super Markets. He later managed the associate relations team for Publix’s southeast division. He holds a bachelor’s degree in business administration and a master’s of science in management from Florida International University.

SHRM & Affiliate Staff

J. Robert Carr, J.D., SHRM-SCP, is Senior Vice President for Membership, Marketing and External Affairs. Bob leads SHRM’s Membership, Marketing, and External Affairs business unit. He is responsible for the development and execution of a global communications strategy that builds SHRM’s portfolio of highly successful brands. Carr served as Chief Professional & Business Development Officer where he oversaw the society’s professional development program. As a member of the SHRM’s Executive Team, he played a key role in the organization as its Chief Human Resource and Strategic Planning Officer. Carr returned to the organization from the National Bar Association, where he served as Executive Director. As Director of the Human Resources Group at AARP, he led all major
organizational development activities, human resource and diversity management. Prior to joining AARP he was Senior Director of Human Resources and Strategic Planning for the Association of Trial Lawyers of America. He also led the HR function for Howard University and Howard University Hospital in Washington, D.C. Carr served in government as Deputy Counsel to the Ethics Committee of the U.S. House of Representatives and as Deputy Counsel in the Office of the Solicitor, U.S. Department of Labor. Carr serves as a director on the boards of the Council for Global Immigration and HR People & Strategy, affiliates of SHRM. He was recently appointed as a member of the Congressional Hispanic Caucus Institute (CHCI) Advisory Council. Carr is a member of the State Bar of Georgia, the Bar Association of the District of Columbia, and the U.S. Supreme Court. He is active in a number of legal and professional societies, including the American Bar Association, the National Bar Association and the American Society of Association Executives. Carr also served on the Conference Board Council of Human Resource Executives. Carr received a B.A. in economics from Morehouse College, a J.D. from Columbia University Law School and an LLM (Master of Laws) degree from Georgetown University Law Center.

Lisa Connell is Executive Director of HR People + Strategy (HRPS), the executive network and affiliate of the Society for Human Resource Management (SHRM). As the premier professional organization focused on the intersection of people and strategy, HRPS comprises a ground-breaking network of influential, strategically focused HR executives and innovative HRM professionals representing the world’s most prominent organizations. Connell serves the role of HRPS’s chief executive officer with accountability for executing organizational strategy and providing executive leadership for HRPS staff and operations. Before being named executive director, Connell was the vice president for education at SHRM, supporting HR competencies and proficiencies from entry-level to senior professionals. She joined SHRM 17 years ago in its finance department and has since held positions of increasing responsibility in SHRM’s marketing and professional development divisions. Connell holds a Bachelor of Science degree in business management from Virginia Tech.

Beth McFarland, CAE, is Director of Programs for the SHRM Foundation, where she is responsible for all Foundation products and programs, including research grants, scholarships, publications, special events and thought leadership initiatives. She is currently leading a project with the Economist Intelligence Unit (EIU) to identify and analyze future global trends likely to affect the workplace in the next 5-10 years. In addition, Beth serves as staff liaison to two Foundation Board committees. Prior to joining the SHRM Foundation in 2001, she managed SHRM’s student membership program of 300 college chapters and 10,000 student members. Before joining SHRM, she worked for seven years in outside sales. Beth holds a bachelor’s degree in economics from the University of Virginia and the professional designation of Certified Association Executive (CAE). She recently completed an executive certificate program in nonprofit management at Georgetown University.

Mark J. Schmit, Ph.D., SHRM-SCP, is the Executive Director for the Society for Human Resource Management (SHRM) Foundation. In this capacity he leads the Foundation’s efforts to advance the strategic direction and impact of the HR profession. Dr. Schmit was previously the Vice President of Research for SHRM. Dr. Schmit has more than 25 years of experience in the field of human resources and has also been an academic, applied researcher, HR generalist, and internal and external consultant to both public and private organizations. Dr. Schmit earned a Ph.D. in Industrial and Organizational Psychology from Bowling Green State University in 1994. He has published more than 25 professional journal articles and book chapters and delivered more than 75 presentations at professional meetings on HR and Industrial/Organizational Psychology topics. Dr. Schmit is a Fellow in both the Society for Industrial and Organizational Psychology and the American Psychological Association.

Lynn Shotwell has served as Executive Director for the Council for Global Immigration since 2004. She began her career at the Council in 1996 as Legal Counsel and Director of Government Relations. Ms. Shotwell has served on steering committees and boards of numerous organizations including the Alliance for International Educational and Cultural Exchange, Compete America, Multinational Employers for Working Spouses, and the Executive Working Group on Global Mobility Policies. She is a frequent lecturer on global mobility policies and practices and has testified before the U.S. Congress, the United Nations, the Organization for Economic Cooperation and Development, the World Bank, the International Organization on Migration and the Global Commission on International Migration. Prior to joining the Council, Ms. Shotwell practiced immigration law at Arent Fox and worked in the human resources department at Oldsmobile. She received her B.A. in International Relations from Michigan State University and a J.D. from University of Michigan.
ABOUT THE SHRM FOUNDATION

At the SHRM Foundation, we help predict where the workforce is headed because we have been studying its evolution for nearly 50 years. Our vision is a world of inspired business leaders implementing the winning combination of employee fulfillment and business success. We offer unmatched workforce knowledge for the benefit of professional workforce leaders with a total focus on studying and reporting the management practices that work. Supporting the SHRM Foundation is a chance to contribute to an ongoing study of the direction of human resources in society. The SHRM Foundation is the 501(c)3 nonprofit affiliate of SHRM. The Foundation is governed by a volunteer board of directors, comprising distinguished HR academic and practice leaders. Contributions to the SHRM Foundation are tax-deductible.

This summary was prepared by Bullseye Resources for the SHRM Foundation.