

## **Standing at the Crossroads: The Role of the HRM Regional Executive in Latin America**

Cesar Antonio Salas – Centrum PUCP Business School

Lourdes Ortiz – Centrum PUCP Business School

Geert Heeling – Maastricht School of Management

### **Abstract:**

The purpose of this paper is: a) to evaluate the strategic business impact of the HRM Regional Executive in the Latin America Region, b) to develop recommendations for improving the effectiveness of the HRM Regional Executive with regional responsibilities, c) to propose a theoretical model for the role of the HRM Regional Executive in the Latin America Region RHQ, and d) to propose new areas of research in HRM and International Management with focus on regional organizations. The research was conducted with a qualitative approach using Grounded Theory, which was identified to be the most suitable due to the Philosophical considerations and the researcher's access to the subjects of the study.

Key findings for the role of the HRM Regional Executive were to have a solid Business Acumen; the ability to understand the Political, Economical & Social Environments in a Complex Multi-Cultural group of countries; and manage the relationship between CHQ and the Affiliates. Furthermore, a close working relationship and ability to influence the As a critical stakeholder, the Regional CEO was identified as a strong indicator of the effectiveness and success of the role of the HRM Regional Executive.

### **Keywords:**

HRM, Latin America, HRM Regional Executive, Grounded Theory

---