

# CONTENTS

Acknowledgments .....	x
Preface .....	xii
<b>I A HANDBOOK FOR HR TRANSFORMATION</b>	
<b>Chapter 1:</b> Introduction to HR Transformation .....	3
PHASE 1 BUSINESS CONTEXT	
<b>Chapter 2:</b> Why Do the Transformation? .....	15
PHASE 2 OUTCOMES	
<b>Chapter 3:</b> What Are the Outcomes of the HR Transformation? .....	33
PHASE 3 HR REDESIGN	
<b>Chapter 4:</b> Redesign the HR Department .....	55
<b>Chapter 5:</b> How to Do Transformation .....	79
<b>Chapter 6:</b> Upgrade HR Professionals .....	101
PHASE 4 HR ACCOUNTABILITY	
<b>Chapter 7:</b> Share Accountability for the Transformation .....	125
<b>Chapter 8:</b> Making It Happen .....	143
<b>II TALES FROM THE TRENCHES: TRANSFORMATION CASE STUDIES</b>	
CASE STUDY OVERVIEW	
<b>Chapter 9:</b> Flextronics: Building a Strategic HR Organization from Scratch .....	169
<b>Chapter 10:</b> Pfizer: A Journey to Smaller, Better, Faster .....	181
<b>Chapter 11:</b> Intel: Swinging the Pendulum from Tactical to Strategic .....	197
<b>Chapter 12:</b> Takeda: Creating Capability in a Fast-Track Subsidiary .....	209
Appendix: HR Transformation Toolkit .....	217
References and Recommended Reading .....	223
Index .....	228