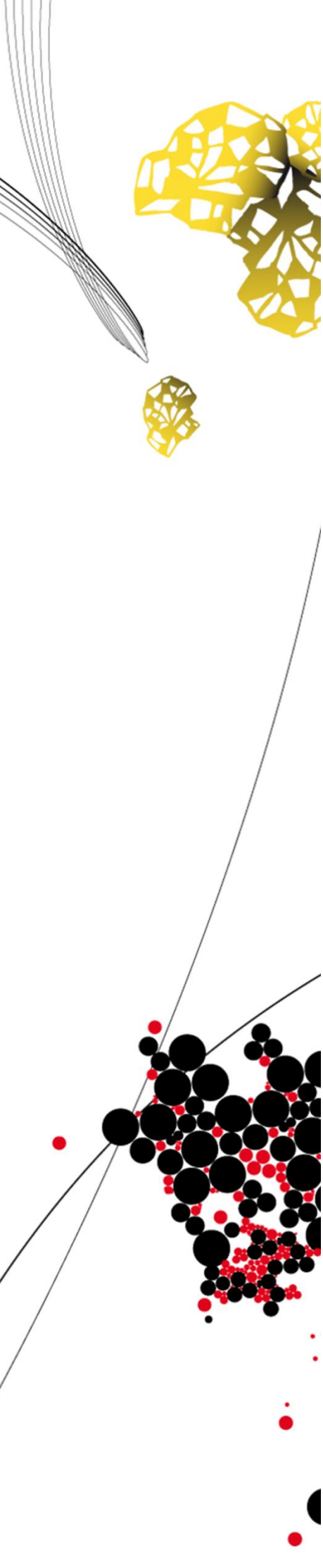

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IS TALENT MANAGEMENT READY FOR THE DIPLOMACY OF TOMORROW?

AN EXPLORATORY STUDY INTO THE GLOBAL TM FOR MODERN DIPLOMATS

July 2017

Author: **Irene Felius**

1st Supervisor: **Dr. Huub Ruël**

2nd Supervisor: **Prof. Dr. Tanya Bondarouk**

UNIVERSITY OF TWENTE.

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Key words: Human Resource Management, Global Talent Management, Global Developments, Diplomacy, Diplomats, Exploratory Study, Interviews

Abstract

The current global state of economic and political instability, combined with the rapid technological developments, has created a situation of constant evolvement and uncertainty. Careers in diplomacy are experiencing serious changes due to these developments. Diplomatic tasks, their required competencies, and corresponding management system will have to adapt along with the global arena and respond to the changes. This exploratory research uncovers the HRM policies and practices that are perceived to be most effective for achieving strategic goals related to global talent management of modern diplomats. Through the use of interviews as a research method the following three questions are answered: (1) 'Which global changes are affecting the work of the modern diplomat?', (2) 'What are the core characteristics and competencies required of the modern diplomat?', and (3) 'Which Human Resource Management practices are effective for the global talent management of the modern diplomat?'. In this research a 'modern diplomat' refers to a diplomat which is active in the current period up to those working 10 years from now.

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CHAPTER 1: INTRODUCTION

1.1 GLOBAL DEVELOPMENTS AND DIPLOMACY

Careers in diplomacy are experiencing serious changes due to development in the international relations arena such as a global economic power shift to the East, digitization, and the entry of new diplomatic actors such as international businesses and NGO´s. As a result, the role of the nation state and its ability to act using traditional methods are under pressure. The classical definition of diplomacy entails a dialogue via representation and communication between nation states. In its most recognizable form, it is "the term given to the official channels of communication employed by members of a system of states" (Berridge, 2001: 1). In the modern world system these are to be found in a network of diplomats and consuls (Berridge, 2001). In a broad sense, diplomacy "is an instrument for foreign policy to manage external relations [involving] communications, information-sharing and negotiations between states" (Ruël, 2012: 185). The traditional role of the diplomat in this definition involves residing at a foreign post and being the ´eyes and ears´ of the home government in a foreign nation. They act as the representative of the nation state in a foreign nation, and conduct relations between sovereign states (Berridge, G.R. & James, A, 2003).

The UN Secretary General defined the core functions of 21st-century foreign policy as "achieving security, creating economic wealth, supporting development in low income countries, and protecting human dignity" (UN Secretary General, 2009). This has become increasingly important as a result of the changes in the international order such as the democratization of politics, the globalization of economies and liberalisation of markets, and the evolution of communication technologies (Kissinger, 2001). As mentioned, the role of the diplomat as the representative of the nation state is changing due to the global power shifts, new diplomatic actors, the fast-moving digitalization and its impact on domestic as well as international policies. The global digital developments offer 'tremendous benefits to billions of people in terms of wealth, knowledge and freedom" and "communication technologies have already had profound political impact" (European Union, 2015, p.5). Generally speaking, globalisation has, and will continue to, empowered individuals – for good and ill (European Union, 2015). When applied correctly, technological developments can provide many benefits to the diplomatic work, yet at the same time these developments have also led to cyber terrorism and the increased need for cyber security within the diplomatic work approach. Traditional diplomacy will need to adapt along with the global arena to be able to respond to these changes. New competences and skills will have to be developed for diplomacy to continue to achieve its strategic goals effectively and efficiently.

Global changes will not drastically alter the rationale for diplomats, but will likely create pressure for their procedures and practices to adapt accordingly. An interim rapport by the advisory

of the modernisation of (Dutch) diplomacy (Groep van wijzen, 2013) concluded that amongst other qualities, the ministry should operate as a network organisation – it should be open and flexible, compatible with the hybridity of the 21st century, and safely use technology that makes unforced intern communication possible and aids global projects. A closer look at the relationship between diplomacy and international change can assist in understanding the current work of diplomats, but also the required characteristics of diplomats and their management system in the future.

1.2 CONTEXT OF STUDY

Considering all global changes influencing diplomatic careers, we can expect that job tasks and thus the required characteristics and competencies of diplomats will adapt. Following directly as a result of the changes in the diplomat's work, and as a result of the adapted characteristics and competencies, how the diplomats are managed will also require adaption. Considering these changes, it is vital to take a new look at the talent management practices that are currently in place. The aim of this research is to uncover which HRM practices and talent management practices are needed to facilitate the development of the modern diplomat.

Throughout this research paper, when we refer to 'modern diplomats' and/or 'modern diplomacy', we refer to diplomats active in the current period up to those working 10 years from now. This research focusses on the current effects of global events on diplomacy, which is why this research is relevant within this time frame. With the rapid speed of global developments, and global instability in terms of technology, politics, and economics, it is not possible to accurately predict how the world will continue to develop in a larger time frame than 10 years from now. Furthermore, the goal of this research (as stated in section 1.3) is to uncover the effective HRM policies and practices for modern diplomats. This research would have significantly less practical contribution if it were to focus only on the effects on the diplomat in the past, or even only at the effects in this particular moment in time. Therefore, this research focussed on the global developments which both occur currently and will continue to impact diplomacy. Thus concluding, for the scope of this research, we have decided to focus on 'modern diplomats', which we define as the diplomat that is active currently and up to 10 years from now.

1.3 Research Goal and central research question

The goal of this research is to uncover the HRM policies and practices that are perceived to be most effective for achieving strategic goals related to the global talent management of modern diplomats. In this research a 'modern diplomat' is considered to be a diplomat working 10 years from now.

The central research question of this study is: "What talent management practices and policies are needed to facilitate the modern diplomat?".

1.4 Sub questions

As explained in section 1.2, in order to answer the research question, it is necessary to further investigate three main topics. It is important to know which global developments are affecting the work performed by diplomats and how this effects their required characteristics and competencies. Finally, these factors will both effect the Global Talent Management practices which are required, and thereby answer the main research question. Thus, in order to answer the central research question and create an in depth understanding of the topic, the following three sub-questions will have to be answered:

(1) Which global changes are affecting the work of the modern diplomat?

(2) What are the core characteristics and competencies required of the modern diplomat?

(3) Which Human Resource Management practices are effective for the global talent management of the modern diplomat?

1.5 Theoretical and practical contributions of study

There are several scientific papers available concerning general Global Talent Management. It is possible to find papers concerning a large range of ongoing global changes and how these can translate into the effective management of talents, but none could be found that are specifically tailored to modern diplomats. Also, research is lacking when it comes to the way in which the current global developments are affecting the required competencies of diplomats to be able to successfully manage the ongoing changes in the workplace and in their tasks. Whilst there are articles available concerning the Management of Diplomats in the current global situations, these articles tend to have been written by advisory boards, and not been performed or studied by independent researchers. Although it would be possible for one to use current available research to make speculations concerning each subsection of this body of work, these speculations would far-fetched, and consist of uncertain extrapolations. As could be found, there is no independent research paper available that explores the effect of the global changes on the work of the modern diplomat, what this means in terms of required competencies, and

how this effects the Human Resource Management practices required for the Global Talent Management of the modern diplomat.

This is an exploratory study, with the purpose to fill the current gap in academic knowledge in the issue. By doing so, it will lay a basis for further future research. Issues which come to rise as a result of this research, or speculations which may or may not be confirmed, will be given a scientific basis on which future research can be continued.

Finally, the gained knowledge can be put into practical use for the global talent management of future diplomats. A closer look at the impact of the international changes and the changing role of diplomats can help create an understanding concerning the need for competencies of diplomats- and their management approach- in the future. Because this study investigates ongoing changes in the real world, not only theoretically, the results are directly applicable to the work, competencies, and management of the modern diplomat. Issue which come to light – both positive and negative – can be taken into careful consideration and can contribute to the development of an HRM approach for modern diplomacy. It was a deliberate decision to focus on the modern diplomat – one which is active 10 years from now – to allow for a greater practical contribution with this research.

CHAPTER 2: LITERATURE REVIEW

2.1 GLOBAL CHANGES

Many global movements are constantly evolving, "whether focussed on solving poverty, global warming, human rights abuses or civil conflict" (Westcott, 2008, pg. 8). On the one hand diplomacy has to adapt to these changes, whilst on the other hand diplomacy can be seen as a tool for change management in the international system (Bjola & Holmes, 2015). The key is to uncover how to be most effective in negotiating global agreements. Through diplomacy it becomes possible to achieve global goals related to health, environmental issues, social justice, security, etc. (Kirckbusch, 2011). The UN Secretary General defined the core functions of 21st century foreign policy as "achieving security, creating economic wealth, supporting development in low income countries, and protecting human dignity" (UN Secretary general, 2009). This has become increasingly important as a result of the changes in the international order such as democratization of politics, the globalization of economies, and the evolution of communications (Kissinger, 2001). There is an inarguable interaction between international change and diplomacy (Holmes, 2015). Whilst international change has an effect on diplomacy, diplomacy is also 'particularly suitable for managing international change' and 'the direction of change does not fall completely outside human control' (Holmes, 2014, p.3). However, one should keep in mind that the extent to which diplomacy can effect global change is limited.

Several of the global developments which affect diplomacy have been mentioned in section 1.1. The current global political instability, the technological developments, and the financial and economic crisis have a vast impact on diplomacy (European Union, 2015). Borderless issues such as "climate change and resource scarcity, coupled with demographic growth, contribute to international conflicts and are expected to do so even more in the future (European Union, 2015, p.7). Traditional diplomacy will have to adapt along to the changes in the international order such as the democratization of politics, the globalization of economies and liberalisation of markets, and the evolution of communication technologies (Kissinger, 2001). Simultaneously, the rise of new actors within the diplomatic arena is already reshaping the diplomats required methods for communication, negotiation, and representation (Scholte, 2008)(Holmes, 2015).

Globalization brings with it new opportunities and new threats. As globalization increases, so does interaction and competitiveness between countries, mobility, and the emergence of new economic activities. Rise of technologies such as the internet, which will be discussed further in section 2.2, have in some sense levelled out the playing field. The costs of producing, using and communicating information have constantly decreased, which has made technologies more readily available to an increasing number of people globally (Choucri 2000: 248–52; Nye 2004). Thus information has become

much more accessible all over the world, and has connected businesses directly. By doing so, new economic opportunities have been created (Westcott, 2008). As a response to this phenomenon, diplomatic practices have shifted more towards commercial activities (Kostecki & Naray, 2007). Governments can use diplomacy to encourage competitiveness of their economies. Increased competitiveness allows for greater response to opportunities and threats of global markets, and higher efficiency, thereby promoting growth and development of economy. Consulates and diplomacies can help contribute to a positive image of its home and host country, or contribute to a company's credibility i.e. by recommending it to the host country business and government (Naray, 2008). As a result, both the home and host country benefit from enhanced economic exchange and integration. This positive effect was supported by Rose et al. (2005), who found that bilateral exports rise by 5-10% for each additional consulate abroad.

Globally, major changes can be found which have increased employee mobility including decreased economical barriers and fast changes in digital technology (Bleecher & (Woodward, 2009). Generally speaking, employees are more willing to move for their work (Tung and Lazarove, 2007).

Employee diversity has increased as well. Companies operate in a globalized environment with different employee populations, markets, modes of work, and cultures. Also the level of ethnic, cultural, generational and gender diversity of employees within an organization or within an office is increasing (Beechler & Woodward, 2009).

Beechler and Woodward (2009) studied what is known as 'the global war for talent', and how organizations tend to respond to it. In this so called 'global war for talents' the increased international competition has increased the difficulty of having the right people in the right positions to lead and confront business challenges, and increased the difficulty to recruit exceptional (above-average) employees with the right competencies for their job (Price and Turnball, 2007). Beechler and Woodward (2009) found four significant factors that affect the quantity, quality and characteristics of talent. These are global demographic and economic trends, increasing mobility of people and organizations, transformational changes to business environments, skills and cultures, and the growing levels of workforce diversity (Beechler and Woodward, 2009). On the one hand, these combined factors have increased the general employee availability for companies, but it has also created an increased demand for (and of) talent workers. In order to attract talent workers, such as skilled diplomats, the company has to be seen as an attractive employee. Therefore, this 'war' can be counteracted by companies use of more strategic, innovative, cooperative and generative approaches which they refer to as creative talent solutions (Beechler & Woodward, 2009). These approaches are further discussed in section 2.3.

Another issue is the changing work-life-cycle. There is a move to 'cyclic lifeplans', with periods of education, work and recreation overlapped and interspersed within a lifetime, instead of a linear

pattern (education, work and retirement) (Potter, 2005). This trend is a challenge for the standardized career paths, development programs and other systems, and consequently has to be taken into account during the development of these programs and talent management practices.

2.2 DIGITAL DIPLOMACY

Digitalization and globalization have caused a tremendous transformation in business. ICT has fundamentally changed the way that businesses and social interactions are conducted (Denstadli, Julsrud, and Hjoprthol 2012), but the structure of international politics and diplomacy has remained unchained in many ways. Digital diplomacy can broadly be defined as the use of ICT, such as social media, for diplomatic purposes. It is "a strategy of managing change through digital tools and virtual collaborations" (Holmes, 2015, pg.15). Social media in particular can change the practices of "how diplomats engage in information management, public diplomacy, strategic planning, international negotiations or even crisis management" (Holmes, 2015, p.4). Benefits of digital diplomacy are vast. Information has become easier and instantly accessible. Physical meetings, costly both in time and finances, can be reduced through the use of virtual meetings. The Internet allows people to work together simultaneously from various geographical locations. Many services provided by foreign ministries and embassies are being made available online. Physical documents and a physical presence are still needed for some parts of the process, but this is minimised wherever possible (Bjola & Holmes, 2015).

Westcott (2008) summarized three fundamental impacts that the internet has on international relationships. Firstly, the internet "multiplies and amplifies the number of voices and interests involved in international policy making, complication international decision-making and reducing the exclusive control of states in the process" (Westcott, 2008, pg. 2). Second, it both "accelerates and frees the dissemination of information, accurate or not, about any issue or event which can impact on its consequences and handling" (Westcott, 2008, pg. 2). Finally, it was concluded to "enable traditional diplomatic services to be delivered faster and more cost-effectively, both to ones' own citizens and government, and to those of other countries" (Westcott, 2008, pg. 2). In order to remain effective and relevant it is vital that diplomacy adapts along with the technological changes and fully uses technologies such as the internet to its full advantage.

The emergence of the internet, in general, has caused information to be more readily available, and enhances the influence of people's actions and organisations' decisions by affecting the networks that carry ideas. Any organization and actor, whether they operate in a national or international level, will have to take into consideration that the whole world can watch and judge their decisions. As noted by Grant (2005), when it comes to the changes in diplomacy caused by ICT, there are five principal

aspects worth noting. (1) “Speed may complicate policy formulation”, (2) “Open access to information provides greater quantities of information and reduces the expert’s margin of advantage”, (3) “Access to the technology is inherently cheap, and iniquitous”, and finally (5), “Non-state actors play a more important role” (pg. 5).

Global changes and advancing technology has not only led to an increased availability of information, but it has also led to an increased flow of information. There a larger, continuous, flow of information available, and additionally there is a significant increase in the speed at which this information is available. This in turn as increased the required ‘Speed of Responsiveness’. Diplomats have to respond quickly to environmental changes, organizational crises, or shifting customer expectations.

Despite the new developments in communication media, face-to-face negotiation will remain crucial. But the context in which they undertake it, and the forces at work in those negotiations, are changing increasingly rapidly. There also is a large difference in the relative levels of usefulness and tools/impediments for change management in diplomacy when comparing face-to-face and digital diplomacy. This was summarized by Holmes (2015), who depicted that the changes to the international system could be classified in two categories; “top-down structural exogenous shocks and bottom-up incremental endogenous shifting” (pg.5). Diplomacy can be used to ‘effectively monitor and respond to, thus managing, these two types of change (Holmes, 2015, pg. 5). However, there is variation in the effectiveness of diplomacy to do so, depending on the approach used. Exogenous shocks “require relationship building and intention understanding, activities that are most efficiently conducted in face-to-face personal interactions”, whilst endogenous shifts require “the ability to synthesize and analyze large amounts of data in order to determine changing trends”, activities that are most efficiently conducted with digital technology (Holmes, 2015, 5). Thus, it was concluded that traditional diplomacy, specifically face-to-face interpersonal meetings, would be best implemented for managing changed occurring through exogenous shocks. Digital diplomacy would be better suited for managing bottom-up incremental shifting. Thus, this highlights that one form of diplomacy can not function successfully without the other. The rapid global and technological developments have led to the rise of digital developments, and whilst this is nog without plentiful benefits, it is unlikely that it will fully replace traditional face-to-face diplomacy. Both have its own unique application and varying effectiveness, depending on the situation.

Although digital diplomacy has several benefits and can add value through many ways, there are also several drawbacks. One of the downsides to introducing and developing (new / technological) systems is that the process tends to be both time consuming and expensive (Westcott, 2008). Additionally, employees often have to be trained in these systems, and it takes a while for them to become fully integrated into the work floor after their initial introduction.

As mentioned in section 1.1, the global digital developments offer 'tremendous benefits to billions of people in terms of wealth, knowledge and freedom" and has led to the empowerment of individuals – for good and ill (European Union, 2015, p.5). The technological progress changes "the nature of conflict, revolutionising the defence industry while generating new threats" (European Union, 2015, p.1). There is a vast increase in cyber threats and the increased need for cyber security within the diplomatic work approach. The fact that the technological developments allow "communication with text, images and sound in real time, regardless of geographical distance, is a double-edged sword. Terrorists, organized criminals and other culprits can use cyberspace for mobilization and coordination, harassment, theft and fraud" (Eriksson and Giacomello, 2007, pg 174). Diplomacy has to be able to answer to these cyber threats, and ensuring cyber security has become an important aspect of foreign policy formation (Hastedt, 2017).

2.3 GLOBAL TALENT MANAGEMENT

Global talent management refers to the use of HR actions to ensure that talents are accessible at the time and location required. In the literature, global talent management has been defined as "Systematically utilizing HRM activities (complementary HRM policies and policies) to attract, develop, and retain individuals with high levels of human capital (e.g., competency, personality, motivation) consistent with the strategic directions of the multinational enterprise in a dynamic, highly competitive, and global environment." (Tarique & Schuler, 2010, p.124).

There are three aspects to successful global talent management; (1) "the systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage on a global scale", (2)" the development of a talent pool of high-potential and high-performing incumbents, who reflect the global scope of the MNE to fill these roles"; and (3) "the development of a differentiated human resource architecture to facilitate filling these positions with the best available incumbents in order to ensure their continued commitment to the organization" (Mellahi & Collings, 2010, p.143). To succesfully perform in each of these aspects, it is critical to "[project] employee staffing needs and [manage] the progression of employees through positions (Lewis and Heckman, 2006: 140). The core functions of GTM therefore are talent planning, talent acquisition, talent development, and talent retention, and should "[take] into account the differences in both organization's global strategic priorities as well as the differences across national context for how talents should be managed in the countries where the operate". (Scullion & Collings, 2010:6).

Using global talent management systems embassies and consulates can ensure that talents are accessible at the time and location required. To do so, it is critical to have a HR system in place

concerned with planning and forecasting, obtaining, selecting, motivating, developing, evaluating, retaining, and removing employees. A well-developed talent flow system has a multitude of benefits. It stimulates the transmission of ideas (Argawal et al., 2011), produces knowledge flows (Carr et al., 2005), enhances learning (Furuya, Stevens, et al., 2009), and improves efficiency of the innovation process (Oettl & Agrawal, 2008). The talent flow system, as part of global talent management, gives structure to people as they move across entities, "[providing] greater access to knowledge and [reducing] the need to recreate knowledge that already exists elsewhere" (Khiji, Tarique & Schuler, 2015, 240). Simultaneously, the individuals gain diverse experiences, thereby serving as a source of learning (Khiji, Tarique & Schuler, 2015).

One should also take into account the differences in both organization's global strategic priorities as well as the differences across national context for how talents should be managed in the countries where they operate. This system can be a mix of traditional face-to-face HR practices and policies, and more recently developed e-HRM practices. Balancing global co-ordination of consulates and embassies whilst at the same time responding to their organizational differences is just one of the factors that can make it difficult to create a global approach to global talent management.

When HR practitioners are implementing HR practices in different countries they should take the institutional mechanisms into account, should be aware of timing and cost involved when adopting new HR practices. Good relationships between national governments and unions should be in place in order to influence agreements at national level. The emphasis and composition of institutional mechanisms differs across countries, and because of this the design of HR practices should be different in other countries.

On the other hand, globalization has led to a decrease in the differences not only between firms, but also within the different subsidiaries. MNCs are faced with the challenge to balance global co-ordination within the various subsidiaries (integration) and respond to the local culture (differentiation). Finding a balance between integration and differentiation means that organization has to decide whether to converge or diverge their HR practices over time. McGaughey and De Cieri (1991) define convergence as the process of organizations becoming more similar in terms of macro-level variables, and define divergence as companies becoming more dissimilar in terms of micro-level variables such as culture. "The convergence hypothesis centres on the argument that the common requirements of management or a common logic of industrialism disregards the importance of cultural differences" (McGaughey and De Cieri, 1991, 236). In this case the MNC (i.e. the Foreign Ministry) would apply a similar policy to each subsidiary (Consulate/ embassy) despite the politics, ideology, and culture of the location, and instead focus on adopting a globally dominant policy. The MNC may benchmark against other companies, hoping that their practices will deliver desirable outcomes. Since most companies use global best practices, a MNC may fear to be at a disadvantage if it does not apply

them as well. Convergence may increase co-ordination within the company, and make centralization of decisions possible (McGaughey and De Cieri, 1991).

In the divergence hypothesis the various subsidiaries "maintain their culturally based dissimilarities" (McGaughey and De Cieri, 1991, 237). According to this model, each setting requires a HRM model that is best fitting to its location and the accompanying culture, and convergence may not be beneficial to the firm. Nevertheless, one should also consider that a strategic (or vertical) fit, a horizontal fit, and an environmental fit are necessary conditions for a company to be successful (Paauwe & Boselie, 2003). The latter is not possible if the company's subsidiaries converge too much; i.e. there should be enough decentralization for each subsidiary to apply a best fitting HR approach. Concluding, there are arguments in favour and against adoption of both an integration and differentiation approach, and this should be carefully considered during the development of a global talent management system.

As mentioned at the start of section 2.3, Human Resource Management has several domains which are key to the Global Talent Management System. These include talent planning, acquisition, development, and retention. Workforce analytics is key for talent planning. Research shows that it is essential to ensure that the HR executives responsible for international moves have a full understanding of the international assignments (Vaiman et al., 2012).

Important characteristics for diplomats include the ability to recognize evolving power dynamics and the ability to adjust to change (Bjola, 2015). Diplomats should have high levels of human capital (e.g., competency, personality, motivation). HR should offer training and development opportunities, as this tends to increase not only their skillset, but also the commitment of the employee towards the company. This is particularly critical in certain jobs that require constant skills updating (Hom & Griffeth, 1995).

Employee retention remains a critical issue to ensure that all the valuable time and resources invested in an employee remain within the organisation. Other significant issues besides the direct costs are work disruptions and losses of organization memory and seasoned mentors (Allen, Bryant, et al., 2010). "Costs associated with recruiting, selecting, and training new employees often exceed 100% of the annual salary for the position filled" (Allen, Bryant, et al.,2010,p.48)(Cascio, 2006). Not only is it costly, but it also is linked to lower levels of organizational performance, emphasizing the importance of a system that ensures low turnover rates (Allen, Bryant, et al., 2010). Park and Shaw (2013) further supported this through an extensive meta-analysis. They concluded that "turnover rates and organizational performance are significantly and negatively related" (Park and Shaw, 2013, pg. 283). It was found that high turnover rated were negatively associated with organizational performance and it also implied a 'substantial negative [effect] on workforce and financial performance (Park & Shaw, 2013). Due to these aforementioned reasons, organizations such as the Foreign ministry should implement strategies which minimize employee turnover. It has been shown

that organizational commitment and job satisfaction are two of the most important turnover drivers (Allen, Bryant, et al., 2010). These aspects therefore should receive sufficient attention when designing a global talent management system.

There are several factors that can affect the commitment of employees to a company. These factors include "personal characteristics, position in the organization, or the type of work undertaken" (Benson & Brown, 2007, p. 122). Benson and Brown (2009) conducted research on the effect that the type of work undertaken (focussing on knowledge workers) has on attitudinal and behavioural commitment. Attitudinal commitment refers to "an individual's identification with and involvement in the organization", whilst behavioural commitment emphasizes "where an individual has a desire to maintain organizational membership" (Benson & Brown, 2007, p. 123). One of their findings was that job commitment and security may reinforce organizational commitment (Benson & Brown, 2007, p.133)(Bryant & Allen, 2013). In addition, employees with clear role expectations, minimal role conflict, and opportunities for growth and advancement are less likely to quit (Bryant & Allen, 2013).

It was found that the employee turnover rate is dependent on the employees' attitude towards their job, and that these were influenced by the following aspects: (1) on-boarding, (2) job characteristics, (3) leadership and relationships, (4) work environment, and (5) individual characteristics (Allen, 2008). Shen and Hall (2009) suggest that the more connected the employee is to his/her job, co-workers, organization, and community, the more likely he/she is to stay and to seek intra-organizational growth opportunities, especially upon completion of an expatriation experience. Although monetary rewards can affect commitment levels, and even lead to better employee performance, this effect tend to be short term (Presslee, Vance, & Webb, 2013). Furthermore, recent research has demonstrated that the interpersonal climate has a substantially greater impact on intrinsic job motivation and commitment (Olafsen et al., 2015).

2.4 Effects of global developments on Global Talent Management

Global developments have a direct and an indirect effect on Human Resource Management methods. As previously mentioned in section 1.1, global changes will not drastically alter the rationale for diplomats, but will likely create pressure for their procedures and practices to adapt accordingly. These changes are both translated into and facilitated by HR policies and practices. Considering the global (technological) developments, it has become increasingly important for the ministry to operate as a network organisation – it should be open and flexible, compatible with the hybridity of the 21st century, and safely use technology that makes unforced intern communication possible and aids global projects (Groep van wijzen, 2013).

The technological developments have led to the rise of e-HRM. E-HRM is defined as "an umbrella term covering all possible integration mechanisms and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management" (Bondarouk & Ruël, 2009: 507). The further development of technology, and the development of a digital system for managing talents go hand in hand. Uncovering the best (e-)HRM policies and practices for diplomacy allows their implementation to have the most effective result in achieving strategic goals. Furthermore, the development of a successful e-HRM systems can aid in creating a sustained competitive advantage (SCA). Although this generally is not stated as a direct aim of commercial diplomacy, a SCA is of "key importance for public organizations to identify and build strategic capacities so as to produce the greatest public value for stakeholders" (Ruël and Zuidema, 2012: 8).

With the large range of global developments affecting the diplomatic work, it is likely that the competencies and characteristics required to perform successfully will also develop. A large scale change in the required competencies and characteristics will translate in an adapted employee pool. As discussed in section 2.1, one of the many effects of globalization is the increased employee diversity. When employee groups are more likely to have different characteristics and an increased diversity, this has implications for both the employee perception of HR policies and practices, and for the design of the policies and practices. It is important for the management systems to be well tailored to the employee groups as to achieve the most effective results. As employee (characteristic) diversity increases, this makes it more complex to design a Global Talent Management System that is a fit with the whole employee pool.

Not only do global developments influence the (development of a) Global Talent Management system, but this interaction goes both ways. When applied successfully, the GT system can be used as a tool to influence the modernisation of diplomacy. In 2014, the Dutch Foreign Ministry appointed a commission ('Adviescommissie Modernisering Diplomatie') to investigate the factors influencing modernisation of diplomacy (Leeuwen et al., 2014). As a conclusion of their research, the advisory board created milestones which should be reached within five years for a successful modernisation of diplomacy. The halfway evaluation of the progress is yet to be published. Several of the milestones which should eventually be met are of interest to this research. These are the following:

> (1) The digital network should successfully be in place. Posts should work with departments within a single virtual network. The report considered the development of a digital system that can be used to store knowledge of an above average importance considering the transferability of diplomats (Leeuwen et al, 2014, 66).

(2) Currently 40% of Foreign Affairs officials work at posts, and 60% at departments. By 2019 this should be switched, and 60% should work at posts whilst 40% work at departments.

(3) Diplomats can only excel when this is organizationally embedded. There should be ample knowledge and skills available to help guide organizational changes.

(4) It is clear to each employee what is required of thim or her to qualify for a function.

Taken together, all the factors discussed throughout chapter 2 have depicted a rapidly changing and incredibly complex global environment in which the Foreign Ministries should attempt to attract, develop, motivate, and retain modern diplomats. After careful assessment of these trends, this concluding section draws on the previous literature research to suggest the effects of global developments on the global talent management system. An overview of these proposed effects can be found in *figure 1*, depicted on the following page.

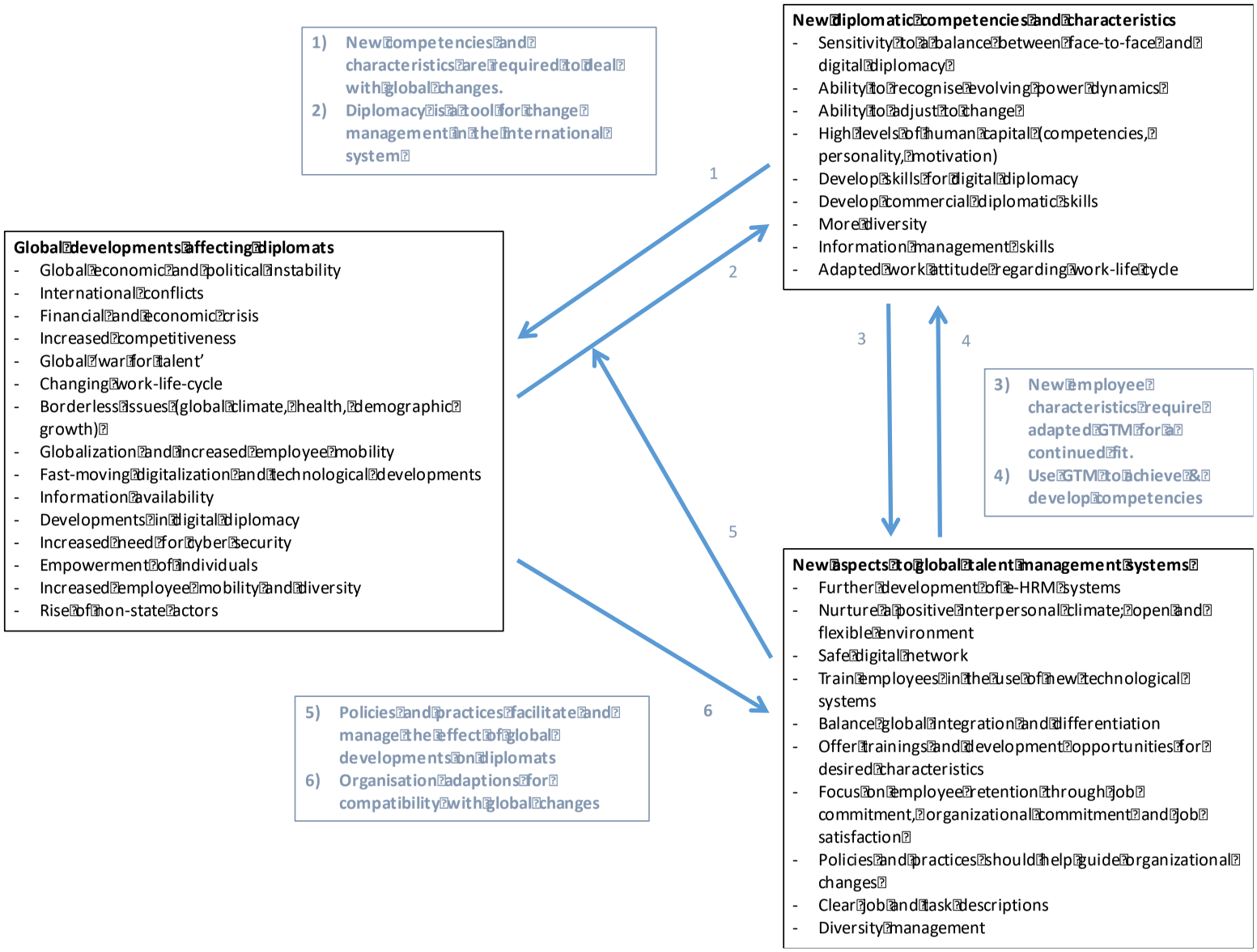

Figure 1. A proposed interaction between the global developments, competencies and characteristics of diplomats, and global talent management system of modern diplomats.

CHAPTER 3: METHODOLOGY

3.1 RESEARCH DESIGN

As explained in detail throughout chapter 1, the goal of this research is to uncover the HRM policies and practices that are perceived to be most effective for achieving strategic goals related to global talent management of modern diplomats. In this research a 'modern diplomat' is considered to be a diplomat working 10 years from now. The context of the study, the research questions, and theoretical & practical contributions of this study can be found in chapter 1.

3.1 RESEARCH METHOD

This study uses interviews as the method for data collection. Selected participants were approached via e-mail with an invitation to the research, including an explanation of the research context, aim, and method. After interest in participation was confirmed, further briefing followed at the beginning of the interview, including information concerning their right to withdraw participation at all times should they wish to do so. Participants were also informed of their choice to remain anonymous throughout the research.

The interviews are designed with a structure based around three main topics. These topics concern the impact of global developments for the modern diplomat, their view on the essential characteristics of the modern diplomat, and their perception of the global talent management system of diplomats. The interviews are designed to collect data with a clear focus on these topics, whilst at the same time leaving enough room for the participants to elaborate on their vision and ideas. To do this, the questions are very open ended, and the interview is flexibly structured.

The duration of the interview was roughly one hour per participant, and took place either in person, through Skype, or via telephone. The medium used depended on the location and preference of the participant. After the briefing and the approval of the participant is given, the the interview was recorded to allow for better data collection. Following the interview, the data collected from each interview was summarized individually. A one-page summary of the main issues which came up during the interview was sent to the corresponding participant for feedback. This allowed the participant to approve the text, and eliminated any misunderstanding or misinterpretation between the researcher and the participant. Any comments made by the participant were taken into account, and an edit took place appropriately. Once all the interviews had been concluded, summarized, edited, and approved, the summaries were combined in one data file.

3.2 PARTICIPANT SELECTION

Participants were selected from employees of embassies and consulates, academia with an expertise in the field of modern diplomacy, or HR experts from multinational companies. These groups have been selected because of their experience with diplomatic work, and/or with the global management of talents. Employees of embassies and consulates will have first-hand experience with the issues we are trying to uncover and gain insight in. On the other hand, academic experts within this field may have a different view on the same issues. The reasoning behind including HR experts from multinational companies besides the Ministry of Foreign affairs is that their global management of talents might give a new insight into the ways in which diplomats can successfully be managed, as it is likely that talents active within their MNC experience the same global issues affecting their daily work. These three groups of experts combined will provide a range of viewpoints from which the same issues can be approached, which is considered valuable for the exploratory nature of this research.

Since this research focusses on the global talent management of the modern diplomat, these participants were active globally, and not limited to The Netherlands.

3.3 PARTICIPANTS

This research has 17 participants, of 9 were female and 8 were male. These participants are positioned professionally at various locations across the world, including Europe, Asia, America, Africa, and Oceania.

Two participants wish to remain fully anonymous, and their information is not included in the following description. From the participants, 11 were employees of a Ministry, 4 were academic experts, one was a global HR professional at a multinational corporation.

The participant list can be found in appendix B.

3.4 DATA COLLECTION INSTRUMENTS AND ANALYSIS

Once all the interviews had been concluded, this had resulted in a total of 13 hours and 52 minutes of audio data. As described in section 3.1, each of the 17 interviews were summarized and sent to the corresponding participant for approval and comments. The summaries were kept as brief as possible, and statements were presented in bullet points. Most interviews were purposefully limited to one page, none covered more than two pages. This was done to limit the time required for the participant to review the summary, which was expected to increase the rate of response since most participants have very full schedules.

Following, all summaries were combined in one data file. This data file has been edited, and the motivation for this is explained in the following paragraphs. The edited data file can be found in Appendix A.

In appendix A the data can not be found sorted per participant, but instead it has undergone multiple edits. Data was first sorted into the three main topics discussed during the interviews: 1) 'Global Developments Affecting the New Diplomat', 2) 'Core Competencies of the New Diplomat', and 3) 'Global Talent Management of the New Diplomat'. Following this, the statements have sorted into subcategories, as were deemed most fitting. Whilst sorting the data into sub-categories, they always remained in the chapter of the main topic during which it was discussed.

The data in Appendix A has been sorted, rather than represented as raw data from each performed interview for several reasons. Most importantly, this representation ensures the privacy and anonymity of the participants. By dissecting the interviews, and sorting the statements into topics, any notable relations between statements and individuals can no longer be made. If the data was represented per interview this level of anonymity would not have been possible. Even with the names of the participants removed, one might be able to deduce the work location and/or job position of the employee on base of their statements. Thus, by representing the data in this sorted manner, this research can list the participants (those who did not request anonymity), whilst simultaneously ensuring that their personal opinions remain disengaged from their names.

Sorting the data in this manner also has other benefits besides privacy; it provides a clear overview of all the statements made, and subjects which were touched upon. Although not all the data gathered is considered of value for the answering of our research question, and thus further discussed below, it can still be found in the appendix. Therefore, it is possible for one to evaluate the validity of the conclusions drawn within this paper.

Moreover, the raw data in appendix A shows how often, and the variety in ways, certain statements were made. Each statement which can be found in the appendix is an opinion of an individual participant. This allows a clear overview of how often certain topics came up, and thus how strongly opinions are shared across the participants. One should keep in mind that the quantity at which a statement was repeated does not necessarily reflect its relative importance. It could be that a statement was made only once, but this does not downplay its importance. This opinion might simply have not come up in other interviews, and does not mean that this opinion is not shared.

CHAPTER 4: RESULTS

Throughout the following chapter one should keep in mind that all issues below were the opinions of the individual participants, and that they are not necessarily shared between all.

All data in this chapter is directly sources from the the interviews performed, and can be found in Appendix A. This chapter does not contain any opinions of the researcher, nor do they contain information that has been obtained from literature. All items mentioned or discussed throughout the results chapter are the statements made by the participants.

The number of occurrences of statements within each topic can be found in appendix A. Also, issued brought up are not necessarily critiques on the current system, but instead may highlight the importance of the continuation of a current practice. Any possible relations between the results, matches and mismatches with the literature, and notable issues will be discussed in section 6.5, leading up to the conclusion of the research.

In the following chapter, the data from appendix A has been edited to be presented in a more digestible manner. The sorted statements have been summarized to provide a clearer overview of each subcategory. As mentioned in previous section 3.4, one should keep in mind that the quantity at which a statement repeats itself does not necessarily relate to its relevance. It could be that a statement was made only once, but this does not downplay its importance. This opinion might simply have not come up in other interviews, and does not mean that this opinion is not shared. Therefore, all statements regardless of its quantity of repetition is regarded with equal weight in the following sections.

The results of the study are represented in this chapter in the following order; Firstly, the items concerned with the global developments affecting the new diplomat are represented in section 4.1, followed by what the participants considered to be the core competencies of the new diplomat in section 4.2, and finally section 4.3 will portray the participant's perception concerning the Global Management System of the new diplomats.

4.1 RESULTS: 'GLOBAL DEVELOPMENTS AFFECTING THE NEW DIPLOMAT'

4.1.1 GLOBAL ISSUES

Many participants expressed their concerns regarding the current global economic and political instability. Participants stressed the importance of issues that stretch across many countries or even the globe, and expressed how internal and external issues have become more interwoven. Issues occurring within the home countries have an increased impact on policies abroad, and simultaneously issues in host counties also have an increased impact on national policies.

Non territory based global issues such as migration, climate change, and security threats are becoming ever more important. It is expected of both the employee and the employer to be 'a good global citizen', and actively participate on global themes such as global environmental goals, migration, security, and anti-terrorism. The current global instability has led to the prevalence of an increased focus on these said issues.

4.1.2 WORK CULTURE CHANGES

Employees have developed higher expectations for a firm to be a 'good employer', and also have high expectations of the work environment. This means that employees expect their employer to work on attaining global goals, and ensure employee safety and wellbeing. More comments concerning expectations of the work environment can be found in subsection 4.3.1

4.1.3 CHANGES IN THE POLITICAL LANDSCAPE

Looking back at the last two decades, there has been a total reconfiguration of global alliances, a multitude of new powers rising, economic changes, and political instability. The changes in the political landscape hugely impact both the employer's and the employees view on how to behave in the world. Since there currently still is global political and financial instability, there is a lot of uncertainty and unpredictability, and behaviour expectations are continuing to develop rapidly.

As the world has become more global and more interconnected, many constituencies have gained a stronger voice. The rise of emerging (non-western) powers is expected to continue, and we cannot ignore their impact on global government. A shift in power has to be taken into account throughout many decision making processes of diplomats. Additionally, as discussed in subsection 4.1.6, new players (stakeholders) have also appeared in the diplomatic arena. As a result of both factors, a shift in power balance may be noticable in international negotiations.

However, as some players gain relative powers, other lose it. One of the issues raised is how the react to the 'losers' of the power shift, or the people who do not profit from world trade. It is not

enough to only focus on the rising powers. It should also be considered how to handle the rise in unemployment, or the increased gap between rich and poor, in the 'losers' of the power shifts.

Regarding political diplomacy, there is less long term, and more short term coalition building. Actionable foresight makes long term plans relevant today and forces the decision maker to think ahead.

4.1.4 GLOBAL ECONOMY AND (FOREIGN) POLICY BUSINESS

A big driving force for changes is the current financial instability. Some have argued that once the financial crisis is over, commercial and economic diplomacy will become less relevant and other priorities will take their place. Others argue that with limited finances and employee numbers urgent matters such as the refugee crises might temporarily receive more focus. However, the focus of these statements is on the word 'temporarily'. They argue that whilst issues within this sector (temporarily) come to a rise, the Ministry will have a continued increase in focus on commercial and economic diplomacy. It was also stated that economic diplomacy should be used to develop an export market, and to promote firms abroad.

As a result of the financial instability, it has become more difficult to make long term plans. Regarding foreign policy business, issues quickly rise unforeseen and have to be fixed within a short term, resulting in less long term and more short term thinking. The Ministry has to react to the current needs and long term projects may be sacrificed. Thus there is a decreased ability for long term strategic policy making.

It was argued that due to global developments the client has become more sophisticated and has better access to information. Thus trade requires a deeper relationship with the client. As a result, this requires employees with sectoral specialization rather than a general trade commissioner.

4.1.5 WORKING WITH OTHER GOVERNMENTS

It is beneficial to work together with other government to define the spectrum of consular services. Doing so should also include non-traditional countries which are now on the rise.

There should be an increased transparency between Foreign Ministries regarding consular services; this requires more openness, cooperation, and communication.

4.1.6 NEW STAKEHOLDERS

In the past diplomats mainly dealt with government-government relationships, but there has been a rise of new actors that are relevant in the diplomatic arena. It has become important for diplomats to nurture a network which includes all other actors; think tanks, NGO's, political bodies, multinational

cooperation's. This has been a result of the global geopolitical developments and power shifts. There are more stakeholders, and they are more influential than ever. Although this is not new, it is an emerging phenomenon.

It is less clear than before who the decisions makers are, but this is vital for diplomats to know. The rise of the non-state actors has increased the required network activity. Additionally, different actors might require a different approach and thus the instruments of diplomacy have to change along with the new actors and the new distribution of power. Generally speaking, everything takes more time, funds, and skills.

4.1.7 RELATIONSHIP BUILDING & COMMUNICATION CHANGES

Relationship building has been influenced by globalization and changes the ways of communication. Although there have been drastic changes in the way we communicate as technology developed, social media is the newest driving force in this field. As a result of the rise of social media, there has been a noticeable change in the way of thinking, communication, and the way of working together. In the past diplomats were one of the main sources of information for governments. Nowadays a lot of information also comes from other channels/sources such as the internet. These other sources of information also play a role in the decision making process. Nevertheless, diplomacy remains very important to help open doors commercially, and connect partners to each other. Therefore, and especially with the rise of social media, it has become more important for diplomats to maintain person to person relationships.

4.1.8 A SHIFT TOWARDS PUBLIC POLICY

The work environment of the Foreign Service has shifted more towards public policy. As the public is becoming more demanding, and has developed a stronger voice, more pressure is created for the diplomats. Using public diplomacy, the ministry can increase clarity regarding the work performed by diplomacy. This will highlight the importance of diplomatic work. By shedding light upon the importance of diplomatic work, the Ministry aims to strengthen public support, and also decrease the pressure on diplomats. Whilst social media is the source of the increased scrutiny and criticism on the Foreign Ministry, it can also be used as a tool to create more transparency on the work performed.

4.1.9 IT DEVELOPMENTS

With the increased globalization and connectivity, there is an increased information flow both in the terms of speed and availability. The world has become more connected, affecting trade, communication, technologies etc.

The workplace has been digitalised. Although the diplomat's role hasn't changed, the methods used have changed. In the future this will continue to develop. Big data and open source data will influence communication. The rising trend is that meetings can be held digitally, and even courses can be completed digitally. Perhaps this will lead to downsizing of apparatus in embassies and consulates, and increase roaming ambassadors and diplomats.

With the rise of these new technologies, new cyber security and hybrid threats are becoming more prominent issues.

4.1.10 SOCIAL MEDIA – THE GOOD AND THE BAD

The world has become mediatised, and accessibility of information has increased. This both can be used to increase transparency of the work done within embassies, and also significantly increases the speed of information. Social media can be used as a tool to enable diplomats to contact a broader group of actors. It also gives a better information position as it lowers the threshold for the public to reach an embassy, and in crises it can even be used as a (preferred) communication channel.

There is a large shift from when diplomacy used to be an explicit channel of gathering and sharing information between governments. Thus, a stronger focus has to be on the added value of diplomats within the information flow, rather than a focus on the reporting of facts.

Social media is used to strengthen interpersonal relations. In a similar way to it lowering the threshold of the public to reach out to the embassy, it has also enhanced the accessibility of political leaders. As a result of both, it has strengthened the link between the public and the politician.

On the other side, social media has become a source of stress for the employees. There is an increased scrutiny and criticism from the parliament and the public. Additionally, the constant global reporting of events requires an instantaneous, constant reaction to global events from the ministry. This adds to the workload and perceived work-stress. Furthermore, information also has to be verified before a reaction can be given, which creates pressure. There is a need for instant response to 24/7 global news; the workday no longer starts and ends at the office, and the workload has increased. Ministries operate on a 24-hour cycle in order to be able to keep up with the news. When it comes to social media, employees have to take matters into their own hands. They need to be able to set their own boundaries and decide when to switch off, because the reporting of events will not.

New job positions are created to help keep up with the massive online information flow, and help filter and feeding the information to the right people. Nevertheless, employees still feel the burden of the increased workload and extension of the workday as a direct cause of social media and the need to keep up with global news.

Job positions are also created as communication professionals are required for advice on social media handling. However, the diplomats also need to develop these skills and sensitivity towards it themselves.

Social media influences more than just the communication area. It can also be used as an influencer in achieving policy change. Arguably this aspect has affected the nature of diplomacy, and has made it more campaign oriented. Because of the widespread reach of social media, diplomats have to be cautious with the way in which they implement it, and tread a fine line regarding how transparent they should be concerning their work.

4.1.11 EMPOWERMENT OF INDIVIDUALS

One trends which can be seen is that there is an increased awareness within the public sectors regarding the responsibility of the Ministry, and that the public has become more demanding. Diplomats no longer have a position in which they are the only ones with access to information. Instead, NGO's, stakeholders, and individual members of the public also have access to many sources of information. There has been a 'democratization of information'.

4.1.12 CHANGING DIPLOMATIC ROLE

The diplomatic roles are changing as they no longer mainly need to concern themselves with government-government relations. Instead, they need to maintain relationships with government bodies, the public, and new stakeholders such as non-governmental organisations and large corporations.

Although diplomacy changes along with the requirements of society, their core tasks remain unchanged. At the heart of the changes affecting diplomacy is the democratization of information. As information becomes more readily available, it is becoming ever more important for the diplomat to add value to the information available. They need to provide an analysis of situations, and not just mere facts.

Online presence and digitalization may have a strong impact on the work, but face-to-face contact maintains crucial for the building and nurturing of relationships. There will always be the need for offline presence. Digital presence will never replace offline interaction.

4.2 RESULTS: 'CORE COMPETENCIES OF THE NEW DIPLOMAT'

4.2.1 GENERAL SKILLS AND COMPETENCIES

Although the competencies required gradually change along with the changes in diplomacy, and are mentioned throughout this chapter, several core competencies remain unchanged. Skills and competencies which will remain important are that diplomats show intelligence and integrity. Furthermore, they should be adaptable, alert, and take initiatives and chances. They should be highly motivated in their work, and be aware of the relevance and role of their work. An open mind and curiosity is important. With the continued focus on economic and commercial diplomacy, it is also important that they develop their skills in this field.

4.2.2 TEAM AND LEADERSHIP SKILLS

A good diplomat is not necessarily also a good team leader. It is important for a team leader to develop good leadership skills. This means that they are able to coach and develop employees, so that they can also excel within their field. They should show good governance in their leadership, meaning that they are accountable, transparent, responsive, and efficient.

It is also important that they have good representative skills, meaning that they can interact with people both in social situations and work function. This is vital for the networking skills and for maintaining interpersonal relationships.

Within a team, less focus will be on the intellectual skills and more focus will be on the competencies and attitudes of the team members. This includes how they behave in the team, and their coaching and team playing abilities. It is important that the team works result based, and gives other members of the team trust and responsibility. The team should work strategically to achieve goals, and showcase the added value of the work completed.

4.2.3 SPECIALISTS VS GENERALISTS

With the global instability, today's diplomat needs to be competent in a large number of fields and be able to react appropriately to all kinds of unforeseen situations. The question that remains is whether he should be a specialist or a generalist.

Generally speaking, there is a shift from generalists to specialists, as more depth of expertise is required, and the diplomat should be an expert within his or her field. However, a balance will always have to be found between the development of employees with deep expertise and continuing the practice of rotating people to different regions, which requires generalists.

Diplomats should not have one specialization, but instead should specialize in a number of fields. This will make them more broadly appointable and facilitates the job rotation system. They

should have thorough analytical capability on a large number of fields, and have sufficiently adaptability and flexibility to perform a large range of work required in various locations. Additionally, problems should be approached from multiple angles, for which generalists tend to be better suited than specialists. Thus diplomats should have 2 or 3 layers of specialist knowledge (he or she should be a 'specialized generalist').

4.2.4 DIVERSITY

In the future there should be more diversity with regards to female representation at top levels and increased diversity of minority groups. Greater diversity will lead to more variety in the views and perspectives on issues.

Work experience outside the Ministry can be an advantage, however in order to realise this it is important to open up the Ministry and recruit externally various levels, rather than focussing on internal growth. An issue which should be taken into consideration when recruiting externally, is that the specialist should have sufficient generalist diplomatic knowledge.

4.2.5 RESILIENCE AND ADAPTABILITY

With the global instability, it is important for diplomats to have stress resilience and adaptability. This will make them better able to manage and cope with unpredictable situations, uncertainty, and operate under a state of pressure and stress. The diplomat will have to show resilience to stress, and be flexible enough to adapt to unforeseen situations. They will need to be able to adapt to short term situational changes, and be able to quickly reassess positions. This requires a flexibility of mind. Not only are these qualities important for global uncertainty, but these skills are also important to deal with the new challenges that come with social media and the fast flow of information.

4.2.6 SENSITIVITY AND AWARENESS

It is important to have an instinctive situational awareness across the ministry, and have both political and organizational sensitivity. For this they need to know the full political context of their work. This means that that they should not only develop their political skills, but also know about the trade, investment, and services in both their home and host countries.

4.2.7 CROSS CULTURAL PROFICIENCY

It is important to be able to have good judgement within a global environment, which requires cross cultural proficiency and cross cultural sensitivity. Although this currently is an important trait, an

increasing focus is put on the rising powers. For example, Mandarin, Hindi, and Arabic are expected to continue to grow in importance. Regarding foreign languages, as communication methods adapt, more focus will be towards verbal skills rather than written skills. Being able to speak local languages creates a strong added value for the diplomat. They also need to be aware of the differences in communication methods with the new stakeholders and the increased cultural diversity.

Diplomats need to be able to make good judgement within an international context. This means they need to respect and pay homage to the principals of both their home country and host country. A balance always has to be struck, which leaves both countries and governments respected. It is important that they are aware of global events, and understand why certain things do or do not work in their host – and surrounding countries.

4.2.8 General communication skills & networking skills

Regarding networking skills, it is important to be influential and show alliance building skills. They need to be able to make connections; be able to negotiate, and build and nurture relationships within a network. To build the network the diplomat should be a convening networker, cultural collaborator, and an influencing negotiator.

With large flow of information, diplomats need to have good media proficiency and analytical capacity. It is crucial that the possess the ability to digest information faster, and separate important information. They should remain up to date with relevant information sources. Furthermore, they should be able to connect to all levels of society, and not merely on a government based level. As the variation in stakeholders increases, and public diplomacy becomes more important, this communicative skill too becomes more important.

To be successful in networking, they have to be able to provide the right information through social media, which requires communication and connection skills. Using the right communication skills, this can be used as a tool to build bridges and connect people, which increases and/or reinforces the network of the diplomat. When lacking in skills, damage can also be done to these relationships. In order to avoid this it is important that the diplomat is sensitive to the level of required transparency.

With the increasing network, it becomes ever more important to be able to deduce who the main decision makers are, and maintain a close connection with these stakeholders. It is not enough for the diplomat to be able to maintain the network; they should also fully understand how the network works. Diplomats need to be able to see the opportunities and possibilities with the various players, and also bring together these possible parties for problem solving. This requires analytic networking skills and a good political antenna. These skills are also necessary to be able to make a

good and fast judgement call on any given situation, should speed of response be necessary. On the other hand, the diplomat should also be able to reflect in order to achieve good form policy diplomatic decisions.

4.2.9 SOCIAL MEDIA SPECIFIC COMMUNICATION SKILLS

With the rise of social media fast communication skills are becoming more important. It is expected that diplomats react to news as it comes in, with only half an hour down time in some areas. Thus they should develop social media skills, including large and fast data analysis, and a good sense of the interaction between politics and media. This required them to have good media proficiency and analytical capacity. However, as speed of communication adds stress, diplomats need to further develop awareness of sensitivity of the organization, and find a balance in their transparency. They need to be aware of the information which can be open, and which is sensitive.

4.3 Results: 'Global Talent Management System of the diplomats'

4.3.1 Work environment and management style

Nowadays 'job hopping' has become much more common. The HR system can and should be used to ensure that the Ministry is seen as an attractive employer. Although commitment within the Ministry currently is high, focus should be put on maintaining the commitment to and from the organisation. To do this, employees should feel valued and empowered. The most effective HR practice is giving the employees a voice. One way of doing this is using their input when developing systems. Responsibility should be given to employees regardless of their hierarchical position within the Ministry.

A learning culture should be created and stimulated, in which employees take initiative and ownership. An added benefit of empowering employees and removing mediation, is that it allows more effective use of people.

HR policies should ensure that a positive work environment in which staff can be productive and perform the best job possible. Building mutual trust is key. Giving responsibility to the employees not only shows this trust, but can also function as motivation, job satisfaction, and lead to an increase in workplace creativity. It is important to foster an organizational culture where the workplace feels stimulating and where employees should feel safe to voice their opinion. Showcasing results promotes job satisfaction and motivates intrinsically.

Although some argue that the hierarchical structure should be maintained, emphasis should also be put on working together as a team. Open workspaces allow working together regardless of job level. There should be more interaction between the departments, and the system should be decentralized as much as possible.

Within embassies you will find various employee groups; those from the Ministry of Foreign Affairs, and those from other line ministries (e.g. from the Ministry of Economic Affairs). Care should be taken to ensure that everyone remains motivated to be part of the team. Since some teams consist of employees from the various Ministries, it is important to share knowledge more openly between the ministries. Furthermore, working conditions in the Ministries should be streamlined and synchronized to allow the teams to work as efficiently as possible. Nevertheless, the managers should not ignore that different employee groups might require a different management style. This issue is more broadly applicable; managers should realize that different demographics are motivated differently and are likely to require a different management style. For example, it was argued that the new generation Y prefers to know exactly what is expected of them and when the deadline is.

As mentioned in subsection 4.2.2, leadership skills are seen as one of the core competencies. It therefore makes sense that leadership training should be put in place. It should be recognized that

leadership is more than only management; employees have to be stimulated and motivated. Employees want a manager who also acts as a coach; mentorship is considered equally important as leadership. Additionally, there should always be clear job and task descriptions; work should be more explicit and transparent. It should be clear what is expected of the employee, and what will be achieved with their work.

4.3.2 DECREASING EMPLOYEE NUMBERS AND AN AGILE WORKFORCE

With decreasing amounts of employees, and increasing workloads, steps should be put in place to decrease burnouts. There should be prioritization (and cancelling) of tasks, or the amount of employees should increase. A slight overcapacity is required in order to remain responsive and flexible enough to react to unforeseen tasks. Currently the workforce is becoming more lean, and there is little spare capacity. In unplanned situations this means that more is asked of employees which already have a high workload. When this happens the risk of burnouts increase, and a vicious cycle is created.

An agile workforce would help release work stress and help units respond to quick shifts and upcoming crises. If such methods are adopted it is important to maintain an external network. Regardless of workload, opening up the Ministry to more employees from other corporation can lead to an influx of different competencies, experiences, views, and opinions. This diversity can be useful as it may shed a new light and perspective on situations.

If a reorganisation is necessary, focus should not only be on keeping the right competencies. Instead, care should also be taken of the team that remains at the location after the reorganisation. This team is likely to have an increased workload and added stress. It is important to consider not only issues such as 'is a knowledge gap created', but it is equally important to put resilience programs in place to help the team through the stressful period. Ultimately this may lead to a decreased risk of burnouts, and thereby reduce downtime.

It was suggested that line ministries could be used to decrease the workload within the Ministry of Foreign Affairs, but this would require more coordination between the departments. Employees at the various ministries would have to be trained in (and aware of) the different tasks at various ministries. This would require all employees to follow the 'Academy for International Relations'.

4.3.3 THE NEXT GENERATION OF DIPLOMATS

Most participants are very fond of the 'Het Klasje' system currently used by the Ministry, mainly because the high levels of skillset, knowledge, and attitude of the employees entering the workforce after completing this system. These employees tend to have a very good skillset.

During the selection and training of future diplomats it has to be taken into account that the way of communication is changing, the power balance is changing, and even the general attitudes of people are changing. The diplomats of the future need to be prepared for these changes, and be able to deal with this.

On the other hand, it is also preferred that the ministry would become a more open system. Although this has been partially realised, this change has not yet been welcomed fully. The Ministry should allow more recruitment from outside the ministry at various job levels, rather than mainly filling higher positions through internal career development. The main motivation for this development is that it would lead to a higher diversity.

4.3.4 CAREER DEVELOPMENT

A recent shift was to make managers more responsible for the career path of employees. Although it was mentioned that employees should take active control and responsibility over their own career path, this shift generally seemed to have been welcomed positively.

Managers should help promote the desired career paths of employees, and make effective use of their talents and specializations. Additionally, managers should keep an eye on the future needs within teams and missions, and ensure that the employees develop the required skills. To aid desired career paths, and help prepare for future needs, learning and development opportunities should be in place that allow employees to grow. Managers should be aware of the team's challenges, and ensure that the provided learning and development opportunities are suited to these challenges.

4.3.5 COMPETENCY RECRUITMENT AND DEVELOPMENT

The HR department should work with team leaders and have consultations with employees to narrow down the competencies needed for each job position within each team. There should be a common language for competencies across all the departments. Once this has been done, a profile of all the competencies within the organization can be made, which in turn can be used to evaluate the employee pool. This can be used to highlight which competencies should play a central role in the development of training programs and for recruitment. Future planning of the employee (career) development and training programs can then ensure a minimal gap between available and required competencies. Ultimately, if such a programme would have been developed successfully, automated assignment could match employees to assignment positions on base of their skills, traits, and competencies.

Competencies have to be applied effectively in order to be useful. It can be considered a waste of skills if employees are put in a position which does require them to use their competencies or specific skills. There can be better matching of employee skills with the job positions. Employees should be matched with projects or job positions either because they possess the required competencies, or because this placement will allow them to further develop a certain competency.

The selection process should focus on competencies which can't be trained. It is better to select on basis of characteristics, and develop skills through training. When recruiting it is important to look at the competencies and characteristics that affect the culture of the workplace such as eagerness to learn, and working well within a team.

It is important to look at the talents of employees in early stages of their careers, and allow them to nurture these talents. There should be training courses in place that allow the long term career development of the employees. Skills should be honed and trained which are both valuable for the function of the Ministry, and for the desired career path of the employee.

4.3.6 THE REWARD SYSTEM

Management should focus on the result of the work, and there should be regular meetings between the manager and team. This can be done through coaching on the job and regular feedback, which can be in the form of appraisal interviews or written documents. The reward system should be clear, appropriate, and transparent. It should be clear which competencies are required to be eligible for promotion.

Creation of a culture of openness, feeling secure, and with honest feedback, is vital for the creation of a good performance system. The performance management system could become more professionalized, through yearly assessments of the performance system itself.

Regarding the reward system; merits should be given to people that work as is required for modern diplomats. This was considered to be the case when the diplomats work is open, accountable, and transparent. The three core values of the organization should be extended to the values of the management, and the employees. These values are 'getting results', 'cooperation', and 'taking and giving responsibility'. These types of behaviour should be promoted, cherished, and seen as an example for other employees to mirror themselves with.

4.3.7 INCENTIVES TO WORK ABROAD

When employees first enter the ministry, they are very excited to go abroad. However, as the employees become older, they tend to become less excited. The organizational culture should be designed to maintain the initial excitement.

There should be a stronger incentive for people to work off-shore and at hardship postings. Rewards should be in place to motivate employees to go to these postings. It was stressed several times that family friendly policies are crucial to ensure that employees remain willing to go abroad. This means that there should be child care support, trailing spouse support, etc. From all the items mentioned, it appeared most important that the Ministry would continue to offer schooling / education benefits for the children of the employees sent abroad. If this were to change, only the younger and the single employees will apply for these posts. This would mean that there will eventually be a lack of experience and long term relationship building at these locations.

Employees should always be trained for their first posts to ensure a soft landing. They should be informed about their job tasks, and the logistics of the repositioning. For example, they should be briefed concerning what experiences their partner and children can expect at the posting. Again, it all comes down to providing clarity and managing expectations.

For hardships postings it should be very clear what the drawbacks and the advantages of the posting will be. Additionally, rewards should be in place, which can be either financial or in terms of career advancement. It should be very clear what these rewards will be. If there is a lack of clarity, it can cause confusion, demotivation, and the work culture can become opportunistic. It is also important that the employee hahs personal motivation. The focus of the HR department should be on maintaining high commitment, loyalty, motivation, and job satisfaction. If these aspects are fostered, they will function as the largest factor in ensuring that employees will work abroad.

4.3.8 MISCELLANEOUS

All four main HR tasks (recruitment, assignment, promotion, and management) should be integrated. There should be more long term strategic HR planning that ties in with the organizational goals.

When designing teams with employees from various Ministries in it, it should be what the strategic goals of the various departments of the ministry are. An increased clarity would allow employees to work towards these goals together.

The Ministry should continue to innovate and adapt in order to stay relevant. This means that external developments have to be translated into organizational changes.

Foreign Ministries from different countries can potentially learn a lot from each other regarding HR practices. It could be beneficial if there was more transparency and exchange of information regarding HR practices between Foreign Ministries.

Regarding the job rotation system: Ensure that employees are at embassies long enough to build trust and relationships with local partners and governments.

CHAPTER 5: DISCUSSION

On base of the literature discussed in chapter 2, there were several expectations regarding the results of this study. To a certain extent there is a match between the predictions made on base of literature and the results from the interviews. However, there were also topics which the literature would have let us expect, but which did not come up during the interview. In addition, there are also certain issues which came up unexpectedly throughout the interviews. Any notable differences between the results from the literature and the interviews are discussed in section 6.5. The paragraphs below contain remarks concerning the data collected throughout the interviews.

One of the topics which came up repeatedly was the desire for increased diversity within the diplomatic pool. Participants expressed to see more females at the top levels, but also desired a larger diversity in terms of experiences and opinions. Some suggested that this could be achieved by recruiting talents with prior work experience outside the ministry, but most did not offer a solution. What was striking is that most participants vouched to keep the 'het Klasje' system as the key method for recruiting and training future diplomats. This, however, is unlikely to increase the diversity in diplomats, and instead is more likely to continue to develop a similar class of diplomats. Therefore, these results seem to show a clash in desires.

It should not go unsaid that any comments made regarding the 'het Klasje" system are clearly Dutch context. Participants without Dutch diplomatic experience would not have made these comments. Whilst respecting the anonymity of participants, it should be noted that this did not affect the clash in interest between maintaining the current "het Klasje" system and increasing diversity. There were several (not all) Dutch participants who voiced the need for both of these specifics.

CHAPTER 6: CONCLUSION

The purpose of this research is to answer the following question: "What talent management practices and policies are needed to facilitate the modern diplomat?". To answer this central research question and create a comprehensive understanding of the topic, the following three sub questions are answered in this chapter:

(1) Which global changes are affecting the work of the modern diplomat?

(2) What are the core characteristics and competencies required of the modern diplomat?

(3) Which Human Resource Management practices are effective for the global talent management of the modern diplomat?

As mentioned in chapter 5, and further discussed in section 6.6, the conclusions drawn in this research are solemnly based on the interviews performed. These conclusions do not contain any opinions of the researcher, nor do they contain information that has been obtained from literature. All items mentioned or discussed throughout chapter 6 are based on the results of the interviews.

6.1 SUBQUESTION NR. 1

'WHICH GLOBAL CHANGES ARE AFFECTING THE WORK OF THE MODERN DIPLOMAT?'

This study showed that many of the changes that affect the work of the diplomat were non-territory based global issues such as environmental goals, migration, security, and anti-terrorism. The current global economic and political instability was considered as one of the largest influencers in the work of diplomats. As the world has become more global and more interconnected, many constituencies have gained a stronger voice. The rise of emerging (non-western) powers is expected to continue. A shift in power has to be taken into account throughout many decision making processes of diplomats. Because of the financial instability, commercial and economic diplomacy will maintain important. The unpredictability of the future, and the shift in relative power has a huge impact on the work. Because of this, the diplomats have to focus more on short term, rather than on long term coalition building. Generally speaking, there is a decreased ability for long-term strategic policy making.

There is an ongoing reconfiguration of global alliances, and new stakeholders have entered the diplomatic arena. These new stakeholders include think tanks, NGO's, new political bodies, and multinational corporations. It has also become more important for the diplomats to maintain a close relationship with the public. The diplomatic roles are changing as they no longer mainly need to concern themselves with government-government relations. As an additional result, it has become less clear than before who the main decision makers are.

The technical developments have led to increased globalization and connectivity. The increased (speed) of information flow and communication developments allow bodies to be more informed and better connected. The workplace has been digitalised. Big data and open source data will influence communication. Although the diplomat's role hasn't changed, the methods used have changed. In the future this will continue to develop. Online presence and digitalization may have a strong impact on the work, but face-to-face contact maintains crucial for the building and nurturing of relationships. A balance has to be found between online and face-to-face interaction.

Although there have been drastic changes in the way we communicate as technology develops, social media is the newest driving force in this field. As a result of the rise of social media, there has been a noticeable change in the way of thinking, communication, and the way of working together. It has become more important for diplomats to focus on relationship building and maintaining networks. Social media can be used as a tool to strengthen interpersonal relationships and strengthen the link between the public and the diplomats. Social media affects more than just the communication area; it can also be used as an influencer in achieving policy change. However, it can also be a source of stress for the employees as it creates a need for instant response to constant global events. As a result, the workday no longer starts and ends at the office, and the workload and work-stress has increased.

Together with the rise of social media as an official communication channel, these developments have created more transparency and have created a shift towards public policy. This trend resonates throughout the Ministries as it has created a culture change towards more openness, cooperation, and communication between Ministries. Nevertheless, the technological developments have also cause cyber security and hybrid threats to become more prominent issues.

The effects of the global developments on diplomacy have been summarized in *figure 2*, which can be found depicted on the following page. These conclusions have been drawn on base of the interviews, and the detailed data results can be found in section 4.1.

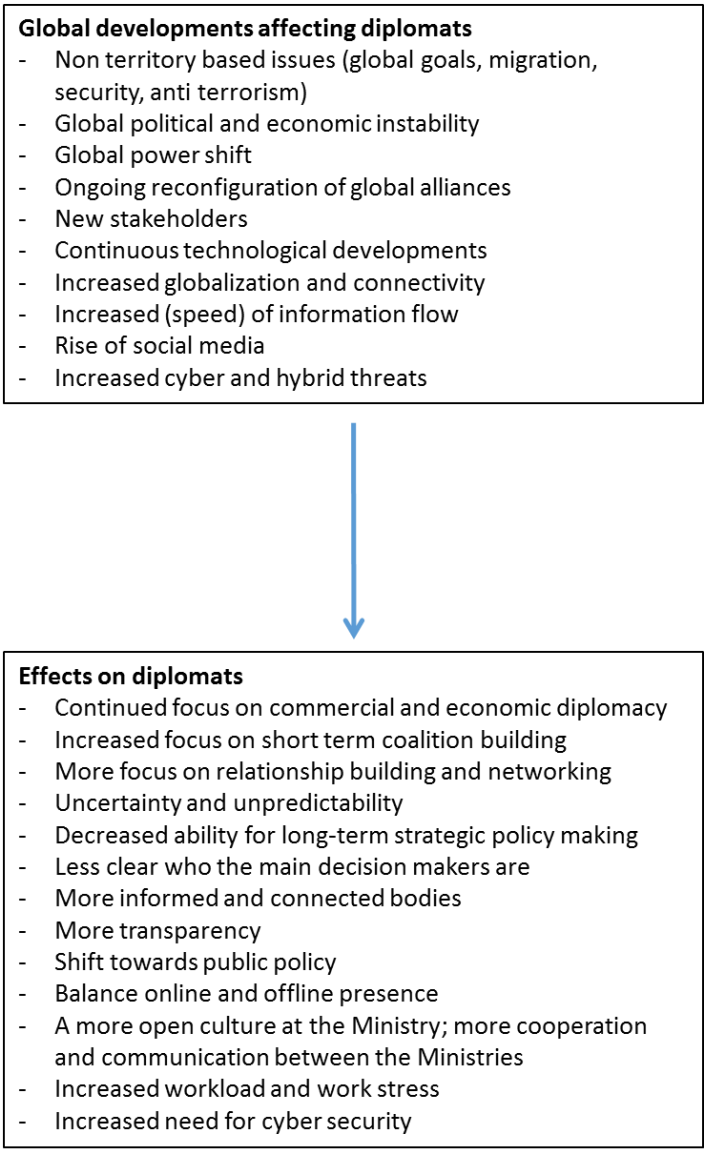

Figure 2. An overview of the direct effects of current global developments on diplomats, based solemnly on the data collected throughout the interviews.

6.2 SUBQUESTION NR. 2

'WHAT ARE THE CORE CHARACTERISTICS AND COMPETENCIES REQUIRED OF THE MODERN DIPLOMAT?'

The data from the interviews showed that as a result of the increased diversity in stakeholders, and because it is less clear than before who the main decision makers are, diplomats need to fully understand how the networks work. It is required that they have strong analytical skills and have the ability to deduce who the main decision makers are. Diplomats have to be able to see opportunities and bring possible parties together. They should to be able to make good and fast judgement calls, which requires good judgement within an international context. Furthermore, it requires instinctive situational awareness in terms of political and organizational sensitivity.

With the increasing diversity in stakeholders, it is also more important that diplomats have good social skills and good networking skills. They should be a convening networker, cultural collaborator, and influencing negotiator. As part of their networking skills, they need to show good alliance building skills.

With the rise of social media as a communication channel, diplomats should possess social media management skills. Due to the large and quick information flow, this requires quick analytical skills, and an understanding of the appropriate level of required transparency in various situations. The communication methods also change; rather than supplying facts, the diplomats have to be able to add value to information available. In addition, they need to have good media proficiency.

To avoid stress related to social media, diplomats have to develop a different mind-set; they have to set their own personal boundaries, and know when to switch off. Although social media is becoming increasingly important, it is expected that online presence will never replace offline presence. This, in combination with the importance of networking skills, highlights the importance for diplomats to be good at person to person relationship building.

The rise of social media, decreasing workforce, and the current global instability, all contribute to increasing stress levels, which is why the diplomat should be stress resilient. The diplomat should show adaptability and flexibility as this will not only allow them to function more successfully in a multitude of situations, but it will also make them more stress resilient.

There should be more diversity in the diplomatic pool, in terms of gender and background. More diversity will lead to a greater variation in opinions and views.

There currently is a shift in diplomats; it is considered valuable if they shift from generalist to specialist. Nevertheless, a balance has to be found between deep specialization and remaining broadly applicable for the job rotation system. This issue can be solved by developing multiple specializations.

Due to the global financial and economic instability, it is important that the diplomat develops skills in economic and commercial diplomacy

Diplomats are often put in charge of a team. However, a good diplomat does not necessarily make a good leader. Therefore, the diplomat should develop good leadership skills. To do this, they have to be accountable, transparent, responsive, and efficient. Coaching and team playing capabilities are also essential.

There are also competencies and characteristics which remain equally important; that the diplomat has intelligence, integrity, takes initiatives, is highly motivated, and has an open mind and curiosity. Language skills have always been considered important, but the current trend is that verbal skills are becoming more important to develop than written skills. This is especially so in non-traditional powerful countries. To be successful internationally, the diplomat should also be adaptable, have good cross cultural proficiency, and awareness of global events and their implications. They should also be able to take calculated risks, and always be aware of the relevance of their work.

An overview of the core characteristics and competencies required of the modern diplomat, as a result of the global developments, can be found summarized in *figure 3* on the following page. These conclusions have been drawn on base of the interviews, and the detailed data results can be found in section 4.2.

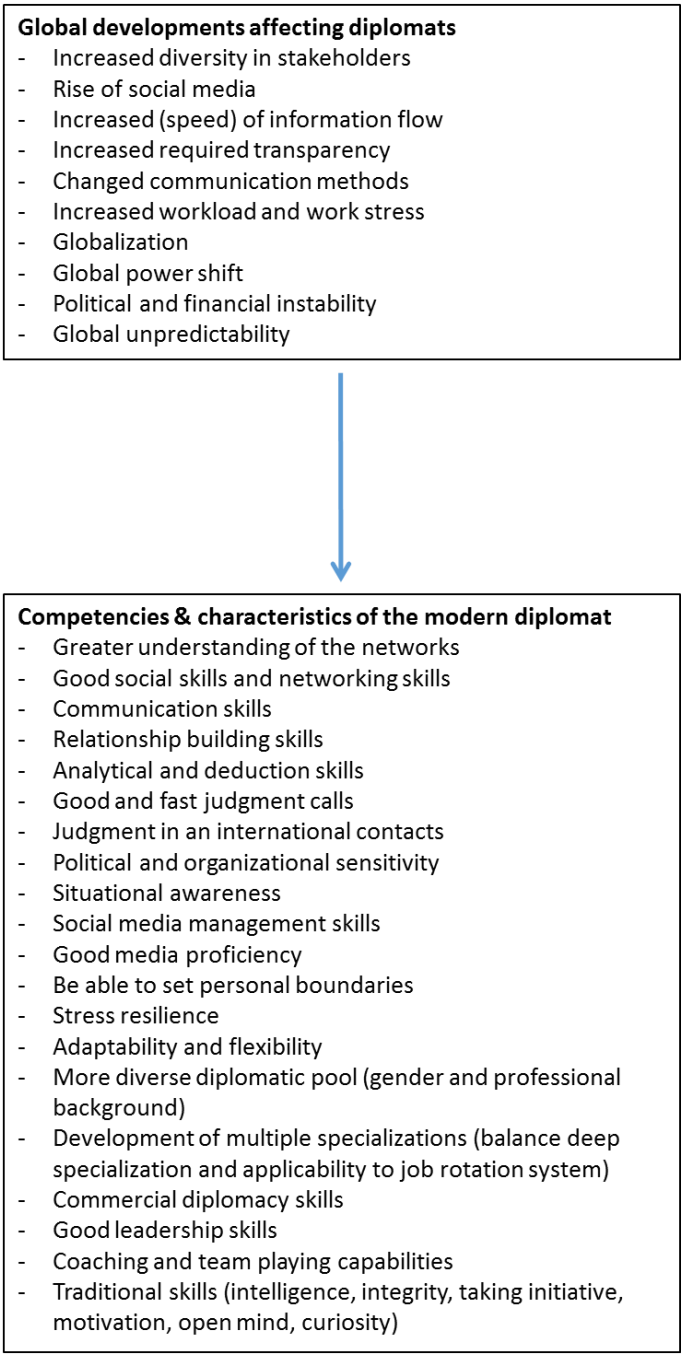

Figure 3. An overview of the direct effects of current global developments on the required competencies and characteristics of the modern diplomats, based solemnly on the data collected throughout the interviews.

6.3 SUBQUESTION NR. 3

'WHICH HUMAN RESOURCE MANAGEMENT PRACTICES ARE EFFECTIVE FOR THE GLOBAL TALENT MANAGEMENT OF THE MODERN DIPLOMAT?'

Firstly, participants stated that all four aspects of HR (recruitment, assignment, promotion, and management) should be integrated, and that there should be more long term strategic HR planning. The focus of the HR department should be on maintaining high commitment, loyalty, motivation, and job satisfaction. Regarding motivation, it is especially important to motivate intrinsic motivation. Working together with other Ministries will allow further development of 'best practices', and help achieve these goals.

It remains important for the ministry to innovate and adapt in order to stay relevant. In most cases, external developments will have to be translated into organizational changes. Nevertheless, the Ministry has to stay true to its core values. The three core values of the Ministry should also be extended to the values of the management of diplomats. These are 'getting results', 'cooperation', and 'taking and giving responsibility'.

Due to the global instability and uncertainty, there is a decreased ability for long term-strategic policy making. The Human Resource department should design flexible policies and practices, to ensure adaption to unforeseen situations.

The HR department should design policies and practices that ensure that the Ministry is seen as an attractive employer. One method of increasing commitment is through employee empowerment. This can be realized by giving employees a stronger voice and more responsibility. The Ministry should strive towards a positive work environment with giving and receiving mutual trust between the employee and employer. This increases the feeling of responsibility, and is likely to increase motivation, job satisfaction, and workplace creativity. Merits should be given to employees that behave according to the desired organizational culture.

A learning culture should be stimulated in which employees take initiative and ownership. Decentralizing decision making and removing mediation does not only aid this, but in addition it also allows more effective use of employees. It is also important that the employee feels safe to voice his or her opinion. It should be emphasised to work together as a team, and inclusive behaviour should be motivated. There should be open sharing of knowledge between and within teams, and the added value of completed work should be showcased.

To ensure that teams function optimally, there should be more leadership training. Employees desire more coaching on the job and regular feedback. Clear job and task descriptions are vital; work should be more explicit and transparent. It should be clear what is expected of the diplomat, and what

will be achieved with their work. When possible, the diplomatic work should be strategically planned towards achieving the goals of the Ministry.

The managers should also help promote the desired career path of employees and make effective use of their talents and specializations. In order to do this, development opportunities have to be in place. Skills should be trained which are both valuable for the strategic goals of the Ministry, and for the desired career path of the employee. In order to know which skills are valuable for the Ministry, managers should forecast the required skills within teams and missions, and trainings or recruitment should be put in place accordingly.

The reward system should be clear, appropriate, and transparent. It should always be clear which competencies are required to be eligible for promotion. The performance management system should be more professionalized, through yearly assessments of the performance system itself.

A slight overcapacity is required to remain responsive and flexible enough to react to unforeseen situations. During reorganizations, resilience programs should be put in place to help the team through stressful period to decrease the risk of burnouts. Further active steps should be taken to decrease burnouts. If it is impossible to increase the workforce, prioritization and – if necessary – cancelling of tasks will decrease the workload. An agile workforce can also help release work stress and help units respond to temporary increases in workload.

All characteristics and competencies listed in section 6.2 should be taken into consideration during the selection process. In particular, the selection process should focus on personal traits which can't be trained, but instead are personal characteristics. When recruiting, it is important to look at the characteristics which affect the work culture such as eagerness to learn, and working well within a team. Recruitment should ensure that the organisation is provided with the characteristics, competencies and skills that are considered to be important (see section 6.2). Employees with the desired competencies and characteristics can be sourced from outside the ministry. This focus of recruitment would minimise the costs that are associated with training employees that are lacking in these competencies and skills. However, there should also be additional trainings in place to ensure the further development of the competencies mentioned in section 6.2, and the stated characteristics should be praised in order to promote them.

The recruitment, training, and development system 'Het Klasje' should remain in place. Further recruitment and training should focus more on specialists than on generalists. There should also be active recruitment to increase diversity, as there should be more female representation at top levels. The ministry should be more open to external recruitment at various levels to promote diversity, instead of mainly having internal promotion. Opening up the ministry to employees with other corporate backgrounds will likely increase diversity in competencies, experiences, views, and opinions.

Since social media has been linked as a direct cause of stress, there should be training and development courses in social media management. These courses could also help the diplomats achieve maximum results with this potential powerful tool. New employees should also be hired and/or trained to help with the data management and with feeding information to the right employees.

Employees often are not placed in a job position which allows them to optimize their specialization(s). Competencies and specializations have to be applied effectively to be useful. Thus, there should be better matching of employee skills with job positions. The match should be created to optimize the use of a competency, or to develop one.

The job rotation system remains important as local presence is crucial for building trust and nurturing relationships. There should be stronger incentives for employees to work at hardship postings. To ensure that employees maintain motivated for postings, the family friendly policies should maintain in place. In particular, it is important to maintain child care support, training spouse support, and schooling/education benefits for the children of the employees. Without these benefits, it is unlikely that experienced diplomats with families will continue to agree to go on (hardship) postings. The HR department should ensure that employees are at embassies long enough to build trust and relationships with local partners and government. Furthermore, for hardship postings it should be clear what the drawbacks and benefits of the position are, both financially and in terms of career advancement. This is important to avoid confusion, demotivation, and opportunistic behaviour.

A new extensive, but promising, method for job matching, recruitment, and the training and development system was mentioned by a HR manager outside Europe. This starts with the consultation between the HR department, team leaders, and employee to narrow down the competencies needed for each job position. This allows the creation of a global common language for competencies across all the departments. Once this has been done, a profile of all the competencies within the organization can be made, which allows evaluation of the employee pool. This can be used to highlight which competencies should have focus in the development of training programs and for recruitment. Using this system, future planning of the employee (career) development and training programs can then ensure a minimal gap between available and required competencies. Ultimately, if such a programme would be developed successfully, automated assignment could match employees to assignment positions on base of their skills, traits, and competencies.

An overview of the effective Human Resource Management practices for the Global Talent Management of the modern diplomat can be found summarized in *figure 4* on the following page. These conclusions have been drawn on base of the interviews, and the detailed data results can be found in section 4.3.

Human Resource Management practices for the GTM of diplomats

- Integrate recruitment, assignment, promotion, management
- More long term strategic planning
- Selection should focus on untrainable characteristics
- Recruitment should focus on obtaining the competencies and characteristics that are highlighted in section 6.2.
- Training programs should be in place to allow further development of the competencies and characteristics highlighted in section 6.2
- Maintain the 'het Klasje' system.
- Actively increase diversity within the diplomatic pool
- More external recruitment at various levels of the Ministry
- Selection and training should increase focus on specialist knowledge
- Actively promote desired career paths and ensure that job matching makes effective use of talents and specializations
- Focus on maintaining high commitment, loyalty, motivation, and job satisfaction
- Translate the core values of the ministry to the management styles
- Provide more leadership trainings
- Clear job and task descriptions with regular feedback
- Clear, appropriate, and transparent reward system
- Create a positive work environment
- Create a learning culture
- Give trust to employees and ensure they feel valued
- Decentralize decision making and remove unnecessary mediation
- More collaboration with other ministries
- Remain innovative
- Increase flexibility for adaption to unforeseen global developments
- Maintain a slight overcapacity
- Provide resilience programs and actively decrease risk of burnouts
- Training should be in place for social media management
- Create new job positions for social media and data management
- Stronger incentives for employees to work at hardship postings
- Maintain family support (e.g. schooling benefits) for expats

Figure 4. An overview of the effective Human Resource Management practices for the Global Talent Management of the modern diplomat, based solemnly on the data collected throughout the interviews.

6.4 CONCLUDING OVERVIEW

Depicted on the following page one can find a concluding overview of the results collected during the interviews. *Figure* 5 depicts a summary of the interactions between the global developments that are currently affecting the diplomatic work, the required competencies and characteristics of the modern diplomats, and which human resource management policies and practices are considered to be effective for the global talent management of the modern diplomat. As priory stated, these conclusions have been drawn on base of the interviews.

Figure 5. An overview of the interactions between the global developments that are currently affecting the diplomatic work, the required competencies and characteristics of the modern diplomats, and which human resource management policies and practices are considered to be effective for the Global Talent Management of the modern diplomat, based solemnly on the data collected throughout the interviews.

6.5 REFECTION

When one compares the results of the interview *(figure 5)* with the results drawn from the literature research *(figure 1)* it is notable that nearly all expected results were confirmed by the interviews. Differences are discussed below. There are two possible conclusions that can be drawn from the differences between the two. On the one hand, the difference between the literature research and collected data could simply indicate that there is a difference between theory and practice. On the other hand, a lack of evidence for the conclusions drawn from literature does not mean that these issues are not present. The possibility should be considered that the participants did not mention every issue, and that they might agree on its presence if asked about it. Throughout the interviews the participants were purposely not asked for their views concerning the proposed relations. This was done to avoid an influence on the data collection, and to avoid the creation of a bias.

Literature stated that the developments in technology and globalization have led to an increased willingness of employees to move for their work (Beechler & Woodward, 2009) (Tung and Lazarove, 2007). This statement was not backed by the results. Nevertheless, it was not claimed that employees were less willing either. Participants stated that as employees age and possibly have a family, they do tend to have higher demands for the conditions of their posts abroad. As long as current additional family related benefits remain in place, the results of this research suggests that employees will not be more or less willing to go abroad than they have been in the past.

According to the literature, one of the results of globalization is that there will be an increase in employee diversity (Beechler & Woodward, 2009). This claim was contradicted by the results of this study, in which many participants expressed a desire for larger diversity within the diplomatic employee pool. Another effect according to literature is that globalization would lead to a decrease in differences within various subsidiaries. Again, there is a difference in theory and practice, as the results of this study showed that cross cultural sensitivity remains as important as it always has been. There has been no evidence of 'westernization' at subsidiaries. Differentiation has not increased, but it hasn't decreased either.

In section 2.2 the various effects of digital developments on diplomacy were discussed. It was expected that technological developments have fundamentally changed the way in which businesses and social interactions are conducted (Denstadli, Julsrud, and Hjoprthol 2012) (Bjola & Holmes, 2015)(Westcott, 2008). The results of this research has shown that this is only partially correct. Technological developments have had a tremendous effect on the flow of information, and the methods of communication. Nevertheless, the core of diplomacy has remained unchanged and – as expected by the literature - it was accentuated that offline presence will never replace online presence. Especially when it comes to building and maintaining relationships, offline presence remains crucial.

Plentiful literature spans the large effect of digitalization on diplomacy, but even so it was not foreseen from the literature how large the effect of social media would be on the diplomats. Articles concerning digital diplomacy highlight the rise of a new paperless era, and the extensive effect in communication technology on sharing knowledge and increasing ease of communication (Bjola & Holmes, 2015)(Grand, 2005). What is rarely mentioned is how social media effects not only the way of working for diplomats, but also increases their work stress levels. This research showed that these effects were far beyond imagined, as summarized in subsection 4.1.10.

Regarding the extensive effects of social media; the literature review in section 2.2 proposed that the introduction and developments of new technological systems will require an expensive and time consuming period of adjustment (Westcott, 2008). Literature concluded that employees often have to be trained in these systems, and that it would take a while for these systems and methods to become fully integrated after initial introduction. Perhaps this is why the results of the interviews concluded the large increased workload and work-stress related to social media. It could be that the employees are currently in the stage of adjustment.

It was proposed by the literature that a successful Global Talent Management system should be a mix of traditional, face-to-face, HR practices and policies, and more recently developed e-HRM practices (Holmes, 2015) (Tarique & Schuler, 2010). The results of this study has shown exactly that; the concluding vital policies and practices are a mix with elements in both categories.

6.6 LIMITATIONS AND FURTHER RESEARCH

The most prominent obstacle in this research is directly related to the nature of the participants' work. As mentioned throughout the paper, the workload at the ministry is high, and can be unpredictable. E-mail contact with participants went smoothly, and participants were eager to join the project, but it was often difficult to plan a meeting. Due to busy work-schedules, the interviews had to be planned 4 to 6 weeks in advance. Although this is not an issue, it often happened that unforeseen events forced the participants to reschedule the meeting, and as a result the date would be pushed forward a few weeks. It occurred several times that a meeting would take place in person, and I would only find out at the location that a crises had to be managed, and the interview was no longer on. When interviewing participants situated in lesser developed countries, it also happened that telephone lines were down, or that the internet connection quality was not permitting for the interview. In these situations, the interview would also have to be rescheduled. When outlining the planning of this research, I had not realised the extent of the unpredictable nature of the work, and thus had not taken this into account. This being said, I would like to note that these situations were often serious and not in control of the participants. All participants showed great cooperation and willingness to aid in this research. Feedback on the interviews summaries were very positive, and they showed great interest in the process and results of this research.

Originally, this research had been planned using an edited version of the Delphi approach. The data collection was to take place in two steps, the first consisting of the interview, and a second step was a digital questionnaire. However, for the scope of this research, time was limited and did not allow for this complete method. The planned period or duration for the interviews was one month, with possible delays allowing for six weeks. However, the obstacles discussed in the previous paragraph caused the interviews to be spread out over a period of more than three months. Although the first draft of the questionnaire was made, it was concluded that time did now allow for the completion of this stage, and that the interviews resulted in more than sufficient data for a complete research.

Although the scope of this research allowed for a limited size in the participant group, a larger sample would not have changed the relevance, applicability, or validity of the research. The sample has been selected to provide a diverse range in participants that are active globally, for several institutions, and within several fields related to this research (as discussed in section 3.2). As a result, the conclusions drawn within this paper are not location specific, and instead are considered to be globally applicable and relevant.

A recommendation for future research would be to make a questionnaire with the aim to test the relevance and perceived importance of the characteristics and HR practices that were shows in this research. Such a questionnaire would allow for a statistical analysis of the data collected, and will show the degree to which the participants agree with the statements made by other. It will likely show

correlations between various issues. As the results of the questionnaires are analysed, it will indicate which policies and practices diplomats and experts consider to be the most successful for global talent management.

Section 6.5 discussed how unexpected the extent to which social media effects diplomacy was. This research showed how important it is that Human Resource Management practices are in place to provide training courses in social media management, and recruit employees to help with the social media related data streams. Research is currently lacking concerning the effect of social media on diplomatic work and how HR can help manage these changes. Thus this is a topic on which future research should focus.

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CHAPTER 8: APPENDICES

APPENDIX A: DATA

A.1 RESULTS: 'GLOBAL DEVELOPMENTS AFFECTING THE NEW DIPLOMAT'

1.1 Global Issues

- Migration, climate change, and the South China Sea are becoming increasingly important issues
- The main changes are the interconnectivity, globalizations, and the economy
- There is an increased awareness towards the personal responsibility of 'being a good global citizen'.
- Employees have high expectations for a firm to be a 'good employer' and also have high expectations of the work environment.
- The future focus might lie in aid, trade, and migration
- Global power shifts, influencing global themes such as energy/environment/health goals
- In the future the focus on economic diplomacy will remain present, but there will be an additional increased focus on migration, terrorism, and security.
- Non territory based global issues such as security issues and environmental degradation
- External policy has become much more impacted by the internal policy and vice versa: they are more interchangeable and interwoven
    - Example: security (terrorism threats), insecurity (countries bordering Europe)
- Shift from Ministries dealing mainly with national interests abroad to them having an increased impact on internal policies
- Global players (e.g. US) now have to deal with shifting coalitions within existing power blocks (Brexit within EU)
- Shifting coalitions are both internally and externally

1.2Work culture changes

- There is an increased awareness towards the personal responsibility of 'being a good global citizen'.
- Employees have high expectations for a firm to be a 'good employer' and also have high expectations of the work environment.
- The foreign ministry has the responsibility to ensure employee safety and wellbeing as much as possible.

1.3 Changes in the political landscape

- Political instability and financial instability
- The changes in the political landscape hugely impact both the employer's and the employees view on how to behave in the world.
- All developments at the global level over the past 25 years; total reconfiguration of global alliances, multitude of new powers rising, economic changes, political instability
- The world has become more global, more interconnected, and has given a stronger voice to constituencies
- There is a large shift in geopolitics
    - A lot of uncertainty and unpredictability
    - New trading partners (e.g. China). Generally, a lot of change and movemen.
- The world has become more contested
- New challenges: e.g. how to react to the 'losers' of the power shift, or the people who do not profit from world trade. How to handle the rise in unemployment, or the increased gap between rich and poor?
- Rise of emerging (non-western) powers, and their impact on global government
- Diplomats face a lot of pressure from all the governments of the countries surrounding the Netherlands and in the rest of Europe. This has always been the case, but especially now is very demanding and difficult to deal with
- There is a shift in the world actors that are trying to lead. Shift in power also influences how the diplomats are thinking. Diplomats have to take this into account in their decisions. In international negotiations you may notice a shift in power balance.
- Political diplomacy:
    - Changes within the international system (politics)
    - Less long term, and more short term coalition building
    - Redistribution of power and of the notion of power – relative power.
        - What does this mean in terms of security for other states
    - Different actors/stakeholders within diplomacy require a different approach
        - The instruments of diplomacy are going to change along with the new actors and the new distribution of power
    - The ability to think ahead and to plan for different contingencies is becoming increasingly difficult.
        - Long term plans should be made relevant today in order to force the decision maker to think ahead (actionable foresight).

1.4 Global economy and (foreign) policy business

- Regarding trade: The client is more sophisticated and has better access to information. Thus trade requires a deeper relationship with the client (sectoral specialization rather than a general trade commissioner).
- All developments at the global level over the past 25 years; total reconfiguration of global alliances, multitude of new powers rising, economic changes, political instability.
- Financial crisis: when this is over the commercial/economic diplomacy shift will change to other priorities.
- Financial instability
- Regarding foreign policy business: less long term & more short term thinking. Decreased ability for long term strategic policy making.
    - Cause: reduced financial resources (due to the current global economy). The Ministry has to react to the current needs and long term projects may be sacrificed.
- The financial crisis is the driving force of most changes within the Ministry
    - More focus on technology, security, and environmental issues
- There will be a continued increase in focus towards economic diplomacy.
- Economic diplomacy should be used to develop an export market, and to promote firms abroad.
- Trade promotion will remain on the top of the agenda
    - With limited finances and employee numbers urgent matters such as the refugee crises might temporarily receive more focus.
- Thinking more economically (economic development), rather than focusing on communication and lobbying.
- Traditional diplomacy has shifted to economic diplomacy
- Looking at the commercial side, diplomacy remains very important to help open doors and connect partners to each other.

1.5 Working with other governments

- Regarding consular: working together with other government to define the spectrum of consular services.
    - Working with non-traditional countries which are now on the rise
- Increased transparency between Foreign Ministries on consular services
    - More openness, cooperation, and communication

1.6 More stakeholders

- In the past diplomats mainly dealt with gov-gov relationships. There has been a rise of new actors that are relevant in the diplomatic arena
    - Increased importance of a network that includes all the other actors (think tanks, NGO's, politics, MNC, etc.)
- More focus on the economic and commercial work
- Geopolitical global developments & power shifts
- Business diplomacy:
    - New stakeholders
    - Business (private sector) plays a role in the decision making concerning large issues such as climate change
    - Businesses have to engage with the various ministries in the host country government (not new, but it is an emerging phenomenon)

The world is becoming more complex

- It is less clear than before who the decision makers are that impact what happens in the world
- More stakeholders, more decision makers, more influential. Individuals can have more wealth than a national state. (New players)

- New actors & active stakeholders influencing debates & decisions
- More actors in international relations (NGO's, non-governmental actors, corporations, etc.
- Rise of non-state actors; this has increased the required network activity
- The new players and new stakeholders have made the job more demanding because you have to take more people into account with decision making.
    - Everything takes more time, fund, and skills.
    - Shift from gov-gov relationships towards other non-governmental relationships (NGO, MNC, Universities, pressure groups, politicians)
- Collaboration between companies, NGO's, think tanks, etc.: diplomats are more 'worldwide actors' than only government based relations.
- The world and work is becoming more complicated; issues are more interlinked Nexuses between food/water/climate or security; more stakeholders are needed to solve these problems. It also needs work between different governments.
    - Switch from gov-gov to more stakeholders and partnerships

1.7 Relationship building & communication changes

- Since the world is becoming smaller (globalization), the person to person relationships have become stronger & the role of the diplomat has shifted towards relationships
- The world has become more global, more interconnected, and has given a stronger voice to constituencies
- This has been influenced by globalization and changes communications (social media and the way we communicate)
    - Other way of thinking and communicating
    - Other way of working together
    - In the past: diplomats were the sources of information for governments. Nowadays a lot of information also comes from other channels/sources (internet etc.), next to the information from diplomats, that play a role in the decision making process.
- Looking at the commercial side, diplomacy remains very important to help open doors and connect partners to each other.

1.8 A shift towards public policy

- The work environment of the Foreign Service has shifted more towards public policy.
    - Public demands a stronger voice, creating more pressure for the diplomats.
        - Public diplomacy should be used to increase clarity regarding the work of the Ministry.
- Within the Netherlands there is much more scrutiny on foreign affairs by the public, the parliament, and the media.
    - It is important to remain connected with the public; what is the Ministry doing / what results are achieved / why is this important / why do we need certain instruments to achieve the goals.
    - the scrutiny/criticism has largely resulted from social media

1.9 IT developments

- Globalization & connectivity (ICT developments, social media)
    - Increased information flow; speed and availability
        - The diplomat's role of informing hasn't changed, but the method used has changed.
- More focus on giving the analysis of a situation, rather than supplying main facts.
- The world has become more connected.
    - Trade, communication, technologies, people travel more, etc.

    - Digitalisation of the workplace
    - New cyber security & hybrid threats
- Digitalization / IT developments
    - Increased speed of information & transparency of information
- The IT system facilitates working together on a goal & within single documents
    - Increased efficiency
- Big data and open source data will influence diplomacy. One of the new challenges is 'how to operate in a data rich world'.
    - Digital security issues
    - Digitalization influences the telecom communication. The development of instruments, tools, and modality is the most important.
        - In 10-15 years the arrival of the high intelligence computers will have a major impact on the work method of diplomats, and will play a role in the shift towards a “paperless era”.
        - Meetings can be done digitally. People no longer have to physically get together. As a result, roaming ambassadors and diplomats will increase.
        - Course are also affected by digitalization: physical attendance is not necessarily required for a lot of courses.
        - There will be downsizing of apparatus in embassies and consulates.

<u>1.10 Social media – the good and the bad</u>

- The world has become mediatised.
- Constant, global, reporting of events.
- Accessibility of information.
    - Requirement of instantaneous reactions to global events. Information has to be verified before a reaction can be given.
- Diplomats are expected to react as news comes in, which is 24/7.
    - Workday has been extended, and workload has increased
    - All Foreign Ministries have to operate on a 24-hour cycle. There is no downtime; in order to keep up with the news cycle there is a need for instant response (down to half an hour at the moment).
        - New job positions help keep up with the information flow, feeding the information to the right people, and activating people in crises.
- Social media: positive effects

    - Enables diplomats to be in contact with a broader group of actors (both in the Netherlands and in post).
    - Gives a better information position (lowers the threshold to reach an embassy)
    - 24/7 information flow, more information available, increased transparency & speed of information
- More stress: No down time / extension of work day
    - not merely the increased flow of information, but also the input. Much more readily information (flow is much faster; has to be processed much faster in terms of analysis)
    - It increases transparency

        Has forced diplomats to be more cautious
    - Enhanced accessibility of political leaders
        - The link between the public and the politician has become strengthened.
        - Care should be taken when using social media to increase transparency, especially with public diplomacy.
- The public has become politicized.
- Communication media (from social media to the internet in general)
- Social media
    - Adds stress
    - Increases the required speed of response
    - Increases openness of information
    - Information has to be verified
    - Can be used to highlight the added value of the work done by the Ministry
- There is an increased amount of scrutiny and criticism from the parliament and the public.
- Rise of new technology.
    - Social media is used as a communication channel in crises (sometimes the preferred channel)
    - Social media influences the diplomacy as a whole, not just the communication area.
    - Social media has an influence in achieving policy change
        - It has changed the nature of diplomacy and has made it more campaign oriented.
    - Social media can be time consuming for diplomats.
        - Communication professionals advise on social media and handling the new digital environment.

            However, diplomats also need to develop these skills themselves.

- Social media cannot be used as a tool to create close relationships.
- Changed media landscape; much larger flow of information
    - Shift from when diplomacy used to be an explicit channel of gathering and sharing information between governments
    - More focus should be on the added value of diplomats within the information flow
- The relationship between the ministry, between governments, and the domestic constituency is changing
    - Citizens expect governments to help them (through media channels).
- With social media; you have to take matters into your own hands. Social media continues 24/7. You have to set your own boundaries of when you want to switch off. Trust that people will call you when it is urgent & important.
- The largest impact is the development of technology and the digitalization of the work, specifically the influence of information to the diplomats.
    - Information flow is much wider.
        - Social media will become more important over time. It can aid in transparency and visibility.
        - Social media is used as a tool to transfer and send out information related to work, influence policy, and notify trends.

1.11 Empowerment of individuals

- Increased awareness within the public sectors of the responsibility of the Ministry
- Empowerment of individuals – the public is becoming more demanding
    - Diplomats are no longer the only ones with access to information - NGO's, stakeholders, individuals also have this information. This has changed the role that the diplomat has to play
    - Democratization of information. Diplomat have less 'power' over information. Information has become available real time, 24/7

1.12 Changing diplomatic role

- Development of network societies
    - Partly as a result of changing roles in society (public, non-governmental actors, the way corporations are established and the role they have).
    - The diplomatic roles are changing
- Diplomacy changes along with the requirements of society

Regardless of the global developments, the basic skills of diplomacy have remained unchanged.

    - At the core of diplomacy lies the act of building trust, winning people's confidence, and having integrity in the tasks.
        - Not only in sense of corruption but this also includes reporting faithfully to the ministry without nuance.
- Democratization of information. Diplomat have less 'power' over information. Information has become available real time, 24/7
    - It is becoming more important for the diplomat to add value to the information available
    - Ministry no longer is the primary source of information, so they now have to act quicker and add value. They need to show directly what the Ministry can do for the citizens.
    - Speed of response has become more important
- Even though the online presence and digitalization has a strong impact on the work, but the base of relationships remains with face to face meetings
    - Trust building in a business like relationship.
    - There will always be an interaction and an interactivity between online and offline. Party because of this, digital presence will never replace offline interaction

A.2 RESULTS: 'CORE COMPETENCIES OF THE NEW DIPLOMAT'

<u>2.1 General communication skills & networking skills</u>

- Being connected and very communicative (networking skills)
    - The ability to digest information faster.
    - The ability to separate the important information
- Media proficiency
- Analytical capacity

- Influencing and alliance building.
    - The UK calls it engagement internationally, the NL calls it making connections (networking and negotiating)
- Networking skills
- Provide information (communicating skills, and connecting skills)
- Social media skills
- Build bridges and be able to connect people
    - Being able to see who is a main decision maker

- Strong negotiation skills
- Communicative analytical skills
    - Be able to know who the important players are / networking skills
    - Sensitive to the level of required transparency
- Be able to make a sharp written analysis
- Close cooperation
- Analytic skills
- Networking skills
- A good political antenna. Good and fast judgement call on any given situation
- The competency of precise writing and analysis.
    - Reflection in order to achieve good form policy diplomatic decisions
- Convening networker
- Cultural collaborator
- Influencing negotiator
    - Influencing & alliance building
- Networking skills
    - Communication skills with a wider group, rather than only gov-gov relationships
- Be a good networker
    - Understand how networks work
    - Understand who are the key influencers for the issues in which you are trying to achieve results.
- Awareness of people in powerful/influencing positions
- Be able to connect to all different levels of society (not only gov-gov relationships)
- Networking skills
    - Knowing where to get your information and how to give information
- Political antenna
- Working together
- Be fast and be able to connect to people in a broader arena.
- Be a connector and a communicator
- Networking is becoming more and more important. They have to work more closely together, and not only in gov-gov relationships. They need to be able to see the opportunities and possibilities with the various players. They need to be able to bring possible parties together for problem solving.
    - Know the right people in the right places

      Negotiation skills remain important for diplomats

    - Sensitive in information management: what can be open and what is told in confidence.
    - Sensitivity in transparency
- The ability to connect to a wide variety of actors
- Awareness of cultural diversity
- Language skills
- Remaining up to date with information sources
- Have sensitivity towards the balance of transparency
    - Care should be taken with the increased transparency of diplomacy because it has the potential to hinder missions.

2.2 Team and leadership skills

- Good leadership skills
- Employees wish to be coached and developed so that they can excel.
- Good representative skills (interacting with people in both social situations and work function)
- Good governance
- Focus will slightly shift from intellectual skills towards competences and attitudes (how do you behave, how do you transfer, coaching- and team playing abilities)
- Work result based
- Getting results
- Giving trust
- Strategic planning
- Result based, and goal driven
- Showcase the added value of the job

2.3 Specialists vs generalists

- A shift from generalists to more depth of expertise.
    - A balance has to be found between the development of employees with deep expertise and continuing the practice of rotating people to different regions, which requires generalists.
- Thorough analytical capability on a large number of fields.
- Analytical capacity
- Specialization of skills, but still need to be broadly appointable

    - More than one specialization is recommendable to facilitate the job rotation system
- Sufficiently adaptability and flexibility to perform a large range of work required in various locations.
- Expert on your field
    - Shift towards specialists, especially in higher ranks
- Today's diplomat needs to be competent in a very large number of fields. The first question is whether he should be a generalist or a specialist. Small ministries can't afford too many specialists, but this remains an issue for larger countries.
- Problems should be approached from multiple angles, for which generalists tend to be better suited than specialists
    - Every generalist should have 2 or 3 layers of specialist knowledge (he or she should be a 'specialized generalist').
- Specialization
    - You cannot overspecialize. You need to have specialized knowledge of two of the four cilo's that you have within the department.
        - Broad knowledge, but not everything.
    - Knowledge needs to be globally applicable for the job rotation system
        - Specialized employees and local knowledge can help predict, and therefore prepare for events.

2.4 Diversity

- More diversity with regards to female representation at top levels and an increased diversity of minority groups.
- Greater diversity leads to greater views & perspectives on issues.
- Work experience outside the ministry can be an advantage
    - Lateral entry by specialists can be problematic if the employee does not have enough generalist diplomatic knowledge (e.g. he or she might be a specialist on Middle Eastern economic studies, but diplomacy requires rotation to countries that may be outside a specific area of expertise).

2.5 Resilience and adaptability

- Resilience: to be able to manage and cope with unpredictable situations, uncertainty, and operate under a state of pressure and stress
    - Stress resilience.
- Resilience and adaptability;

- Related to security situations. The UK calls this demonstrating
    - Resilience, the NL calls it robustness.
- Stress resistant
- Flexible
- Flexibility
    - Sufficiently adaptability and flexibility to perform a large range of work required in various locations.
- Adaptability & resilience
- Flexibility
- Adaptability
- Flexible and adaptive to unforeseen circumstances
    - Flexibility of mind
- Skills to deal with the new challenges of this time: social media, internet, fast flow of information
    - Where can you find information and how can you use it
- Be very flexible
- Flexibility: adaption to short term situations and reassessing positions

2.6 Sensitivity and awareness

- Situational awareness across the ministry
- Political and organizational sensitivity
- Organisational sensitivity
- Organizational sensitivity: you need to know the political context.
    - Diplomats should not only develop political skills, but also know about the investment, trade, and services in other countries.

2.7 Cross cultural proficiency

- Language capabilities (for example Mandarin & Arabic)
    - Cross cultural proficiency.
        - With the UK it is part of engagement internationally
            - Judgement within an international context
            - The UK includes it in engagement internationally.

              Diplomats have to respect and pay homage to the core principals, but also manage the reality on the ground in a way that does not embarrass the government.

- Judgement within a global environment
    - Cross cultural proficiency
- Culturally aware, and also in terms of interests.
- Intercultural sensitivity
- Have intercultural sensitivity
- Adapt to another country, and understand what is going on in different countries / why things work (or why they do not work)
- Languages will remain very important. It will become more important to speak languages which are not a common language for Dutch people. (for example Chinese, Arabic, Russian, Bahasa Indonesia, Hindi will become more important)
    - Being able to speak the local languages creates a strong added value
    - There will be more focus towards verbal than towards written skills.
- Intercultural sensitivity: how messages are received and how people comprehend each other is important. This will will become more important due to the new players with high cultural diversity.
- Language skills
- Remain aware of the goals of the Netherlands abroad
- Awareness of how local actions reflect in the Netherlands
    - Sense of commitment that the diplomat is doing his or her country's work.
- Have a clear view of what is happening in the world. They have to stay up to date of what is going on so that they can connect.

2.8 General communication skills and networking skills

- Competencies adapt gradually along with the changes within diplomacy
- The core competencies remain largely unchanged:
    - Intelligence, initiative, integrity, and determination to pursue their countries interests in an open dynamic manner without neglecting the interest of other countries.
    - Alertness
    - Adaptability
- Have a drive / be eager to make things work / be active and curious / enthusiastic.
- Highly motivated
- Taking initiative and chances
- Open minded and curious
- Entrepreneurial representative

- Open minded / ability to see the bigger picture
- Be capable to do economic diplomatic work.
- Awareness of the relevance and role of the work

2.9 Social media specific communication skills

- (Fast) communication skills. (social media)
- Awareness of sensitivity of the organization
- Data management
- Social media analysis
- (Social) media skills
- Good sense of politics and media (interaction)
    - Aware of the importance of social media, and know how to react
- Sensitive in information management: what can be open and what is told in confidence.
- Sensitivity in transparency

A.3 RESULTS: 'GLOBAL TALENT MANAGEMENT SYSTEM OF THE DIPLOMATS'

3.1 Work environment and management style

- The most effective HR practice is giving the employees a voice, and maintaining commitment to- and from the organisation.
    - Employees should feel valued
- 'Good employer': HR policies are required that ensure the creation of a positive work environments, allowing the staff to be productive and do the best job possible
- Give employees a voice
    - Use their input for the development of a system
- Trust building is key
- Give more responsibility to the employees
    - Important for motivation
    - Important for job satisfaction
    - This will increase workplace creativity
- Clear job and task descriptions
- A safe and stimulating working place (organizational culture)
- Result based management
- Employees should feel heard

- Encourage inclusive behavior within teams.
- Regarding organizational culture:
    - Maintain the hierarchical structure
    - Increase the openness and approachability of the embassies
    - Emphasize working together as a team
    - Creating and stimulating a learning culture
- Have more leadership training
- Leadership is more than only management
    - Job roles rather than job descriptions
        - Use the roles to match the talents with the job
- Excellent people do not make an excellent organization. They have to be stimulated and motivated
    - Motivate employees through extrinsic factors such as job prospects
- There should be an increased awareness on talks of various departments abroad
    - More interaction between the departments
- The three core values of the organization should be extended to the values of the management.
    1) Getting results
    2) Cooperation
        - This is strategically important but also should be applied to teamwork; awareness regarding what others are doing and finding those connections
    3) Taking and giving responsibility
        - This currently is the largest change; give responsibility to employees regardless of where in the organization they are seated (hierarchically speaking).
- Taking initiative and ownership.
    - This requires a good working relationship with the superior
- More empowerment of employees.
- An environment should be strived towards in which employees feel safe enough to take risks and their own initiative.
- The requirements of diplomats should be translated into their management
- Clear job and tasks descriptions. It should be clear what is expected of the employee, and what they want to achieve with their work.
    - Work should become more explicit and transparent
    - The HR system should be designed to motivate people to perform at their best.

        - Monetary rewards are not best suited for this.
    - Employees should feel that their voice is heard.
    - Decentralize as much as possible within the system
        - Give responsibility and trust to the employees.
        - Empowering employees and removing some mediating
            - More effective use of people.
    - Leading by example
    - Have awareness training and leadership trainings
    - Open workplaces
        - Working together in one space regardless of job level
    - Decentralizing decision making to increase flexibility and empower the employee
    - More openness between the ministry departments in terms of job rotation possibilities
    - Showcase results to promote job satisfaction and motivate intrinsically
- In each embassy you will have various employee groups; those from the Ministry of Foreign Affairs, and those from other line ministries (e.g. from the Ministry of Economic Affairs).
    - Care should be taken to ensure that everyone remains motivated to be part of the team.
    - Different employee groups might require a different management style
        - Staff that is part of the ministry
        - Local staff with a professional background
        - General administrative staff
            - All are different types of people in terms of the relationship that the minister has with them
- HR department needs to ensure that the Foreign Ministry is attractive as an employer.
    - People want a more “modern” manager, who sometimes acts as a coach, helps to get more out of the staff members, and with a more horizontal hierarchy.
    - The focus from the HR department should be on maintaining high commitment, loyalty, motivation, and job satisfaction.
- Realize that different demographics are motivated differently and are likely to require a different management style.
    - E.g. The new generation Y prefers to know exactly what is expected of them and when the deadline is.
- Working together with the various departments of the Ministry to share knowledge, and streamlining working conditions for people who work for the various departments. Synchronizing this to be as efficient as possible.

3.2 Decreasing employee numbers and an agile workforce

- With decreasing amounts of employees, and increasing workloads, steps should be put in place to decrease burnouts.
- Currently there is an increase in the amount of tasks (workload), but a decrease in employees. As a result, the amount of burnouts grows.
    - Prioritization (and cancelling) of tasks, or increasing the amount of employees is required.
- You need a slight overcapacity in order to remain responsive and flexible enough to react to unforeseen tasks.
        - leaner and meaner means no spare capacity. In unplanned situations this means asking more of the people who already have a high workload.
- Think of the team left behind – is there a knowledge gap created? Do they lose their support team?
    - Put resilience programs in place
- Stress for employees in the sense of job uncertain
- Work with flexible units to be able to respond to quick shifts and upcoming crises (flexible task force).
- Temporary work positions based on the current workload
    - Maintain an external network
    - Open up the embassy for information.
- The economy currently has the largest effect on the workplace; cutback in projects has led to attrition
- Become as lean as possible to sail though the rough sea, but when this period is over, invest in talent again.
    - Keep this in mind with the criteria to fire people on (and the selection criteria)
- Much more mobile and flexible diplomatic representation, not only local presence.
    - Consider were presence is required, what kind of presence, and what is expected of the embassy.
- Working more with flexible task forces
- Line ministries should be used to decrease the workload within the Ministry of Foreign Affairs.
    - This would ensure that the employees at Foreign Affairs do not experience an increase in workload
    - They do need to have more coordination between the departments.
        - Working together with the employees of line ministries should be facilitated

- Academy for International relations: Train employees working for the different Ministries (different visions/views/experiences) within the international field
    - Courses that everyone has to follow when doing international work
- Courses on all 'hot' international topics

3.3 The next generation of diplomats

- Continue the 'Het Klasje' system
- Maintain the 'Het Klasje' system
- Shift from a closed system to an open system
    - Recruitment /new staff at all levels
- A more diverse diplomatic core to better represent society
- The system should be opened up for employees from outside the ministry
- Maintain the current selection / recruitment system of 'Het Klasje'.
    - They have a very good skillset.
- With selection of new diplomats, it has to be taken into account that the way of communication is changing, and that the power balance is changing. The diplomats of the future need to be able to deal with this. Also the attitudes of people are changing
- Maintain "het klasje" system.
- It has been a very positive change to open up diplomacy on various job levels to people from jobs outside the Ministry of Foreign Affairs
    - This creates more variety within the employee pool besides career diplomats. It made de workforce broader and problems can be approached from more angles. (Diversification of people at work).

3.4 Career development

- A great shift was to make managers more responsible for people and careers
- The Ministry needs to work together with employees on career development.
    - Learning and development opportunities should be in place that allow employees to grow.
- Manager should be open to the personal professional development of the employees
- Manager should actively promote the desired career paths of employees, and make the best use of their talents; give them tasks to work on them
- Work together on career paths, with eye on the future needs within teams and missions.

- Take the time to make an inventory of what the team's challenges are, and make sure that the team is complementary and that in their day to day work or in project can show and further develop their talents
- Give employees more control over their own career path. This should be more hands-on, and with the responsibility at the employees rather than at the HR department.

3.5 Competency recruitment and development

- Regarding competencies:
    - There should be a common language for competencies across all the departments.
    - Broad consultation with every employee to narrow down the competencies needed for certain positions.
- Competencies have to be applied effectively in order to be useful. They should be used to define training programs and for recruitment.
- Bring in experts where you can't find the talent in the location itself.
- Move employees to certain postings to develop the employee skills.
- Candidates should be matched with assignments; either because they have a certain competency required, or because we want them to develop a certain competency.
- The manager should create a competency profile for each assignment position.
- Make a profile of all the competencies within the organization. Use this to evaluate the employee pool
    - Provide training for potential gaps within the competency pool.
    - This can also be used for future planning of the employee pool and employee (career) development. On base of this managers can make the decisions whether they should train or buy competencies.
    - Career paths may be guided to ensure the gaps are minimized over the upcoming years.
    - Automated assignment can match employees to assignment positions on base of their competency profiles.
- It is better to select on basis of characteristics, and develop skills through training.
    - Provide training courses that allow long term career development
- Optimize the use of employee's specialized knowledge
- The selection process should focus on competencies which can't be trained
- Knowledge you can learn and buy from other partners, but competences you have to recruit. E.g. eagerness to learn, working well within a team.

- More focus on the talents of employees, especially at earlier stages of their careers.
- Skill development and training is very important
    - Development of skills that are both of use to the ministry and to development of the employee and his/her career.
    - We can and should use more of the specialized knowledge of employees (e.g. R. Jones-Bos)
- Skill development is very important. This is already in place it but needs to be developed further. For example: communication, social media, oral presentation skill development.

3.6 The reward system

- A clear, appropriate, and transparent reward system should be in place.
- Formal feedback / appraisal interviews (in the form of written documents)
- Meet regularly with manager and team
    - Coaching on the job & regular feedback
- The performance management system should become more professionalized
    - Yearly assessments of the performance system
    - Employees should feel they have a voice
        - This is vital for creating a good performance system
- Reward systems /promotion system: Merits should be given to people that work as the 'modern diplomacy' wants them to do it: open, accountable, transparent. These types of behavior should be promoted, cherished, and seen as an example for people to mirror themselves with.
    - Creating a culture of openness, feeling secure, and honest feedback.
- It should be clear which competencies are required to be eligible for promotion.
- Clearer, more transparent, and more fair feedback and appraisal system at all levels within the ministry.

3.7 Incentives to work abroad

- There should be a stronger incentive for people to work off-shore.
    - More family friendly policies (child care support, trailing spouse support, etc.). It is important to listen to the needs of the staff.
- The most important things for expats is to have additional benefits such as offering schooling / education benefits
    - Without this, people would not go abroad

- Generation Y is looking for more flexibility and freedom.

  Thus the way we deliver the benefits will change. Rather than giving the flight tickets we will give them the lump sum. Then the employees are not restricted to certain hotels or airlines.
- In order to motivate employees to go to postings, there should be a rewards, and secondary benefits such as schooling benefits for children or benefits for the spouse.
    - If this does not happen, only the younger and the single employees will apply for these posts. This means you lack experience and long term relationship building at these locations.
- The question is what to do with the employees once they enter the ministry; how do we best maintain their training, experience, and importantly to keep their open mindset.
    - The organizational culture which should be managed; ensure people maintain excited to go abroad
- For hardship postings:
    - Rewards (either financial or in terms of career advancements) should be clear
    - There should be personal motivation. This is based on the relationship between the diplomat who is going to go abroad, and his superior.
    - It should be clear what is expected at the posting, what the drawbacks and the advantages of the posting are, and what will come after the posting.
        - If there is no clarity in terms of the system, the career, and the HR system, it is much more difficult to motivate people to go, and to motivate them when they are at the location.
        - If it is not clear it can cause confusion, demotivation, and it can become opportunistic
- You have to prepare and train employees for their first posts to ensure a soft landing: not only about what their job entails, but also about the logistics: how will it be for their partner and children, what is the medical situation, etc.
- The focus from the HR department should be on maintaining high commitment, loyalty, motivation, and job satisfaction.
    - Loyalty to the Foreign Ministry as an employer is the largest factor in getting people abroad.
- Variety (job rotation) is considered an attractive aspect within jobs at the the Foreign Ministry
- Reward system should not only be used for promotion, but also how do you support people with families abroad. It is important for secondary regulations (partner help, children schooling, housing, etc.).

3.8 Miscellaneous

- Integrate planning, workforce management, and the 4 main HR tasks (recruitment, assignment, promotion, and management).
- Translate external changes into organizational changes when this becomes necessary.
    - Keep innovating and adapting to stay relevant
- It should be more clear what the strategic goals of the various departments of the ministry are, in order to allow employees to work towards these goals together
- There should be training in social media
- Regarding the job rotation system: Ensure that employees are at embassies long enough to build trust and relationships with local partners and governments.
- Clearer, more transparent, and more fair feedback and appraisal system at all levels within the ministry.
    - Same for career planning
- More long term strategic HR planning
    - Strategic HR should be tied with the organizational goals
- Outside the western countries Foreign Ministries do not have the tradition of mutual consultation on HR management practices.
    - Since diplomacy and the management of diplomats are more or less identical activities in every Foreign Ministry the experience of one country likely is relevant for another country.
        - More transparency and exchange of information between Ministries of different countries should be encouraged.
- Find a balance between the job rotation system and having knowledge/expertise of personnel on locations (including local knowledge).
    - You need to have more flexibility in the policies to ensure greater flexibility within the company, and be able to move talents to the location in which they are required quickly.

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APPENDIX C: PARTICIPANTS

For confidentiality reasons the public version of this thesis does not include a list of participants.