

BUILDING AN HR STRATEGY

Is a Team Sport





...this started as a presentation only to explain how to develop a People Blueprint to drive the business success... but you can't create a meaningful blueprint unless you consider the company context



HR TEAMS **ARE** WORKING HARD

And yet...

50% of Business leaders **still don't think HR adds value** (source Sapient insight 2023)

Over half CEOs (54%) admitted that **HR was behind** when it came to preparing for future workplace challenges, including digital upskilling, diversity and inclusion, flexible working and sustainability. (Personio 2024 report)

CEOs desperately seek some type of advantage that can create breakout performance. Yet...**HR remains largely unchanged**...CEOs don't demand enough from HR and certainly don't see it as a catalyst for breakout performance. (The CEO's HR Imperative Korn Ferry)

Not a single CEO raised his or her hand when asked if HR has been mission critical to successful execution. (The CEO's HR Imperative Korn Ferry)

A TALE OF **TWO** COMPANIES

Which one are you working for?



COMPANY “A”

"I'll be frank with you. I understand the board's perspective, but I'm not entirely sold on this whole strategic HR thing. I mean, sure, HR plays a role in recruitment and making sure we have pay plans in place, but I'm not convinced that it is really game changing at much more than that. Frankly, I see HR's role as ensuring that we're compliant and handling the day-to-day tasks. Talent and compensation are important, yes, but I'm not convinced that HR can be some sort of catalyst for breakout performance.

So, when it comes to this CHRO hire, I'm not expecting anything revolutionary. I just need someone who can handle the basics, maybe bring a few new ideas to the table, but nothing too out there. We're a successful company as it is, and I don't see the need for a major overhaul in HR or anywhere. I just need someone who can keep things running smoothly and we'll be fine. Let's not overcomplicate things."

COMPANY “B”

I'm not sure a list of responsibilities in a job specification truly conveys the strategic leader this person will be in the organization and the influence they will have on shaping a world-changing company in direct partnership with me and the rest of the executive team. Everything we ever achieve will be the result of just one single input: our Team.

I am looking for someone who obsesses about the same things I do (Do we have the right people? Are they in the right seats? Are they motivated correctly? Are they engaged? Are we investing enough in their development? Are we on top of what's working for other companies when it comes to attracting, engaging, developing, and retaining top talent? As a company, are we diverse? As a company, are we resilient?) and can be my thought partner in our people strategy and the engine of action as we execute against that strategy.

I can tell you the characteristics I know this person has: they are intelligent and strategic; creative and entrepreneurial; a natural leader; and collaborative while remaining a strong advocate for their beliefs. I believe in aptitude and attitude above all else. This allows us to think and do differently. If you are a leader with those characteristics, I know we're going to accomplish amazing things.

OUR REALITY

The right play depends on which company you are at

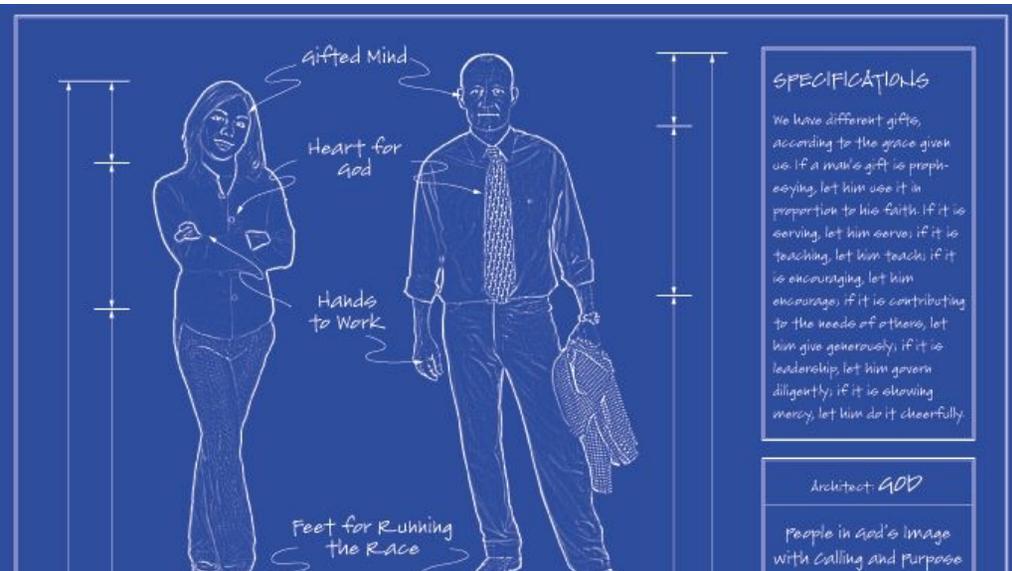


COMPANY A

*Focus on becoming a
trusted advisor*

COMPANY B

*Partner with Leadership
to create a People
Blueprint*



The
COMPANY A
Dilemma

Can you build enough credibility to influence and be heard?

It doesn't matter how good your strategy is, if no one wants to work on strategic HR/People projects, a significant impact is unlikely

Becoming a **TRUSTED ADVISOR**

CEOs will trust you and your opinions if you can telegraph two things:

You can help them find some type of advantage that can create breakout performance for the organization.

You are interested in taking the time to understand them as a person, and you are committed to their personal success.

The challenge:

We must understand the leader's character and competence– or said another way, what makes the leader “tick”





Becoming a **TRUSTED ADVISOR**

Take time to gather intelligence

- Have conversations with the leader
- Ask others about them—your peers and subordinates
- Read what you can find-- most CEOs have an on-line footprint
- Observe their behavior



Becoming a **TRUSTED ADVISOR**

What are they like as a person?

- Do they lead with their EQ or their IQ?
- What are they worried about (personally and professionally)?
- Can you identify their hot-buttons?
- What makes them happy?

What are they like as a leader?

- Do they make the hard decisions?
- Do they look for the truth or just easy answers?
- Are they secure in their role, and do they accept accountability?
- Are they down to earth or do they have a large ego?
- How much do they understand about what HR does—will they value it once they understand it?
- Do they have an interest to learn about what you do. If they are not, will they let you run on your own?
- What employee actions have they taken in the past—how did people react?



Becoming a **TRUSTED ADVISOR**

Use This Approach

If you want to get your point across, don't make getting your point across the goal. Make understanding the goal.

Acknowledge the other person's point of view and find something you can agree with

Don't try to be right, instead assume positive intent and try to educate the other person on your perspective

Stay interested and curious even if you are not making progress



The
COMPANY A
Dilemma

What has worked for you when you've been at "company A"?

Discuss with people around you.



Discussion

Sharing Your Experience

10 Minutes

COMPANY B

Designing the People Blueprint



STRATEGIC HR DESIGN

1

Business Strategy

The C-Suite Determines a Business Strategy

2

Operating Expectations

HR and Leadership's clarify expectations of how the organization must operate so employees will hit the strategy

3

People Blueprint

HR Creates A People Blueprint- (A High-Level Ideas of the Organization's Needs)

4

Gap Analysis and Closure

HR Builds Specific Tactics/Goals (Programs and Projects) that Close the Gap from Current State to Enable Employees to meet those expectations

HR's Tactics Make it Easier for Employees to Execute the Business Strategy

COMPANY B

Designing the People Blueprint

An example with

NETFLIX

NETFLIX STRATEGIC HR DESIGN

1

Business Strategy

Leverage technology to offer a continuous supply of compelling and easily accessible content at a reasonable price

2

Operating Expectations

Create a Fast-Paced Highly Competitive Environment

Focus on Customer Wishes

Reduce or Eliminate Bureaucracy

Share information and Be Transparent

Insist on Continuously Top-Notch Performance

Employ only self-motivated, innovative "A" players

NETFLIX STRATEGIC HR DESIGN

3

People Blueprint

Freedom With Responsibility
Owners—Not Committees
Open Disagreement
Lots of Context—No Rules
Strongly Aligned—Not
Centralized
Keep Only Highly Effective
People

4

Gap Analysis & Closure

Programs to reward risk taking
and individual initiative
Teach constructive confrontation
or crucial conversations
Teach managers how to set
expectations and hold people
accountable

My ideas, not Netflix

STRATEGIC HR DESIGN

1

Business Strategy

The C-Suite Determines a Business Strategy

2

Operating Expectations

HR and Leadership's clarify expectations of how the organization must operate so employees will hit the strategy

3

People Blueprint

HR Creates A People Blueprint- (A High-Level Ideas of the Organization's Needs)

4

Gap Analysis and Closure

HR Builds Specific Tactics/Goals (Programs and Projects) that Close the Gap from Current State to Enable Employees to meet those expectations

Make sure you use your knowledge of the employees and your commitment to employee growth, meaning and mastery to inform the tactics you design

BUILDING AN HR STRATEGY

Is a Team Sport

Ellen Raim
PEOPLE MATTER LLC.
503-453-7217

ellen@peoplematterllc.com

