CHRMS is expanding its mission to serve as a catalyst and source of knowledge/expertise for sustainable enterprise. Why? As we take stock of the current conditions in the world, we see that we are at a crossroads in the evolution of humanity. The choices we make now will, in a very real sense, determine the future for generations to come. Whether we view the current domestic and worldwide situation from an environmental, economic, humanitarian, political, moral, social, psychological, domestic US or global perspective, there are complex, interwoven challenges confronting us. Seemingly intractable problems, to name only a few, include: resource depletion in energy and water, global warming, widening economic gaps and entrenched poverty, insurmountable health care crises such as AIDS; skyrocketing health care costs; drug abuse; leadership vacuums and lack of ethics in business; racial, religious and ethnic divisions; terrorism and war.

The solutions we have known in the past stemming from a single discipline (e.g., economics, politics), or sector (public/private/nonprofit), are inadequate to the challenges before us. Systemic, deep-rooted problems require systemic, long-term solutions that engage all of the key constituencies in a deep inquiry into both their source and their solutions.

CHRMS is moving closer towards a “Center for Sustainable Enterprise.”

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Executive MBA Students off to Brazil and Costa Rica

The Executive MBA students who joined the program in the spring of 2004 are preparing for their International Business Seminar (IBS). For two weeks in January, the group will tour Brazil and Costa Rica.

The student cohort, along with IBS professor Dan Twomey, FDU Executive-in-Residence Hsu O’Keefe and Program Director Pete Caliguari will first visit Brazil’s ISAE/FVG University in Curitiba for a global perspective of both the Latin American and Brazilian economies. While there, they will attend specific courses in the areas of Business Competitiveness, Taxation, Small Business and the Business of the Environment.

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Fall 2004

INCAE—Alajuela, Costa Rica
FDU’s goal is to be a Leader in Global Education and prepare students to be “in and for the world”. So, what makes for a powerful international experience? It is, after all, the differences that the foreign country provides that, if embraced, open the world to the student. In some ways, every country and culture offers a new experience and perspective on the world. However, some countries are similar to the USA and others, while different, don’t provide much that is positive with regard to their own people.

If we look at the world through the classic study of 50+ countries by Geert Hofstede* and his four cultural dimensions, which country is the only one that is unique – that has a cultural profile not shared with any other country? Which country has a profile that is the opposite of the USA on every one of Hofstede’s dimensions? The answer to both questions is Costa Rica.

But that doesn’t mean that everything between the USA and Costa Rica is in opposition. Costa Rica, a relatively poor country, is probably the most pro-USA country in Latin America, and it is the longest-standing democracy in that part of the world. Also, thanks to its strong social/educational system, Costa Rica has the same life expectancy as the USA, some world-class universities, and an emerging high-tech industry. Unlike the USA, which has the world’s strongest military, Costa Rica has no military.

Another difference in this West Virginia-sized country is its biological superpower status with its 9000+ plant species, 1,200 types of orchids, 2,000 types of butterflies, and 870+ bird species--more than the USA and Canada combined. About 25% of Costa Rica’s land is in parks, wild-life refuges, or other government-protected status.

So, what are Hofstede’s dimensions? Briefly they are:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Costa Rica</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism (vs. collectivism)</td>
<td>Low*</td>
<td>High*</td>
</tr>
<tr>
<td>Power Distance** (low power freely given to leaders)</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Uncertainty Avoid.** (desire for rules and regulations)</td>
<td>High*</td>
<td>Low</td>
</tr>
<tr>
<td>Masculinity (vs. femininity) - tough vs. tender values</td>
<td>Low*</td>
<td>High</td>
</tr>
</tbody>
</table>

* High Scores = Defining Characteristics
**These dimensions are on a range from low to high.

When one considers the degree of difference in the dimensions between Costa Rica and the USA, the dimensions of Individualism and Uncertainty Avoidance stand out. Costa Rica’s strong “collectivism” puts value on one’s social group and system rather than on oneself. Its “uncertainty avoidance” dimension reflects a need to avoid conflict. Neither profile is better; they are just different. Both are successful, and the differences provide the potential for a powerful learning experience. It is not by coincidence that we are taking a group of undergraduates and an Executive MBA class to study in Costa Rica in 2005.

The field of Organization Development is at a crossroads. The viability of OD is being questioned, yet there are global business challenges going unmet that OD practitioners are well qualified and skilled to address.

While there are no simple answers, OD can make a substantial contribution. Our article, “Assessing the Field of Organization Development,” identifies six key challenges:

- Globalization, Multicultural and Whole System Perspective
- Building Great Workplace, Productivity and Performance Culture
- Leveraging Technology and Worldwide Integration
- Corporate Social Responsibility
- Building Leadership and Organizational Capabilities for the Future
- Regulatory Environment and New Organizational forms

These challenges cross traditional organizational boundaries. They require more collaboration and partnership among the private, public, and nonprofit sectors. OD’s values-based approach can facilitate this fundamental shift in the way business is perceived and conducted.

OD needs to demonstrate value in terms that business leaders can recognize: ROI, enhancing profitability and productivity. Simultaneously, the sustainable enterprise of the future needs to manifest socially responsible values to produce win-win results for all their stakeholders.


- Jeana Wirtenberg, PhD; President, Jeana Wirtenberg & Associates, LLC

CHRMS BREAKFAST SEMINARS – 2005

- January 21
- February 18
- March 18
- April 15
- May 20
- June 17

CHRMS Newsletter Fall 2004 Page 3
The Executive Scholars Program - a Unique Mentoring Experience

On September 23rd, 2004, this year’s 2004-05 Silberman College of Business’ Executive Scholars Program got off to a great start. Forty-five top undergraduate business students, the largest number in the program’s 15-year history, listened to Mr. Peter Roche of the London, Perret, Roche Group speak on “The Mentoring Process”. After the brief lecture, 30 businesspersons who volunteer their time to work with these juniors and seniors, began the important mentoring process which is coordinated by Thereze Ovid, graduate assistant project manager.

What makes the Executive Scholars program unique? It is the intense focus on the mentor/mentee relationship. For two hours once a month from September to April, mentors and students interact with each other on topics such as “Finding your Passion”, “Resume Writing”, “Networking” and “Interviewing Skills”. Students gain valuable career and marketing skills that will help them in the transition from college life to the business world. They are given the opportunity to obtain business insight first-hand while networking with other students and mentors. “The speakers are great and give us valuable food for thought to discuss with our mentors”, a student remarked at a recent meeting. “I just love the interaction with my mentor and the stimulating discussions that we have”, said another.

Mentors can influence and impact their mentees by guiding them professionally, sharing real-life business experiences and making a positive difference in the student’s career development. “It feels good being a mentor in this program”, commented a recent FDU alumnus, “because I myself was a mentee a couple of years ago and I know the benefit the students can gain from this program”.

“I just love the interaction with my mentor and the stimulating discussions that we have”.

Meghan Griswold and Karan Passey with mentor Jack Beighley of Right Management Consultants

Mentor Lisa Mlinar of the Huntington Learning Center with Joseph Steinman
Personal, organizational and societal transformation for sustainable social, environmental and economic prosperity.

As depicted in Figure 1, CSE's scope includes Applied Research, Curriculum Development and Services. Grants will be sought from major foundations to fund the applied research work. A major focus will be examining problems that are cross domain, i.e., that exist within and among institutions, requiring work in the “in between” spaces, rather than fragmented, single domain approaches to problems of sustainability. To accomplish this, CSE will create, support and leverage collaborative relationships across organization, industry and sector boundaries. Multi-faceted diverse approaches will be used to look at problems from a whole systems perspective, and actions will be based on a commitment to leading through inclusiveness and participation, along with a dedication to altering the fundamental systems and patterns that can lead to more sustainable enterprises for the benefit of all stakeholders.

Endorsement for establishing this new Center has come from the CHRMS Board and a new CSE advisory group that includes a diverse cross-section of business leaders from the private, public, and nonprofit sectors along with a number of faculty members from FDU’s Silberman College of Business. Next steps involve further, more detailed discussions with FDU administrators, corporate representatives, and potential funding sources. A “white paper” on CSE and the topic of sustainability is available at the CHRMS website. If you are interested in further information or in becoming more involved in start-up efforts, please contact Joel Harmon (jharmon444@aol.com) or Jeana Wirtenberg (jwirtenberg@optonline.net).

Jeana Wirtenberg & Joel Harmon

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**EMBA to Brazil and Costa Rica** (Continued from Page 1)

In addition, students will have the opportunity to visit local businesses and cultural venues. Following their stay in Curitiba, the group will travel to Iguassu Falls to tour the Itaipu Hydroelectric Dam.

Upon completion of their visit to Brazil, the group will journey to San Jose, Costa Rica for a week of educational, business, social and cultural experiences at INCAE University. While at INCAE, students will attend seminars such as the New Role of the Private Sector, Challenges and Constraints to Economic Development and Creating Shareholder and Cultural Value. Supporting the classroom experience will be trips to local businesses and visits to the country’s social and cultural venues.

Prior to their travels, students work in teams to develop industry-specific business opportunities within the region. Upon returning, student teams will complete their papers and present their industry findings and results.
“Always a great way to kick off the new academic year, the 2004 gathering was the best one yet.”

CHRMS Picnic Spans the Generations

Going “Back to School” might not be the most welcome time for those anticipating a hectic new semester, but the Annual CHRMS Family Picnic seems to make the transition easier. Always a great way to kick off the new academic year, the 2004 gathering was the best one yet.

With over 90 guests, the September 12th event spanned the generations. The differences between age groups, as highlighted in the picnic’s theme, “Divergent Generations”, seemed unimportant as members of the “Greatest Generation” and the “Post-War Generation” mingled with “Baby Boomers” and “Gen Xer’s”. While grandparents played with grandchildren, students bantered with teachers, and retirees counseled the newly-graduated.

As our D.J. played music from the “Big Band” and “Rock ‘n Roll” eras, former bobby soxers danced the “Lindy” and the “Stroll”. Tunes from the turbulent 60’s meshed with popular music from the 90’s. Signs depicting eateries of the past such as the Horn & Hardart automat, an old-fashioned diner and “Howard Johnson’s” were displayed. Beverage logos from a former time (remember Piels Beer and Boone’s Farm Apple Wine?) decorated the bar area.

Bob Hoffman, CHRMS Corporate Partner since 1996 representing both Parke-Davis and Novartis Pharmaceuticals, was recognized as a “CHRMS Executive Fellow” to thank him for his generous support of Fairleigh Dickinson University and CHRMS in particular. During that time, Bob has been a significant contributor to FDU as adjunct professor, Executive/Scholars mentor and executive member of the CHRMS Board. He also presented his doctoral thesis at a CHRMS Research Discussion. As Bob accepted a plaque from Dan Twomey, CHRMS Director, he was applauded by all, including his lovely wife, Deanna, his four children and his parents, Ann and Marshall.

A certificate of appreciation was awarded to Maura Pniewski, CHRMS administrative assistant. In her twelfth year working for the University, Maura began part-time work at CHRMS in 1993 as her son was beginning school. Gradually taking on more responsibility, Maura is editor of the CHRMS Newsletter, mentors the graduate assistants, and oversees CHRMS programs, website and budget. Holding a degree in Fine Arts, she particularly enjoys designing artwork for the Center. Joined at the picnic by her husband, Ed, and son, Greg, Maura is thrilled to hear about the successful careers of former CHRMS graduate assistants whose friendships she values highly.

Five former CHRMS graduate assistants returned to the campus to celebrate with us: Bob Russo, Senior Manager, Training and Change Management Services for Clarkston Consulting; Danielle Okolski, Special Education teacher in Queens, NY; Lisa Ciurley, Human Resources Group Leader at Target Inc; Aparna Kadari, Senior Process Consultant for Freddie Mac in Washington, D.C., and Juliette Oatley who is just beginning her career as Junior Broker at Marsh, Inc, NY.

Truly this year’s Annual CHRMS Family Picnic lived up to its name as all generations were represented, their camaraderie proving that the “generation gap” can be easily bridged.
CHRMS Newsletter  
Fall 2004  
Page 7

CHRMS Annual Family Picnic
“Divergent Generations”
Sunday, September 12, 2004

Bob Hoffman, Novartis Pharmaceuticals, accepting his award as “CHRMS Distinguished Executive Fellow”

“Feelin’ hot, hot, hot”

“Baby Boomer” Jeana Wirtenberg and Mom, Pearl, one of the “The Greatest Generation”

Maura Pniewski, accepting her Certificate of Appreciation award, with Dan Twomey
