



US law expert for SHRM

United States Society for Human Resource Management has appointed former chief operating officer and executive vice president Susan Meisinger to succeed Helen Drinan as its new President and Chief Executive.

Meisinger, who has been with SHRM since 1987, is an employment law specialist. She was formerly Deputy Under Secretary for the Employment Standards Administration of the US Department of Labour, where she was responsible for the administration of more than 90 Federal laws and regulatory initiatives affecting workers' compensation, minimum wage and overtime, and non-discrimination and affirmative action obligations of federal contractors.

Economic recovery?

Global output, after grinding to a halt in the final months of 2001, is now rising, according to the Economist Intelligence Unit. And growth is expected to continue accelerating throughout this year and into 2003.

Most businesses are predicted to experience a dramatic improvement in operating conditions as the year unfolds, with OECD economies expected to perform most strongly, thus boosting performance in much of the emerging world.

The US economy in particular is recovering more rapidly than expected, with the jobs market tipped to improve in the second half of 2002.

The Japanese economy is suffering from many serious problems, and its long-term prospects remain dismal. But Asia generally will see stronger export growth from now onwards, says the Unit, and much of Latin America is benefiting from strengthening commodity prices and greater

liquidity on international capital markets (although there is still concern about the possible long-term impact of the Argentinean debt default on sentiment towards the region).

Improved growth in the EU is starting to help Eastern Europe, although the speed of the pick-up in the euro zone is expected to lag behind that of the US, not least because western European policy action has been less aggressive than in the States.

Sub-Saharan Africa is expected to benefit from higher commodity prices, and some countries will also rebound from war- or drought-driven recessions. But the Middle East will be held back by low oil prices, reduced income from tourism and continued nervousness by foreign investors (driven by concerns about regional security).
'Global Outlook (Country Forecast, World), April 2002', Economist Intelligence Unit: <http://store.eiu.com>

PHOTO: XXXX

Globalisation Commission starts work

Against a backdrop of heightened concern over the link between global security and economic development, the World Commission on the Social Dimension of Globalisation began work in Geneva last month (March 2002). The 25-member Commission, launched earlier this year by the International Labour Office (ILO), is co-chaired by Finland's President Tarja Halonen and Tanzanian President Benjamin Mkapa.

Its first meeting will focus on identifying key issues for making globalisation sustainable and promoting the fair sharing of benefits. After a series of meetings next year, it will submit a final report to the ILO Director-General.

The Director-General of the World Trade Organisation Mike Moore, in an address to the ILO's Governing Body last month, reiterated the WTO's commitment to the observance of internationally-recognised labour standards and its "belief that the ILO is the competent body to deal with these standards." He said he was "very pleased to be able to take part in this important extension of the debate on globalisation and contribute to the work of the Commission."

Two representatives from the ILO, Angelica Ducci from Switzerland and Daniel Funes de Rioja from Argentina, will address the World Congress on Human Resource Management in Mexico City next month (p5).

IN THIS ISSUE



Argentina's challenge
by CARLOS ALDAO ZAPIOLA 2

9th World HR Congress
- detailed programme 4

Leadership and global HRM
by PROFESSOR PAUL EVANS 6

HR calendar 8

MAGAZINE OF THE
World Federation of
Personnel Management
Associations

© WorldLink

is the quarterly newsletter of the World Federation of Personnel Management Associations (WFPMA).

It is published by the Chartered Institute of Personnel and Development, which provides the Secretariat for the Federation. For further information about the Federation contact Geoff Armstrong or Susanne Lawrence at the CIPD,

CIPD House, Camp Road, London SW19 4UX, England
Tel: 020 8971 9000
Fax: 020 8263 3333
Email: cipd@cipd.co.uk
Website: www.cipd.co.uk
WFPMA website: www.wfpma.com

WorldLink

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and email address where possible.

Please send items to Susanne Lawrence
Editor, Worldlink

PPL, 17 Manchester Street
London W1U 4DH, England

Tel: 020 7487 4284
Fax: 020 7487 3022

Email: susanne.lawrence@centurion.co.uk

Next issue

The next issue of WorldLink will be published in July 2002. Please submit contributions by 13 May 2002.

©2002. Material may be reprinted with credit to WorldLink, CIPD/PPL.

Designed and printed by Centurion Press Ltd
ISSN 1560-2737

Argentina's challenge

Argentina is currently in the throes of one of the most serious political and economic crises the country has faced in many decades. Carlos Aldao Zapiola, president-elect of the WFPMA and HR director of Argentina's largest cement business Loma Negra, tells the story and describes its impact on the work of the HR professional there

In December 1983 a constitutional president, Raul Alfonsín, took office in Argentina after seven and a half years of 'de facto' governments. Following a period of hyperinflation, which triggered a slightly early election, Alfonsín handed over to another constitutional president, Carlos Menem, in 1989. Menem was re-elected five years later and in December 1999 Fernando De la Rúa took office, leading a coalition government.

On December 20 2001, after a series of economic and political events (plus a riot, in which a clash between police and demonstrators claimed at least 20 lives), De la Rúa was forced to resign. From then until January 1 2002, when Eduardo Duhalde took office, Argentina had five presidents in the space of 10 days!

There has been similar chaos within the Judiciary. Congress started impeachment proceedings against members of the National Supreme Court of Justice under alleged breach of public duty, but at the same time there have been demonstrations, known as 'cacerolazos' (pot banging protests), against the poor performance and excessive pay and benefits of the Congress Deputies, Senators and others.

In provincial and municipal governments, too, the picture is similar – in short, a questioning of the whole political environment.

Meanwhile, between 1980 and 1988, GDP suffered a 3% decline, consumer prices increased 62,000% and the currency lost seven ceros. And even more than four decades of inflation had not prepared Argentines for the hyperinflation of 1989: wholesale prices rose from 7% in January to 8% in February, 19% in March, 58% in April, 104% in May, 135% in June and 209% in July.

Finally in March 1991 a law was introduced pegging the peso to the US dollar at par, the 'Convertibility Plan', and from that moment price increases slowed to under 1% a month; the three years from 1999 to 2001 were even slightly deflationary. GDP rose steadily from 1991 to 1998, but then a period of recession began which still continues. Also during the 1990s Argentina's external debt went on increasing, reaching an amount close to \$140,000 million by 2001.

In January this year the peso was devalued to 2.5 pesos to the US\$.

Clearly such a situation has had a dramatic impact on consumption and spending in all areas

of domestic and business life. As Horacio Quiros, president of ADRHA, the Argentinian HR Association, wrote recently, "By magic, salaries are worth half their previous value by international standards, money deposited in banks (maybe a lifetime's savings) has disappeared, but loans still have to be paid – now at a still growing inflation rate, amid advancing recession.*

Unemployment, of course, is now a major concern, having reached 22% in February this year, according to a Ministry of Economy report. And in some Greater Buenos Aires suburbs this is closer to 30%; adding sub-employment, it reaches 40%, worsened by the restrictions on bank deposits. Another report dated March 12 2002, indicates that during February about 76,000 people lost their jobs, within an economically active population of 13 million.

Unemployment plus inflation has led to an alarming increase (47-48%) in poverty levels. Recession, unemployment, poverty and marginality, the crises in political representation, the impossibility of using bank deposits and many other similar situations, have led the country to the brink of major social unrest.

Not least statistics reveal a significant increase in the consumption of tranquillisers, with doctors reporting an increase in psychiatric emergencies.

Company response

Companies, faced with this situation, have adapted their policies accordingly.

Payrolls are being drastically reduced through massive severance plans, early retirement for employees with fewer than 10 years to go or voluntary retirement. Some employees are temporarily laid off, in some cases for as long as six months. Part-time jobs are being created and working hours reduced. Employees made redundant are compensated in instalments, while those temporarily laid off receive allowances; depending on the company's financial situation, the amounts paid are either legal minima or possibly higher in an effort to compensate between 30 and 80% of net salary.

* QUIROS, HORACIO. 'La gestión humana en tiempos de crisis: el caso argentino', Revista Recursos Humanos de la Asociación Nacional de Relaciones Industriales y Administración de Personal (ANRI) de Venezuela.

For those still in work salaries have been nominally reduced. For instance, a person on 100 a month is offered 80 to keep him employed, variable payments are reduced or simply taken out and benefits (cars, life insurance, health plans) receive the same treatment. If anyone leaves, they are replaced at a lower salary.

Most training activities have been suspended, other than what is essential. These tend to be run internally by managers, thus avoiding all costs other than the time of trainers and trainees.

Trade unions are only too well aware of the futility of industrial action at this time, so work hard to soften the impact of members' declining incomes.

Need for motivation

For human resources specialists one of the major challenges is motivation: even the most rational of individuals loses motivation when faced with the risk of job loss or a decrease in pay and benefits. So they must motivate managers to motivate those they manage: work closer to those they supervise, talk to them, help them understand the situation, and listen to their concerns.

Communication is the watchword. It must be dynamic, responsible and transparent. People must know where they stand, what their options are and the dangers they face.

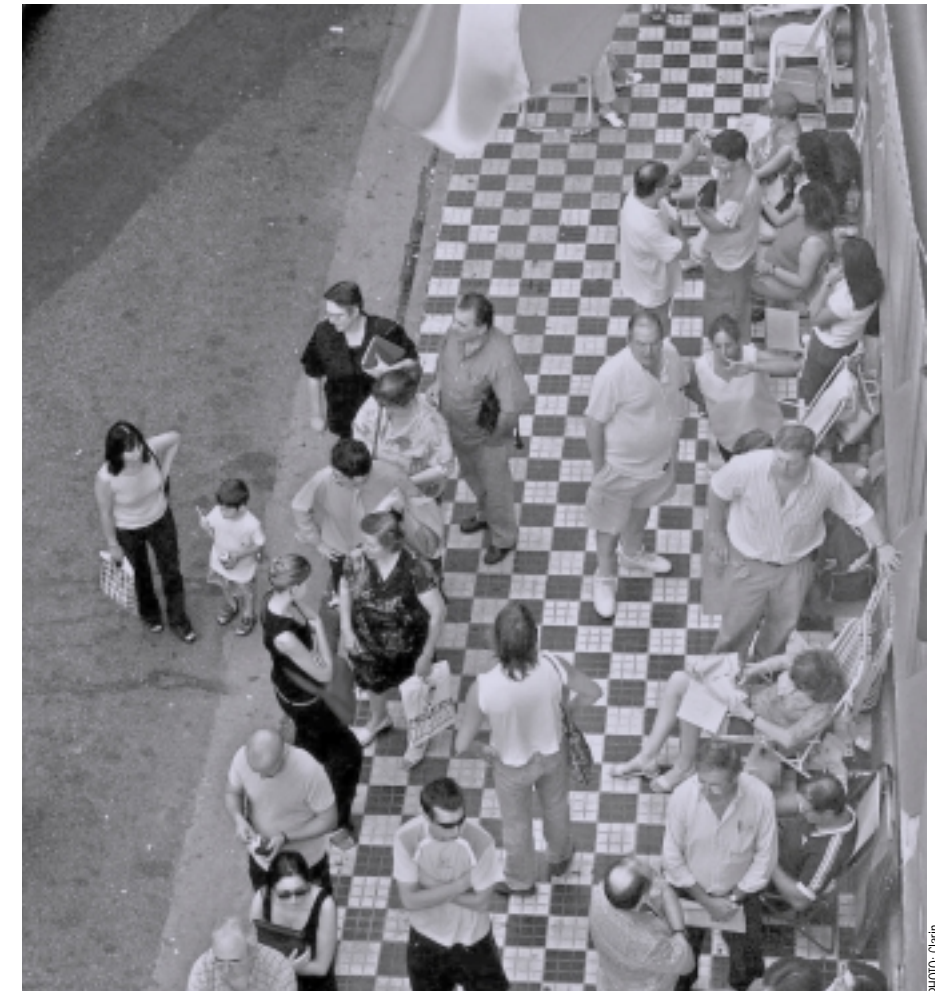
Every aspect of the business has to be reviewed. For instance, 'just in time' production methods could be risky, with the threat of lack of supplies. It is vital to quickly learn and apply new methods and procedures to the new context.

And what of the individual? What can any Argentinean, with or without a job, suffocated by the crises, 'do'? Essentially they can stay or go. In fact many people are



Horacio Quiros, President of the Asociación de Recursos Humanos de la Argentina (ADRHA), summarises the association's key challenges through this period as: managing its own finances at a time of dramatic economic upheaval, undertaking research on the crisis and organising seminars to help members understand and provide them with tools to deal with the HR implications of the changes. Most currently feel they are overworked, their long hours in stark contrast to those who have become unemployed due to the recession.

A 'Young HR professionals looking for jobs' forum has been created to help new entrants deal with the current situation. While they find it harder and harder to get their first HR job, they are nevertheless receiving training and support from experts provided by the association. At the same time ADRHA is signing agreements with outplacement firms to provide free assistance to senior HR executives who have lost their jobs.



Queuing for visas at the Spanish Consulate, as thousands try to leave the country

leaving the country; some European consulates – notably the Italian and Spanish – are issuing 60 visas a day, and according to non-official records in 45 days 30,000 Argentineans left, not to mention those non-Argentineans who went back to their countries of origin.

Those who stay can either be spectators, waiting to see what will happen or they can adopt a proactive attitude to change.

As for me: well I am optimistic by nature, though not irresponsible or reckless, and I tend to regard crises as new opportunities.

The current situation gives Argentineans the opportunity to be more serious, more responsible, harder working and less

hedonistic, to give birth to a new political class, new executives, better trade union leaders and better citizens. At an individual level the culture of laziness must be abandoned and transformed into a culture of work and effort, to enable the country to generate its own resources without expecting assistance from third parties. And expectations must be aligned with the current situation. People cannot expect to work with the efficiency, dedication, and excellence of a third world country while earning and living by first world standards.

Notwithstanding the severity of the crisis, businesses must go on operating, and within them HRM must be specially addressed, because in the last instance it is individuals who will or won't find the way out, for their firms and for the country as a whole.

Finally, it is necessary to point out that the only way Argentineans will come out of this swamp is 'slowly and stepping on the rocks', but, above all, in a serious and responsible manner. Otherwise, the question posed by Albert Einstein during his visit to Buenos Aires in 1925 will go on reflecting the situation: "How can such a disorganised country move forward?"

Carlos Aldao Zapiola will succeed Eddie Ng as WFPMA President at the end of the 9th World Congress in Mexico City on 29 May. See congress programme pages 4 and 5.



MEXICO 2002



Centro de Convenciones del Hipódromo de las Américas, Mexico City

9th World Congress on Human Resource Management

Monday May 27 2002

09.00 – 09.55 Opening ceremony

German Suarez Gonzales, President, AMEDIRH
Alejandro Rojas Vazquez, President, NAHRMA
Eddie Ng, President, WFPMA
WFPMA Petitpas Award for outstanding contribution to international human resource management - to be presented by Mike Losey, Past President, WFPMA
Carlos Abascal, Minister of Labour, Mexico

10.00 – 11.00 Is loyalty dead?

Jeffrey Joerres, Chairman and Chief Executive, Manpower Inc

11.00 – 12.00 Opening of exhibition by Andrés Manuel López Obrador, Governor of Mexico City



12.00 – 13.15 Concurrent sessions 1
Emotional intelligence – trend or useful tool?
Kira von Knorring
University of Stockholm
Sweden

Tomorrow's HR management
Mike Losey, Past President, WFPMA and formerly President and Chief Executive, US Society of Human Resource Management

Virtual education: maybe and maybe not?
John Millikin, Thunderbird School of International Management, Phoenix, Arizona, USA;
Ben Watson, SmartForce, USA; Luis Galarza, DePaul University, Chicago, USA

Talent management – diversity in Asia
Eddie H. K. Ng, President, WFPMA, and Managing Director, Learning and Development for Asia Pacific, J.P.Morgan Chase

Work and the elderly:
the social and economic challenge for the 21st century
Pedro Borda, INPLEN, Mexico; Pierre Morgon, VP Marketing – International, Aventis Pasteur, France; Sharon Taylor, Prudential Financial, USA

Developing a world class workforce in an emerging country:
the Mexican automotive industry
Renee Franklin, Ford Motor Co, Mexico; Arturo Gonzalez Volcán, GM, Mexico; Angel Muñoz, DaimlerChrysler, Mexico

Not just black and white: creating unity from diversity
Jose Pottinger, Cummins, UK and Matangi Gowrishankar, Cummins, India

12.00 – 13.15 WFPMA Special Presentation
How on earth companies decide where to do business – and why!
Richard M. Judy, Director, Center for the 21st Century Workforce, and Senior Research Fellow, Discovery Institute, Indianapolis, USA

13.15 – 14.45 Lunch

14.45 – 16.00 Concurrent sessions 1 (repeats of first seven) plus
A human concept of the person and the work
Luis Ignacio Arbesu, Training Director, Ministry of Labour, Mexico

16.00 – 16.30 Break

16.30 – 18.00 Straight from the gut
Jack Welch, former Chief Executive, General Electric
To be interviewed by Daniel Servitje, Mexico

18.00 – 20.00 Cocktail party

Tuesday May 28 2002

09.00 – 10.15 Concurrent sessions II

Mergers: what is actually merged?
Cristina Mejias, CM Sociologia, Argentina; James Liberty, Unilever, Netherlands;
Alfredo Gisholt, BBVA Bancomer, Mexico; Moderator: Jorge Jauregui, Unilever, Mexico



Transforming the culture in Mexico's public sector
Ramón Muñoz
Chief of Government Innovation
Mexico

Major global trends in the workforce
Daniel Funes de Rioja, ILO, Argentina; Angélica Ducci, ILO, Switzerland;
Moderator: Carlos Aldao Zapiola, President-Elect, WFPMA



The new values governing workplace relationships
Rosario Marín
US Treasurer
USA

Business globalisation and the HR challenges
Bob Morton, Ciba Geigy, UK

Spirituality at the workplace: creating an employee supportive environment
William Guillory, Centre for Creativity and Inquiry, Salt Lake City, USA

The impact of the workplace on innovation, learning and communications
Izabel Falcao do Rego Barros, Steelcase Inc, USA

10.15 - 10.30 Break

10.30 – 11.30 The best HR practices I

CISCO, USA
Cementos Mexicanos (CEMEX), Mexico
Petroleos de Venezuela (PDVSA) - Leonor Herrera, HR Executive Director
Gamesa, Mexico
French Telecom, France

10.30 – 11.30 Concurrent sessions III

Employee resources management
Pierre Paradis, Meta 4, USA

11.30 – 12.00 Break

12.00 – 13.30 The HR function in different business cultures

Ricardo Salinas Pliago, Grupo Salinas, Mexico; Raúl Muñoz Leos, Petróleos Mexicanos (Pemex), Mexico; Alejandro Soberon, Corporacion Interamericana de Entretenimiento (CIE), Mexico

13.30 – 15.00 Lunch

15.00 – 16.15 Concurrent sessions II (repeats)

16.15 – 16.45 Break

16.45 – 18.15 Past, present and future in labour relationships

Felipe González, former Prime Minister of Spain (1982-96)

20.30 Formal dinner and show

Wednesday May 29 2002

09.00 – 10.00 The best HR practices II

Wal-Mart, USA
BIMBO, Mexico
Samarco Mineracao, Brazil - José Luciano Duarte Penido, Chief Executive
South African breweries, South Africa

09.00 – 10.00 Concurrent sessions III (repeats) plus

Global trends in flexible and voluntary benefits
Gregory Arms, AIG, USA and Robert Duboff, Ernst & Young, USA

10.00 – 10.30 Break

10.30 – 12.00 Master sessions

The heart hunter
Dr Egbert L Kinds, Netherlands

Achieving the best fit
Dr Judith Bardwick, USA

Knowledge management and innovation – an Asian perspective
Dr Vinayshil Gautam, India



Quality in people:
quality in business
Dr Claus Møller
Denmark

12.00 – 13.00 Lunch

13.00 – 14.30 Funky business: talent makes capital dance

Dr Kjell Nordstrom, Sweden

14.30 – 15.20 Closing ceremony

Luis de la Fuente, President, Mexico 2002 World Congress
David Ang, Executive Director, and Mrs Lim-Ho Geok Choo, President of SHRI, Presentation of the 10th World Congress, Singapore 2004
WFPMA Presidential handover
And with the participation of Vicente Fox Quesada, President of Mexico

15.20 Cocktails



Leadership through the tensions of global HRM

Concepts of leadership and management are culturally bound, which makes definitions difficult. Indeed the only common denominator that Paul Evans has found about leaders in his research across different industries and cultures is that they tend to have a clear agenda – a vision, a target, sometimes just a number. Here he describes some of the tensions which all leaders, helped by and indeed including HR professionals, are having to face today

Leadership is fundamentally about setting the agenda and how you take other people on board. Fortunately for HR managers, there is a clear answer to the question of how you develop the complex set of skills to do this.

If someone has the potential for leadership, you develop this by simply removing their expertise from underneath their feet, putting them in a position where they *have* to learn the art of leadership – because they have no solutions, no answers, no expertise! The stress and pressure will be immense, and it is vital to provide the necessary coaching and training at this time so as to manage the risks of failure. Coaching and training should be viewed as risk management.

This leads to one of many paradoxes – it is vital to provide training when young leaders start these new jobs, at precisely the time when they are too busy to have any time for training!

In short, the key to leadership development is mobility. Some companies will favour cross-functional mobility, others international mobility (removing cultural expertise), and occasionally interdivisional mobility.

The following example of a senior executive in a major multinational corporation makes the point. I interviewed him in the mid-1980s when he was president of an important subsidiary in Asia, a person with an excellent record of leadership success and someone with deep skills in the management of people.

“Why have I been successful? It is quite simple. I was trained as a geologist and spent the first seven years of my career trying to discover oil. One day when I was heading an exploration team in Europe, they called me in and told me that they wanted me to take over the responsibility for a troubled department of 40 maintenance engineers on the other side of the world. Geology is the noble elite, and maintenance engineering is somewhere between here and hell in the value system. I didn’t want the job – my first thought was that they were punishing me for some mistake I had made – so I told them that I knew nothing about maintenance engineering. ‘We’re not sending you there to learn about engineering’, they said. ‘We are sending you there to learn about leadership.’

Stressful

“I took the job because I had no other choice, and I was there for just over four years. And I learnt practically everything I know about management and leadership in that job – all I’ve done since is refine what I picked up then. Mind you, it was the most stressful job I’ve ever had – it nearly cost me my marriage!

“Fortunately, they sent me on a management training programme during the first three months, and that helped me to understand what was happening and how I should adjust – otherwise I might not have pulled through.

“Afterwards I returned into a more senior position in geology, but I’d completely

changed as a result of that experience with the maintenance engineers.”

Today this person is the chief executive of one of the largest and most successful corporations in the world.

Too much rotation?

However, leaders under development these days tend to be rotated around so often (two years in a job is a good average for leading multinationals) that they develop skills in starting things off at the expense of their capacities in implementation and managing change. They may be great at superficial socialising (what people call ‘networking’), but they are poor at people management, since they have never been long enough in a job for the people consequences of their actions to catch up with them.

The risk for many in Generation X, used to flitting from job to job and company to company, is that they can never be entrusted with any significant responsibility later in their careers because they have no deep experience of implementation and managing change.

Mobility is the key to leadership development, but excessive mobility leads to zigzag management. This is an example of one of the many contradictions confronting organisations these days. I call these ‘dualities’, and the challenge is to manage the tension between these opposites. One of the laws of duality is that, if you take anything positive to an extreme, then this creates a pathology.

Zigzag management contributes to a deeper problem. It is obvious to every self-respecting HR executive that the focus of attention these days must be on facilitating change. But I would argue that the real problem is that there is too much change and not enough continuity in change! Zigzag leaders start off new change projects. Companies launch dozens, even hundreds of

initiatives. New strategies rain down on managers in the bowels of organisations, leading to confusion. There is little attention to continuity in change – a problem that GE builds into its successful three-day facilitated ‘change acceleration process’ workshops. And indeed there is research evidence to show that the vast majority of change initiatives in European corporations are distracting people from their jobs without adding any performance value whatsoever.*

So, how can one harness the tensions that such dualities create? One approach is for managers and professionals to learn to channel these tensions by working in ‘split egg’ ways. This means working on cross-functional and cross-country projects (the top of this split egg) while still remaining accountable for operational job performance (the bottom of the egg).

In the not too distant old days, things were neat and tidy. Managers spent 98 per cent of their time working on ‘the job’, the operational job defined by the targets or job description. There were lots of leaders working at headquarters on projects with staff people and consultants – strategy development projects, new market entry projects, cost reduction projects, competence development projects. This staff-line organisation worked reasonably well, though it was painfully slow to get the operational line to accept and implement the project solutions.

The advent of time-based competition changed all of that. The headquarters staff bureaucracies got cut back, initially in the US, later in Europe and around the world. But in an age of complexity and discontinuity, the project needs aren’t going away. They are increasing exponentially, going up through the roof!

What happens is that these projects now get built into the job of most line managers and professionals, as the top of the egg project role. Now a manager has to find 30 per cent of his or her time to work on cross-border projects, but there is still ‘the job’ to

be done... in only 70 per cent of the time.

What gets people fired is different from what gets people promoted. If you don’t do your job well, you are going to come under pressure – in the extreme, getting fired. But you don’t get promoted for doing your job

conventional cliché) has to be built into the job itself.

For HR professionals, the bottom of the egg is the basics of attracting, developing and retaining talent. If these aren’t done well, then the HR manager should come under pressure. But the top of the egg is the change facilitation role – which in turn leads to renewal of the ‘bottom of the egg’ basics.

As people come under the pressure of split egg roles, they have to adapt – or suffer the consequences in their private lives. To find time for ‘top-of-the-egg’ project work, they have to learn to delegate more of the technical, functional, operational responsibilities. But they remain accountable. So they learn that the one matter that they should never delegate is getting the right person in the right place, the heart of human resource management. I call this the paradox of pressure – it’s when people come under split egg type pressure that people learn how important is good human resource management.

Field of contradictions

We’ve moved into a world where the challenge is to harness the tensions of paradox. Most human resource managers will identify with this since HRM has long been a field of contradictions.

So, we need to focus on making sure that the ever-changing basics of attraction, development and retention are solidly in place, and then turn to the change agenda. Benchmark against others and copy practices, but never forget that superior performance comes from being different. Foster constructive debate about your options and alternatives, so that you will have no debate when it comes to action. Develop your people by giving them more challenge than they think they can handle... and train them, coach them, guide them so they won’t make mistakes.

Make sure that you nurture your ‘split egg’ – work hard as a professional in your operational job so that you’ll have time for change and your project role.

In that way, there is a chance of channelling these tensions into competitive advantage – sustained competitive advantage has always been built on unnatural acts. ○

THE SPLIT EGG



well, you get promoted for the initiatives in your project role that are making business strategy come alive.

Think of the bottom of the egg as ‘management’, if you like, and the top of the egg as ‘leadership’. Neat distinctions between management and leadership have been rendered obsolete – most managers have to be leaders as well, and most leaders have to be good managers.

Working in this way is vital to resolve the local-global tensions confronting most international firms. The bottom of the egg is the regular job in the local business unit, while the top of the egg is cross-border project work. The tension between ‘acting global and thinking local’ (to reverse the

Paul Evans is Shell Chair Professor of Human Resources and Organizational Development at INSEAD in Fontainebleau and Singapore. The ideas in this article are expanded on in his new book, *The Global Challenge: Frameworks for International Human Resource Management*, co-authored with Vladimir Pucik, Professor of International Management at IMD in Lausanne, and Jean-Louis Barsoux of INSEAD. It was published in February by McGraw-Hill, ISBN 007239706.

*A.M. Pettigrew, ‘Linking change processes to outcomes’, in M. Beer and N. Nohria (eds.), *Breaking the code of change*. Boston, Mass. Harvard Business School Press, 2000.

THE WORLDLINK HR CALENDAR

May 15-16, 2002
Lisbon, Portugal
APG 4th National Compensation Conference
Tel: +351 21 352 2717
Fax: +351 21 352 2713
Email: apgrh@mail.telepac.pt

May 17-18, 2002
Kuala Lumpur, Malaysia
MIHRM National Conference
Tel: +60 3 7955 6536
Fax: +60 3 7955 4076
Email: mipm@po.jaring.my

May 19-22, 2002
Brisbane, Australia
AHRI National Convention
Tel: +613 9685 1200
Fax: +613 9696 4532
Email: enquiries@ahri.com.au

May 23-25, 2002
Galway, Ireland
CIPD Ireland National Conference
Tel: +353 1 676 6655
Fax: +353 1 676 7229
Email: info@cipd.ie

May 26, 2002
Mexico City, Mexico
WFPMA Board Meeting
May 27-29, 2002
WFPMA 9th World Congress on Human Resource Management
Contact: Luis de la Fuente Pantoja
Tel: +52 5140 2201
Fax: +52 5140 2227
Email: information@hr2002.org
Website: www.hr2002.org

June 6-7, 2002
Wiesbaden, Germany
DGFP National Conference
Tel: +49 211 5978 150
Fax: +49 211 5978 179
Email: graf@dgfp.de

June 6-8, 2002
Santander, Spain
AEDIPE 37th annual conference
Tel: +34 91 420 0612

Fax: +34 91 420 0894
Email: aedipe@aedipe.es

June 11-13, 2002
Balatonszéplak, Hungary
OHE National Conference
Contact: Hungarian Association for HRM
Tel: +36 1 361 4655
Fax: +36 1 361 4656
Email: humanpol@mail.mata.vu

June 23-26, 2002
Philadelphia, USA
SHRM 54th Annual Conference
Tel: +1 703 548 3440
Fax: +1 703 535 6490
Email: custsvc@shrm.org

July, 2002
Tokyo, Japan
JSHRM 3rd Annual Conference
Tel: +81 3 3409 1162
Fax: +81 3 3409 1165
Email: info@jshrm.org

August 13-14, 2002
São Paulo, Brazil
ABRH 28th National Conference
Tel: +55 11 256 0455
Fax: +55 11 214 0858
Email: abrh@abrnacional.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

MEXICO CITY
MAY 27-29, 2002



MEXICO 2002
9th Human Resources World Congress

BACK TO THE PERSON
The new Responsibility of the
Human Resources Function

FEATURED KEYNOTE SPEAKER
Jack Welch
FORMER CHAIRMAN AND CEO
GENERAL ELECTRIC

Other Presenters:
Jeffrey A. Jaens Kjell Noshitron Richard W. Judy

Presented by:  Sponsored by: 

Contact: information@hr2002.org
Phone: (52) 5140 2201 & (52) 5140 2204
In Mexico: 01 800 509 6020 In the USA: 187 7 2020 170

www.hr2002.org



World Federation
of Personnel
Management
Associations
(WFPMA)

WFPMA BOARD OF DIRECTORS 2000-2002

President Eddie H. K. Ng, Hong Kong Immediate Past President Michael R. Losey, USA
Secretary-General/Treasurer Geoff Armstrong, UK and Ireland
Members Carlos Aldao Zapiola (FIDAP), David Ang (APFHRM), Hans Böhm (EAPM), Carolyn M. Gould (NAHRMA), Les Pickett (APFHRM), Alejandro Rojas Vazquez (NAHRMA), Christoph Schaub (EAPM), Eladio Uribe (FIDAP), Juan Vicente Vera (FIDAP)
Affiliate representative Tiisetso Tsukudu (South Africa) 2002 World Congress Chairman Luis de la Fuente Pantoja

MEMBER ORGANISATIONS OF THE WORLD FEDERATION

Full members

APFHRM (13)
ASIA PACIFIC FEDERATION OF HUMAN
RESOURCE MANAGEMENT
Australia, Bangladesh, Hong Kong,
India, Indonesia, Japan, Malaysia,
New Zealand, Papua New Guinea,
Philippines, Singapore, Sri Lanka, Thailand
President Les Pickett, Australia

EAPM (23)
EUROPEAN ASSOCIATION FOR PERSONNEL MANAGEMENT
Austria, Belgium, Cyprus, Czech Republic, Finland,

France, Germany, Greece, Hungary, Ireland, Italy,
Latvia, Netherlands, Norway, Poland, Portugal,
Slovak Republic, Slovenia, Spain, Sweden,
Switzerland, Turkey, United Kingdom
President Christoph Schaub, Switzerland

FIDAP (11)
INTERAMERICAN FEDERATION
OF PROFESSIONAL HR ASSOCIATIONS
Argentina, Bolivia, Brazil, Colombia,
Dominican Republic, Ecuador, Panama,
Paraguay, Peru, Uruguay, Venezuela
President Eladio Uribe, Dominican Republic

NAHRMA (3)
NORTH AMERICAN HUMAN RESOURCE
MANAGEMENT ASSOCIATION
Canada, Mexico, United States
President
Alejandro Rojas Vazquez, Mexico

Affiliate member (1)
INSTITUTE OF PEOPLE MANAGEMENT
(South Africa)
President Mpho Makwana
WFPMA representative Tiisetso Tsukudu