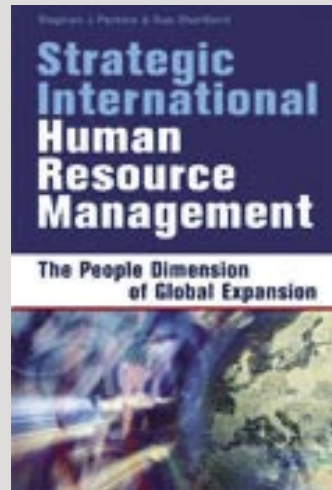


BOOK

GUIDE BRIDGES THE GAP BETWEEN RESEARCH AND PRACTICE ON INTERNATIONAL HRM

Title Strategic International Human Resources Management
Authors Stephen J Perkins and Susan M Shortland
Publisher Kogan Page
 (☎ 020 7278 0433)
Price £27.50
ISBN 0 7494 4357 X



This book takes a holistic look at people management in an international context. It does this by establishing the “big picture” theoretical framework and uses this basis to review strategic international human resource management (SIHRM) in practice. Perkins and Shortland offer plenty of real-life examples to illustrate and analyse the challenges faced by people and organisations. The depth and range of research which underpins this publication is impressive and quite

sensibly there is a referencing section at the end of each chapter.

Who is this book intended for? Both practitioners and business students involved in international people management will benefit from the in-depth assessment of the choices and

consequences that arise from organisational decisions. The book is split into two parts, with part one covering the theory and part two focusing on six aspects of international people management in practice from culture, welfare and international mobility; resourcing; training and development; reward; employee relations to SIHRM trends. The reward chapter is a must read (not only speaking as a reward consultant) where it goes well beyond the standard fare of mobile executives to consider international reward strategies, the perennial employee performance and reward relationship and more.

The book’s style and approach is to challenge and evaluate and it is notable that the “people dimension”, which sometimes gets overlooked in other books, takes centre stage here. This is perhaps recognition that SIHRM decision-making makes an impact on people’s lives beyond the confines of the organisation, whether it is expatriates or

local nationals. On this point, it is surprising to learn that “all but 10 per cent of the total payroll for multinational enterprises comprises compensation for local nationals”.

One of the book’s strengths is the effective juxtaposition between academic research and international people management practice, as exemplified by the Jones Corporation and other cases. For the practitioner or student, the book gives broad guidance on a range of topics from how to identify international competencies to designing strategies for international executives. Each chapter includes a short summary of what’s been discussed followed by “your turn” questions, and this latter feature is surprisingly helpful. One such example in the chapter on resourcing is the perennial dilemma on talent management on “growing your own” versus “buying in” that most global organisations today grapple with.

Sylvia Doyle, director, Reward First People Consulting

DVD

A POLISHED PRODUCT – BUT DOES IT HAVE THE ‘WHAM’ FACTOR?

Title Wham! Getting Them to Do What You Want Them to Do
Publisher: Scott Bradbury
 (☎ 01638 565850)
Price £995 + VAT



This new DVD-based training tool from Scott Bradbury explores the topic of performance. The “Wham!” of the title stands for “what”, “how”, “able” and “motivated”, and provides the basis of this comprehensive package.

The DVD is a polished product which features a 23-minute drama following two different managers as they progress through the Wham! approach to address the performance problems of their respective teams.

Accompanying the DVD is a user guide and PowerPoint presentation that can be downloaded from the Scott Bradbury website (» www.

scottbradbury.com). The DVD also includes a presenter’s version, containing eight minutes of key scenes developed further with presenter analysis.

The user guide is a solid piece of writing by Hugh Murray, describing the Wham! philosophy in detail and providing plenty of support material for a trainer to develop.

The premise of Wham! is simple and effective. However,

I found the drama rather too involved in terms of content to be able to pick up the key points in one viewing. The supporting material is well structured and intellectually stimulating, but has not transferred fully to the screen.

According to Scott Bradbury, the tool is designed for junior and middle managers, team leaders, project managers and supervisors from all working environments. It is possible that the DVD attempts to do too much in 23 minutes as it tries to cover performance management issues in both the private and public sectors.

The DVD provides the viewer with a snapshot of a council housing department and an IT department in a large commercial company. Certainly, the first three elements of Wham! are covered: “what” sets the scene and “how” and “able” are explored by addressing poor performance and providing individual feedback two months later. But “motivation” is not dealt with fully as “it is an issue that normally

disappears after the first three points are addressed”.

I found this approach frustrating as the DVD portrays issues of motivation well but provides no resolution. As a trainer, I would encourage a healthy debate after screening the DVD on the possible future of one of the housing staff.

Used properly as a training tool, Wham! provides food for thought that a skilled trainer could use well to address some of the issues around performance management in the workplace.

However, I wouldn’t recommend its use as a stand-alone instructional DVD for managers. It requires more than a single viewing to get the full message across and deserves to be used in the way it was carefully designed for.

Claire Marchbank
Staff development manager, Tayside Police

THE DVD PORTRAYS ISSUES OF MOTIVATION WELL BUT PROVIDES NO RESOLUTION