

THE CLIENT:

A large global organization with operations in three distinct geographical regions (AsiaPacific, Americas and Europe) experienced fraudulent behaviour in one of its' European operations.

THE ISSUES:

- No HR infrastructure
- No oversight or use of company programs & practices in terms of compensation and benefits, hiring practices or performance management.
- Management decisions based on culture and personal perspective/bias
- A vast divide between the lower levels and higher levels in pay, inconsistent with local practice
- No clear roles and strategic objective linkage
- Provincial view of the company and the world
- Local culture behaviours that conflicted with corporate culture (government & customer 'gifts')

This was a wakeup call on several levels and launched Legal, Finance & HR into action on a global basis to ensure adequate oversight, development and audit practices were in place. There was a realization that some countries/regions were one or a combination of the following: under-funded, lacked appropriate infrastructure, lacked sufficient oversight or were dominant in local culture and little corporate culture prevailed.

KEY RISKS

- Short timelines impeding required cultural relationship building
- Potential for wholesale leadership change-out
- Retention; loss of key personnel and low morale during change
- Competition for technical skills in new hires, replacements and losses to competitors would have a direct impact on sales/order volume.
- "Practice" pendulum creates Risks impacting distribution channel and customer relations.

SOLUTION DESCRIPTION

- Strategic plan assessment in conjunction with sales, marketing, finance, legal and other functions to determine direction and impact on workforce
- Workforce skills assessment and training needs analysis; including distribution channels
- Assessment of corporate policies, Modified Corporate policies and local policy requirements.
- Gap analysis from local to corporate practice
- Training for all leaders and managers in corporate programs and HR practices with particular emphasis on Performance programs
- Training for distribution channels in HR programs, Financial and Legal practices.
- Upgrade of local facilities and technology to access global information, programs and services
- Employee Climate Survey, & associated focus group activity, implementation

RESULT

- Activities were prioritized in order of impact on business (costs & benefits) as well as the need to reduce or mitigate risk. Utilizing corporate resources with previous international experience, "other" country nationals or training and focusing local country employees facilitated the process.
- Better and balanced global focus for organization at large, and Latin America, in particular that contributed to better customer service and increased revenues.
- Better skilled, informed and productive workforce