



## British academic wins top award for international 'people management'

THE GEORGES Petitpas Memorial Award for advancing knowledge and practice in the international management of people at work has been won this year by British academic, consultant and writer Professor Chris Brewster of London's South Bank University.

The award, a crystal globe specially designed and made in Mexico for the World Federation, was presented by outgoing WFPMA President Eddie Ng at the opening of the 9th World Congress on Human Resource Management, held in Mexico City at the end of May.

This is the first time in the award's 16 year history that it has gone to someone from Britain and only the third time to a European. The judging panel, composed of the presidents of the Asia Pacific, European, Latin American and North American professional personnel associations, was chaired by WFPMA past president Mike Losey, a former chief executive of the US Society for Human Resource Management.



Chris Brewster receiving this year's Petitpas Award from outgoing WFPMA President Eddie Ng

In accepting the award, Brewster, who said he saw his key role as bridging the gap between theory and practice, paid special tribute to Britain's Chartered Institute of Personnel and Development (CIPD), as well as to the European Association of Personnel Management and the WFPMA.

A former trade union research officer who then became an industrial relations adviser, Chris Brewster forged his international HR reputation at the UK's

Cranfield School of Management, which he joined in 1985. In 1993 he became a professor there and subsequently set up the centre for research into the management of expatriation. Last year he moved to London's South Bank University as Professor of International HRM.

During his academic career, Brewster has pioneered groundbreaking research into international and comparative human resource management, undertaken work for major multinational companies, taught on management programmes throughout the world and is a frequent and highly regarded conference speaker.

He is also a prolific writer of books, articles and reports on the subject, many of which have had a significant impact on the practice of international people management and helped to draw attention to this relatively neglected aspect of globalisation.

His work has earned recognition amongst policymakers, academics and

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MEXICO CONFERENCE PHOTOS: Jon Healy



Mexican Human Resources Association (AMEDIRH) President Germán Suarez opening the 9th World HR Congress in the presence of Mexico's President Vicente Fox and Labour Minister Carlos Abascal Carranza. For full conference report see pages 2 and 3.

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# Mexico proves big draw

## WFPMA CONFERENCE REPORT



The host country's President and Minister of Labour, a former President of Spain, one of the world's best known company chief executives and a galaxy of international gurus and HR professionals were among the speakers at this year's World Congress on Personnel Management, held in Mexico City at the end of May. Sponsored by the WFPMA, the Mexican Association for HRM (AMEDIRH) and the North American HRM Association, this 9th World Congress attracted over two thousand delegates



**Carlos Abascal Carranza, Mexico's Minister of Labour (left), with President Vicente Fox Quesada who officially opened the Congress**

THE Mexican government, which with a workforce of 2.5 million is the country's largest employer, should set HR guidelines which provide a model for the rest of Mexico, according to President Vicente Fox, opening the Congress.

Reform of public service was a clear commitment of his election campaign, he said, and the focus of this had to be professional people management.

This included open and systematic recruitment and selection, an efficient assessment system and elimination of the old culture of doing favours for friends.

Also corruption among public officials should be heavily penalised.

HRM could play a major part in the country's transition to true democracy and not least by establishing a transparent public administration service, he said.

**WFPMA research**

The all too evident neglect, undervaluing or oversimplification of people considerations when deciding where to site a business is "a recipe for disaster", US demographics expert Richard Judy told the conference.

Highlighting the findings of his WFPMA-sponsored research on the degree to which companies take account of HR factors (see feature, page 4), Judy attributed their relative omission from the decision-making process to the fact that HR people are so rarely at the table where such decisions are made, to the lack of sensitivity to people factors of the operations managers who are there and to the absence of relevant people-related data. Direct labour costs were just about the only people factor ever considered, he added.

He urged HR professionals to gain much greater proficiency in mobilising and presenting the appropriate information.

**Loyalty lives!**

Loyalty to one's company, thought by many to have been declining in recent years, is in fact alive and growing, according to new research by employee resourcing company Manpower.

Chairman and CEO Jeffrey Joerres told delegates that 62 per cent of the 2627 HR managers surveyed in five European countries plus the US, Mexico and

Japan claimed employees were loyal to their companies, and 42 per cent said this would increase in the next three years.

But it was important that senior managers viewed loyalty as a business issue for the top team, said Joerres, and not just as an HR issue.

The survey findings can be viewed at [www.manpower.com](http://www.manpower.com).

**Co-operative competition**

Today's children are taught to compete by hiding knowledge rather than co-operating. But an elite football player without a team is very little, former Spanish President Felipe Gonzalez told the conference.

By interconnecting and collaborating people were capable of exponentially increasing their performance.

He therefore advocated "competing co-operatively" – working in the open.

In future, he said, education had to become more conversational, the boss/worker

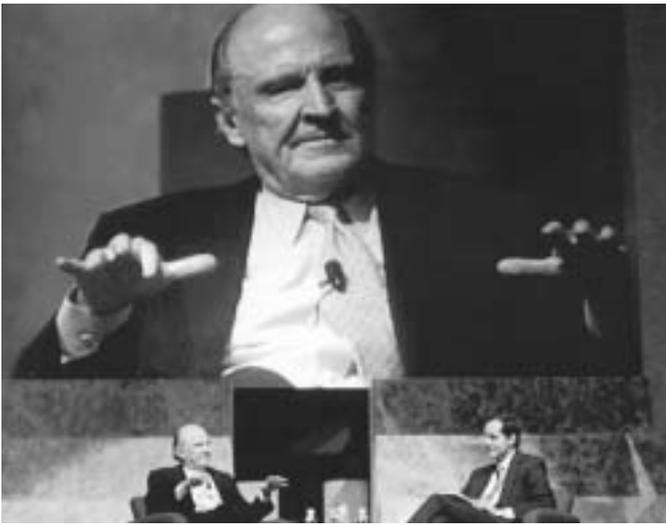
relationship more horizontal than vertical and information co-ordinated and shared.

**Honest appraisal**

Former General Electric chief executive Jack Welch challenged HR professionals to become indispensable by hiring the best talent and protecting the organisation's values. "The



**Felipe Gonzalez, President of Spain from 1982-1996**



Former GE Chief Executive Jack Welch in discussion with Daniel Servitje, President of the Mexican consumer products group Bimbo

company must define its values," he said, "and then hire people who live those values. If you spot a 'jerk', ensure they improve or get them out."

But his own approach in GE – of lavishing the top 20 per cent of employees with love and money, stretching the middle 70 per cent and letting the bottom 10 per cent go – only worked because of the company's open, honest and consistent appraisal system, he said. Having told the poor performers candidly why they are at the bottom, "you don't usually need to ask them to leave, because they don't want to be there."

A dishonest appraisal amounted to false kindness, he said. When they eventually had to go, because the company had got into trouble, they might be in their 50s and without options.

"The system needs to let everyone know where they stand

every day – and formally at least annually."

But it was important not to become bureaucratic. "Bureaucracy is like a virus," he said. "It creeps in, and you have to fight it – every day."

"You have to get rid of the pompous bureaucrats who sit on top of things and hold them back. In GE we would laugh at stuffed shirts and take them out."

He regretted that so few HR people were perceived within their own firms as as important as the chief finance officer. "The business game is about winning," he said, "and the winners are the team with the best players. Your job is to field that team. The CFO can't do that."

### Diversity

Matangi Gowrishankar, the Vice President, Organisation Effectiveness for Cummins in India, explained how her

company is adapting and applying Cummins' global diversity policy to fit a country which has 28 states that all behave as separate countries, with 18 official languages, six official religions, 12,000 different dialects and as many different customs, traditions, practices and social systems.

Local diversity councils in particular have resulted in improved gender and regional representation, she said.

Jose Pottinger, Director – HR, Cummins Worldwide Power Generation Business, described the background and thinking behind the group's global policy and provided examples of some of the business pay-offs.

A Ghanaian employed in the US had secured a major deal for the company in Ghana; an exiled black South African had helped invaluablely with a project in the former Soviet Union, because he had been educated there and understood the culture as well as the language; flexible working hours that allowed a long-serving Muslim to attend mosque when he wanted to had produced an employee and his family who were absolutely committed to the company.

### Globalisation

The degree of globalisation is unrealistically talked up, according to Bob Morton, Head of HR Development for Ciba Specialty Chemicals' Northern European region.

In fact, he told delegates, most trading areas are still regional rather than global.

Looking at the Congress host country Mexico, he said, revealed that 77 per cent of its trade was within the North American Free Trade Agreement (NAFTA) region, while in the US the figure was 71 per cent and in Canada 85 per cent.

In Europe the UK had the lowest percentage of 'EU-only' trading – 57 per cent – of any European country.

But some markets were globalising, he admitted, in a search for lower costs, new markets and talent.

Not surprisingly, globalisation presented HR professionals with major dilemmas and challenges. "How, for instance, do you develop shared mindsets across different countries and

cultures?" he asked. "How do you manage global networks, strategic alliances, mergers and acquisitions? How do you align traditional structures with flexible and remote global teams? How do you facilitate multicultural HR processes or provide cost-effective HR services?" And

"how do you maximise global learning across boundaries?"

The key, he added, is to be aware of differences, respect and reconcile them. "Global HR solutions have their attraction in cost-effectiveness, but they are not always people-effective. Local solutions and application are critical to success." ○



India's Gowrishankar



New Congress chairman David Ang (left) with Eddie Ng promoting the 10th World Congress on Human Resource Management to be held in Singapore 4-6 May 2004: <http://hr2004.com/>



WFPMA President Eddie Ng presents a trophy to the Federation's first President Marco Antonio Flores (left) from Mexico. Looking on (l to r) former Presidents John Maxwell (Australia) and Alberto Fuster de Carullo (Spain)

MEXICO CONFERENCE PHOTOS: Jon Hally

# How multinationals choose where to source products and site production and how much people factor

What drives companies' decisions on where to source products and site production? To what extent are they influenced by people-related matters such as labour costs, availability of appropriate skills or trainability of local labour force? Last year the Board of the WFPMA commissioned demographics guru Richard Judy to try to answer these questions and he presented his findings at the recent World Congress in Mexico City. Here we summarise his report, focusing in particular on the issues for HR professionals

Rational calculation is far from always the process which companies use to decide whether to make or buy and where to do it. In fact, a thorough investigation of companies' siting and sourcing decisions would almost certainly conclude that 'non-rational' reasons are still among the most important factors influencing corporate decisions.

Many, probably most, small and medium-sized companies are located where their founders lived when they started the company. The same is true for the headquarters of many large companies. Eli Lilly's head offices are still in Indianapolis where chemist Eli Lilly started

the company. Gottlieb Daimler founded Daimler-Motoren-Gesellschaft in Stuttgart; Daimler-Benz is still there. Soichiro Honda started in Hamamatsu, Japan; Hondas are still made there. Unilever's origins lay in London and Rotterdam; its 73 factories are now scattered but its bifurcated head offices remain in the two cities of its birth.

Many companies grow by acquisition. When they do, they frequently end up with parts of their businesses located where the acquired companies were previously located. When Sun Microsystems bought Star Division Corporation, it ended up with a business in Hamburg, Germany. Flextronics International (incorporated in Singapore,

managed from San Jose) is a high-tech contract manufacturer with design, engineering and manufacturing operations in 28 countries and on four continents. Many of these locations were inherited from customers whose manufacturing operations Flextronics acquired as parts of deals to furnish outsourcing products and services.

When rational calculation (rather than inertia or historical accident) prevails, the company will take account of cost-effectiveness, plus all the opportunities provided by technology and the increasingly integrated global economy.

Before multinationals undertake a significant foreign investment, they normally conduct what is sometimes called a 'full situational analysis'. While, obviously, different businesses in different industries will place greater or less weight on the various factors that enter that analysis, there seem to be eight key ones: **1 Proximity to customers, sources of raw materials and transportation costs** The dominating factor determining where companies decide to locate sales offices is obviously where the market is or where management thinks it can be developed. Production requiring lots of raw materials

## Dresden's computer cluster

Germany has high corporate tax rates and labour markets that discourage many foreign businesses. Eastern Germany also has perceived vestiges of communism including occasional problems with work ethic. But Dresden, before the collapse of communism, had been the home of Robotron and Zentrum Mikroelektronik Dresden, the most advanced computer companies operating behind the erstwhile Iron Curtain. It is also home to Technischen Universität Dresden. That means it has a reservoir of skilled technical talent and is

producing more of it. These attractions have been sufficient to overcome other disadvantages and to induce Advanced Micro Devices' chip fabrication plant, American Microsystems' design centre, Siemens' DRAM fab, among other high tech companies, to locate operations there.

## Caterpillar makes tracks

Although it had long been a world-wide supplier of earth-moving and other heavy equipment, Caterpillar's manufacturing base remained in the United States and, more specifically, near its corporate headquarters in

Peoria, Illinois. In the 1960s, however, the company began an inexorable process of global growth and diversification, and by 2000 45 per cent of Caterpillar's global workforce was working outside the US. This shift was motivated by four important factors: the need to locate manufacturing in or near the company's most rapidly growing markets; the acquisition of foreign-based companies (eg diesel engine producers MaK of Kiel, Germany, and Perkins Engines located in England); a series of costly strikes and other labour conflicts at its traditional US locations; and relative

labour costs. Rapid economic growth combined with much lower labour costs in the Asia-Pacific region, for instance, accounts for Caterpillar's rapid growth there. In China alone, the company now has five manufacturing operations.

## Intel to Costa Rica

In the mid-1990s, Costa Rica set out to strengthen its high tech sector. Incentive packages of subsidies and tax breaks were dangled before various companies, one of which was the Intel Corporation. In 1998, a \$300 million semiconductor assembly

# ose where to do business – ors figure



Richard Judy presenting his findings in Mexico

input is obviously going to be located with the cost of transportation and materials handling in mind. But technology and the death of distance have clearly eroded the relative importance of these factors.

**2 Agglomeration, clusters and the external economies of scale** Likes tends to attract like. Finance is drawn to

London, Frankfurt, New York, Hong Kong, etc because other banking and finance companies are already there. Dubai and Bahrain are homes to old and thriving gold souks. Silicon Valley is IT-land. Guangdong has a cluster focusing on household electric appliances. Advantages of such agglomeration arise from groups of firms employing similar technologies and workforces, which in turn attract supporting companies, research and educational institutions.

**3 Political and social stability** Unless they expect to recoup their investments in very short order, companies are unlikely to put capital investments at risk where there is doubt about political and social stability. They therefore tend to consult specialist sources whose assessments traditionally cover government stability, religious tensions, socioeconomic conditions, ethnic tensions, internal conflict, law and order, and military presence in politics.

**4 Quality of governance** – closely related to point 3 above, but goes beyond questions of stability to assess how well-governed the country is and the predictability of its business environment. It includes rule of law, regulatory framework, corruption, government effectiveness, bureaucracy and democratic accountability.

**5 Intellectual property rights (IPR)** are important to knowledge-based companies. As the global economy becomes more

knowledge-based, IPR policies and practices should become a critical factor to all high-tech companies as they evaluate the relative desirability of locating research and engineering operations in various nations.

**6 Taxes and subsidies** tend to be key factors in discussions with local politicians and economic development officials, who often find themselves in a bidding war vying for the favour of a new manufacturing plant or other sizable corporate capital investment.

**7 Physical infrastructure** Transportation and telecommunications are the two most important types of physical infrastructure in the minds of most businesses when assessing the relative desirability of various locations.

**8 People** The quantity and quality of talent available has become a determining factor governing location and sourcing decisions. Not only must companies have the right workforce now, they must be able to continue to produce it, to attract it from elsewhere in the world and retain it.

## Key questions

The degree to which such factors are given appropriate weight is discussed below; meanwhile the questions companies should be asking are:

- **Workforce quantity** What is the size and availability of the workforce pool? ▶

plant began operations near San Jose and by 2000 was employing about 2,000 people. But Intel insiders say that the incentives were only one of Costa Rica's attractions; the nation's labour laws allow non-union plants, something Intel managers considered a must.

## Itinerant call centres

In the UK and the US communities from Pembroke Docks to North Dakota breathed sighs of relief when call centres arrived to sop up low-skilled workers recently rendered redundant by relocating

or closing manufacturing plants. But many of these call centres soon decamped for places with lower labour costs.

The first ports of call were Ireland and Australia where everybody speaks English and labour costs initially were below those even in depressed areas of Wales or Appalachia. As greater prosperity came to these places, however, call centre operators discovered India, where labour costs for an equivalent calibre of worker are less than one-tenth of those in the US. Next may be the Philippines or South Africa.

In short, telecommunications enable an industry that depends mainly on workers equipped only with basic reading and speaking skills in a major language to locate anywhere in the world. By the nature of the business, their exposure to political risk and loss of intellectual property is low.

Sometimes, however, surprises in the form of unanticipated costs await such companies.

In India, where utilities and telecommunications are often poor, call centre outsourcers have had to supply their own power supply and endure unreliable telephone

service or lease expensive private circuitry. Cultural differences can also affect the costs of operations. For example, many Indian workers expect their employer to transport them to work in shuttle buses or vans. Those who get to work by themselves tend to ride motorcycles rather than cars which means that the employer needs to provide motorcycle racks. Off-site restaurants for employees often are not conveniently located, which means employers may need to install and operate full-service cafeterias to feed workers who expect a complete meal.

► Is the labour market tight or slack, particularly as it pertains to the kind of workforce needed? What is the breadth of talent available? Are we likely to find an ample supply or a shortage of the types of skills we will need? Is there likely to be enough local managerial talent or will we need to import expensive expatriates?

● **Workforce quality** What is the work ethic? How realistic are expectations in respect of work and reward? What is the work culture? Do workers normally display high morale on the job? What loyalty do they normally feel toward their employers? Do they respond well to monetary or other incentives? What are local workers' education and skill levels? How trainable are they? What relevant language skills do they possess?

● **Labour costs** What are the prevailing wage and salary levels for the people needed? What are the non-direct labour costs? What is known about productivity (output per worker/hour)? How are all of these changing over time?

● **Labour market operations** What are the local labour laws, regulations, practices? How difficult is it to hire and fire people? How much bureaucracy is involved? Is the local workforce unionised and/or radicalised? How reasonable and responsible are the local unions and their leadership? Is the recent local history of industrial relations one of peace or strife? What have been the labour experiences of multinationals and other foreign investors there? What is the system of matching jobs with workers? How does recruitment happen?

● **Education and training capabilities** What is the output, capacity and quality of schools, colleges, universities and technical training institutions, particularly with respect to the kinds of talent needed? What is the local government's willingness to assist in training or retraining the workforce to meet company needs?

● **Attractiveness of the area for relocation** Do local laws and regulations make immigration easy or difficult for the kinds of expatriate talent needed? Is employment permission easily obtained? How attractive and available is citizenship? How hospitable or otherwise is the local attitude towards foreigners? Is there religious or ethnic discrimination? What is the availability and cost of housing, health, public transport, shopping and other basic amenities for expatriates? What is the size and diversity of the expatriate community, especially of the nationalities and cultures of potential expatriate employees? Is this a hospitable community? What is the quality of life for expatriates in terms of climate, entertainment and recreation? What are the employment and other opportunities for trailing spouses, and the educational opportunities and choices for expatriate families?

### P. O. Mak, Senior Vice President, GE Capital Asia Pacific, and Secretary General, Asia Pacific Federation of HRM, comments:

In my personal experience the fundamental factors influencing a decision as to where to go to market are location, legal and tax systems, telecommunication/transportation, accessibility to materials and human resources, and, depending on products and industries, in this order.

Location comes first, as it is where you start to create a presence. Hong Kong, for instance, was once the preferred hub and HQ for many MNCs because of its central location backed up by a deep harbour, efficient airport, British legal systems and low tax rates.

One may argue about the people factor which I put at the bottom of the chain. Coca-Cola, for instance, chose to expand in China not because of the talent there, but because of the consumers and market potential. For low-tech consumer goods like Coke, ease of production and shipping come first. Yes, people are important, as well as systems. But if they were the rules for choosing where to do business, no one would ever have gone to China.

The pool of talent is limited in Korea and labour rules are very restrictive, yet the country is rebounding like crazy (already back to pre-1997 level), with Foreign Direct Investment on the rise – again, because of the market and the opportunity cost if one does not go there in time.

Having said that, availability of skills and expertise do come into play. India, following Mexico, has become one of the world's largest backroom processing centres. Companies like GE and American Express choose India because of the language skills, relatively low cost of production and the constant supply of labour. China, following India, is growing to be the world's third largest such centre. Currently, these kinds of operations are based in the north, in cities like Dalian, where people have better language skills, and numerous organisations from both Korea and Japan have set up there (eg Toshiba and Samsung).

Cost, of course, is a deciding factor, particularly for manufacturers and distributors looking to increase productivity and price competitiveness. Dell Computers' factories are in Penang and China, utilising the cheap labour, while Nike has been in Vietnam thanks to the low cost of production there.

We have to realise that in developing countries managerial skills and expertise are scarce and they aren't necessarily the deciding factors for setting up so much as the 'trainability' of people and the speed with which they assimilate into western concepts and practices.

China used to be a 'no-go' area for international financial institutes, due to lack of skills and expertise and the highly regulated environment. Citibank, HSBC and Prudential had been knocking on the door for a long time to no avail. But with entry into the World Trade Organisation and the relaxation of the financial industries, this is all changing. Interestingly, though, this is one sector where most of the managerial staff are still expatriates.

Finally, about the involvement of HR. You have no involvement if you don't invite yourself. Once you invite yourself, you are everywhere... HR is pivotal in advising where to go.

### Implications for HR management

In the overwhelming majority of cases, a rational approach to global sourcing and siting decision-making requires that HR considerations be given appropriate weight. In reality, however, those considerations are often not identified or, even if they are, are given inadequate weight vis-à-vis other factors. Why is this?

The answer is not too difficult to discover. Often, the relevant information simply doesn't make it into the decision-making process, not least because HR professionals are simply not at the table when these decisions are being made. When these strategic corporate decisions gravitate to real estate or finance specialists, the relevant people-oriented data typically are not sought or are subordinated to other kinds of information. HR professionals, therefore, must become more proficient at mobilising and presenting the relevant people-related data.

*Richard W. Judy is Senior Research Fellow of the Discovery Institute, Indiana, USA and Director of the Institute's Centre for the 21st Century Workforce. His report 'Where on earth companies choose to do business – and why' can be seen in full on the WFPMA website: [www.wfpma.com/wpaper.pdf](http://www.wfpma.com/wpaper.pdf)*

# Carlos Aldao Zapiola

## WFPMA PRESIDENT

Much is made of the need for people management specialists to come out of their 'ivory towers' and take a broader interest in the core business and profitability of the organisation they work for. The first thing Carlos Marcelo Aldao Zapiola, HR Director of Loma Negra, Argentina's largest cement business, does every day is "to look at how much cement we sold yesterday."

Talking to *WorldLink* on the eve of assuming the WFPMA presidency, he claimed business involvement, passion and availability 24 hours-a-day were three key criteria for success, and he measures his own by the fact that for the past 20-plus years he has served on the main boards of the companies he has worked for. This is not surprising since, rather than waiting to be asked for his opinion, he has gone out of his way to be proactive.

"I look at what is happening in the world", he says, "in the economy, in the industry – and, according to what I think will happen, I suggest a course of action. If you understand society, you understand people, and you can understand the environment of your business and consequently the business itself.

"Nobody puts you on the board," he adds. "You have to earn your place. Obviously you need very deep knowledge of your specialist subject, but you also need to understand the business more generally. Plus you have to be the conscience of the company – and that means studying history, sociology and a little philosophy as well."

In fact, in addition to holding down top level HR directorships, Carlos Aldao has been a part-time university lecturer, prolific author and he remains a perennial student.

With a law degree, a Masters in strategic administration and three doctorates – in judicial and social sciences, labour sociology and jurisprudence, he has continued to attend courses around the world, including a couple of months in Japan, a spell at Italy's University of Bologna and short courses at MIT and Cornell in the United States.

An avid reader, he includes *The Prince* by Machiavelli (particularly the version with comments by Napoleon) and Churchill's *Second World War* among his many favourite books. Now he is re-reading *Sociology* by Anthony Giddens.

He attends the annual International Labour Organisation conference in Geneva (as an employer representative – and this year on behalf of the WFPMA) in his own (vacation) time and at his own expense. "I see money and time spent on professional and personal growth as an investment," he says.

He would play golf but has very little time and least of all for watching television.

So what drives him – and indeed how has he managed to inculcate similar drive into each of his five already high-achieving



children? Unusually it was not poverty or material deprivation; if anything, the inherited family estancia belies the reality. For Carlos Aldao was an only child who lost his father when he was only 15 (in an accident) and his mother from illness when he was 21. Accordingly he feels the need to give his own children "the tools to face life without me".

"The legacy I want to pass on to them is not property but education."

He has certainly given them stability. Married for 31 years, his wife runs the estancia, which he goes out of his way to get back to at least every other weekend. And, of course, he has been a classic role model of diligence, continuous professional development and having more than one string to one's bow.

Former WFPMA President Sergio Hillesheim of Brazil, who has known Carlos Aldao for many years as friend as well as

professional colleague, describes him as "sensitive, available, helpful, energetic and persistent" and implies he is a something of a workaholic, although he adds that he is also vibrant and amusing, the sort of person you can stay up all night chatting to.

Born in Argentina in 1948, Carlos Aldao became an Attorney at Law before joining the local division of US tractor company John Deere in 1973 as labour relations manager. During his seven years with the firm he spent several months in the US in 1976. Four years later he moved to the local branch of another US company, Revlon, as industrial relations director, and was appointed to the main board. Again, he spent several months outside Argentina – this time supervising operations for Revlon in Brazil.

Also during this period he was elected vice-president of the Argentine Association of Personnel Directors (ADPA), of which he became President four years later.

In 1989 he was headhunted for his current job where he remains HR and industrial relations director, again on the main board.

Carlos Aldao's extra-curricular activities have included presidency of the IR committee of the American Chamber of Commerce in Argentina and then Governor of the Chamber, the first time this office, usually the province of company presidents, had gone to an HR person. He has also been President of FIDAP, the WFPMA's Latin American member federation, which in turn led to 10 years of involvement with the World Federation, culminating now in the two-year presidency.

One of his aims for that term of office is to develop a closer alliance with the ILO. "In the 11 years I have been attending the annual ILO Assembly," he says, "the people I have met there have been predominantly lawyers rather than HR people, even though their preoccupation is the world of work. Few of them seem to know of the WFPMA." He has started to change this situation already, for while still only WFPMA President-Elect he arranged for two ILO speakers at the World Congress in Mexico City.

Carlos Aldao takes over at a time when his own country is in dire straits, a situation he described in the April 2002 issue of *WorldLink*. "The main problem," he says, "is that we are still a third-world country, but so many of our people have first-world expectations. We have to teach them to face reality."

One way he tries to do this is with a spelling lesson: 'exito' is Spanish for success, he explains, 'sacrificio' for sacrifice and 'trabajo' for work. "The dictionary, I tell them, is the only place where success comes first!" This may not be true in every language, but Carlos Aldao Zapiola is a compelling living example of doing things the right way round. ○

► continued from page 1

practitioner audiences, based not least on projects with the ILO, OECD, European Union and United Nations. He has also undertaken research – on global HR competencies – for the WFPMA, and maintains close contact with a number of personnel management associations around the world, as well as with individual practitioners.

One senior practitioner in the field, Bob Morton, Head of HR Development for Ciba Speciality Chemicals and former Vice President of International Affairs for the CIPD, has been particularly impressed with the practical usefulness of Brewster's work:

"Chris has a great academic pedigree but also brings with it a shrewd sense of the world of work and the need to deliver findings from research that provide the basis to transform theory into practice.

He combines a deep insight and unflinching interest in international HRM and also has a very practical perspective of how to turn ideas into outcomes which might add value to the HR profession and expand the body of knowledge in the area.

"Equally at home in the corridors of academia, industry or government, Chris is an unparalleled networker whose use of his wide range of contacts both within and outside the academic world add substance and credibility to the research he undertakes.

"He has been amongst the leaders in developing the IHRM field by forging partnerships with commercial bodies and ensuring that research has been conducted and tested in the real world and not in academic isolation." ○

## THE WORLDLINK HR CALENDAR

**August 13-14, 2002**

São Paulo, Brazil

### **ABRH 28th National Conference**

Tel: +55 11 256 0455

Fax: +55 11 214 0858

Email: abrh@abrhnaconacional.org.br

**August 26-28, 2002**

Sun City, South Africa

### **46th Annual IPM Convention**

Tel: +27 11 482 4970

Fax: +27 11 482 6589

Email: karmen@ipm.co.za

**September 5-7, 2002**

Cartagena, Colombia

### **ACRIP 8th International HR Symposium**

Tel: +57 1 545 9466

Fax: +57 1 210 0961

Email: acrip@col.net.co

**September 11-13, 2002**

Wellington, New Zealand

### **HRINZ Annual Conference and Expo**

Tel: +64 4 499 2966

Fax: +64 4 499 2965

Email: hrinz@hrinz.org.nz

**September 18-20, 2002**

Swakopmund, Namibia

### **IPM Namibia Conference**

Tel: +264 64 248383

Fax: +264 64 248407

Email: corpconn@africaonline.com.na

**September 25-28, 2002**

Cebu City, Philippines

### **PMPAP 39th National Conference**

Tel: +632 726 1532

Fax: +632 726 1530

Email: pmap@pmap.org.ph

**September 28, 2002**

Kuala Lumpur, Malaysia

### **MIHRM HR Managers Summit**

Tel: +60 3 7955 6536

Fax: +60 3 7955 4076

Email: hajithjzul@mas.com.my

**October 2-3, 2002**

Bratislava, Slovak Republic

### **5th Slovak National HR Conference**

Tel: +421 44 55 10 104

Fax: +421 44 55 26 034

Email: jan.podstrelenc@swedwood.sk

**October 23-25, 2002**

Harrogate, England

### **CIPD 55th Annual Conference**

Tel: +44 20 8263 3434

Fax: +44 20 8263 3223

Email: training.hotline@cipd.co.uk

**November 5-7, 2002**

Lillehammer, Norway

### **HR Norge Annual Conference**

Contact: Johanna Sunden

Tel: +47 2211 1122

Fax: +47 6712 5030

Email: hrnorge@hrnorge.no

**November 14-15, 2002**

Radenci, Slovenia

### **Slovenian National Conference**

Tel: +386 1 589 7660

Fax: +386 1 565 5920

Email: dora.cerne@gzs.si

**November 18-19, 2002**

Hong Kong

### **HKIHRM 22nd Annual Conference**

Tel: +85 22 881 5113

Fax: +85 22 881 6062

Email: info@hkihrm.org

**May 4-6, 2004**

Singapore

### **WFPMA 10th World Congress on Human Resource Management**

Contact: David Ang

Tel: +65-438-0012

Fax: +65-438-0029

Email: information@hr2004.org



**World Federation  
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