

Hi!

Today is the 5th of December 2004, a Sunday. I have just finished a hectic six-day international workshop. Needless to say, I am taking the day easy. It began with a visit to a traditional Indian barber and a workout at the gym. My fitness coach tells me that I have put on three kilos and added one and half inches around the waist. I need to work out more. My wife is pleased I have chosen not to work today. My sons are cheering because Chelsea beat Newcastle 4 -0 in the English Football Premier League and are happy I watched the match live with them. Vijay, our Webmaster, tells me I am late with November's e-news. Hence my decision to write this note while the family is enjoying a game of scrabble.

Some of the issues we cover in this month's Learn & Perform e-news are structured around our key business areas:

- 1. THE RELEVANCE OF HUMAN CAPITAL TO ECONOMIC GROWTH**
- 2. MAKING TRAINING FUN**
- 3. ISSUES IN COMPETENCY & PERFORMANCE**
- 4. PERSONAL GROWTH**
- 5. MANAGEMENT THOUGHTS**
- 6. SMR NEWS**

MAKING SENSE OF HUMAN CAPITAL ECONOMICS

Interest in human capital economics can be traced back nearly 40 to 50 years. Labour economists focused on studying indicators like wage levels and types of skills to understand the economics of people-related processes. University of Chicago's Gary Becker even won a Noble prize for his work in this area.

There is keen interest among human resource development practitioners today in the area of "strategic linkage and causality." Research efforts, such as Kirkpatrick's Four Levels, focus on results (the other three levels being reaction, learning and behaviour) and have become very sophisticated. The primary goal of such research is to identify specific algorithms that determine predictable and replicable business outcomes, based on quantifiable measures of human processes, practices and knowledge application. According to Professor John Boudreau of the University of Southern California, "the fundamental quest is to transform HR from program and practice-based activities to a decision-science with the same rigor as financial analysis."

To help make training evaluation more accurate, Jim Kirkpatrick will run the first ever international accreditation programme in Evaluation with SMR in Kuala Lumpur, Malaysia.

Article link:

http://www.clomedia.com/content/templates/clo_feature_hc.asp?articleid=298&zoneid=56

Details of Kirkpatrick's accreditation programme in evaluation and validation is available on www.smrhrd.com.

FUN TRAINING TOOLS

This month, my colleague Karen had the opportunity of training judges. She ran our flagship programme – The Magic of Making Training FUN – for a group of judges. The introduction of FUN intrigued them, but they unanimously agreed on the value of interaction and intensifying retention when teaching law.

Retention seems to be a key challenge in these days of information overload. Try playing Mark Twain's memory builder. <http://etext.lib.virginia.edu/railton/timeline/>.

COMPETENCY & PERFORMANCE

In their 1994 article in the Harvard Business Review, Prahalad and Hamel introduced the idea of core competence, which recommended banking on strengths within the organisation unlike other models that focused on external factors like the customer and the environment. During the workshop last week, we spent much time analysing this difference. Our participants questioned whether core competence can be implemented the way it has been espoused by the professors.

It is an interesting coincidence that Prahalad is on leave from the University of Michigan and has dramatically scaled back his consulting work, moved his family to San Diego and put up several million dollars to run his own company Praja Inc.going. So Professor C.K. Prahalad has chosen to walk the talk. Read more at <http://www.fastcompany.com/online/49/prahalad.html>

PERSONAL GROWTH SERIES

Most of us might have read the reviews of Dr. Phillip C McGraw's book [Relationship Rescue](#), which presents a seven-step programme for salvaging troubled relationships. It is good reading and is available at Amazon.com.

MANAGEMENT TRAINING

Dr. Bhatia is organising 'The Asia HR Outsourcing Conference' from 3-5 February 2005. Visit <http://www.changecentre.com/>

SMR NEWS

We just completed our very first Accredited Competency Professional international workshop. The six-day programme aimed to create a community of competency professionals. With our competency-based software HRDPower growing in its customer base, we are looking at ways to

grow the consulting expertise in this field and to establish a knowledge community. We also have accredited training professionals who will be able to deliver high impact training using our tools in as many as seven countries. For more details, visit: <http://atp.smrhrd.com>

I did travel a little during the month. My colleagues Daram and Krishnan travelled to Qatar and Russia respectively. Sahiran and Subra have been immersed in the Matsushita and Samsung projects on implementing HRDPower. Murali and team have had a very busy period with HRDPower dotnet development.

Will be in touch later.

Regards,

Palan