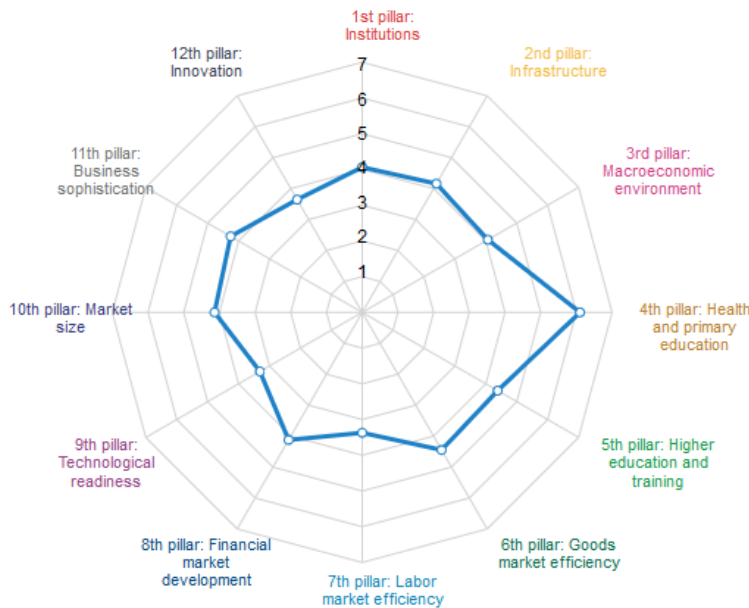


HR eco-system for Competitiveness

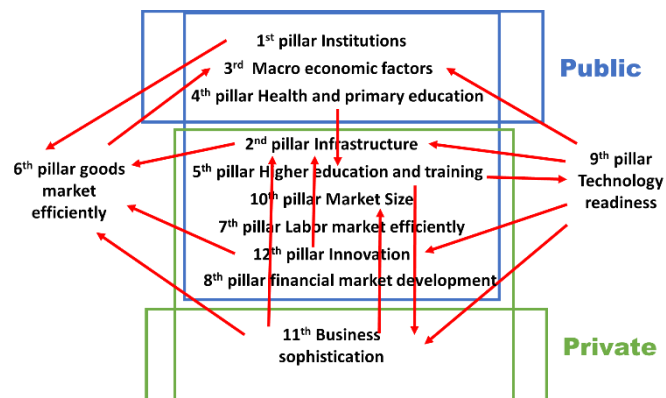
Competitiveness at the national level is measured by the Global Competitiveness Index (GCI), measured annually by the Global Economic Forum. GCI is measured by a measurement model consisted of 12 pillars. Ranking of the GCI for 2015-16 is illustrated in the chart below. In the international competitiveness



studies, it was established. Private sector firms that takes leadership in respective industries contribute to the national competitiveness. This implies that competitiveness of private sector firms will have a direct impact on the national competitiveness. GCI pillar performance however depends on the performance of the public sector institutions and the performance of the private sector firms. It will be an imperative that peoples performance in public sector organizations and private sector organizations will cause the performance of both the sectors, where such performance will be a material factor for countries

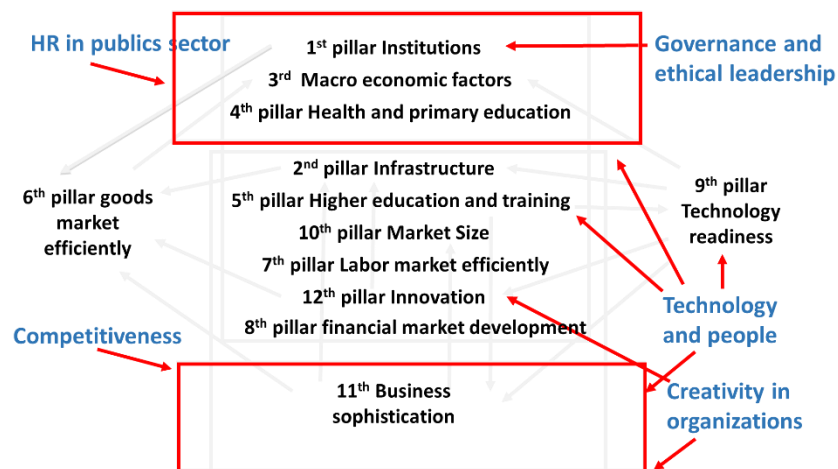
performance in GCI pillars. Thus, the national competitiveness can be attributed to the people performance in public and private sector entities.

In-depth analysis of individual pillars and interdependencies of those pillars establishes that none of these pillars operate as independent factors, yet are interdependent and have causal effect of each other forming a complex web formation. Said of web of causal relationship can be presented as outlined in the diagram below. This web-like structure of interdependencies suggests that ideally the management of the total system for competitiveness should take an eco-system approach than individual management of pillars. Thus the GCI system for competitiveness ideally be managed as an eco-system within the country. As it was pointed out, people performance in private and public sector being a material factor for the performance of each pillar, when the total eco-systemic performance will be a result of the HR Management system underlying the GCI competitive model of a country. In other words, the GCI-eco-system will be driven by the bedrock HR-eco-system of the nation as



a whole. Even though this causal relationship is not available in the literature, HR Management system in public and private entities will definitely drive the advancement of the competitiveness of the country. Thus the concept of HR-eco-system can be introduced as **“a system consisted of many agents operational in National HR arena interacting with each other, synergize and co-operating and compete. Such agents may be, National HR bodies incorporated by the parliament of Sri Lanka, Judicial Bodies, and Alternate dispute settlement bodies established by the law of the land, International Knowledge bases, Public sector institutions, Private sector firms, HR consultancy firms, HR service providers, HR Training and education bodies, Conferences and seminars on HR, HR Research community and HR professionals that may be present in any of the organizational bodies mentioned. A good coordination among these agents of the HR system, should interact, support, bench mark and compete with each other in order to increase the sophistication of HR strategies operational in the HR eco-system, in order to take the HR in a country to a higher level, and such will be the bedrock for the national competitiveness.”**

As illustrated in the diagram below, five critical subject areas could be identified as elements of the HR eco-system that drives the competitiveness of national level and firm level. Thus it was accepted that



these topics would make a broad categories that should be discussed in the HR conference titled **“HR eco-system driven competitiveness”**.

Thus the NHRC 2016, will be organized around following five broad areas;

1. Creativity in organization
2. Competitiveness
3. Governance and ethical leadership
4. Technology and people
5. Public sector HR

Following are the considerations and logics that will have to be taken in to consideration at the conference.

1. Creativity in organizations

Creativity and innovation are two things that are demanded by the businesses yet are identifies as most scarce. On the other hand there are firms who are using creativity as a strategy. Thus looking into the creative organizations and individuals becoming creative would add value in enhancing competitiveness Potential topics will include;

c1) Leading in an upside down world: the rationale for creativity c2)Design thinking a strategy for innovation within organizations	Rick Kantor Rama Brahman Aleti	Innovation and Creativity
c1)Harnessing your Everyday Creativity C2)Challenges of creativity in organizations	Goh Ai Yat	Innovation and Creativity

2. Competitiveness

Competitiveness will mainly be a concern of the private sector, therefore conference could look in to following areas effectively. We will deliberate two important factors that contribute towards competitiveness.

Empowering business leaders to face competitiveness	Dian Gomaz	Competitiveness
Competing in the talent market through employee branding	Gautham Chainani	Competitiveness
Three box theory - new paradigm of performance management	Prof. T.V.Rao	Competitiveness

3. Governance and ethical leadership

Good governance has been a major concern in the country. Recently the Director General of Bribery made a public appeal for the private sector to come forward to bust the corruption in the country. HR professional being in the forefront of private sector people management activities, will have a wider opportunity to establish this link.

a1) Sustainable business growth through ethical leadership	Bill O'Rourke	Ethical Leadership
--	---------------	--------------------

4. Technology and people

Technology has made a considerable impact on the lives of people, especially the work life of people. Social media may have a greater potential in capturing employee voice. Further, the technology should make peoples work life conformable. Yet if this objective is achieved to the true potential is a question. Thus, deliberating on the intercept of HR and technology will be a timely topic.

a1) Emerging digital universe a game changer for businesses a2) Landscape of HR in light of technological change a3) IT and its effect on people	Brian Kealey Prof. Ajantha Dharmasiri	IT & People
--	--	-------------

5. Public sector HR

Public sector HR should be strengthened. However there are very few cases that public sector has moved away from the conventional practices of management. Still, there are prominent case studies available of entities that have made progress. At the same time, in the region there are countries that public sector HR has been matured. Thus, this conference could deliver three things;

b1) How HR changed a nation - Singapore case study b2) Case of successful change - Controller General of Immigration and Emigration	Dr. Suresh MARCANDAN M. Nihal Ranasinghe	Public Sector
b1) Practical experience of changing people for organizational effectiveness b2) Impact of Public sector HR on nations competitiveness	B. Wijayarathne Secretary of the Ministry of Agriculture	Public Sector

All in all this conference will compile a mantra for competitiveness as follows

Empower the Business Leaders (they will drive the entire business in the competitive landscape) and **Build the employee brand** (your firm will have the best people working for you), get the **technology to support people** (technology will be used as a means for improving the effectiveness), **innovate** in all areas of business (which will contribute towards being 'sophisticated' in doing the business you are in) so the firms can earn a competitive advantage in the respective industry.

Together with the above elements, the government sector entities could support the public and the private sector, entire nation will be competitive in the global competitive landscape.