

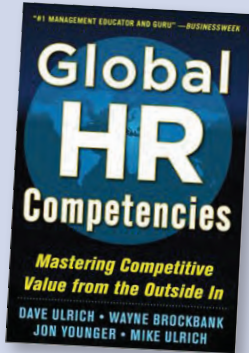
book reviews

📖📖📖📖 A Must Read

📖📖📖 Worthwhile

📖📖 Skim It Over

📖 Bottom of the Stack



Global HR Competencies: Mastering Competitive Value from the Outside In



Authors: Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich (McGraw-Hill, 2012)

Publisher: McGraw-Hill

Reviewer: Paula Caligiuri, Ph.D., Professor of HRM at Rutgers University

Global HR Competencies: Mastering Competitive Value from the Outside In is based on the extensive Human Resource Competency Study conducted by the authors and their regional research partners. This book should be on the shelf of every HR professional working in a multinational organization today. For HR professionals to successfully harness the human capability for their organizations, they need to understand the concurrent demands of the global business and the local environment. For HR professionals to succeed in this endeavor, *Global HR Competencies* offers the roadmap. From a global perspective, the authors underscore the role of human talent in the competitive growth of organizations. From a regional perspective, the authors highlight how HR systems differ around the world and the way cross-national and regional differences affect human resource management practices.

The authors focus on the tangible skills and abilities HR professionals need to perform the roles with excellence, highlighting the way in which the following six key HR competencies are manifested around the world:

- Strategic Positioner
- Credible Activist
- Capability Builder
- Change Champion
- HR Innovator & Integrator
- Technology Proponent

Understanding the cross-national differences in HR competencies and the salient HR practices, provide readers with the knowledge to make effective decisions regarding their organizations and also their own careers.

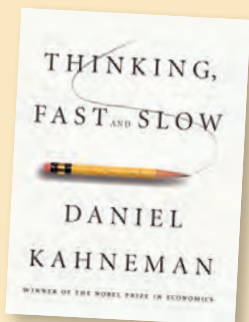
Covering most of the globe's critical mature and growth markets, the authors focus on nine regions/countries with a chapter for each:

- Africa
- Australia and New Zealand
- China, Europe
- India
- Latin America
- Middle East
- North America
- Turkey

Each of these chapters offers insight into how HR excellence is defined in that part of the world, providing tangible examples of successful organizations' HR practices in the various countries and regions.

The concluding chapters of *Global HR Competencies* take a future-oriented, strategic and global view, providing readers with predictions for the future of the professional practice of human resource management and the changes in factors affecting human talent on a global scale.

I consider *Global HR Competencies* a must-read for both senior HR executives and aspiring HR professionals alike. Junior HR professionals will benefit from learning about the competencies needed to succeed in their future careers. For them, this book provides a roadmap for the type of experiences and education they should have in their career development plans. Senior HR executives will appreciate *Global HR Competencies* for its evidence-based vision of the future of the HR function. Having this clear understanding will provide senior executives with guidance on how to make better decisions for their organizations and develop those on their HR teams.



Thinking, Fast and Slow



Author: Daniel Kahneman

Publisher: Farrar, Straus, and Giroux

Reviewer: Jeri Darling, Darling Global, LLC

The primary theme of *Thinking, Fast and Slow* is human irrationality. It is profound, thought-provoking, richly detailed and strenuous. It makes a number of very important observations that are worth noting. One is that we are highly subject to cognitive biases —

unconscious errors of reasoning that distort our judgment. Another is that we tend to be mentally lazy. A third is that our sense of happiness is based more on memories than actual experience. These are a few highlights based on years of research by psychologist Daniel Kahneman, who won the Nobel Prize for economic sciences in 2002.

The key construct is that our minds operate in two primary modes. The author uses the shorthand labels "System 1" and "System 2" to describe them. System 1 is fast, automatic, intuitive and our mostly unconscious mode of thinking and reacting. System 2 is our slow, deliberate, analytical and effortful mode of reasoning about the world. System 1 uses association and metaphor to produce a quick assessment of reality, which System 2 ideally then draws upon to arrive at explicit beliefs and reasoned choices.

