

PREFACE AND ACKNOWLEDGMENTS

This is a report of the results from the Center for Effective Organizations' (CEO's) sixth study of the human resources (HR) function in large corporations. Like the previous studies, it measures whether the HR function is changing and whether it is effective. All of our research studies have focused on whether the HR function is changing to become an effective strategic partner. The present study also analyzes how organizations can more effectively manage their human capital. It gathered data on many of the same topics that we studied in 1995, 1998, 2001, 2004, and 2007. Thus it allowed us to compare data from our earlier studies to data we collected in 2010. For the first time we collected data from multiple countries so that we can determine how corporations in the U.S. and other countries differ.

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The Center has been and continues to be focused on doing research that improves how organizations are managed. During 2009, the Center celebrated its thirtieth anniversary.

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