

Global HR Best (Next) Practices

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About DBM

- ◎ **DBM (www.dbm.com) is a leading global outplacement, coaching, and career management firm providing services to private and public companies, not-for-profits and governments.**
- ◎ **DBM also helps organizations and leaders improve their performance through coaching.**
- ◎ **DBM has 200 locations around the globe serving 85 countries and has partnered with 70% of the Fortune 500 and 80% of the Global 500 companies.**

What are the major challenges facing global HR Leaders today?

Top Challenges:	Percent of Companies
⊙ *Change Management	48%
⊙ *Leadership Development	35%
⊙ *Measurement of HR Effectiveness	27%
⊙ Organizational Effectiveness	25%
⊙ Global Compensation	24%

(*on a global scale despite national and regional differences, the top three issues selected by the global group most often)

Trends in Global HR: Yesterday, Today, and Tomorrow

Challenge	3 Yrs ago	Today	In 3 Yrs
Change Management	36%	48%	28%
Leadership Development	24%	35%	33%
Measure HR Effectiveness	13%	27%	17%
Organizational Effectiveness	23%	25%	39%
Global Compensation	31%	24%	15%

Best Practices become “Next Practices”

Best Practices

- ⦿ Benchmark the best, most efficient way to perform a task across multiple, global locations within an organization

Limit: Only allows you to do what you have already been doing better

Next Practices*

- ⦿ Fundamentally transform a core business activity

Advantage: Increases your organization’s capability to do things that it could never have done before

**Dr. John Sullivan, a well-known HR thought leader, as published in Global HR News, 2009*

Best to Next practice examples:

Practice area: *College Recruiting*

Average practice: Visit the top schools w/i your state

Best practice: Visit the top 10 schools in the U.S.

Next practice: **Recruit remotely (without having to visit) from the best schools around the world**

Practice area: *Candidate Assessment*

Average practice: Conduct behavioral interviews w/ all candidates

Best practice: Add an online test as the first screen

Next practice: **Replace the test with an online video simulation developed for this job which both excites and more effectively assesses the candidate's overall capabilities**

Best to Next practice examples:

Practice area: *Global Hiring*

Average practice: Hire the best from India and China, and bring them to the U.S.

Best practice: Hire the best from India and China, and then move the operation to India and China

Next practice: **Find the best performers in every individual country around the world and let them work remotely in their home countries**

Creating Next Practices

Practice area: *Change Management*

Best practice:

Next practice:

Practice area: *Leadership Development*

Best practice:

Next practice:

Practice area: *Organizational Effectiveness*

Best practice:

Next practice:

Questions?

- ⦿ Thank you for allowing DBM the opportunity to present!