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ASSIGNMENT OF

COURSE NAME: _____ Cases in HRM _____

ON

NAME OF TOPIC: _____ What separates great HR Leaders from the rest. _____

SUBMITTED TO:

(Dr Farooq Jan)

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What Separates Great HR Leaders From the Rest

Question

(1)

What did you specifically like or dislike about the readings?

Ans:-

The Jack Zenger and Joseph Folkman did an outstanding work in explaining the competences that separates great HR leaders from the rest.

Like - 1

The most I like regarding this article is that authors have used simple academic language which grab the attention of the audience, specially at the beginning of the article e.g. "HR seems to have become every manager and employee's favorite corporate punching bag, vying with IT for the dubious title of most-irritating function."

Like - 2

The second thing I like about the article is the use of 360-degree feedback data on 2,187 HR leaders of different organizations with 68% of those leaders located in the US, 11% in Asia, 8% in Europe, 7% in Latin America, 4% in Canada, and 1% in Africa.

- Like_3 The comparison of the assessments of leaders in the HR function with those of leaders in other functions are analyzed by contrast and rank-ordered which makes the analyzation process more effective and easy to understand.
- Like_4 Graphical representation of Leadership Effectiveness by function and competency gaps b/w top quartile HR Leaders and other HR leaders is a wonderful job.
- Like_5 Establishes stretch goals
Solves problems and analyzes issues
Develops strategic perspective and
Connects to the outside world
- The above four Competencies are the greatest discovery of the authors for the new and emerging leaders in HR.
- Like_6 The five categories of 16 key leadership skills, for great outcomes is a tremendous job of authors.

Like-7. The gender wrinkle in author's data explained at the end in the author's Note is amazingly provide the audience about the potential research areas that needs the most attention in today's World. i.e. To find the sectors in which female HR leaders are more effective than men. etc.

Disliking

I am in contrast with the author in one thing especially that is the sample size does not reflect the whole World.

It shows domination because in the sample of size 2,187, 68% of the sample size are located in the US.

Research should not be limited to US and Europe but rather it should integrate all the voices from the different nations especially the developing economies like Taiwan, Malaysia, China, and India.



Question #2.

What are some research ideas that you have formulated based on the readings and the research questions that left you pondering?

Being a social science researcher some ideas which I formulated from the readings are.

- Authors have provided the audience about the potential research areas that need the most attention in today's world i.e. There is a need to develop Great HR Leaders in different nations in order to contribute to the Global HR Leadership.
- Theories should be expanded with keeping in view the culture and national differences such as the political system, government abilities and Hofstede cultural dimensions etc.
- High quality indigenous research need to be encouraged in the Asian, Africa, Latin America etc. for contribution to the global Leadership Knowledge.
- Research topic provide by this reading are
→ To evaluate what it is we really want from our HR Leaders. (The 5-categories of 16 Leadership skills)

- How the government matter affects the efficiency of HR leaders?
- How the government trust on the competency gaps in Human Resources may be insured for best organizational performance.
- How the use of the 5-categories of 16 key leadership skills ensure the great outcomes?
- What are the key weaknesses in other functions which is consider the strengths in HR functions?
- What Separates Great HR leaders from the rest in Pakistani context?
- Finding Competency gaps in Human Resources.
- To find the sectors in which Fe-male HR leaders are more effective than male. because in sample 66% were Fe-male HR leaders.
- Finding reasons of the flipped of fe-male HR leaders at the very top level.^{ies}
- Finding the common skills for HR functions and as well as for other functions.

Q. No. 3. How does your personnel experience fit with the readings and how they are inconsistent?

My experiences and knowledge regarding the contribution to global HR leadership knowledge is consistent with the authors but some of my personnel experiences are not consistent with the authors like their sample consist on 100 organizations in which 68% were from US

So it is quite for the OPEC countries, but in case of Pakistan, it had some problems,

Because in Pakistan most of the research even conducted at the PhD level are mostly the repetitive studies that were conducted by the western scholars.

There is not even less contribution to the global leadership knowledge as novel researchers are very less in the social sciences in Pakistan and there is no encouragement for the researchers to conduct indigenous researches or context free researches.

So the implementation of all the 5-categories of 16-key leadership skills. so it become difficult to do what the best HR leaders do.

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Q no. 4. What are some research ideas to pursue in the Pakistani context that would allow us to correct the mainstream literature?

Some idea which can be pursued in the Pakistan context are as under.

There is a need to encourage context specific research models in Pakistan, because Pakistan is a periphery country and relies on theory from the center.

Most of the center theories and knowledge is carried out in Pakistan using same methods and techniques with a different sample for empirical or simple generalizations. Such replication of the center theory does not contribute to the mainstream literature. So knowledge that is specific for some context and the new researchers must try to contribute to the leadership literature by coming up with new theories that may parallel address the

Cont. Q.4
Ans issues of developing economy such as government instability, government lose control over the organizations, government inefficiency, lack of entrepreneurial ideas, innovation and growth and more importantly the corruption problems.

Such ideas are not much studied by the US and European researchers as these problems belong to the developing economies.

In order to bring novelty and continuity in the theories, researchers may use the theoretical models and theories provided by the western authors not for generalizability issues but they must enrich those theories with new moderating and mediating variables such as subcultures and institutional factors.

There is very less work present in leadership context so institutes should incharge the work in leadership and should bring all competencies in practice required for the HR leaders to become Top quartile HR Leaders.