



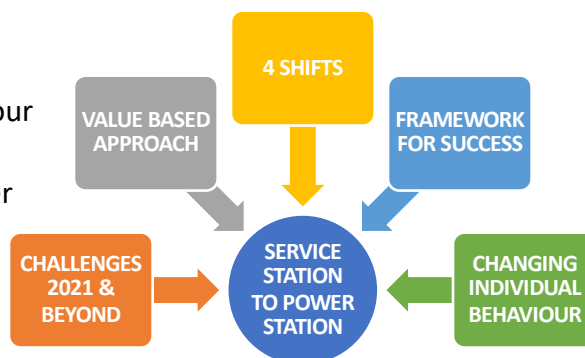
TURNING HR INTO A STRATEGIC POWER STATION

Dave Millner, CPsychol, FCIPD, ACIB, Author, Founder and Consulting Partner @HRCurator

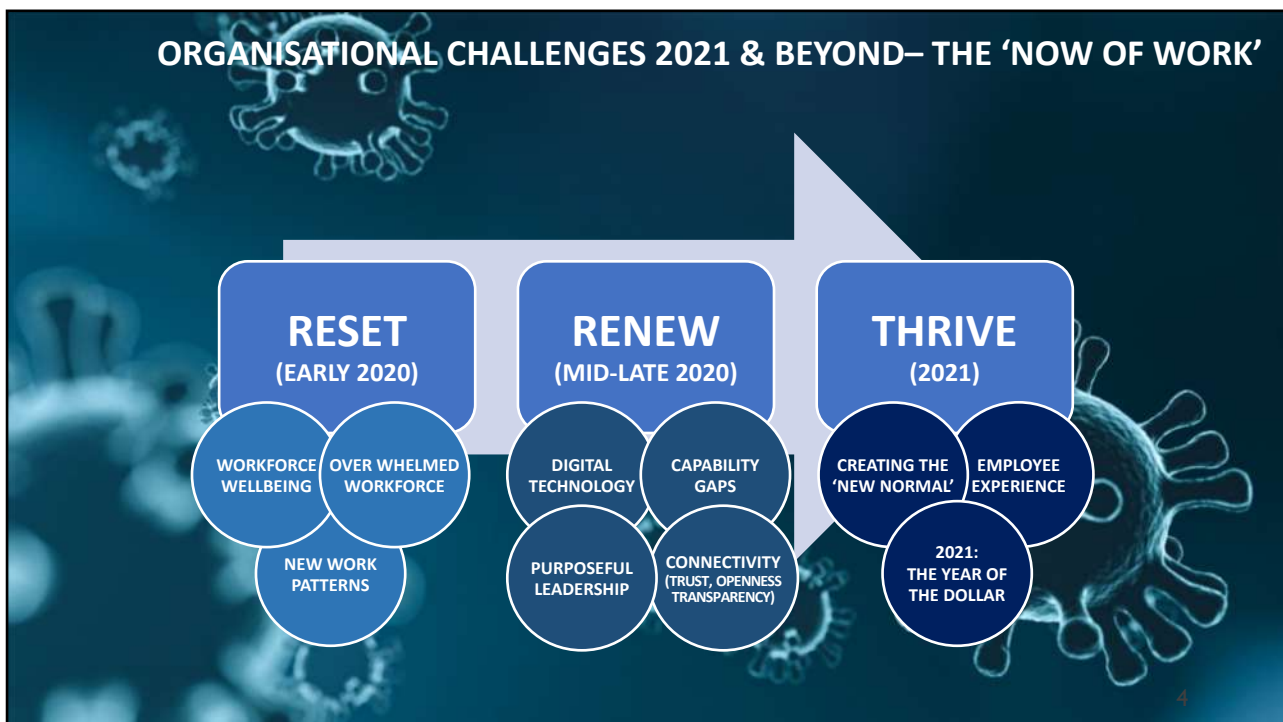
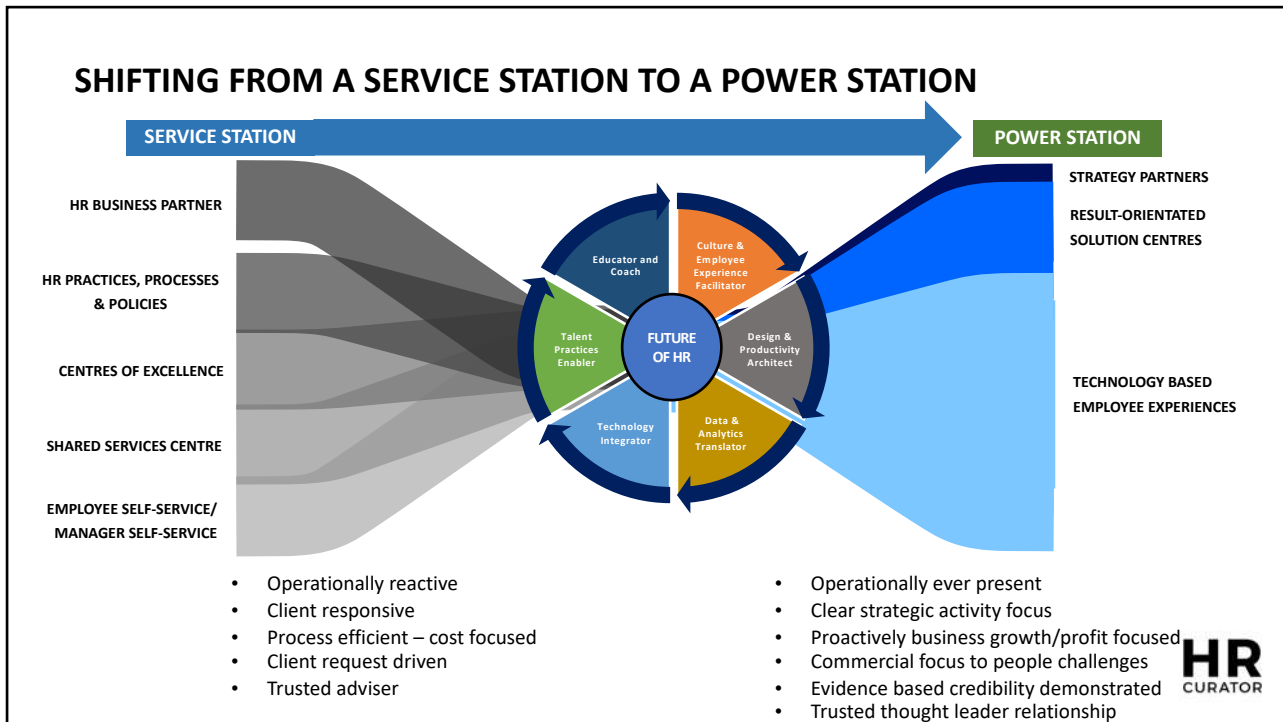
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SESSION AGENDA

- Organizational Challenges for 2021 and Beyond
- What is Strategic HR? Adding Value to Your Organisation
- Shifting From a Service Station to a Power Station
- Framework for Strategic HR Success
- Changing Your Behaviour to be More Strategic
- Key Learnings



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IMPACT ON ORGANISATIONS NOW AND 2021

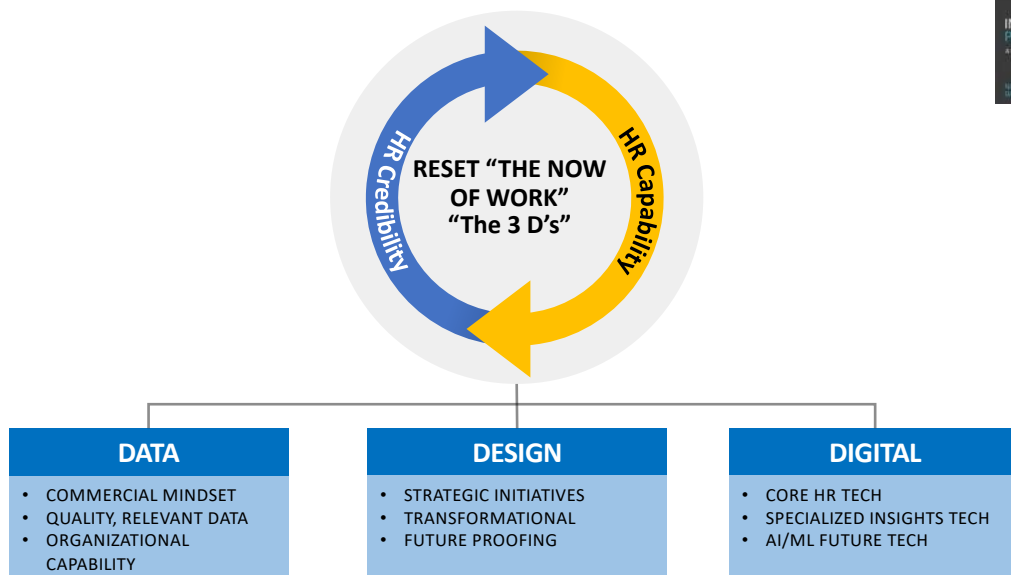
ALL ABOUT CHANGE, UNDERPINNED WITH DATA!!

| | TODAY | | FUTURE |
|---------------------------------|--|--|--|
| ORGANISATIONAL STRUCTURE | Hierarchical Business Functions; Command Control | | Projects, Squads, Teams; Boundaryless, Collaboration |
| TEAMS AND PROJECTS | Stable Teams | | Flexible Self Empowered Teams |
| JOBS AND ROLES | Job Descriptions, Job Levels; Structured Knowledge Worker | | Assignments, Tasks, Expert Roles; Accountable Learning Worker |
| MANAGERS | Managers Deliver Through 'Own' Teams | | Facilitate Delivery, Execution; Seen as Talent Magnets |
| CAREERS | Structured and Jobs are 'Owned' by the Manager | | Less Options; Jobs Open in Transparent Marketplace |
| FLEXIBILITY | Expected; Managers Assign Jobs to People | | Change Resilience; People Sought Out Based on Skills, Work Demands |
| REWARDS | People Rewarded Traditionally by Level, Tenure & Experience | | People Rewarded by Outcomes and an ROI Focus |
| CULTURE | Embedded; Inclusion, Sustainability, Diversity | | Digital Driven; Citizenship, Collective Thinking, Shared Values |

WHAT ARE THE 2021 PRIORITIES FOR HR?

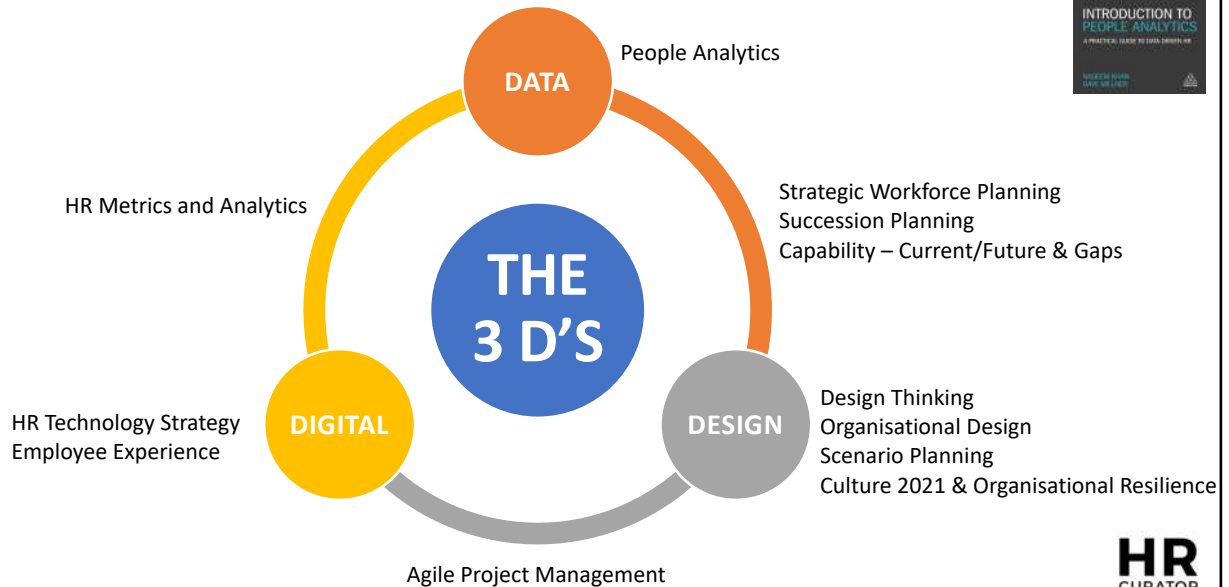
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CONTEXT FOR CHANGE IN HR – THE 3D'S



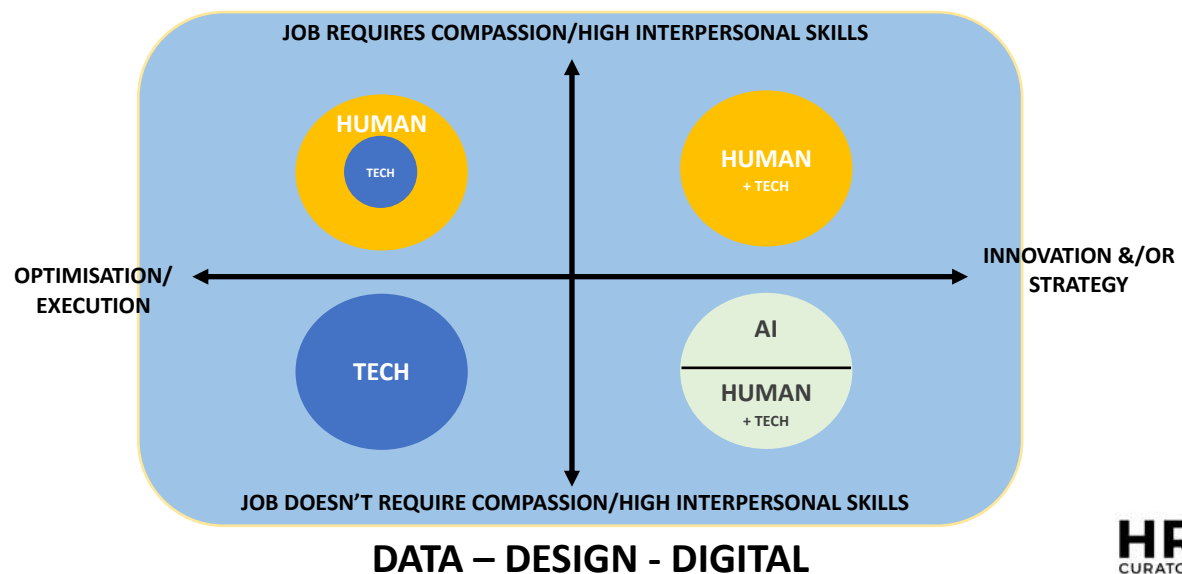
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CONTEXT FOR CHANGE IN HR – THE 3D'S



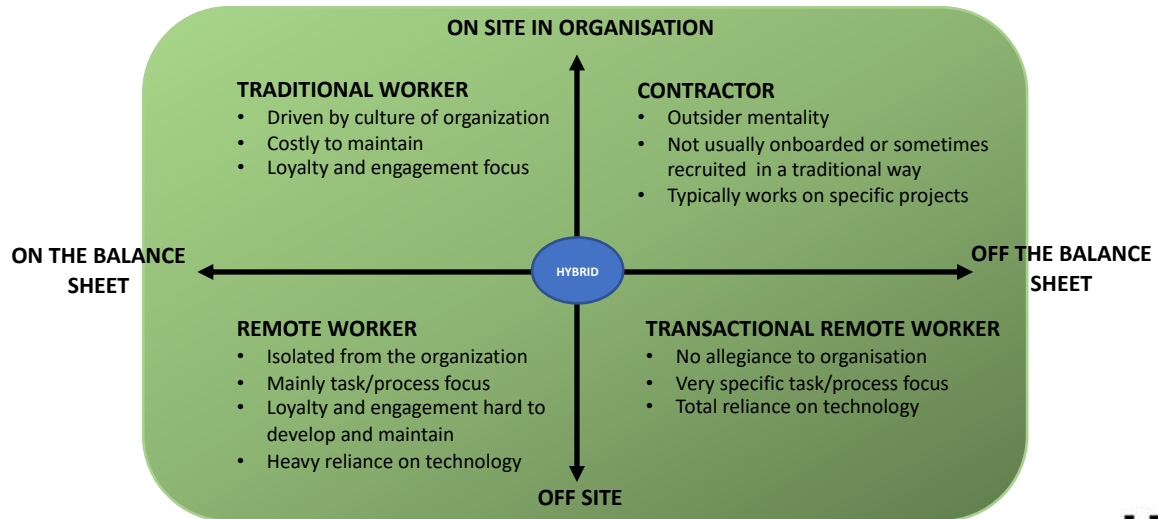
CONTEXT FOR CHANGE IN HR – THE 3D'S

DIGITAL TRANSFORMATION EMBRACES THEM ALL



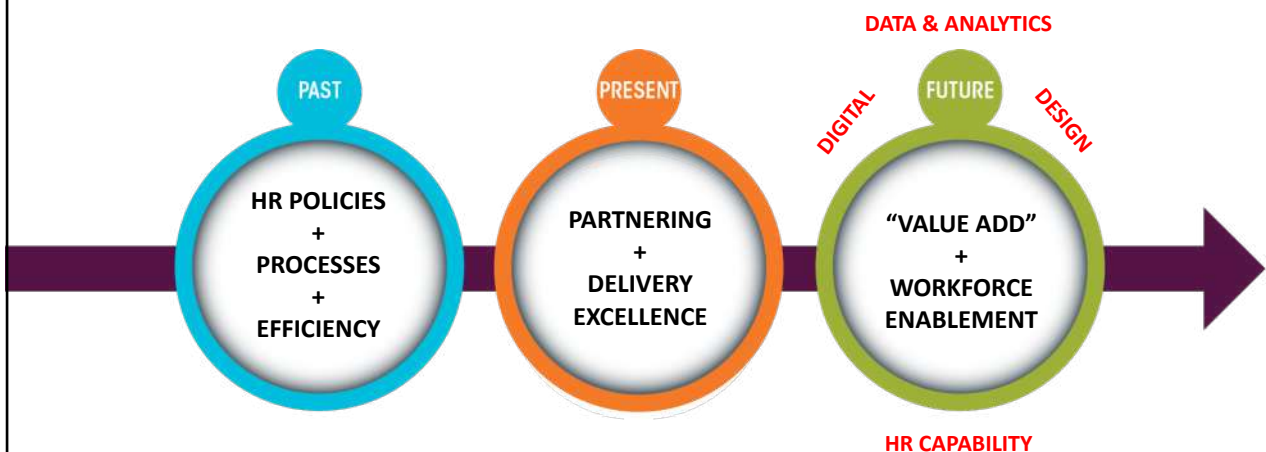
THE ALTERNATIVE TALENT MANAGEMENT MODEL OF THE FUTURE

DRIVEN BY DIGITAL AND COST



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EVOLUTION OF HR



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EVOLUTION OF HR

FEEDBACK ABOUT HR BASED UPON OVER c750 HOURS OF RESEARCH WITH EXECUTIVES/HR LEADERS/THOUGHT LEADERS/HR VENDORS AND HR PRACTITIONERS ACROSS THE GLOBE (INTERVIEWS, WORKSHOPS, FOCUS GROUPS, PAPERS)



FROM:

- Stop trying to talk “strategic” when not feasible.
- Stop trying to talk a good game
- People focused
- Appreciate the value of being operational
- Being accepting
- Being too reactive
- Looking backwards at the past
- Being too supportive (everyone's friend)
- Risk adverse
- Client and relationship focused
- Talk HR speak

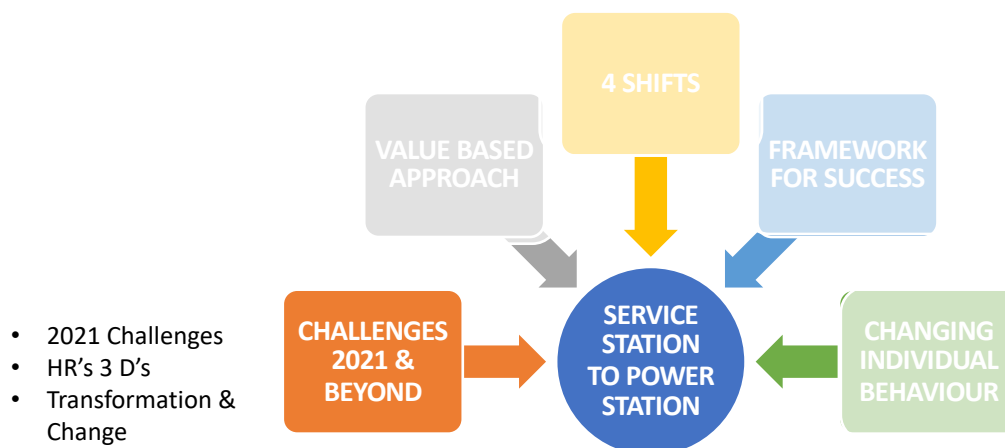
THE “NOW OF WORK” (HR CHALLENGES)

TO:

- Being commercial and impacting on the bottom line is strategic!
- Action not words
- Business and people focused
- Use the operational insight to drive change
- Be challenging and insightful
- Focus on being proactive
- Focus on the future
- Can't please everyone all of the time
- Facilitate, understand and manage risk
- Business and thought leader focused
- Talk business language through numbers and “give us the evidence”

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SHIFTING FROM A SERVICE STATION TO A POWER STATION



- 2021 Challenges
- HR's 3 D's
- Transformation & Change

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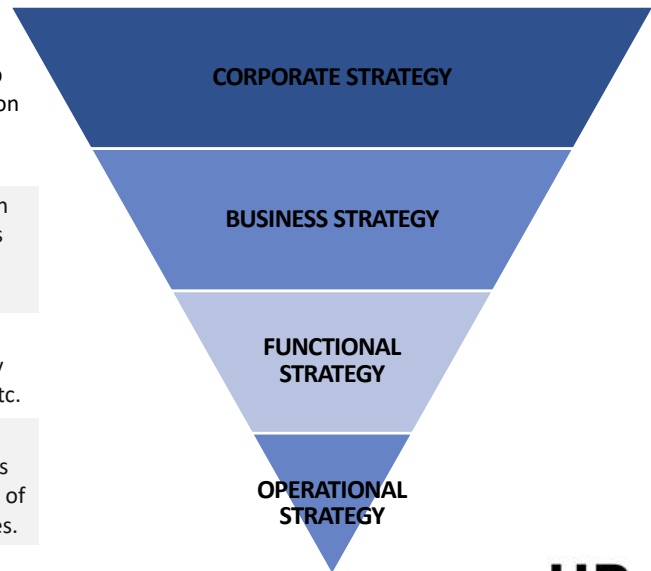
WHAT IS STRATEGY?

Corporate Strategy defines the markets and businesses in which an organisation will operate. It's developed by the top management and describes the organisation's overall direction in terms of its' various businesses and product lines and the associated long-term objectives.

Business Strategy defines the basis on which the organisation will compete. It encompasses all the actions and approaches for competing against their competitors and the ways management addresses various strategic issues.

Functional Strategy refers to a strategy that focuses on a particular function such as HR. It is formulated to achieve key objectives that maximise resources, expertise, productivity etc.

Operating Strategy (or Plan) is formulated by the operating units of an organisation. These could be operational factories or sites, sales territories etc. The focus is upon achievement of operational objectives in line with key practices and processes.



THE ULTIMATE STRATEGY IS DETERMINED BY THE TOP TEAM

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WHAT IS HR STRATEGY?

An HR strategy is a business's overall plan for managing its human capital to align it with its business activities. The HR Strategy sets the direction for all the key areas of HR, and is therefore a long-term plan that dictates HR practices throughout the organisation. An HR strategy has a set of characteristics:

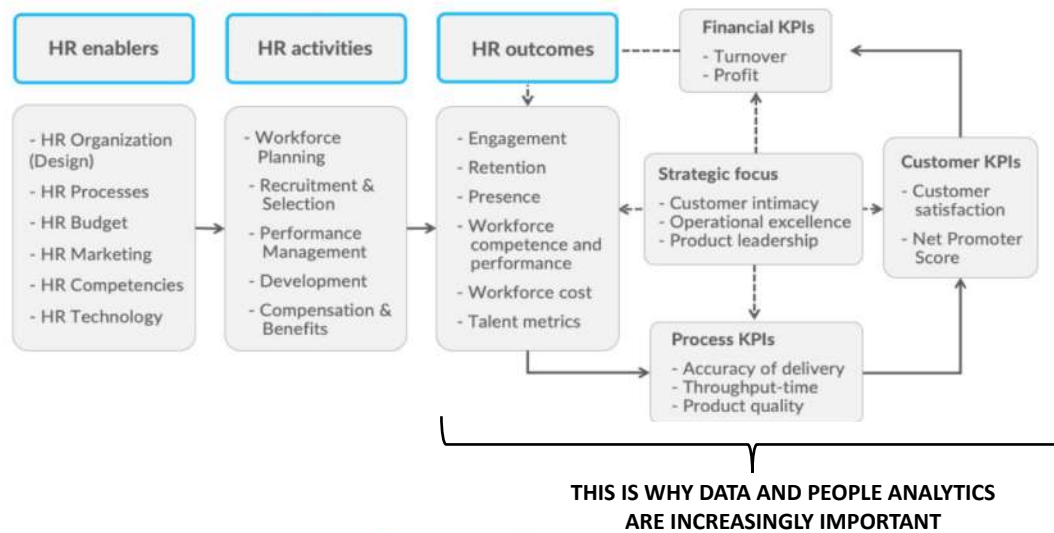
- It requires an analysis of the organisation and the external environment.
- It takes longer than one year to implement.
- It shapes the character and direction of HRM activities
- Helps in the deployment and allocation of organisational resources (i.e. where is the best place to invest?)
- Is revised on a yearly basis.
- It incorporates the expert judgment of senior (HR) management.
- It is number-driven.
- It results in a specific behaviour.



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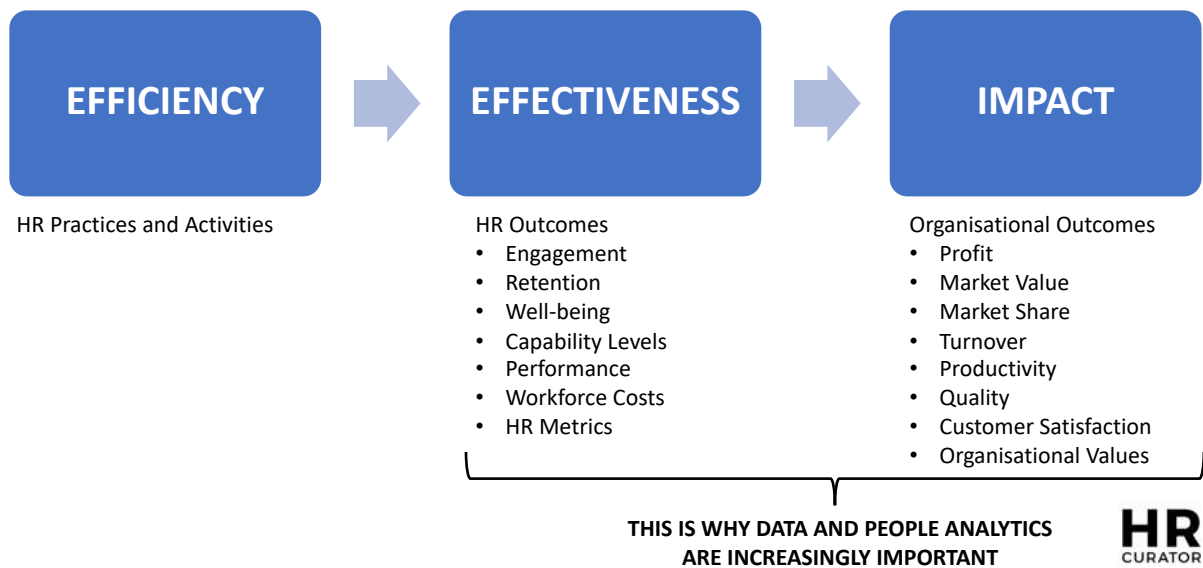
WHAT IS HR STRATEGY?

THE BIG PICTURE



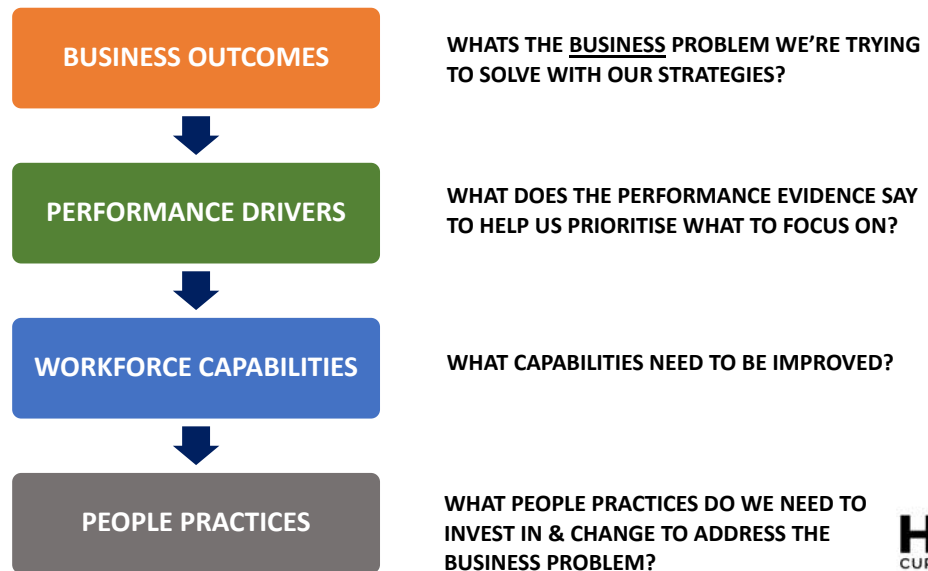
WHAT IS HR STRATEGY?

THE OPERATIONAL PICTURE



THE BUSINESS CONTEXT

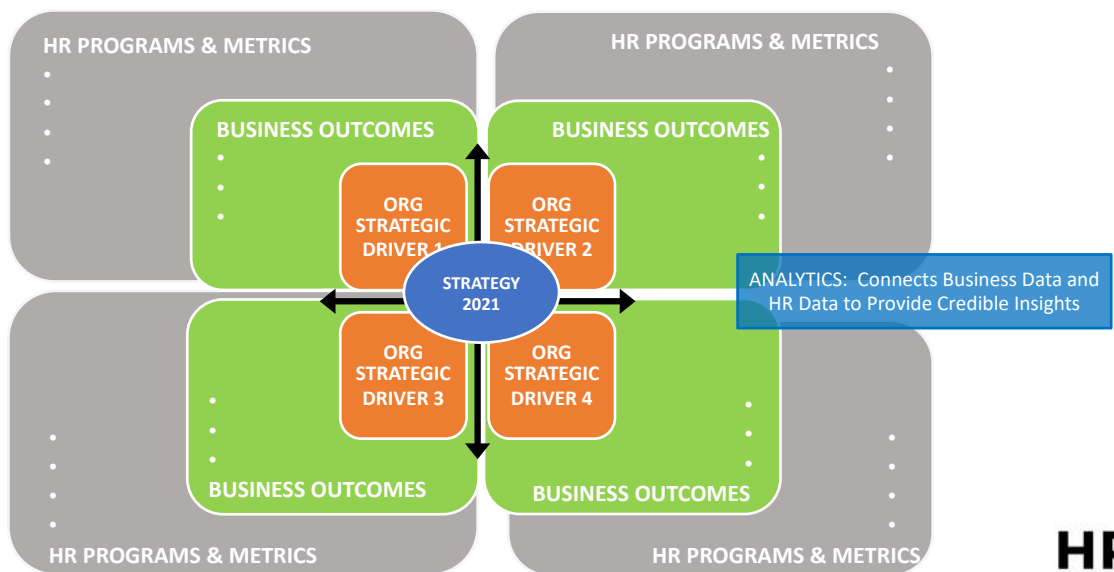
KEY QUESTIONS THAT UNDERPIN EVERY STRATEGY



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HR STRATEGY: FUTURE PROOFING YOUR APPROACH

ALIGNED ANALYTICS FOCUS ON CURRENT AND FUTURE CHALLENGES



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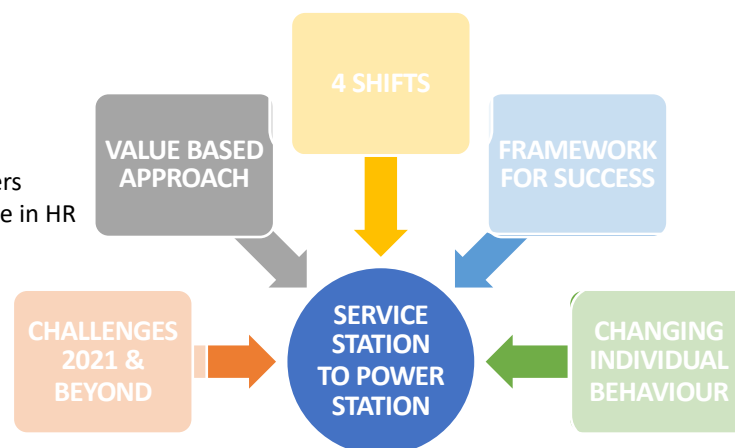
HR STRATEGY: FUTURE PROOFING YOUR APPROACH

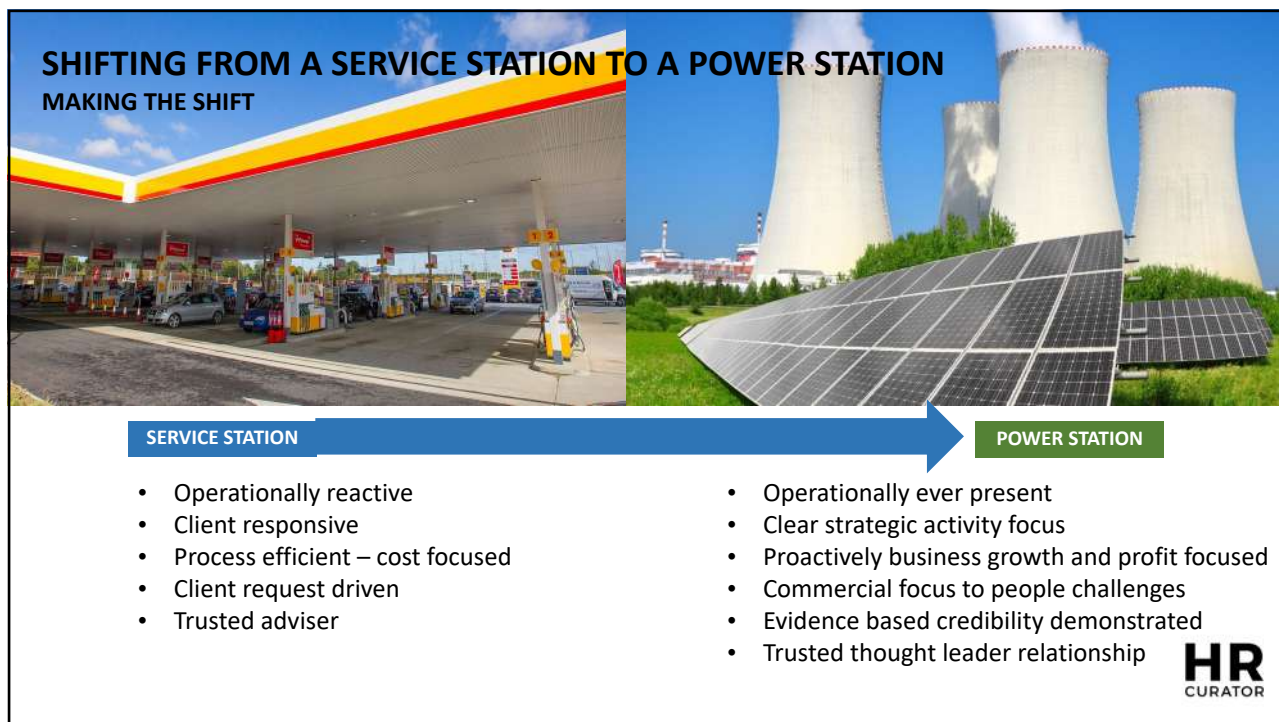
ALIGNED ANALYTICS FOCUS ON CURRENT AND FUTURE CHALLENGES



SHIFTING FROM A SERVICE STATION TO A POWER STATION

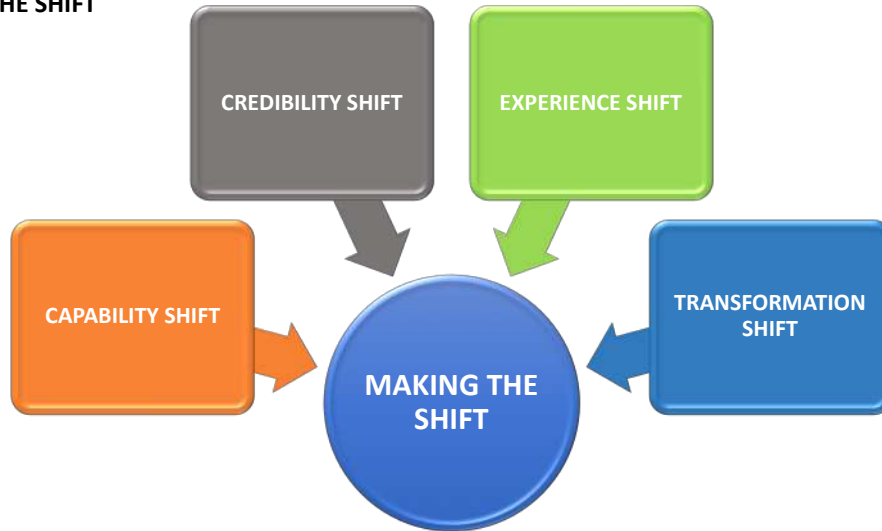
- Org Strategy Drivers
- Key Priorities
- HR Operational Drivers
- Measurement Culture in HR





SHIFTING FROM A SERVICE STATION TO A POWER STATION

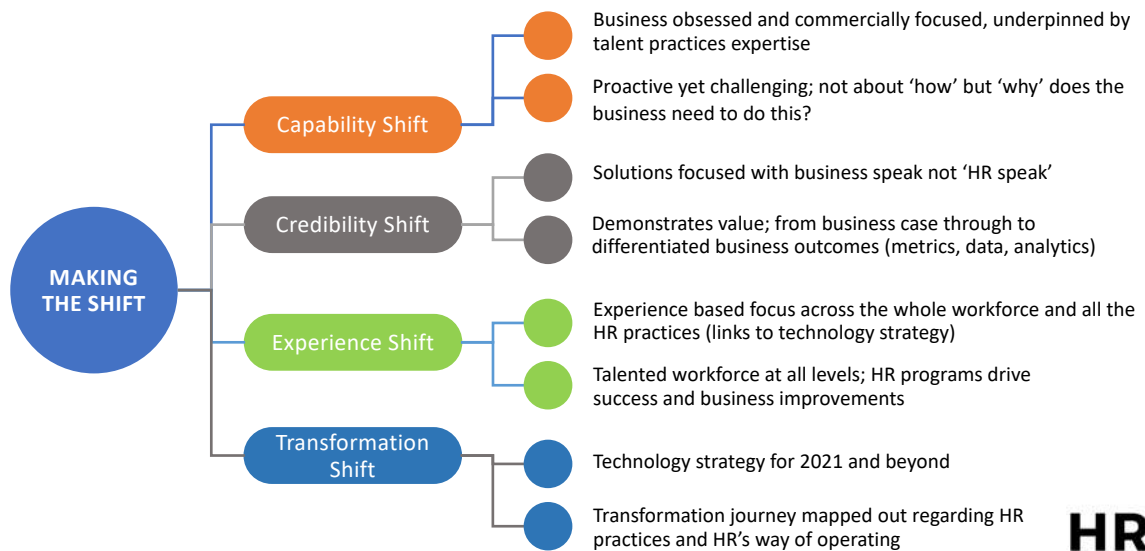
MAKING THE SHIFT



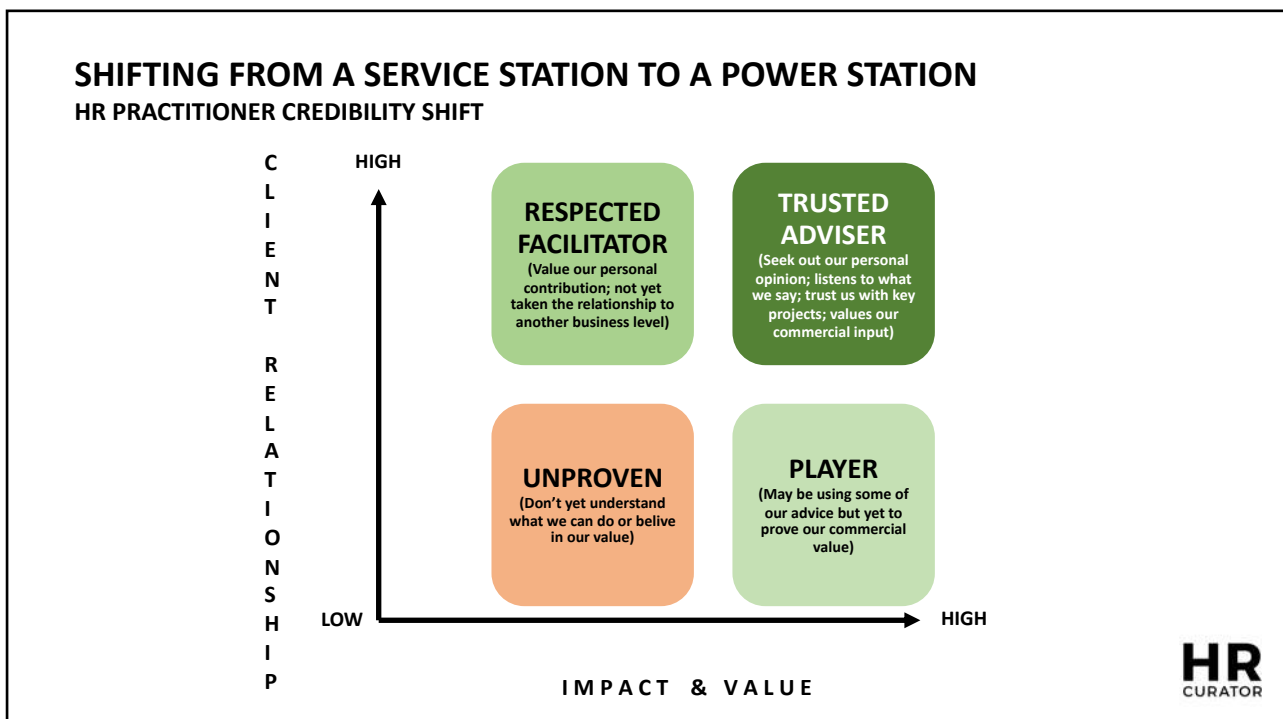
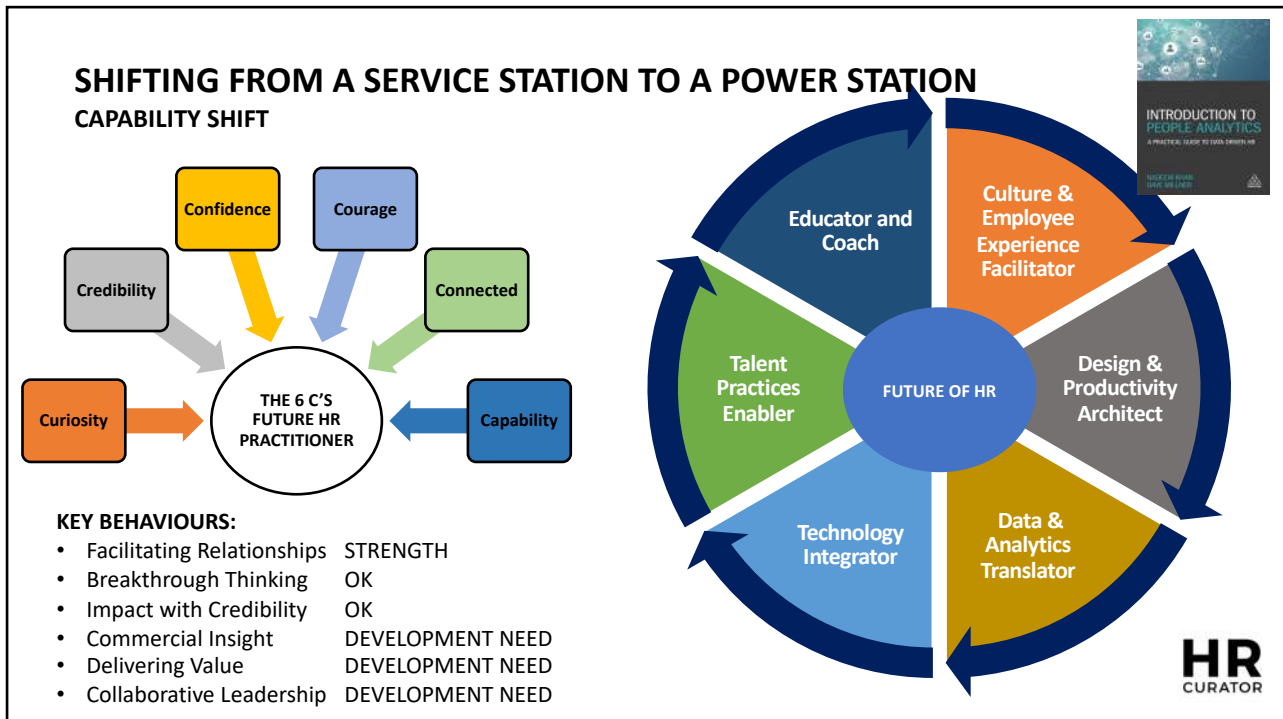
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SHIFTING FROM A SERVICE STATION TO A POWER STATION

MAKING THE SHIFT

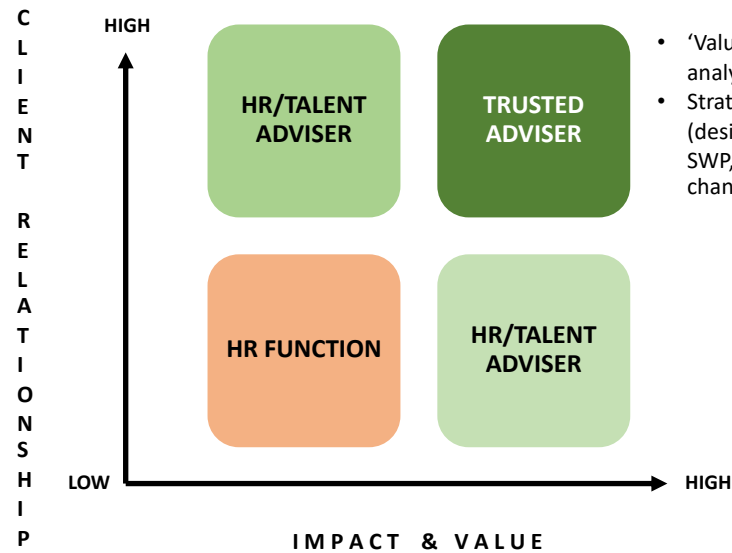


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SHIFTING FROM A SERVICE STATION TO A POWER STATION

HR FUNCTION CREDIBILITY SHIFT: ANOTHER VIEW!!



- 'Value add' through data & analytics
- Strategic insight via future focus (design thinking, org. design, SWP, scenario planning, agile change, digital etc.)

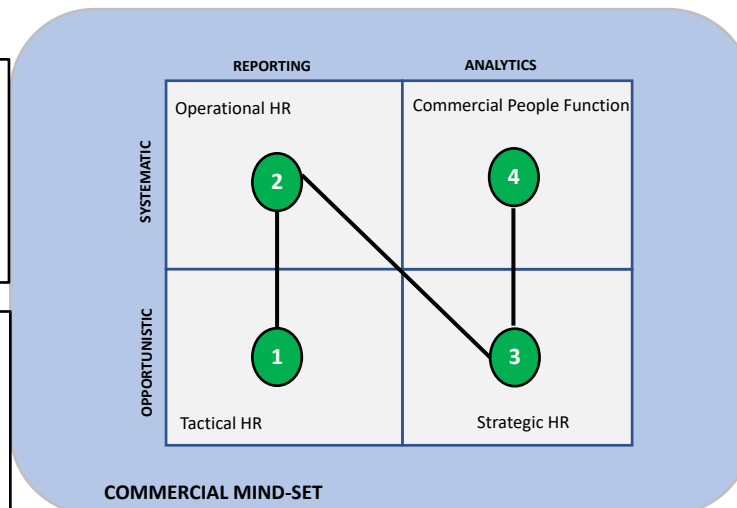
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CREDIBILITY SHIFT: THAT'S WHY DATA AND ANALYTICS IS CRUCIAL!

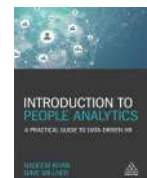
- Evolving HRIS system
- Operational reporting for benchmarking and decision-making
- Specialist metrics developed
- Multi-dimensional analysis and dashboards; data dictionary

- Ad-hoc tactical descriptive reporting and metrics
- Multiple data sources not integrated
- Reactive to business demands
- Data in isolation and difficult to analyze



- Development of more complex predictive & prescriptive models, scenario planning
- Centre of analytics expertise
- Risk analysis; integration with workforce planning
- HR as a profit centre

- "One off" data/statistical analysis; development of 'people models'
- Analysis of factors to understand cause, correlation based implications

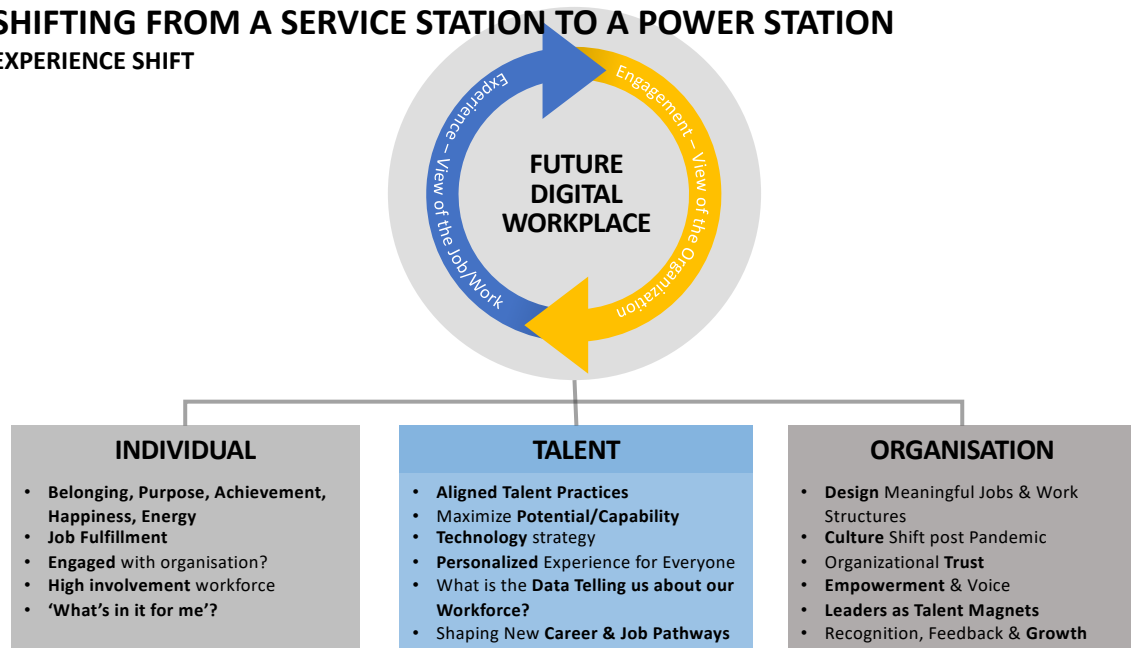


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Adapted from Crunchr Maturity Model

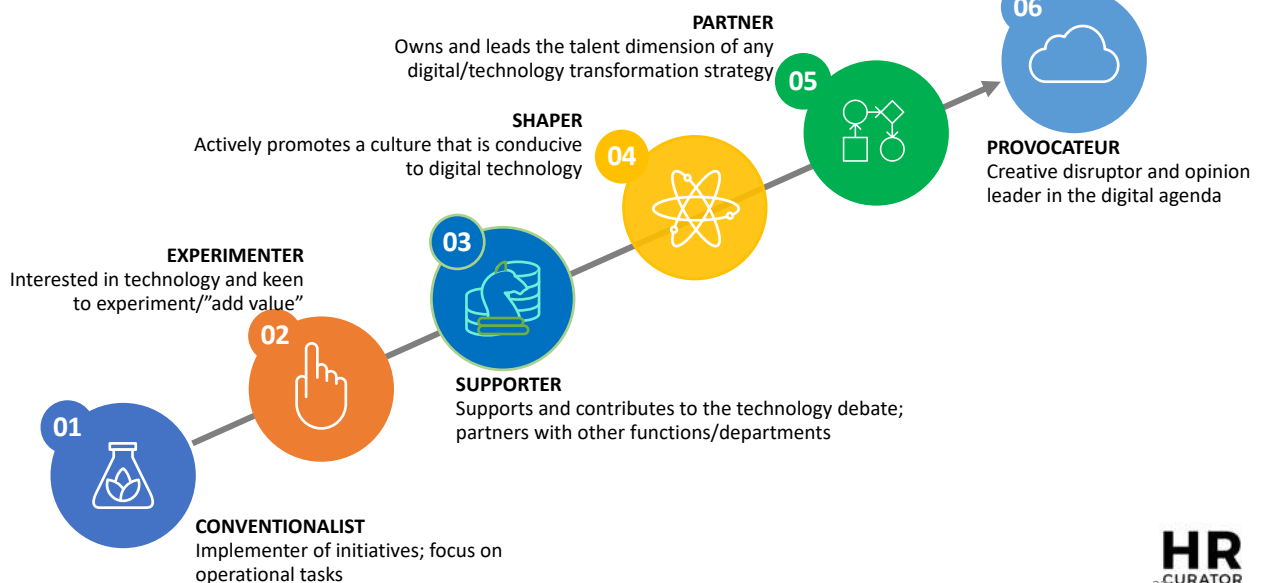
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EXPERIENCE SHIFT

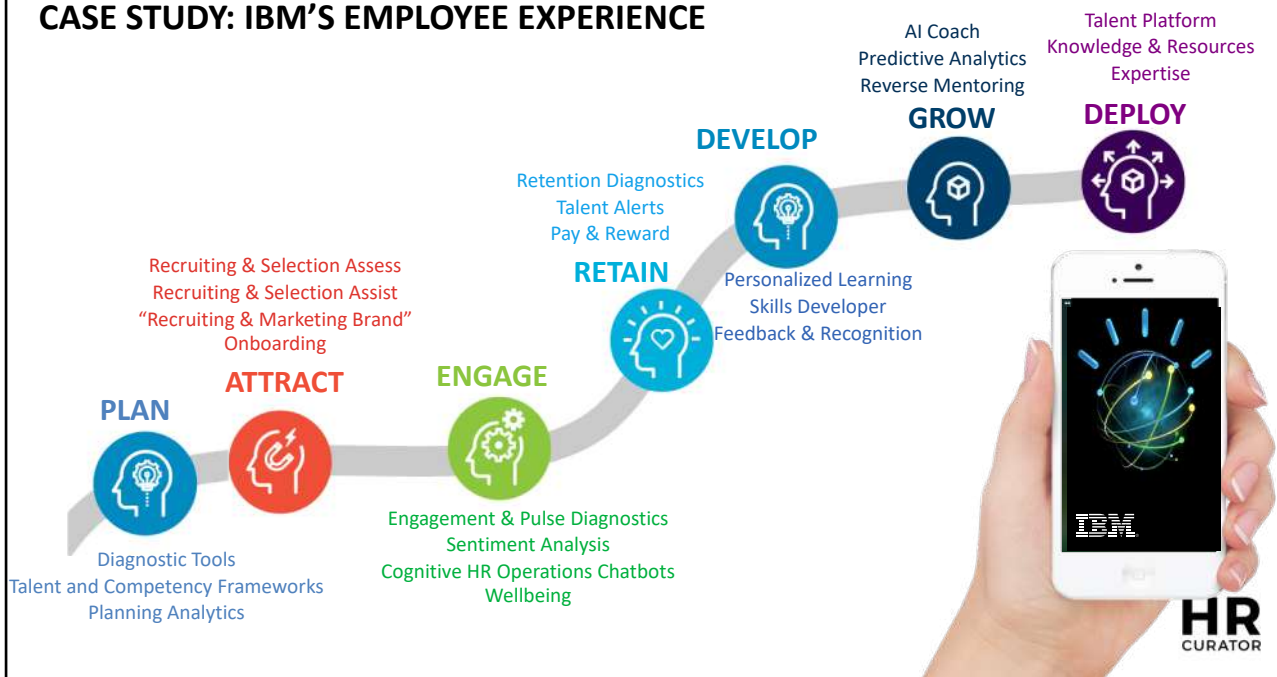


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EXPERIENCE SHIFT BASED ON DIGITAL: WHERE IS YOUR ORGANISATION, HR AND YOU?



CASE STUDY: IBM'S EMPLOYEE EXPERIENCE



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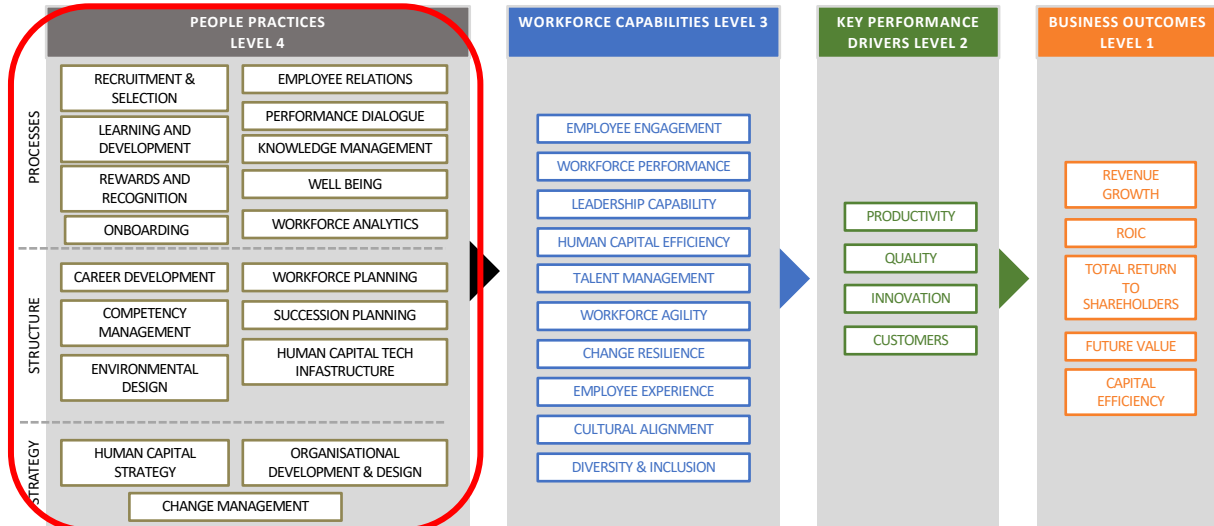
TRANSFORMATION SHIFT: WHERE ARE YOU?



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TRANSFORMATION SHIFT: HOW EFFECTIVE ARE YOUR PEOPLE PRACTICES?



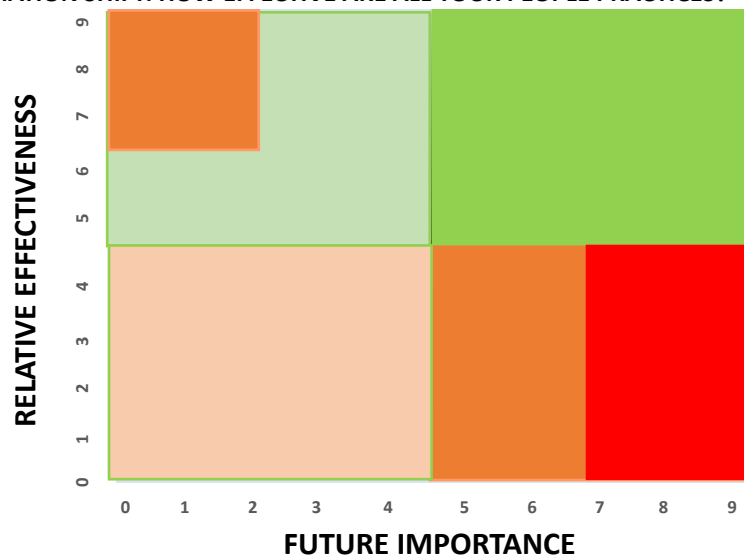
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RATE THEIR EFFECTIVENESS AND FUTURE IMPORTANCE – 1 TO 9

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TRANSFORMATION SHIFT: HOW EFFECTIVE ARE ALL YOUR PEOPLE PRACTICES?

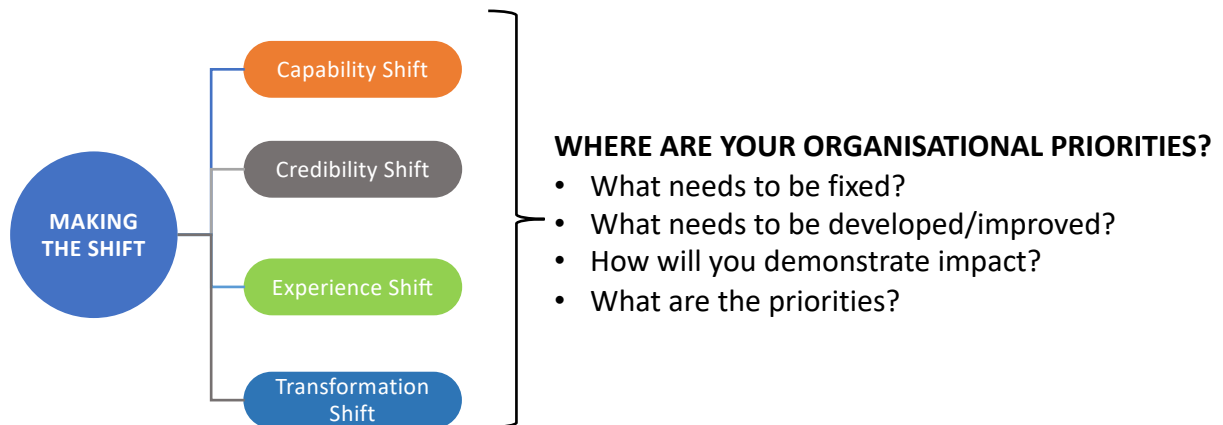


“ANY PEOPLE SYSTEM IS ONLY AS GOOD AS ITS WEAKEST LINK”

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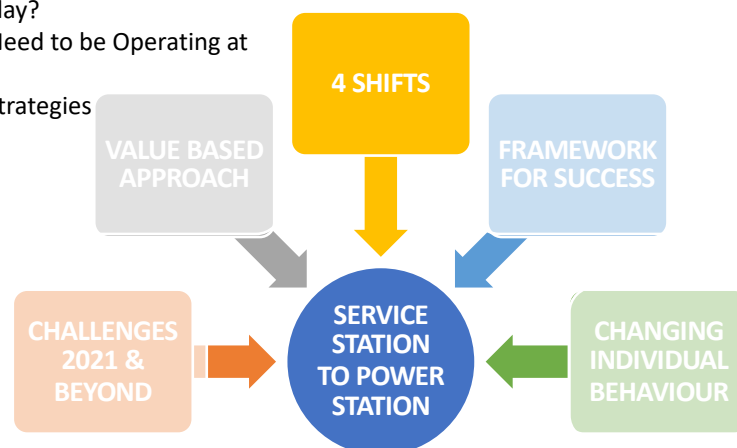
MAKING THE SHIFT



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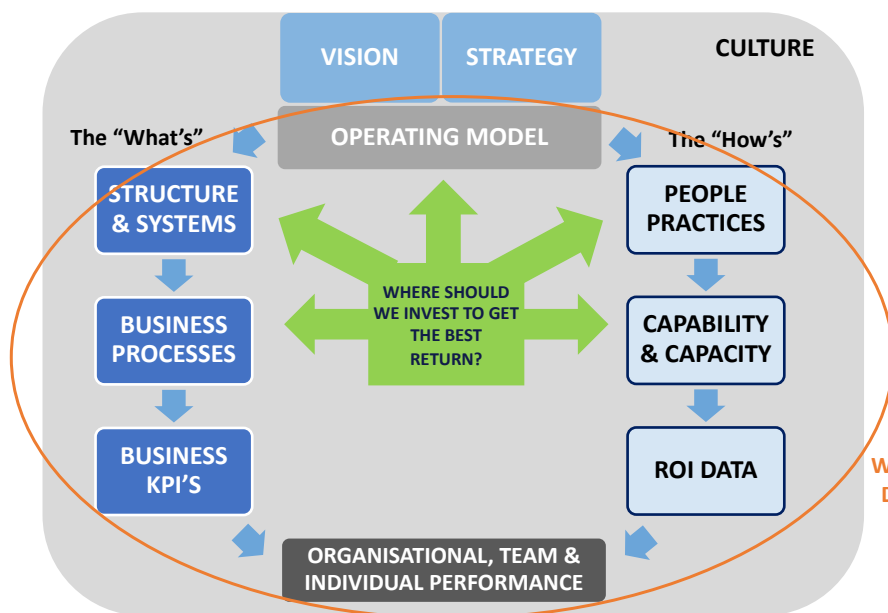
- Capability, Credibility, Experience and Transformation Shift
- Where is HR Today?
- Where Does It Need to be Operating at in 2022?
- Measurement Strategies



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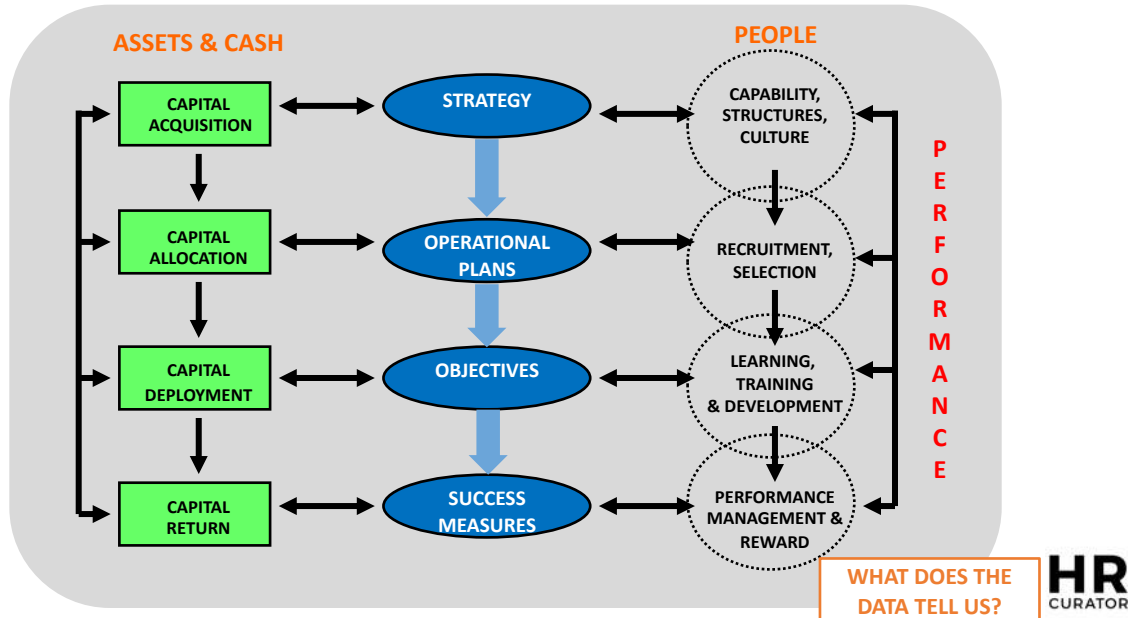
STRATEGY IS ABOUT WHERE SHOULD WE INVEST?



WHAT DOES THE DATA TELL US?

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STRATEGY IS ABOUT WHERE SHOULD WE INVEST?



CORE QUESTIONS TO GET YOU STARTED

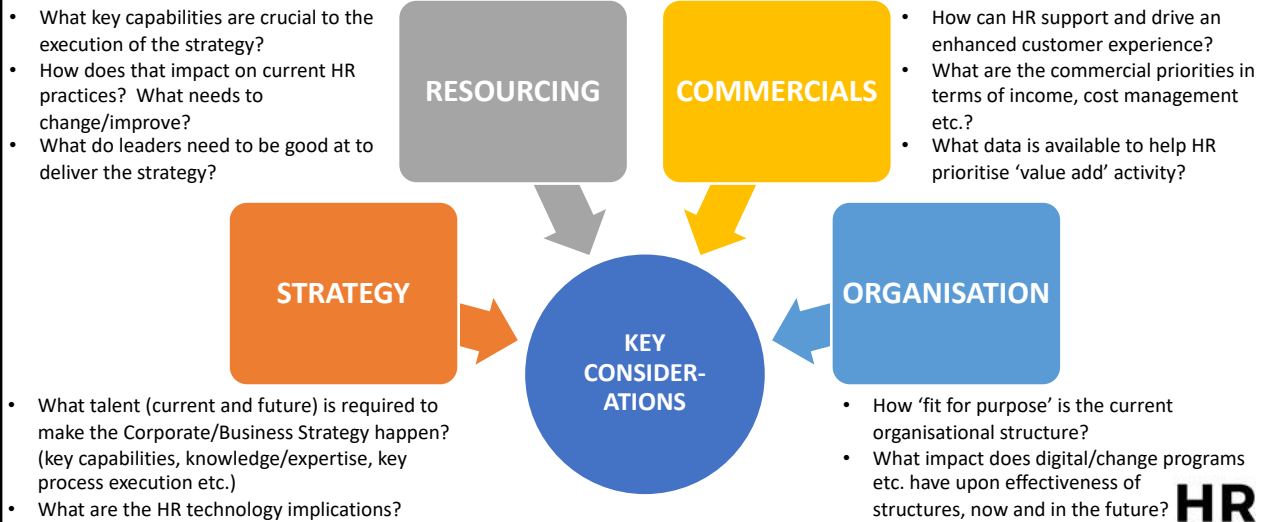
What do you see as the challenges facing your HR function within your organisation over the:

- Short term (next 6 months)
- Medium Term (next 12 months) and
- Longer Term (next 18 months)?

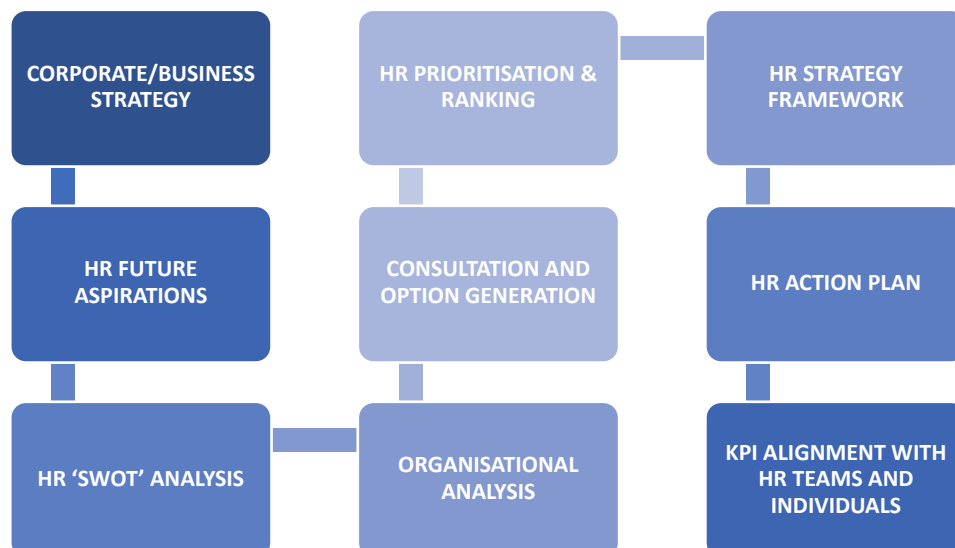
AS A FUNCTION ARE YOU REACTIVE OR PROACTIVE



CORE CONSIDERATIONS TO GET YOU STARTED



DEVELOPING AN HR STRATEGY: THE ROADMAP



HR 'SWOT' ANALYSIS

13 KEY AREAS TO INVESTIGATE

1. HR Value Added: HR is not about HR but about business

- What value does HR deliver to an organisation?
- How does it tangibly demonstrate value in business terms?

2. HR Context: What trends are impacting on HR? (e.g.: social, technological, economic, political, environmental, demographics, VUCAR challenges, workforce needs - well-being, purpose etc.)

- What are the contextual factors shaping HR's commercial response to business challenges?
- What risks need to be considered?

3. HR Stakeholders: These can be both internal & external (customers, investors, community)

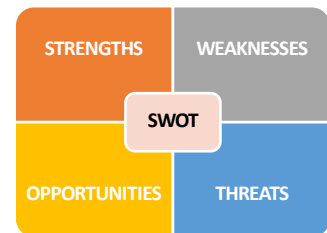
- Whom does HR serve?
- Who are the "customers" of HR?

4. HR Outcome - Talent: This is about improving talent through Competence, Commitment and Contribution

- How can HR help increase employee productivity and employee experience?

5. HR Outcome—Organisation: Systems based responses align talent to business outcomes

- How can HR help build a more competitive organisation?



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HR 'SWOT' ANALYSIS

13 KEY AREAS TO INVESTIGATE

6. HR Outcome—Leadership: Future proofing your leaders behaviour is more important than ever before due to the pandemic

- How can HR build better leadership capability across the organisation?

7. HR Strategy: Successful previous HR strategies – what worked, what didn't?

- What are the future demands that are being made of HR?

8. HR Organisation: Is about the effectiveness of HR operational practices and the future focused 'added value' practices (org design, scenario planning, workforce planning, people analytics etc.)

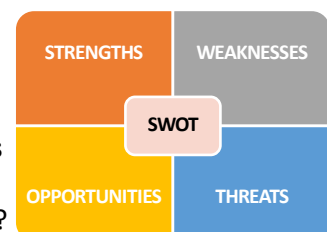
- How should HR be organised in the future?
- How active are HR in the 'added value' practices?

9. HR Practices: The criteria for this area revolves around integration of HR practices, alignment to business strategies, innovation and simplicity

- How should HR design and deliver HR practices?

10. HR Capability: The focus is on the shift required to deliver future based HR practices

- What are the required capabilities for HR professionals?
- What needs to be developed for 2021 and beyond?



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HR 'SWOT' ANALYSIS

13 KEY AREAS TO INVESTIGATE

11. HR Technology (Digitisation): This relates to supporting the digital transformation across your organisation and the technology strategy for HR (efficiency, effectiveness and innovation)

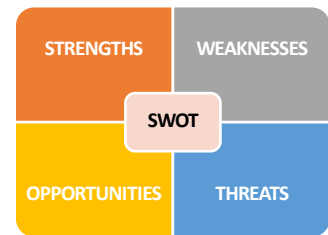
- How can HR use technology to leverage digital information?
- How can technology support the employee experience?

12. HR Information and Insight: This is about how information is accessed to improve value creation and provide work insights

- What is the current approach to HR/talent metrics and people analytics?
- How can a shift in approach drive greater impact with business leaders?

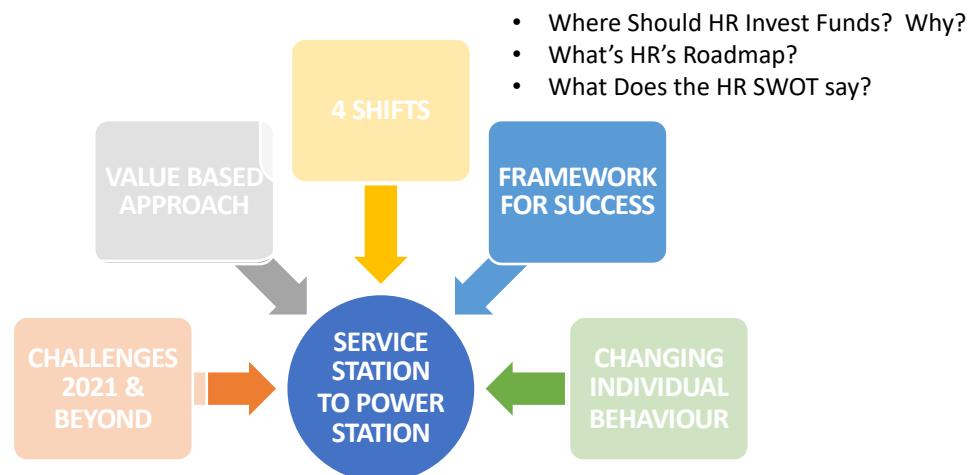
13. HR Collaboration: HR professionals need to build relationships with each other inside HR and with those outside of HR, including of course key stakeholders

- How do HR professionals work with each other in HR and with others in their organisation?
- What do key stakeholders think about HR's relationship and performance orientation?



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SHIFTING FROM A SERVICE STATION TO A POWER STATION



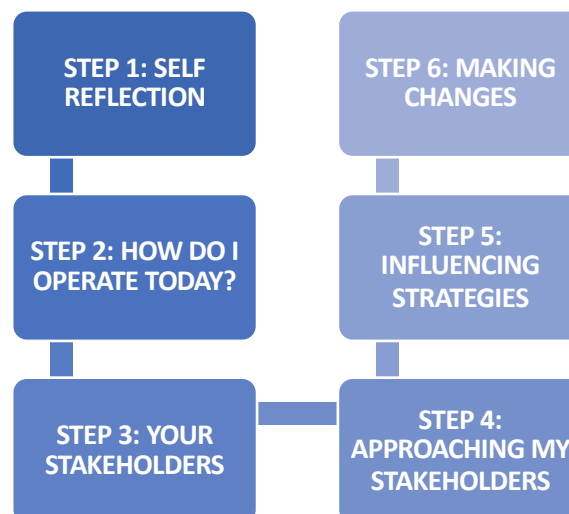
- Where Should HR Invest Funds? Why?
- What's HR's Roadmap?
- What Does the HR SWOT say?

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CHANGING YOUR BEHAVIOUR TO BE MORE STRATEGIC

SHIFTING FROM A SERVICE STATION TO A POWER STATION BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

STEP 1: SELF REFLECTION

| | IMPACT | | BUILDING CONFIDENCE |
|-----------------------------|--|-----------------------------|---|
| SUPERIOR PERFORMANCE | Builds win-win strategies that focus on high performance workforce initiatives. Challenges ways of thinking to drive change. | SUPERIOR PERFORMANCE | Creates processes or solutions that boost the confidence of key stakeholders in their own capacity to succeed. |
| PROACTIVE | Forms alliances by showing how ideas and initiatives will support their interests and goals. Plans and takes joint action. Builds support for needed change. | PROACTIVE | Personally builds the confidence of others in their own and HR's capacity to succeed. Builds optimism and enthusiasm in others. Believes in the success of plans or strategies. |
| 'ADDING VALUE' | Persuades others showing the specific advantages, benefits or features of own ideas, plans, HR strategies and solutions/services. | 'ADDING VALUE' | Confidently justifies own position when challenged and is resolute when setbacks occur. Confidently tackles issues justifies changes in a confident manner. |

- Where would you say that you operate in these areas?
- What could you do differently?
- What support do you need?
- What will success look or feel like?
- What will it take to achieve changes? (risks, feelings of discomfort etc.)

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BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

STEP 2: HOW DO I OPERATE TODAY? YOUR CREDIBILITY AND VISIBILITY

| YOUR VISIBILITY | | RATING | YOUR CREDIBILITY | | RATING |
|------------------|--|--------|-------------------|---|--------|
| 1 | I am one of the most vocal people in the HR team | | 11 | People listen to what I say | |
| 2 | I often volunteer to lead situations | | 12 | I am able to influence other leaders decisions | |
| 3 | I often find myself 'centre stage' in business decisions | | 13 | People seek me out for advice | |
| 4 | I take the initiative and often am one of the first to speak out on important issues | | 14 | I receive recognition for my ideas and contributions | |
| 5 | I would rather lead others than become a participant | | 15 | My opinion is held in high regard by leaders | |
| 6 | I volunteer my thoughts and ideas without hesitation | | 16 | My ideas are often implemented | |
| 7 | I ask questions in meetings just to have something to say | | 17 | People often ask for my opinions and input | |
| 8 | I often play the role of note taker during meetings | | 18 | Leaders usually consult me about important issues before they will make a decision | |
| 9 | I use humour in tense situations | | 19 | I have noticed that other people often look at me, even when they're not talking directly to me | |
| 10 | I jump right in to whatever conflict or challenge that needs to be resolved | | 20 | I am very influential with leaders | |
| VISIBILITY TOTAL | | | CREDIBILITY TOTAL | | |

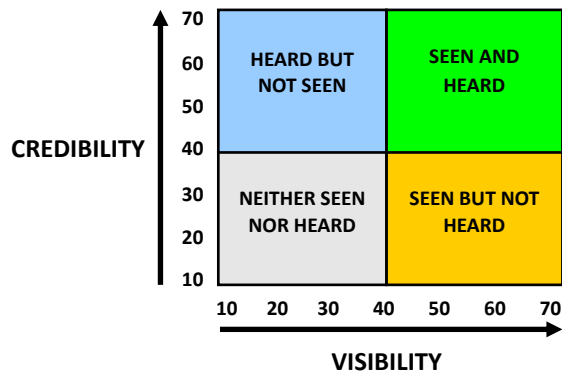
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| Strongly Disagree | Disagree | Slightly Disagree | Neither Agree nor Disagree | Slightly Agree | Agree | Strongly Agree |

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STEP 2: HOW DO I OPERATE TODAY? YOUR CREDIBILITY AND VISIBILITY

Using the total visibility and credibility scores, place an "X" in the appropriate quadrant in the matrix below:



Going Forward:

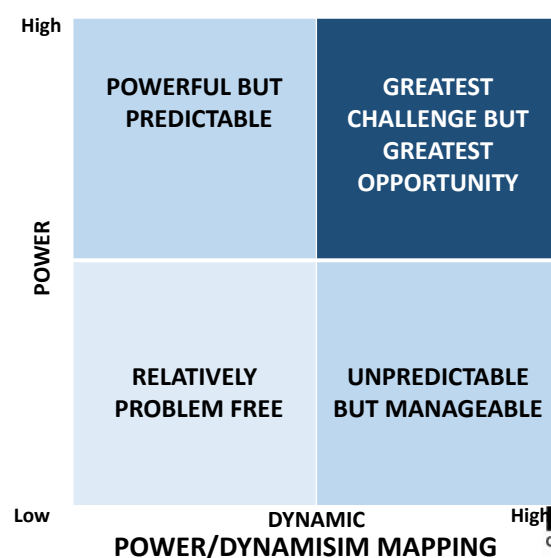
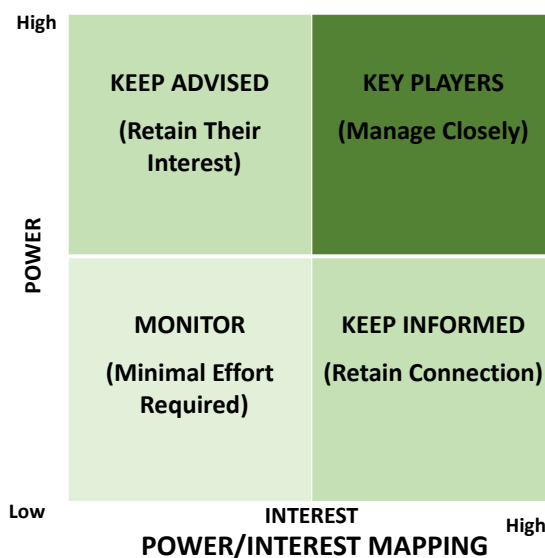
- What are you doing to be seen and heard?
- What is less effective about your visibility and credibility and why?
- How can you improve your visibility (being seen) and credibility (being heard)?
- What could you continue, stop and start doing?

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STEP 3: YOUR STAKEHOLDERS: MAPPING TECHNIQUES

A stakeholder is anyone who has an interest in your work and will be affected by your deliverables or output.



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STEP 3: YOUR STAKEHOLDERS: MAPPING TECHNIQUES



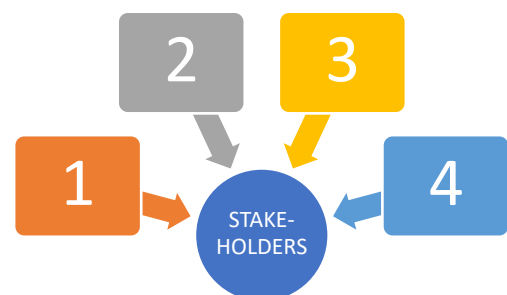
| CURRENT RELATIONSHIP | INFLUENCE | EXPERTISE IN PEOPLE ISSUES | MANAGEMENT STYLE |
|----------------------|---|----------------------------|------------------|
| 4 = Excellent | 4 = Easily Persuaded | 4 = Excellent | 4 = Strategic |
| 3 = Good | 3 = Responds to Logic | 3 = Good | 3 = Operational |
| 2 = OK | 2 = Difficult to Persuade | 2 = OK | 2 = Technical |
| 1 = Could Be Better | 1 = Very Difficult to Persuade/Hard to Read | 1 = Could Be Better | 1 = Micro Detail |

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STEP 3: YOUR STAKEHOLDERS: MAPPING TECHNIQUES

- Using this information you can ascertain what you need to do to engage and manage them.
- Managing stakeholders includes:
 - identifying who your strategic stakeholders are
 - assessing their power base, interests, needs and likely behaviour in certain situations
 - developing plans to how you manage them in terms of activity, reporting, managing conflicts and challenges
- You need to:
 - engage and work in partnership with them
 - relate to their needs and issues and support as required



- Consider your top 3 internal clients and assess them using the templates provided.
- What are the “headlines”?
- Are there any changes you need to make in terms of your approach to them?

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BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

STEP 4: APPROACHING MY STAKEHOLDERS: THEIR BEHAVIOUR

- Dislike change and personal attention
- Measure achievement by precision and accuracy.
- Task is a priority, method and detail vital.
- Serious, orderly, persistent and cautious.
- Set high standards for themselves and others.
- Prefer to work alone and like organisational structures.
- Have 'to-do' lists.

OBSERVERS (Seek research, analysis and options)

COMPETITORS (Seek results and engagement)

- Results orientated.
- Strong work ethic
- Control and dominance focused
- Make judgements based on likely benefit and risk.
- Don't like emotional issues.
- Independent, strong willed and action focused.
- Enjoy challenge
- Impatient with slower paced people.
- Best working alone – not good team players.

- Place emphasis on relationships, like getting to know people, building trust.
- Measure their personal worth by the responses they get from others.
- Like to support others by listening
- Pushy or aggressive behaviour upsets them.
- Steady, agreeable, calm and informal.
- Make decisions after careful consideration.
- Seek security and appreciation.
- Need is to maintain and strengthen relationships.
- Anxious that a wrong decision might expose them to criticism.
- Informal and welcoming.

FRIENDS (Seek trust, credibility and tried and tested ideas)

COLLABORATORS (Seek structure and ownership)

- Measure personal status by acknowledgement and recognition from others.
- Fast paced in manner, place emphasis on relationships.
- Seek person to person situations
- Like to be the centre of attention.
- See themselves as future focused
- Charismatic in style
- Do not like detail, often disorganised, sometimes impractical, tend to jump to conclusions.
- Go for friendly open environments

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STEP 4: APPROACHING MY STAKEHOLDERS: YOUR BEHAVIOUR

- Don't be over friendly, respect their need for personal space.
- Be formal, logical and to the point in presentation.
- Speak slowly and deliberately.
- Will need to be able to justify supporting you, and that means logic.
- Will want to know how your solution will work in practice and you should make sure it will enhance their credibility.
- Expect questions and deliberation. Be specific and detailed in reply.
- Cover both sides of the issue to show that you have done your homework
- Do not expect an immediate decision

OBSERVERS

COMPETITORS

- Use a fast and decisive speaking style. .
- Be assertive, well briefed and succinct.
- Offer a range of options giving them the choice.
- Frame solutions so that by agreeing, they will move towards their goals and enhance their control.
- Have a one page summary of your idea with back-up material separately.
- Know the risks and benefits.
- Be commercial and efficient.
- Stick to the facts, focus on bottom line results and benefits.
- Avoid qualifiers in speech ('perhaps', 'might', 'maybe').

- Give them your full attention.
- Talk slowly and easily, be warm, likeable and informal.
- Focus on the positive, about how your solution will show them in a good light with others.
- Offer reassurances and guarantees.
- Involve them – ask for their contribution, be patient and give them time.
- Get acquainted and build trust.

FRIENDS

COLLABORATORS

- Match their style – formal or informal.
- Be friendly, maintain a fast, spontaneous style of speech.
- Be lively, stimulating and energetic.
- Frame solutions that will enhance their status.
- Focus on originality and imaginativeness.
- Provide examples and case studies.
- Stimulate and excite them with your ideas.
- Allow them time to talk, link their ideas to yours and your ideas to their goals and ambitions.
- Press for a decision on the spot – ideally when they are most enthusiastic.

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STEP 5: INFLUENCING STRATEGIES

ADVISING AND NOT WHOLLY PERSUADING. A DIRECTIVE STYLE, TELLING THE OTHER PARTY WHAT IS THE BEST THING TO DO.

PUSH

- Works best when in a position of power
- More effective in short term relationships
- More appropriate if you do not have room to manoeuvre
- Gets low commitment through low involvement
- Requires less time
- Perceived as Win Lose

PULL

INVOLVES PERSUASION, GETTING THE OTHER PARTY TO AGREE WITH YOU.

- Works best when in a position of power (expertise led)
- More effective in longer term relationships
- More appropriate if you have room to manoeuvre
- Gets high commitment through high involvement
- Requires time to plan and take longer to execute
- Win Win as both parties satisfied with the outcome

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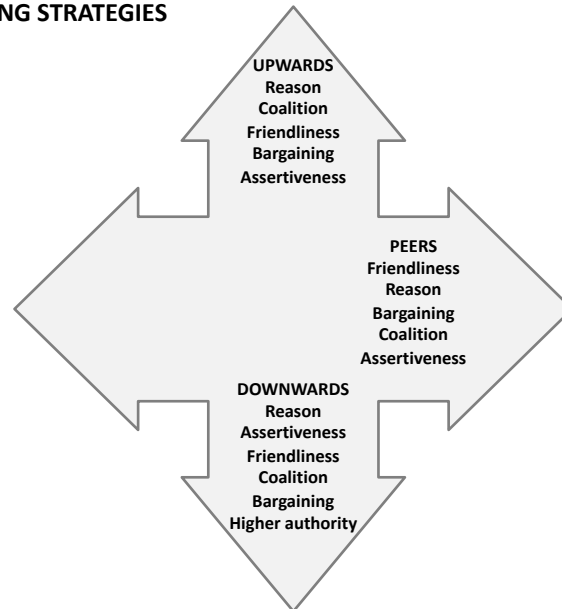
STEP 5: INFLUENCING STRATEGIES

| METHOD OF INFLUENCING | OBSTACLES TO USING METHOD |
|-----------------------|--|
| Reason | If information or logic is suspect or simply challenged strategy is weakened. |
| Friendliness | Overuse can lead people to suspect your motives and competence. |
| Coalition | Can be interpreted as conspiracy. |
| Bargaining | Creates obligations for the Influencer. |
| Assertiveness | May create bad feeling and become less effective with time. |
| Higher Authority | Can undermine relationships and may be interpreted as a threat. The 'Higher Authority' may see it as weakness. |
| Follow Up | Failure to follow through can lead to loss of credibility. Repeated use will lead to resentment. |

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STEP 5: INFLUENCING STRATEGIES



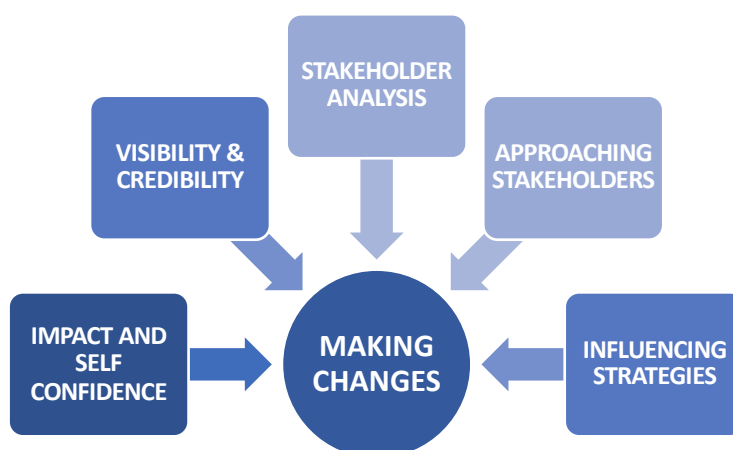
Style will also factor in to the best influencing strategy

- Observers: Reason
- Competitors: Assertiveness
- Collaborators: Bargaining
- Friends: Friendliness

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STEP 6: MAKING CHANGES

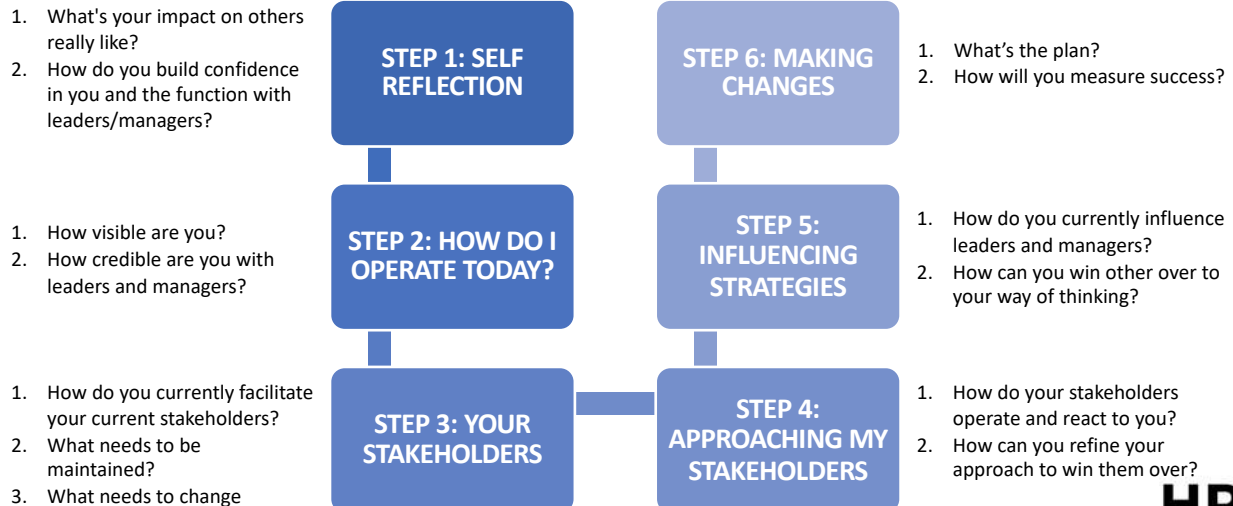


- What do your self reflections and feedback say about your current influencing methods?
- What works well?
- What needs to improve?
- What stakeholders are the most challenging?
- What's your plan moving forward?

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SHIFTING FROM A SERVICE STATION TO A POWER STATION

BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER



SHIFTING FROM A SERVICE STATION TO A POWER STATION

BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

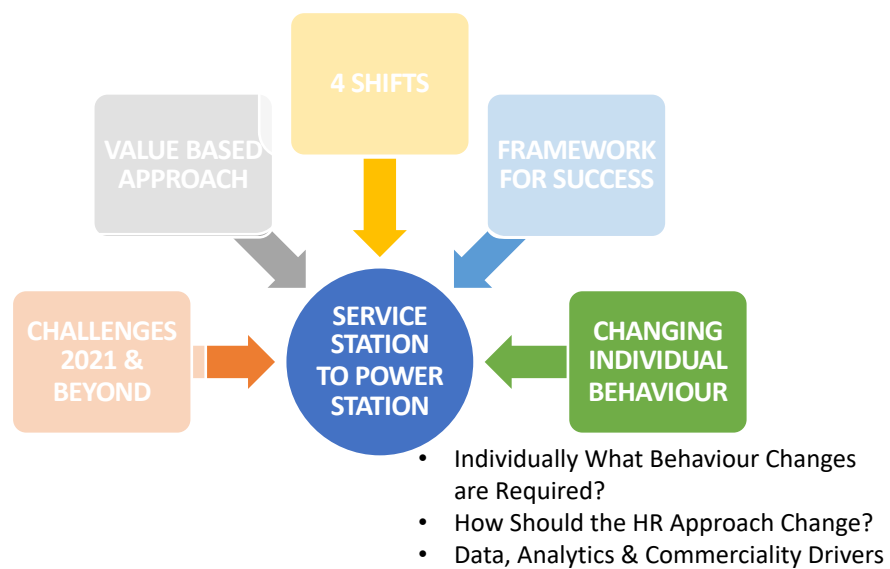


Service Station to Power Station: such a change requires both a functional and an individual response to change.

- Influencing of leaders and managers who are more senior to you is hard
- That's why you need to better prepared than others
- Commercial agenda allied to the use of data and analytics (their language) is a vital transition to make
- Commercial focus is an everyday 24/7 activity, strategic approach

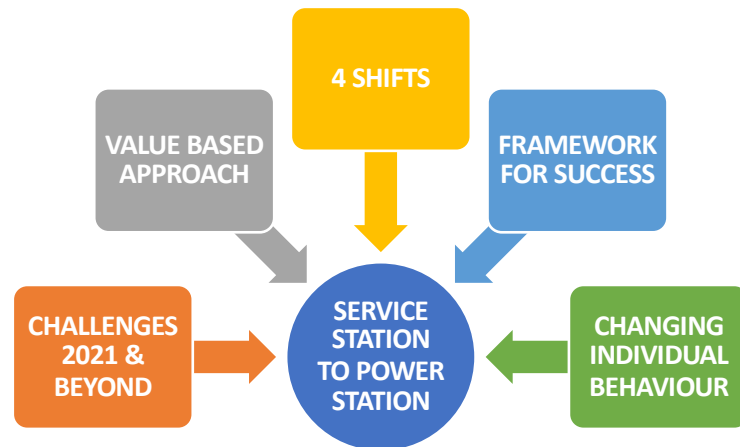
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SHIFTING FROM A SERVICE STATION TO A POWER STATION



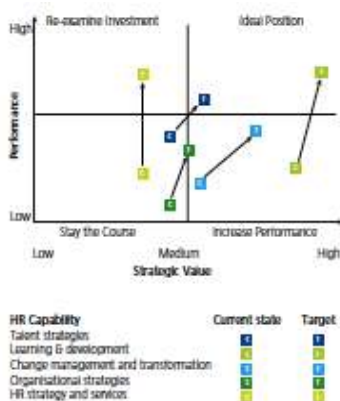
CONCLUSIONS: SHIFTING FROM A SERVICE STATION TO A POWER STATION

REFLECTION, CHALLENGE AND RE-INVENTION OF HR PRACTICES AND PERCEPTIONS



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CONCLUSIONS: SHIFTING FROM A SERVICE STATION TO A POWER STATION



1. Honest self assessment of the function
2. Current vs Future Needs
3. Roadmap to Support Strategy

| | ... | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | ... |
|--------------------------------------|---|-------------------------|--|--|----|---------------------------------|-----------------------------|--|----|----|-----|
| HR transformation program management | Program management | | | | | | | | | | |
| HR vision & strategy | Define HR department vision | Design HR people vision | Communicate HR people vision | Evaluate and review HR vision/strategy | | | | Evaluate and review HR vision/strategy | | | |
| HR organisation & HR governance | Define HR transition plan & HR governance | Execute transition plan | | | | Operationalise HR organisation | | | | | |
| | | Implement HR governance | | | | Evaluate & review HR governance | | | | | |
| HR Core processes | Process design | | Process implementation (incl. employee engagement survey...) | | | | | | | | |
| | Knowledge transfer and coaching | | | | | | | | | | |
| | Package harmonisation implementation | | | | | | Employee package management | | | | |
| | Change and culture program | | | | | | | | | | |
| | | | | | | | | | | | |
| HR support processes & technology | Design, implementation & testing | | | Identification/assessment of HR tools & develop HR IT long term strategy | | | | | | | |
| Reporting & HR scorecard | Define HR metrics and KPIs / HR scorecard | | | HR measurement framework Evaluate & review HR metrics/scorecard | | | | | | | |
| HR budget (HRB) | Budget approval | | | Budget follow-up | | | | Budget follow-up | | | |

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CONCLUSIONS

DEVELOPING YOUR FUTURE ROADMAP FOR 2021

RESET

OPERATIONAL FOCUS

- Assess situation, change & resource.
- Communicate internally & externally with current and future candidates.
- Business focus (costs, productivity, survival) based on data!
- Make interim changes.

RENEW

CHANGE AND FUTURE FOCUS

- Audit the effectiveness of your talent practices.
- Reimagine the future employee experience.
- Build out new ways of operating (virtual interviews, gamification etc.).
- Identify how data and analytics insights can improve the internal perception of HR.

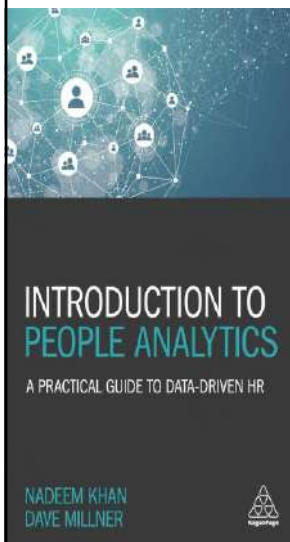
THRIVE

THE 'NEW NORMAL' FOR HR

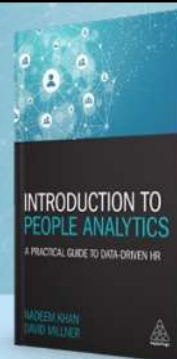
- Develop new routines and methods; what automation is required? Business case?
- Workforce reskilling
- Define and drive new leadership and management expectations and behaviour
- Develop desired employee experience
- What cultural and behavioural changes are needed?
- How will data drive new ways of working?

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READING MATERIAL



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