

# Global HR

## Challenges Facing the Function

Peter Reilly and Tony Williams



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The HR function is having to adjust itself to the implications of the globalisation of business activity. This has meant adjusting its philosophy, policies and practices to fit new organisational imperatives, as well as creating its own refashioned service delivery model. Peter Reilly and Tony Williams's *Global HR* explores the key issues of building an international brand, culture and talent pool, whilst contributing to business and functional transformation, drawing on examples from multinationals in telecoms, fast-moving consumer goods, manufacturing, software, services and commodities. In doing so, they offer insights into managing people and businesses that no organization can ignore.

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Introduction; Adding value to global business change - the Holy Grail for HR?; Organizational culture; Diversity; Employer brand and employee value proposition; International talent management; HR governance; A global service delivery model; Conclusion; Index.

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### About the Author

Peter Reilly is Director of Consultancy at the Institute for Employment Studies. Prior to joining the Institute he spent many years with Shell as an HR manager in the UK and overseas, including assignments in the Netherlands and Turkey. He is the author of *Flexibility at Work*, published by Gower.

Tony Williams is the Director of HR, global banking & markets at the Royal Bank of Scotland Group. He was heavily involved in RBS's acquisition of ABN AMRO bank in the Netherlands, and has been a key contributor to the company's merger and acquisition activities over a number of years.

Peter and Tony also co-authored *How to Get Best Value from HR* and *Strategic HR*, both published by Gower.

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