INDEX

"Americans with Disabilities Act",	Decision making in HR, 22
1	Delta Group Network, 93
Artifacts, 28	Demographics, 45
Benefits and Compensation	Directors, 31
Administration	"Duality plus thinking", 58–59
(B/C Admin), 87	Duality thinking, 58–59
"Black box" system, 57–58	Employees, recruitment and
"Black Box" theory, 19–20	development system for,
"Bricks of Boston" activity, 77–79	93
Business Roundtable, 17	HR department, 95
Business strategy, 3, 26, 91	staff needs, 94
5,	Employment
"C" leadership theory, 18, 21	development strategy, 7
envision style behaviors, 98	manager, 14
research, 97	strategy, 7
task focused, 99	ESG development and planning,
traditional leadership theory <i>vs.</i> , 18–21	88–89
	Espoused values, 28
"Carbon footprint" reduction, 81 "Cash and fear" approach, 54	Executive Committee, 33
"Casual Friday", 26–27	Executive Team, 33–34
Classic physics, 97	Financial strength, 6
Collective cultures, 31	"Five Why" approach, 35
Collectivism, 28–29	clarifying situation, 36
"Community Woes", 43–44	continue to narrow focus of
Corporate culture elements, 28	discussion, 36
Corporate strategy, 3	getting closure to identification
"Country culture", 26	of cause of problem, 36–37
Creative thinking, 21, 55	pose unacceptable situation,
"black box" system, 57-58	35–36
differences between creativity	probe deeper, 36
and innovation, 56	"Croon Climato" initiativos 99
duality thinking, 58–59	"Green climate" initiatives, 88
Creativity, differences between	Green strategies, 81–82
innovation and, 56	HR staff development
Critical thinking skills, 28	

104 Index

IDP for strategic HR team	In-depth leadership programs, 30
members, 40–41	Inclusive stakeholder satisfaction
levels of evaluation of IDPs, 50	system
motivation of staff, 40	analysis of stakeholder value
nontraditional challenges, 39	creation, 68–69
primary elements of good IDP,	"death" of organization, 70-73
45–47	identifying key stakeholders, 62
project-centered learning activity	linking mission, goals, and
for individuals, 48-49	strategy, 65–68
reward systems, 52-54	measuring stakeholder
scenarios for strategic thinking	satisfaction, 73–74
skills development of HR	proposed model for, 69-70
talent, 41–45	stakeholder satisfaction, 62-65
strategic HR team, 40	Individual cultures, 31
team project-centered learning	Individual development plan (IDP)
activity, 47, 51–52	40–41
tracking HR development plans,	levels of evaluation, 50
49–50	primary elements of good IDP,
HR talent development scenarios	45–47
common HR functions, 87	for strategic HR team members
ESG development and planning,	40–41
88–89	team project-centered learning
queries, 91–92	activity, 47, 51–52
strategic challenge to human	Individualism, 28-29
resources, 89–90	Innovation, differences between
strategic HR focus on strategy,	creativity and, 56
90–91	Internal analysis, 30
Human resources (HR)	Intrinsic rewards, 40
building strategic HR teams,	T.1. Leaders CC
8–11	Job descriptions, 66
department, 1–3	Key success factors (KSFs), 46,
house corporate strategy, 4	66–67
new HR strategy, 5	
roles of HR managers, 7	Leadership and the New Science,
scenarios for strategic thinking	97
skills development of HR	Leadership styles, 97
talent, 41-45	Legal strategy, 7
strategic role of V. P. of HR,	"Lose/win" task, 19
7–8	Maintenance Department, 33
strategic thinking, behaviors,	Management theories, 97
and actions, 4–7	Modern physics, 97
team, 3–4, 82	Motivation of staff, 40
types of strategic decisions, 3	•
Human Resources Information	"New HR" integration within
Services (HRIS), 5–6	organization

Index 105

"bricks of Boston", 77-79	"death" of organization, 70-73
changes from HR, 75	green strategies, 81-82
high-quality mission statement,	human resources team, 82
77	identifying key stakeholders, 62
workable mission statement, 76	linking mission, goals, and
Non-profit organizations, 3-4	strategy, 65–68
01 20 21	measuring stakeholder
Observation, 30–31	satisfaction, 73–74
Organizational culture, 26–27	proposed model for, 69-70
on HR strategies, 25–29	shareholders, 82
Outsourcing manager, 6–7	stakeholder satisfaction, 62-65
Problem-solving scenarios, 41–45	win/lose management style, 83
Profit organizations, 3–4	Strategic business unit (SBU), 91
Project-centered learning activity	Strategic cultural considerations for
for individuals, 48–49	HR
	corporate culture elements, 28
Quantum mechanics physics, 97	organizational cultures on HR
Recruitment and development	strategies, 25–29
system for employees, 93	root causes of cultural
HR department, 95	challenges, 29-37
staff needs, 94	Strategic HR
Reward systems, 52–54	focus on strategy, 90-91
"Rules of Road", 32, 34	strategic connections to HR
rules of Road , 32, 31	functions, 13
Security strategy, 7	synergistic team structure,
Senior manager, 31	14–15
Shared basic assumptions, 28	team, 40
Shareholders, 6, 82	win/win thinking, 15-16
"Showcase" reward approach, 53	Strategic thinking, 4
"Smart phone", 56	behaviors, and actions, 4-7
Spina, Lori J., 93, 101-102	community woes, 43–44
"Spiral thinking", 57–59	lost market share, 41-43
Staff motivation, 40	scenarios for strategic thinking
Stakeholder	skills development of HR
"duality thinking" to meet	talent, 41–45
Stakeholder needs, 58–59	strategic challenge for human
identification, 62	resources, 44–45
identifying key, 62	Success, 18
over-simplified stakeholder	Succession strategy, 7
needs, 18	Suppliers, 6
value creation, 68–69	Synergistic team structure, 14–15
Stakeholder Satisfaction System	"Task focused" manager, 20–21
(SSS), 61, 82	Team project-centered learning
analysis of stakeholder value	activity, 47
creation, 68–69	activity, 7/

106 Index

for all IDPs, 51–52 Wall Street Journal, The, 17 revisiting development activities, Wheatley, Margaret, 97 Win/Lose communication styles, Texas State Technical College, 64 23 Tracking HR development plans, Win/lose management style, 19, 49 - 5083 Win/win thinking, 15-16 Traditional leadership theory, "Win/win" leadership 18 - 21"C" leadership theory, 18 Traditional management theory models, 18 levels of thinking for win/win Transparency, 52 managers, 23-24 managements skills, 21-23 Two forces theory, 71 purpose for organizations, Unified leadership model, 97 17 - 18traditional leadership theory vs. V. P. of HR, 1 "C" leadership theory, strategic role of, 7-8 18 - 21Value, rarity, imitated, organize Wortman, Max, 97 method (VRIO method), 30