Globalization

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Abstract

This article addresses innovation as a strategic instrument in human resource management capacity building in the age of globalization. To meet the challenges of globalization capacity building is needed in areas of organization, management, governance, and public administration all over the world. Innovation is defined, strategic innovations and innovative strategies are explained, capacity building is delineated, and over 22 areas or realms of innovation are identified, explained, and emphasized as strategic instruments of capacity building. Viewing human resources as human capital and beyond, the article argues that without human resources nothing can be accomplished, and without a well-trained, well-developed, well-appreciated, and well-managed human resources, modern organizations of government and business cannot meet the challenges of the globalization age, which demands a new generation of future-oriented, anticipatory managers who can develop effective visions and manage organizations by riding the high waves of change in the turbulent world.

Key words: Innovation, Human Resource Management, Capacity building

Introduction

The world has changed dramatically during the last 20 years, and the dawn of a new form of civilization has emerged as the new millennium begins. In this age of rapid, unexpected, and unpredictable changes with far reaching consequences, the role of governments, citizens, organized groups, nation-states, and societies is changing rapidly as well. Public and private organizations, and management systems, are being transformed by either choice or pressure and necessity of adaptation for survival. Along with governmental transformation, citizens are also transforming from the traditional passive or receptive role to one that is highly demanding, challenging, and participating. New technologies and organizational networks are enabling citizens to play a more active and powerful role in the governance and administration processes that affect their present as well as future lives. Obviously, inequality persists and in fact widens rapidly between the rich and the poor, and between the rich nations of the industrialized world and those of the developing and less developed countries. All nation-states are challenged by the forces of rapid globalization and their governments' sovereignty is being eroded by the new norms and organizations of the world order. There is also a widening gap between the few powerful nations that are home to globalizes and those of the rest of the world that are being globalized and affected by the consequences of globalization and the new world order. Therefore, the challenges—positive as well as negative—facing the governance, administration, and management of developing nations are far more serious and more demanding than those in

Industrialized nations. These challenges present opportunities as well as severe constraints to the governments in these nations that are making efforts to develop their economies, to utilize and manage their resources, to promote the social welfare of their citizens, to advance in science and technology, and

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to improve their capacity in both governability and service delivery to their citizens. To counter and meet these challenges, all governments are forced to rethink the philosophy of government, to reconsider the modes of governance, and to redesign new systems and organizations of public administration and management. To accomplish these multiple objectives, a new vision is required that strategically places human resources development and management as a key strategic instrument in meeting and managing the challenges of globalization.

This new future-oriented and anticipatory strategic vision is especially needed to assist Iran in its leaping move toward rapid development and enhanced capacity for sound governance and democratic administration. Strategic planning and management is central to accomplishing developmental goals, but strategic human resources development and management is key to the

design and implementation of developmental plans as well as to the operation of a sound governance and administration of Iran. To this end, capacity building and enhancement must be established in all areas of governance and administration, and this can be accomplished only through innovation. To meet the challenges of globalization and to ride the rapid ''waves of change'' (Morgan, 1988), the future managers—both generalists and human resource specialists—have no choice but be effective human resource managers with high qualities. They must be intelligent, knowledgeable, skilled in human resources management and organizational behavior, able and willing to learn and lead learning organizations, and capable to create human capital and work with people on an equal basis, not as authoritative leaders over them.

This article addresses innovation in strategic human resource development and management as a capacity building strategy to not only cope and meet the challenges of core national development programs in the age of rapid globalization, but to move beyond by developing an anticipatory and future- oriented capacity that can foresee potential challenges and devise strategic ''choices'' to control destiny in the highly uncertain global environment. First, the importance of capacity building and strategic innovation is briefly discussed, followed by a more detailed discussion, in section two, of innovation and its multiple meanings. Then, areas of strategic innovations are presented as strategies to human resource capacity building in government and public administration. Finally, several suggestive approaches are outlined, without elaboration, for implementation and transformation of the ideas into action, followed by a brief conclusion and a call for further research and writing on this important subject.

Capacity building in strategic HRM

The key words or concepts of innovation, capacity, and strategy or strategic human resources management used in this article require some explanations. First, innovation is considered as a strategic instrument for building and enhancing capacity in government and public administration.

Second, strategic human resource management is central to all development plan and programs and their implementation, as no plan or program can be designed and implemented effectively without strategic thinking. Strategic human resources development is essential to the governance and management systems of all organizations of public, private, and nonprofit sectors, regardless

of the nature of the political and economic systems. Thus, both strategic human resources development and strategic capacity building in human resource management are use interchangeably in this article. Third, capacity building here refers to the development of institutional, organizational, managerial, technological (both soft and hard), cultural, and individual abilities, capabilities, skills, and knowledge of a government and public administration system to not only manage today but also tomorrow. Such a capability enables government and public administration to not only cope with and manage ongoing current challenges of governance and administration but also to act well beyond by performing through anticipation, effective visions, proactive knowledge and skills, and self-corrective organizational behavior. Capacity building is mainly an internal, local or domestic matter, and it is directly related to sustainable development and

enhancement; it means building and developing national or local capabilities to conceive, develop, promote, and manage policies, programs, and projects with excellence and toward desired goals and missions. Capacity building also means developing abilities to build and control the future, and this means ''choice'' of strategies to control events and build future

by developing an anticipatory capability in public management and governance. The United Nations Development Program (UNDP) defines capacity-building as ''the process by which individuals, groups, organizations, institutions and societies increase their abilities to: (1) perform core functions, solve problems, and define and achieve objectives; (2) understand and deal with their development needs in a broader context and in a sustainable manner'' (quoted in UNDP, 2002: 68). While very helpful, this definition is limited in scope as it only points to the development capacity building, while the concept capacity building is a much broader one, as noted in my earlier definition and explained throughout this article it covers well beyond the ability to perform ''the core function,'' and entails future-oriented and anticipatory capabilities as well as abilities to govern and manage.

Capacity building and enhancement in strategic human resources management, therefore, refers to building and enhancing a cadre of highly qualified, highly able, and highly motivated human resources at all levels of government, public administration, and management that serves the country in her pursuit of not only coping and managing the challenges of the day, but also of making strategic choices and decisions that can control her destiny tomorrow in the rapidly changing global environment under globalization of corporate capitalism. In this respect, building strategic human resource capacity also includes human resource capacity in private business as well as nonprofit, nongovernmental organizations, and self-governing organizations of the cooperative sector.

Innovations in human resource development and management

Through innovations, environmental contingencies can be tamed, predicted to a degree and anticipative strategies can be utilized toward achieving the goals of effective visions. In the case of strategic human resource management, anticipative capacity building is key to prepare and develop domestic and international cadres of strategic personnel for all sectors—public, nonprofit, and

profit. Innovation is also key to learning organizations with learning leadership capacity that must lead and manage those organizations for high performance and productivity (Schein, 1995; Argyris and Schon, 1988). As noted earlier, in our treatment of the subject, the idea of strategic innovation in human resources management is used interchangeably with the phrase innovation in strategic

human resources management capacity building and development.

Innovation: definition and function

Innovation refers to novelty in ideas, approaches, methods, processes, structures, behaviors, attitudes, and cultures, as well as in technologies and skills. It also refers to the knowledge base that is used to produce new products and deliver services, to govern and administer societies, and to manage organizations of all types. This broad definition is obviously not conclusive but it covers the main realm of the innovation concept. Generally speaking, innovation may be viewed, among other things, to serve several functions as follows: Innovation as a concept. Conceptualization is a useful way of expressing creativity through modeling and establishing frames of reference that serve as guideposts to observation and experiential as well as metaphorical phenomena.

Innovation as a concept serves as a guide to explanations, but it also serves as a transition to reality, to practice, and future actions. Conceptualizing innovations in human resources development and management is both helpful and necessary, as it is a building block to strategy formulation and development for capacity

building and enhancement in governance and administration. This is an absolute necessity for national development process.

Innovation as a response to needs or problems. The old notion that ''need and necessity lead to creativity and invention'' holds true in case of innovations.

Domestic and international environmental pressures, constraints, and uncertainties dictate a need for innovations, creativity, and self-reliance, which itself serves as a key impetus for further innovations to promote capacity enhancement in all areas of science, governance, management, and administration. Innovation is an answer to constantly challenging problems and changing needs and expectations, obligations, and responsibilities governments face all the time, especially in the age of rapid globalization. To be responsive, it is imperative to innovate.

Innovation as progress and advancement. To innovate means to invent, to create the means of progress and advancement. Examples include invention of new weapons systems, new computer software, and new rocket systems to carry spacecrafts to the orbit. This is an innovation of staying on top and be dynamic.

Innovation as a mind-set. Treating innovation as a mind-set is like navigating in an ocean with full alert senses, radar systems, and the capacity to create and find new ways of breaking through storms and barriers as well as clear and calm realms of sailing process. Having a campus is not enough for a captain of a ship; what is more important is a restless and creative mind-set that

is always seeking new ways of naval operation. Innovation as a mindset allows strategic human resource management to guide the human dimensions of organizations to monitor and advance beyond routines and predicable outcomes. It provides the strategic human resource managers and, indeed, all organizational leaders to stay on top and manage organizations with confidence

through an anticipatory capacity system (ACS) that cuts across the four areas of innovation: human, technological, organizational, and managerial. With a mindset of innovative management, innovation will become a key strategic instrument of progress, development, high performance, and organizational and system legitimacy.

Realms of strategic innovation in HRM

Identifying and explaining a comprehensive list of strategic realms of innovation in human resource development and management is beyond the scope of this short article. The following presents a highlight of some of the key strategic areas or realms of innovation to build and enhance capacity in human resources as human capital in public administration. The list is suggestive, and by no means an exhaustive one.

Information Technology

Information technology is the central intelligence of strategic human resource management. It is a strategic tool for collecting, processing, and managing strategic data and information in order to make strategic decisions for forecasting, planning, recruiting, developing, promotion, evaluation, and developing key human resources at all levels of organizations.

This includes technical, professional, managerial, scientific, leadership, and administrative functions in public and private sectors (Davenport, 1992).

E-governance and E-HRM

E-governance and E-human resource management can also provide two more functional capacities: First, they enable public organizations to provide public service information—from position and personnel needs announcements to assessment and report of the human resources status—to citizens as a way to inform people of what and how their government in general, and public organizations in particular, are performing. This function serves both the citizens, who in turn may develop trust in their government. The second capacity function is even more important, and that is the electronization or automation of government–citizen interaction, eliminating or reducing time consuming, red tape oriented, and delayed prone activities

of government organizational performance that has traditionally been the case for thousands of years (Davenport, 1992).

Strategic positions and leadership personnel

Capacity building in human resource development and management is the innovation in identifying strategic positions and functions in public organizations of government, a task that is challenging. At the same time preparing and promoting exceptionally skilled and knowledgeable personnel for leadership and managerial as well as a professional functions of government organizations is essential for all managerial functions. The challenge is a great one, and so is the

effort to meeting it. Strategic human resources at all levels of organizations are core components of innovative human capital development. There are at least four major areas of attention, which may fall into two broad categories: one is preparation of ''generalists'' and another being ''specialists.''

Generalists must be educated and trained with an outmost effort to master a well-rounded, highly developed executives who can lead as well as manage strategic posts of public organizations with the broad, long term visions of anticipatory characteristics. Such strategic people are hard to come by, in developing as well as developed countries. Once trained and developed, these people can serve as able captains of the ships that can navigate under any circumstances and lead the ship to safety and reach desired destination.

However, retaining such a cadre of highly talented and extremely valuable strategic people in organizations require significant motivational and institutional programs that serve as incentives within and outside the organizations in government and business enterprises. These strategic executives are the organizational assets that must be utilized most effectively across agency and

inter-organizational levels.

Strategic motivation

The old theories, ideas, and techniques of motivating people at work are still valuable, but to develop strategic human resource management capacity requires stepping beyond the traditional methods and approaches. Here, identification, recognition, and application of some of the

most up-to-date, dynamic systems of motivation that can move people beyond their daily excitements and provide them with an extraordinarily high level of mission-driven purpose is a central task that must be adopted by an anticipatory and vision-driven organizational system.

Strategic knowledge development and management

Knowledge is key to learning and understanding, without which no progress can be made.

Strategic organizational adaptation and success require development and management of strategic knowledge and skills inventories, and this is an essential element of any management system, especially for human resource management (Milner, 2000). Cutting-edge knowledge is critical to the rapid progress of all organizations, and it can only be obtained through education, training, and development via university and technical as well as behavioral types and norms of inquiry. Knowledge inquiry is one task, and management of such knowledge is another, a more challenging one.

Cultural innovation and transformation

Most organizational problems and failures emanate from a creeping cultural dysfunction that generates from many organizational and environmental anomalies. Cultural anomalies, or what I would prefer to call as ''cultural diseases'' are the most difficult barriers and obstacles to change, learning, and transformation. Without such change and transformation, organizational failure is almost guaranteed (Farazmand, 2004a, b; Senge, 1990). To transform, strategic human resources of organizations in government and business must learn to learn, change and adapt, and this can

only be done through cultural change and transformation.

Merit and pay-for-performance

This strategy is not entirely new, but its novelty still works very well when applied properly and consistently. Merit system should awards meritorious performance in government and private

industries, and it is merit that can serve as a powerful motivator to keep and promote talented people in organizations. One of the big problems with the management of contemporary organizations is, and has always been, that they spend so much time, energy, and money to recruit and hire talented people, and even train them to the details, only to ''lose them easily with

mismanagement and carelessness.'' This is a problem that most organizations around the world practice: Attract the best and lose them to others or turn them into apathetic and unproductive people. This is a fundamental mistake, even a managerial stupidity. It is true that not everyone can be retained but retaining, motivating, and promoting talented people in organizations is a challenge that is often ignored or overlooked, because managers very often ''take for granted'' their most valuable people (Farazmand, 2004a, b; Hays and Plagens, 2002).

Global executives

Living in the age of rapid globalization requires preparation and adaptation to this new global challenge. Today, public as well as private organizations are rapidly interacting and doing business across national boundaries, and this new development demands a cadre of highly trained in technical, professional, managerial, and cultural, organizational, and leadership knowledge and skills that can be moved across the globe from one location to another. These global managers and executives are the change agents of the future; they are also the agents of cross-national organizational innovation and adaptability.

Reform and reorganization

Reform and reorganization are two concepts directly related to each other. Reform aims to improve administrative, organizational, and institutional capacity and it covers both structure and

process as well as culture, while reorganization aims at structural rearrangements and reconfigurations, and it is mainly structural in nature. One example of strategic reorganization is privatization of government functions, another is consolidation of several government agencies and or bureaucratic organizations into one or vice versa, and or internal reorganization of a particular agency by either flattening the hierarchy or vice versa. Strategic reform and reorganization programs within the bureaucracy and public service in general, and in human resource management, in particular, must be carefully designed and applied in order to increase the capacity to manage. This can involve a variety of human resource management areas, from recruitment to compensation and merit system to civil service system restructuring, and the like (Farazmand, 2002b, d).

Strategic civil service and public enterprise capacity

Should all governmental functions be performed by government organizations? This is a

key question of policy and politics as well as management. Policy because it hits the heart of how the society and economy be organized into public, private, and co-operative sectors. Accordingly, the Constitution of some countries, like, for example, the Islamic Republic of Iran has already answered this question, but the legislature must deal with the details, because it involves politics of various kinds: interest groups politics, policy politics, organizational or bureaucratic politics,

institutional politics, economic politics, and more. It is also a management question because doing what government organizations do and must do matter most to the society. Here, a reorganization and restructuring of the government organizations is necessary to determine: what

the right size of the civil service should be, what organizations and institutions can and should be consolidated or reorganized to eliminate duplication, and what government enterprise should or should not remain under direct public management. No matter what the decision, strategic innovations should be addressed at running public organizations and enterprises with outmost adaptability, efficiency, and effectiveness that include fairness as well. Should there be a core of strategic civil servants with different

forms of privatization in the side? Should out-sourcing and contracting out be key strategies to free the government from non-strategic functions? If yes, how should the new contract management be like? (Farazmand, 2001a).

Contract management capacity

The rush to privatization during the last two decades has caused a major institutional crisis worldwide in the ways how privatization, contracted out programs, and outsourced projects are managed (Farazmand, 2001b). Most governments, including the ones in advanced industrialized nations, lack the capacity to manage and monitor contracted out and outsourced projects performed by private sector organizations. They simply do not have trained and qualified personnel to manage contracts. As a result, many, including the U.S. Federal and many local/state governments have been hiring private contractors to manage and monitor contracts; what a silly thing! It is

like ''asking a fox to watch over the hen house full of chicken.'' Governments should prepare through general and specialized training, a large number of ''contract managers'' to effectively manage and monitor out-sourced and contracted out services and projects. The ultimate responsibility of all public service functions rest on the shoulders of government, and it would be

irresponsible to shirk that responsibility, a fact that will come back and haunt the governments.

Human capital

Considering human resources as human capital should be considered as a way of strategic capacity building. Strategic innovations in human capital development includes restructuring human resource management at all levels and across organizational divisions and units. One such restructuring is the removal or elimination of the old staff-line demarcation or distinction. A

dynamic management system requires the knowledge and skills in managing human resources in all units and departments, in engineering, production, sale, and so on. At the same time, the specialized human resources located in such specific departments must focus on core functions unique to that organizational requirements. Their function is to enable all other departments and units to manage their own human resources; and this should be done through specialized

capacity-building programs and methods.

Council system of management

Closely associated with the team management system is the concept of council system in human resource management. Promoting this novel system of management serves as a strategy to improve morale and sense of organizational belonging, builds trust and contributes to participatory management, raises the level of democratic administration and governance, and promotes motivation to work and productivity. No organization can operate or function without com-petent

human resources, and participatory council forms of human resource management contributes to the effectiveness of organizational visions and strategic capacity building in public management (Farazmand, 1989).

Thinking globally and performing locally

 Thinking globally and acting locally is a strategy that must be utilized to change the old traditional organizational culture of localism and parochialism. Localism is good as long as a worldview is in the picture. Global thinking requires global knowledge and information, and strategic human resources must be trained and educated accordingly. Globalization is demanding new skills and knowledge that local managers must be able to respond, and local demands also need to be addressed in this globalizing world of interdependence.

This whole thing requires new challenges that rapidly growing uncertainties and complexities pose to public management. Uncertainties and complexities dictate that managers ''think unthinkable,'' ''think unlikely, and do unreasonable'' (Handy, 1998). To do so, strategic innovations are needed in all areas of human resource management to build capacity and prepare an anticipatory government that has the capacity to

govern, and public management that has capacity to manage chaos and complexity, manage globalization at home while being globalized itself (Farazmand, 2003; Stacey, 1992).

Approaches to implement innovative capacity building in strategic public HRM

This article has posited that in order to develop the human resource management, innovative strategies must be designed and applied as a strategic capacity for an anticipatory and dynamic system of management and governance that not only functions well today, but also helps control the future destiny of a country tomorrow.

To accomplish this visionary end, governments need to build and enhance their human resource capacity strategically as well as operationally. Over twenty such innovative strategies are suggested here in this article to achieve the goals of strategic human resource management capacity. Several approaches can be used, either separately or in combinations, to address and carry out these innovative strategies suggested above. Strategic innovations are essential to

building capacity for an anticipatory public management system that can ride the waves of change now and in the future.

These approaches include (1) reform and reorganization of the public sector institutions and organizations, especially the bureaucracy at large; (2) a comprehensive civil service reform along with creating more flexibility in managing the human resources of a country; (3) incremental reforms and changes in organization and management of the civil service and bureaucracy; (4)

institutional reforms to meet the goals of the Constitution for reaching a balance between equity and fairness on the one hand, and efficiency on the other in society by addressing the public, private, nonprofit, and co-operative sectors properly; (5) privatization and outsourcing as an option; (6) increased public investments in infrastructure development, including in human capital capacity development; (7) partnership building in various forms, with domestic private, nonprofit, and co-operative sectors; (8) partnership building in various forms, with foreign and international organizations of public and private sectors; (9) directly training and development through the domestic universities and educational and training institutions; (10) training and educating human resources abroad at foreign universities and institutions; (11) inviting in scholars and professional

trainers from abroad to train and develop trainers in the country; and more.

Unfortunately, space limitation precludes discussion in detail of these approaches and related issues in this article. Such a discussion is done in another manuscript.

Conclusion

This article has addressed innovations in strategic human resource management as key instruments for capacity building and enhancement in the age of accelerated globalization of corporate capitalism and rapidly changing global environment that challenge governance and public management worldwide. Such a capacity building enables the governments and public managers to not only perform the functions of today, but also move beyond by using strategic choices to control destiny through capabilities of an anticipatory and future oriented system of governance and public management. Necessity of strategic innovations in human resource development and management is a necessity that no organizations can afford to overlook.

By defining innovation, a number of key strategic innovations have been suggested here for implementation toward achieving high excellence and visionary goals of national development of today and tomorrow, and various approaches for implementation are suggested. The article concludes that essential to national development, to sound governance and public administration is the dire need to innovate in strategic human resource management that serves as capacity building to meet the challenges of globalization of corporate capitalism. No organization can function without competent and co-operative people, and strategic human resource management is central to the development and enhancement of sound governance and public

management. Further research and writings are needed in this critical area of globalization, especially, in less developed countries. Today's managers need the cutting edge information for tomorrow.

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