



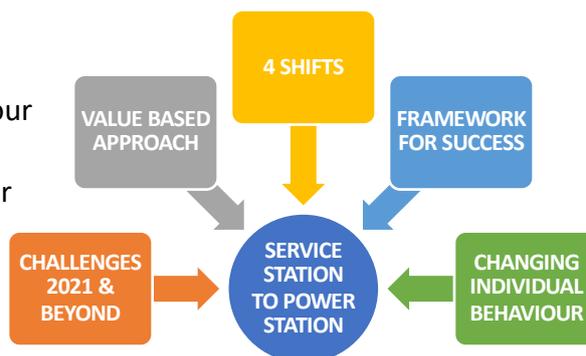
TURNING HR INTO A STRATEGIC POWER STATION

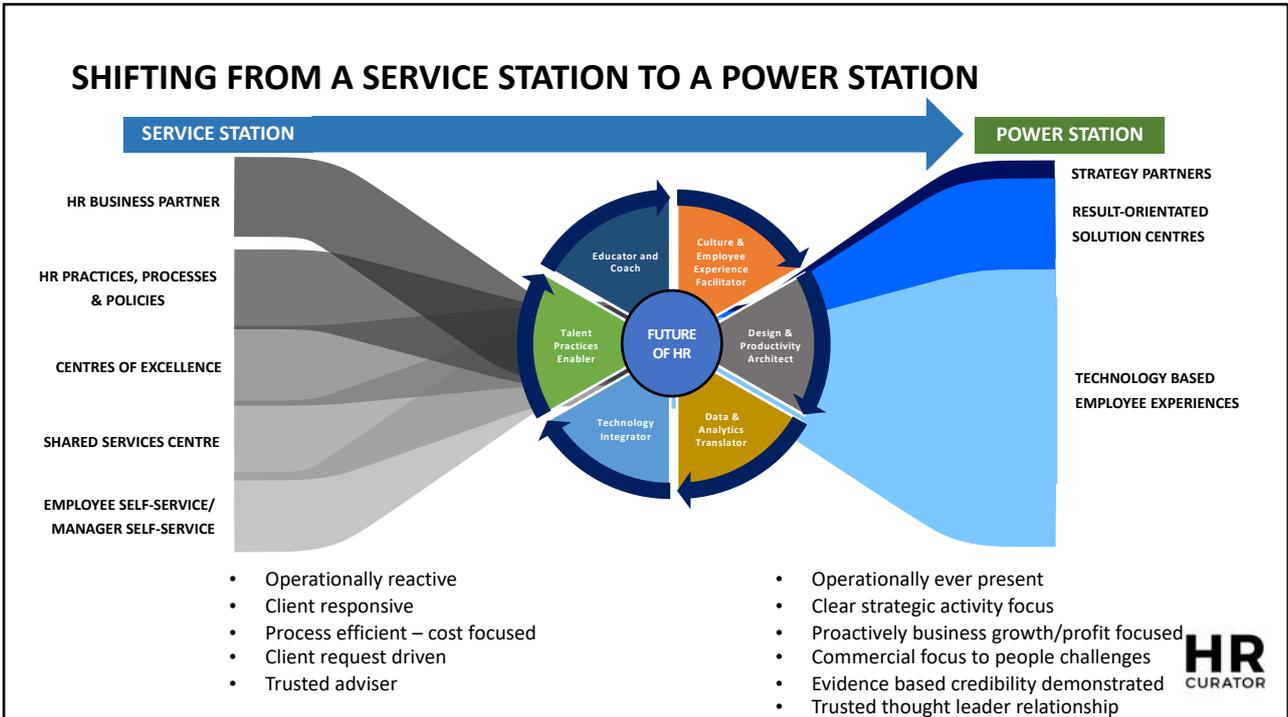
Dave Millner, CPsychol, FCIPD, ACIB, Author, Founder and Consulting Partner @HRCurator



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





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?

CONTEXT FOR CHANGE IN HR – THE 3D’S

DATA

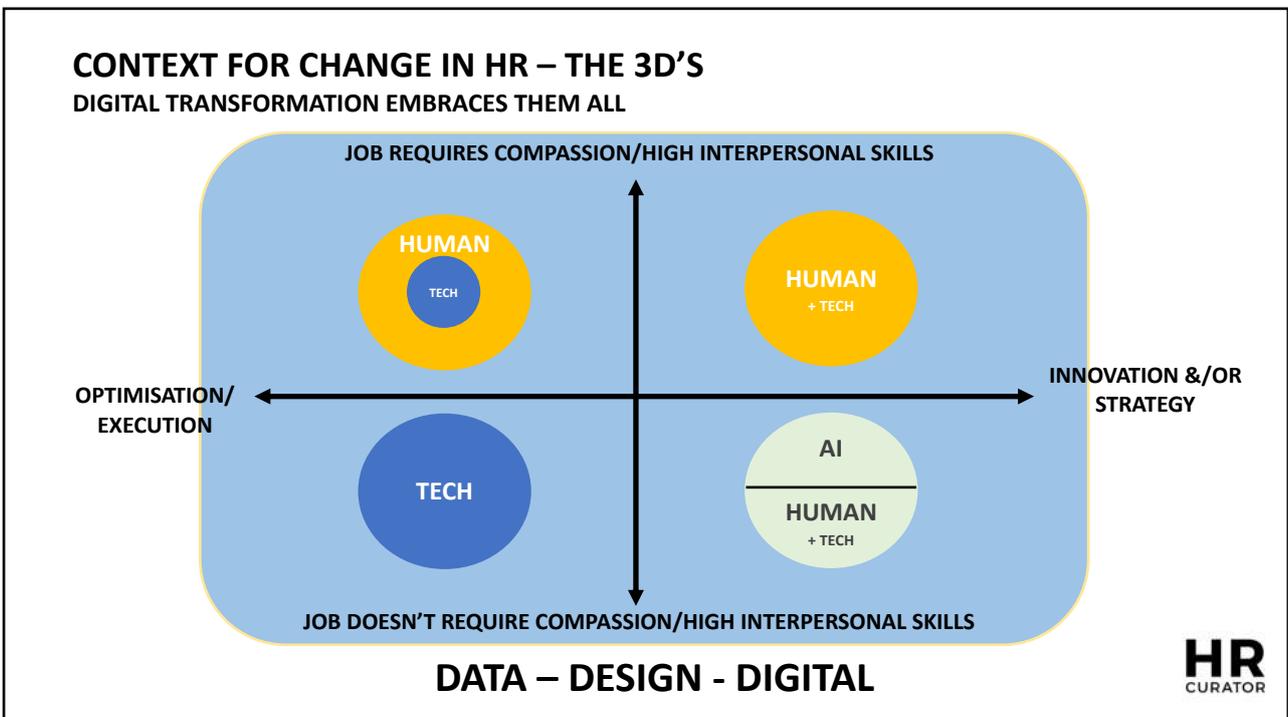
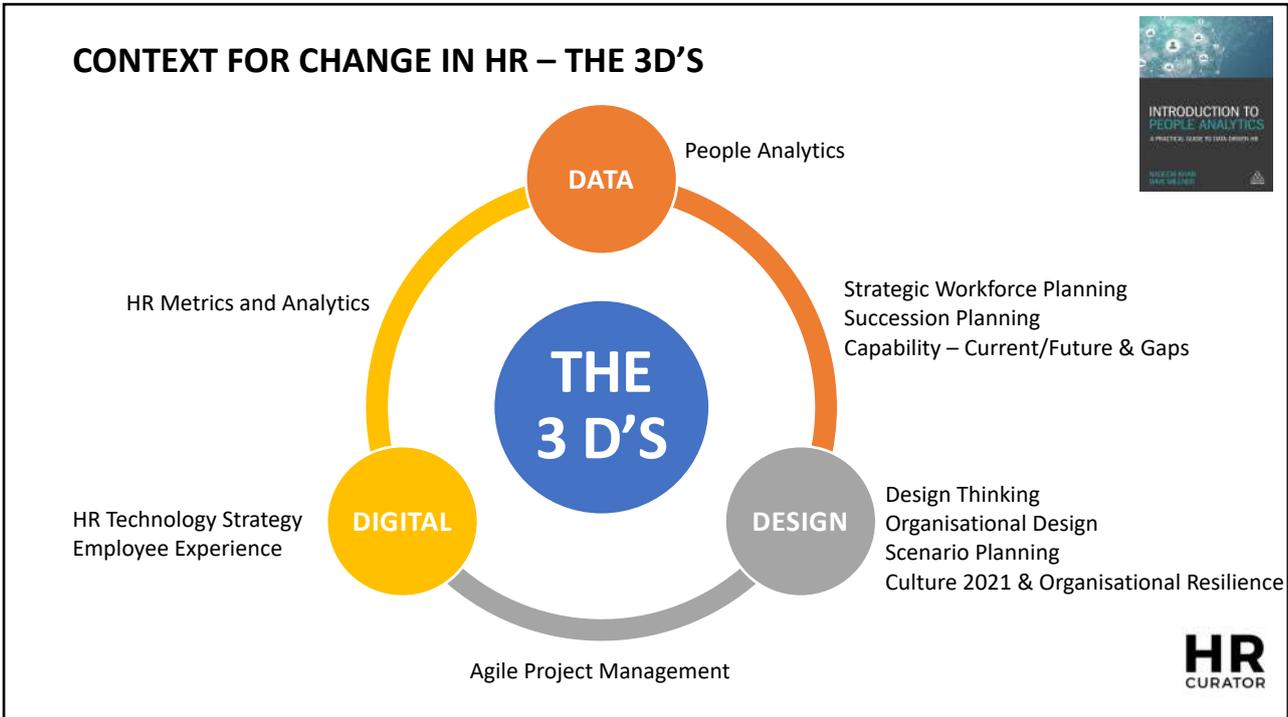
- COMMERCIAL MINDSET
- QUALITY, RELEVANT DATA
- ORGANIZATIONAL CAPABILITY

DESIGN

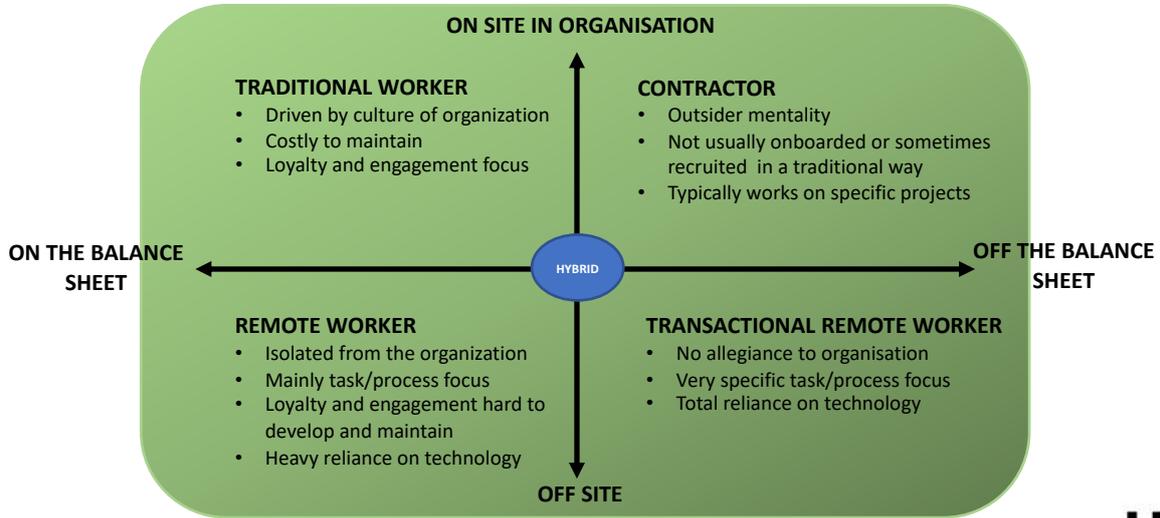
- STRATEGIC INITIATIVES
- TRANSFORMATIONAL
- FUTURE PROOFING

DIGITAL

- CORE HR TECH
- SPECIALIZED INSIGHTS TECH
- AI/ML FUTURE TECH



THE ALTERNATIVE TALENT MANAGEMENT MODEL OF THE FUTURE
 DRIVEN BY DIGITAL AND COST

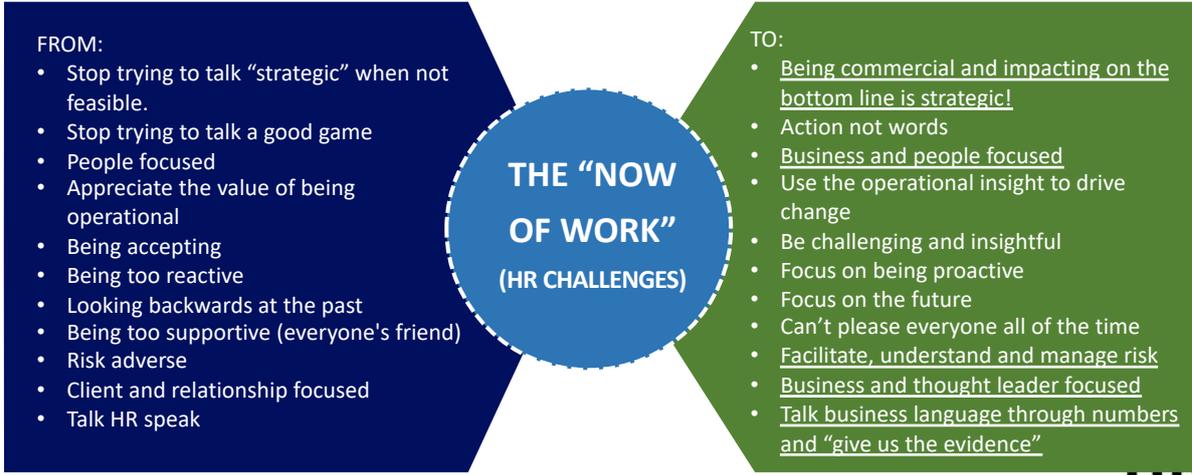


EVOLUTION OF HR



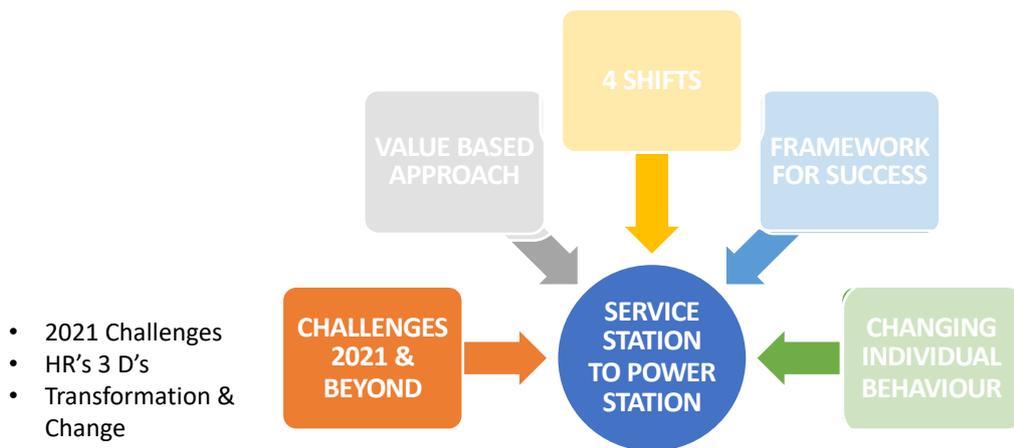
EVOLUTION OF HR

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)



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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 HR STRATEGY?

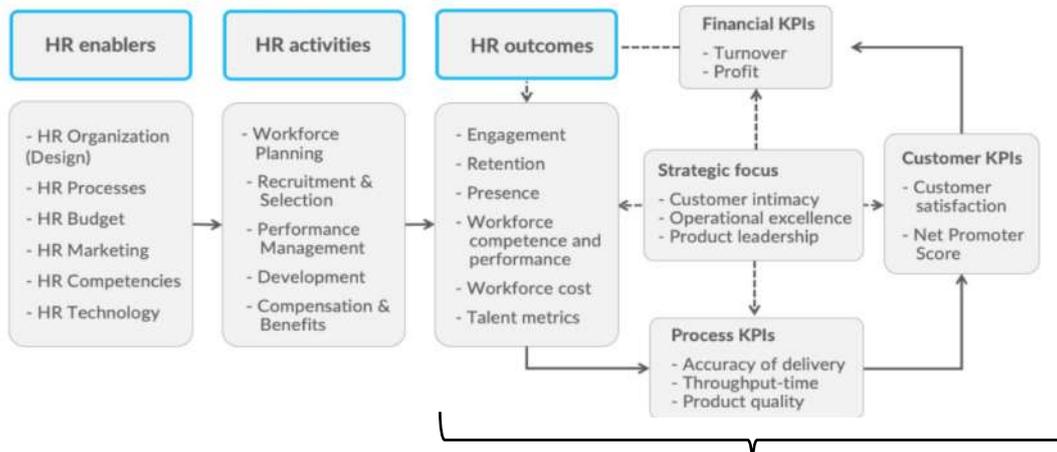
STRATEGY AND HR 1998 ONWARDS

The diagram is a 2x2 matrix with a vertical axis labeled "FUTURE / STRATEGIC FOCUS" at the top and "DAY-TO-DAY OPERATIONAL FOCUS" at the bottom. The horizontal axis is labeled "PROCESS" on the left and "PEOPLE" on the right. The four quadrants contain icons and labels: top-left is "Strategic Partner" (bar chart icon), top-right is "Change Agent" (glasses icon), bottom-left is "Admin Expert" (glasses icon), and bottom-right is "Employee Champion" (medal icon). To the right of the matrix is a stack of seven books by Dave Ulrich: "Human Resource Champions", "Delivering Results Through HR", "The HR Scorecard", "The HR Value Proposition", "HR IR", "Transforming HR", and "HR Competency Model". The bottom-most book is "Victory Through Organization".

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WHAT IS HR STRATEGY?

THE BIG PICTURE



THIS IS WHY DATA AND PEOPLE ANALYTICS ARE INCREASINGLY IMPORTANT



WHAT IS HR STRATEGY?

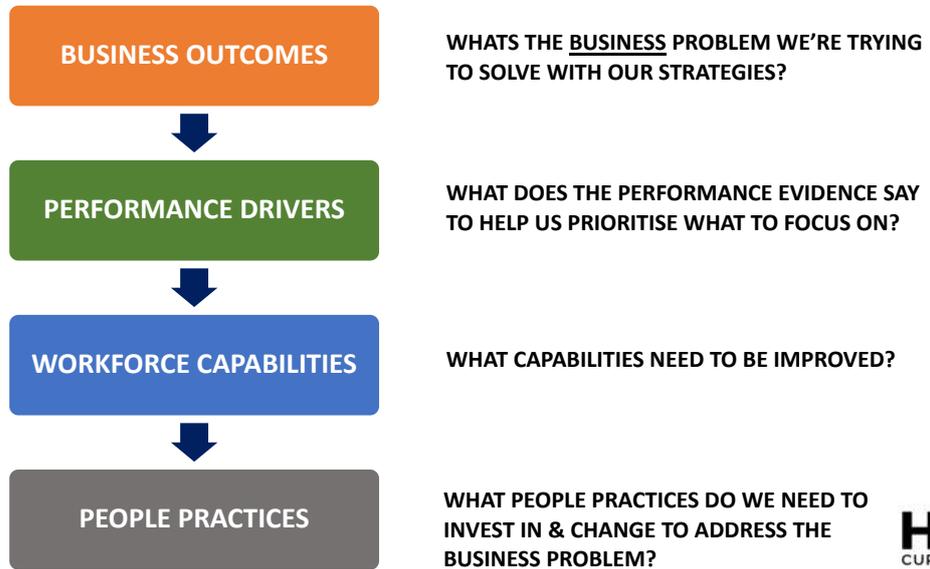
THE OPERATIONAL PICTURE



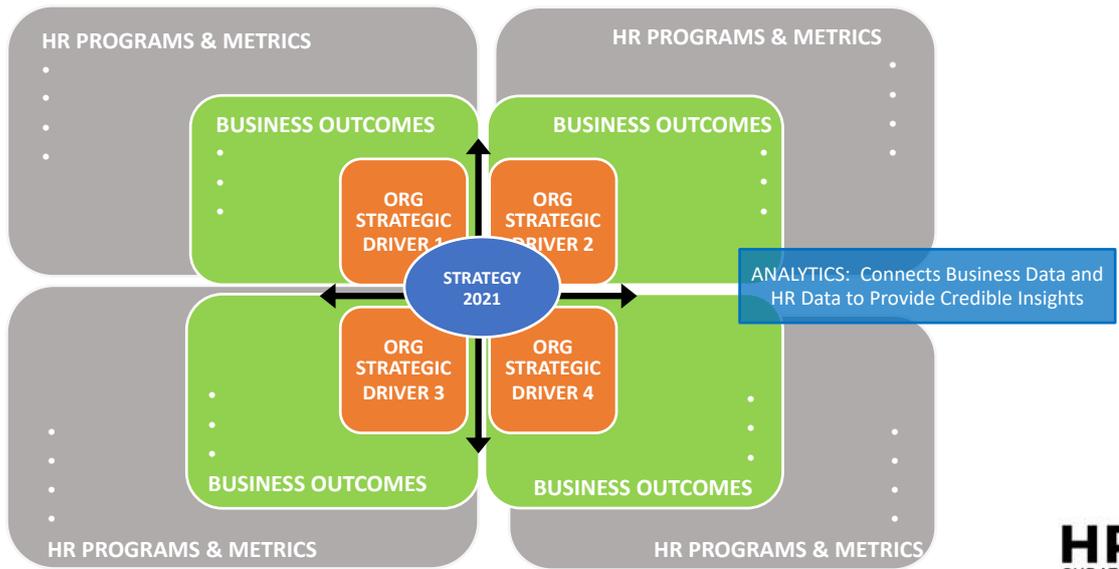
THIS IS WHY DATA AND PEOPLE ANALYTICS ARE INCREASINGLY IMPORTANT

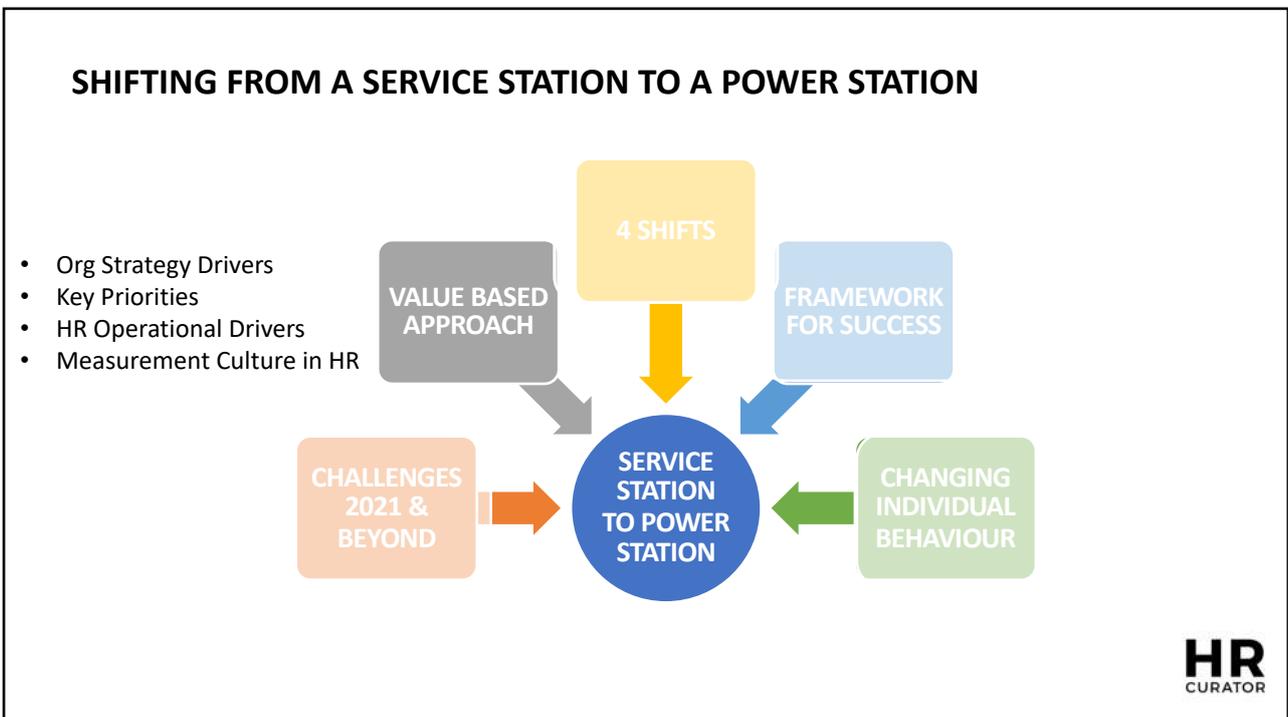
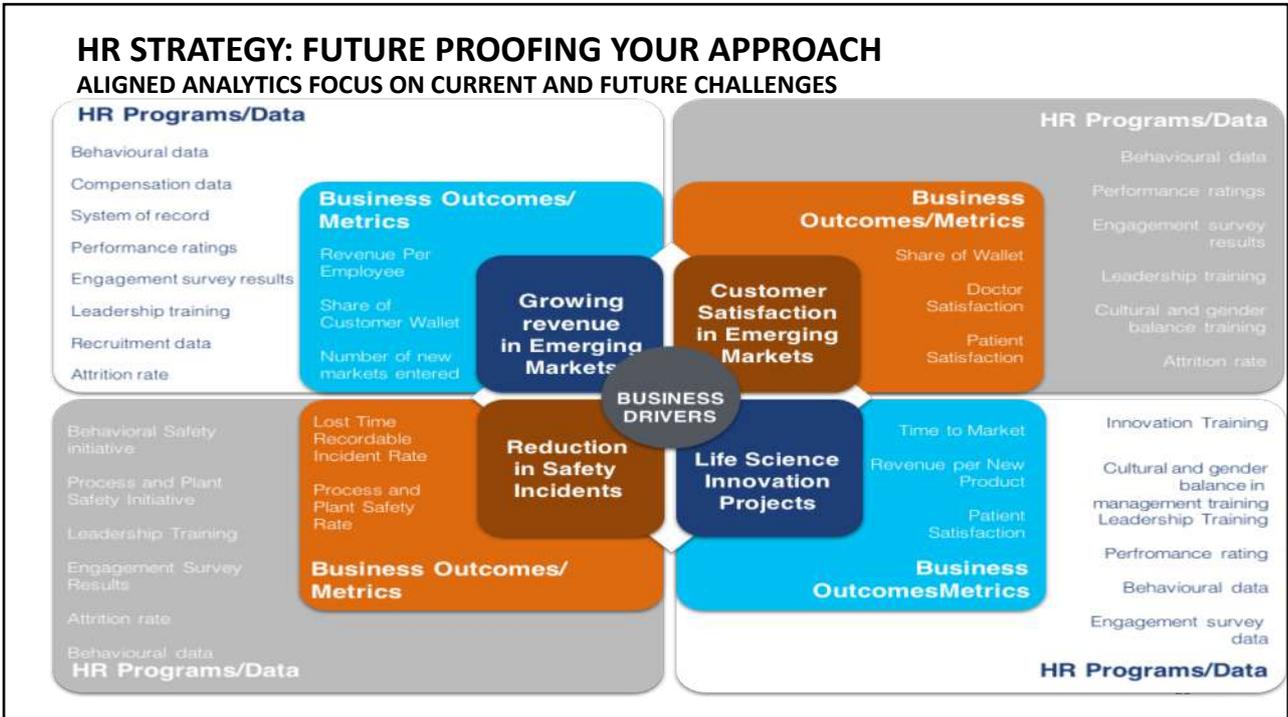


THE BUSINESS CONTEXT KEY QUESTIONS THAT UNDERPIN EVERY STRATEGY



HR STRATEGY: FUTURE PROOFING YOUR APPROACH ALIGNED ANALYTICS FOCUS ON CURRENT AND FUTURE CHALLENGES





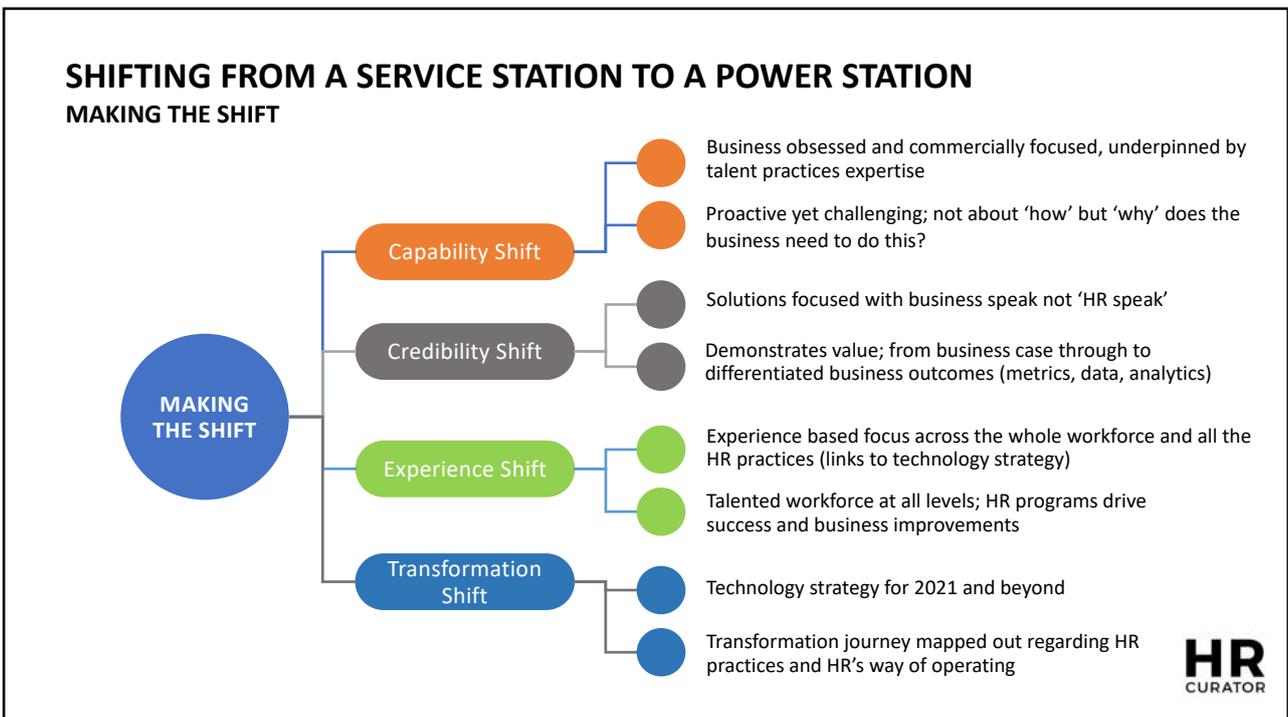
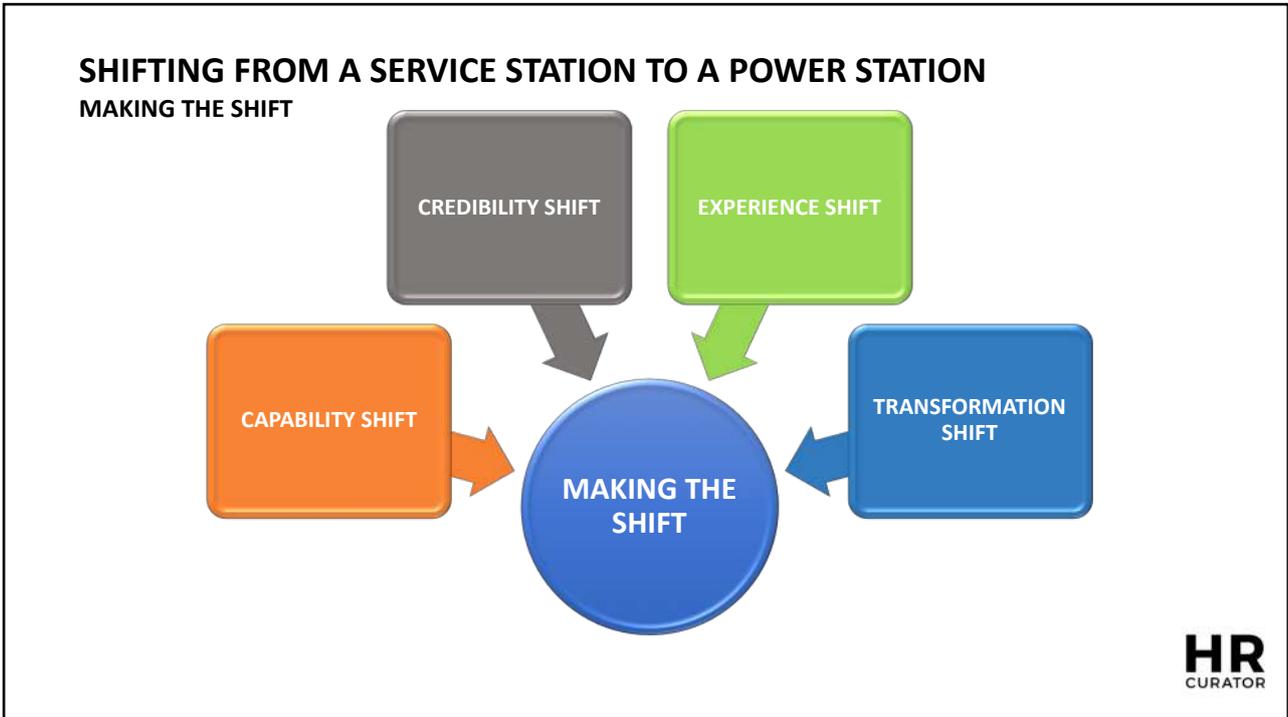


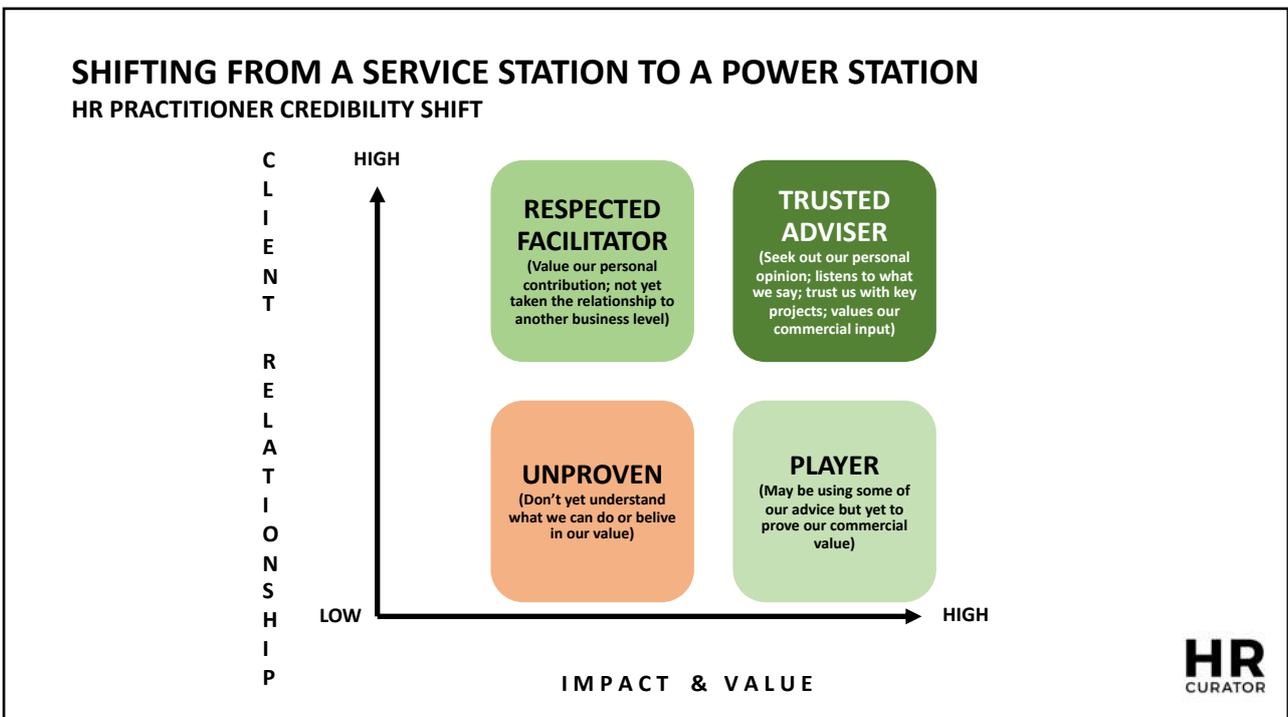
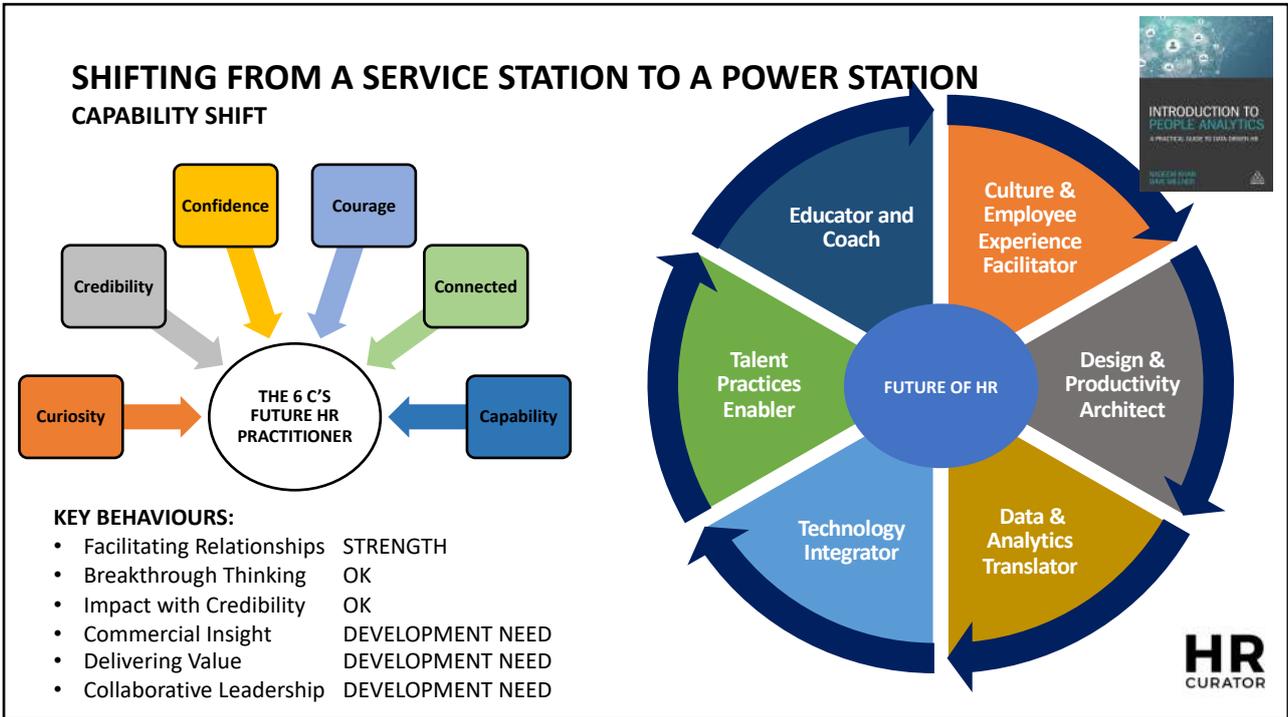
SHIFTING FROM A SERVICE STATION TO A POWER STATION
MAKING THE SHIFT

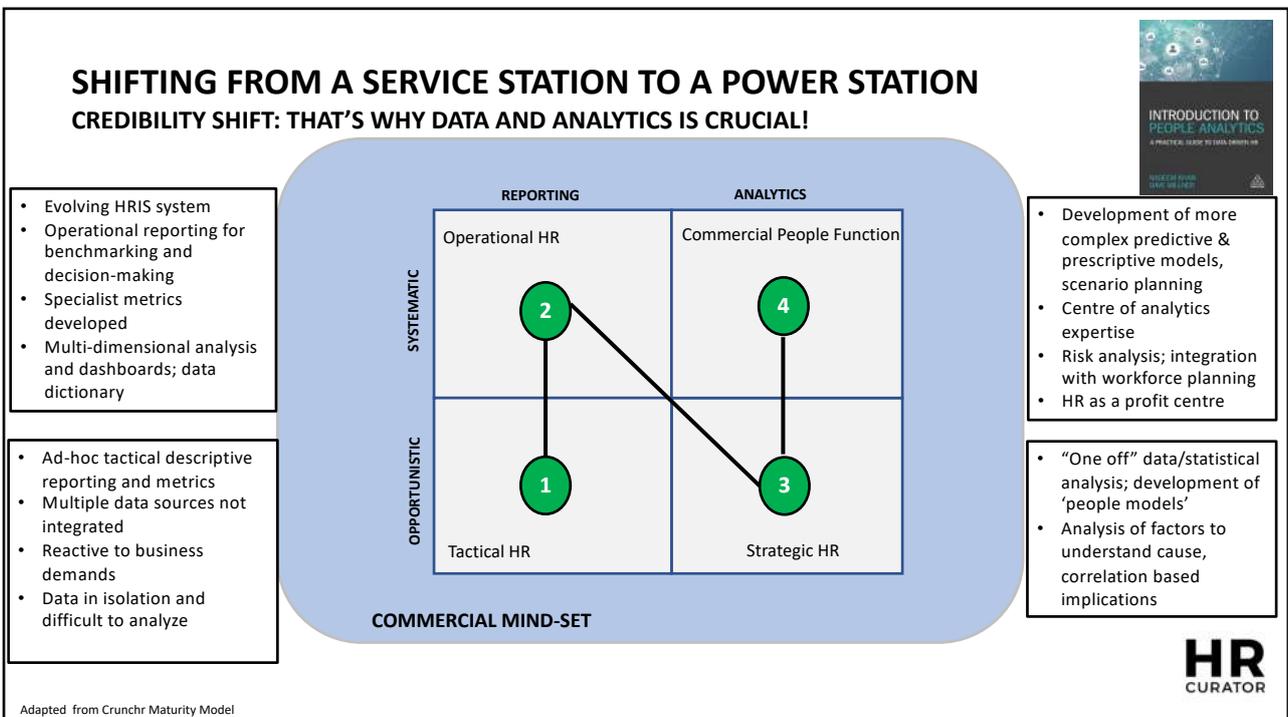
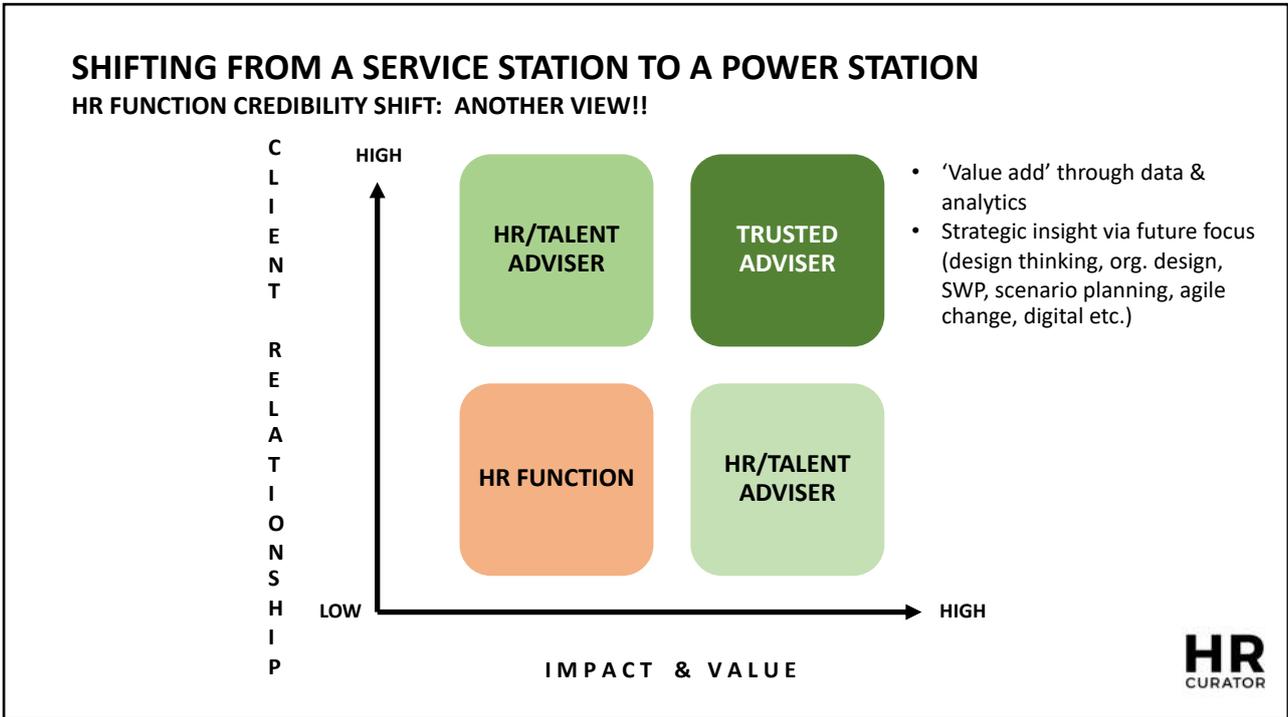
SERVICE STATION **POWER STATION**

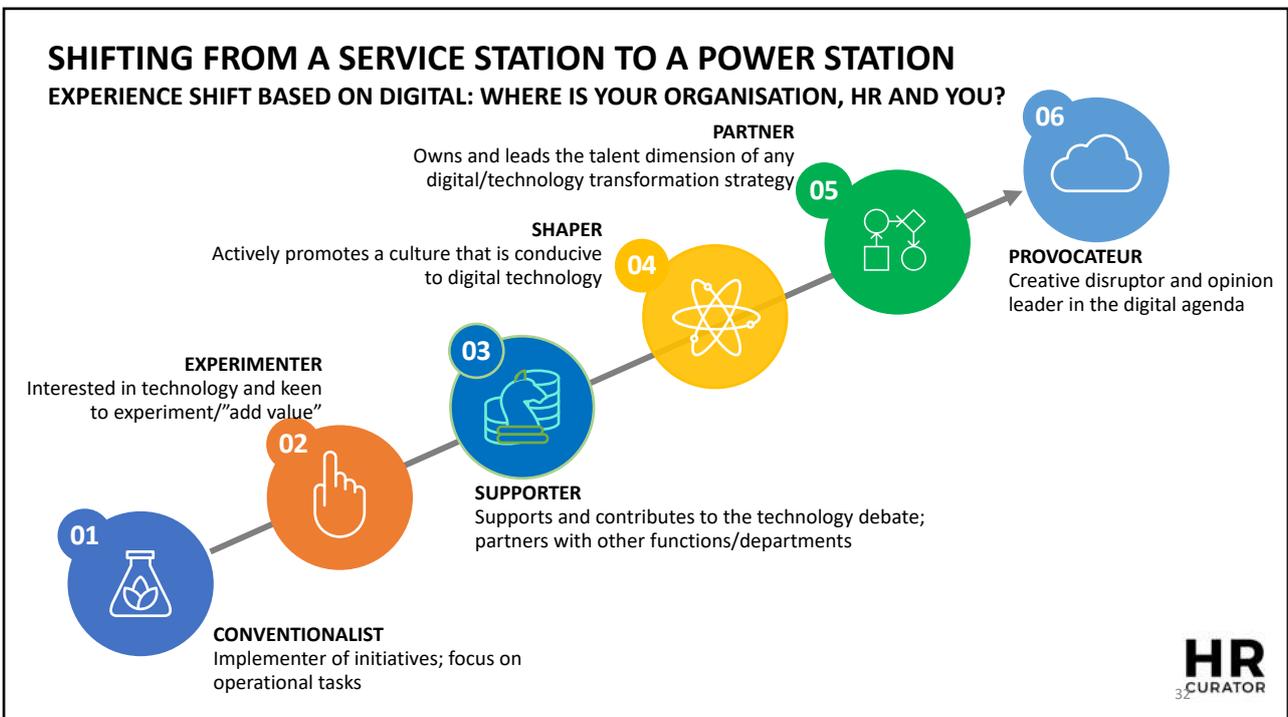
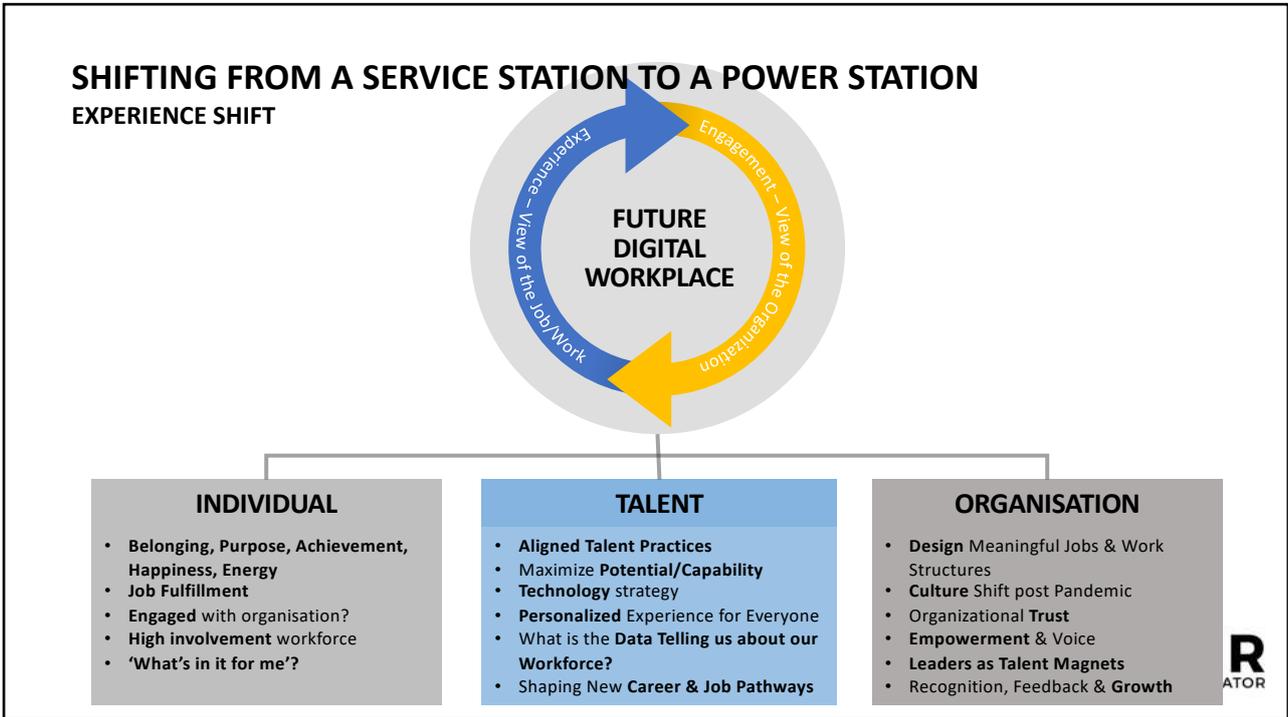
- Operationally reactive
- Client responsive
- Process efficient – cost focused
- Client request driven
- Trusted adviser

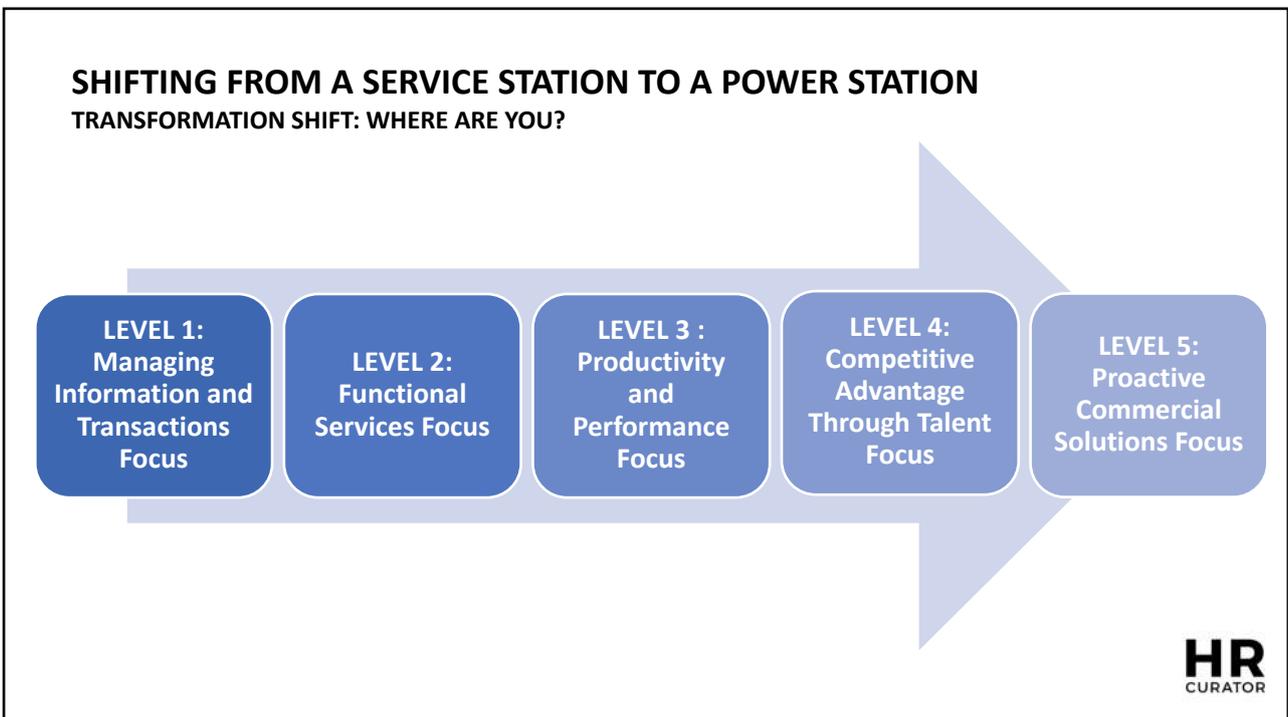
- Operationally ever present
- Clear strategic activity focus
- Proactively business growth and profit focused
- Commercial focus to people challenges
- Evidence based credibility demonstrated
- Trusted thought leader relationship

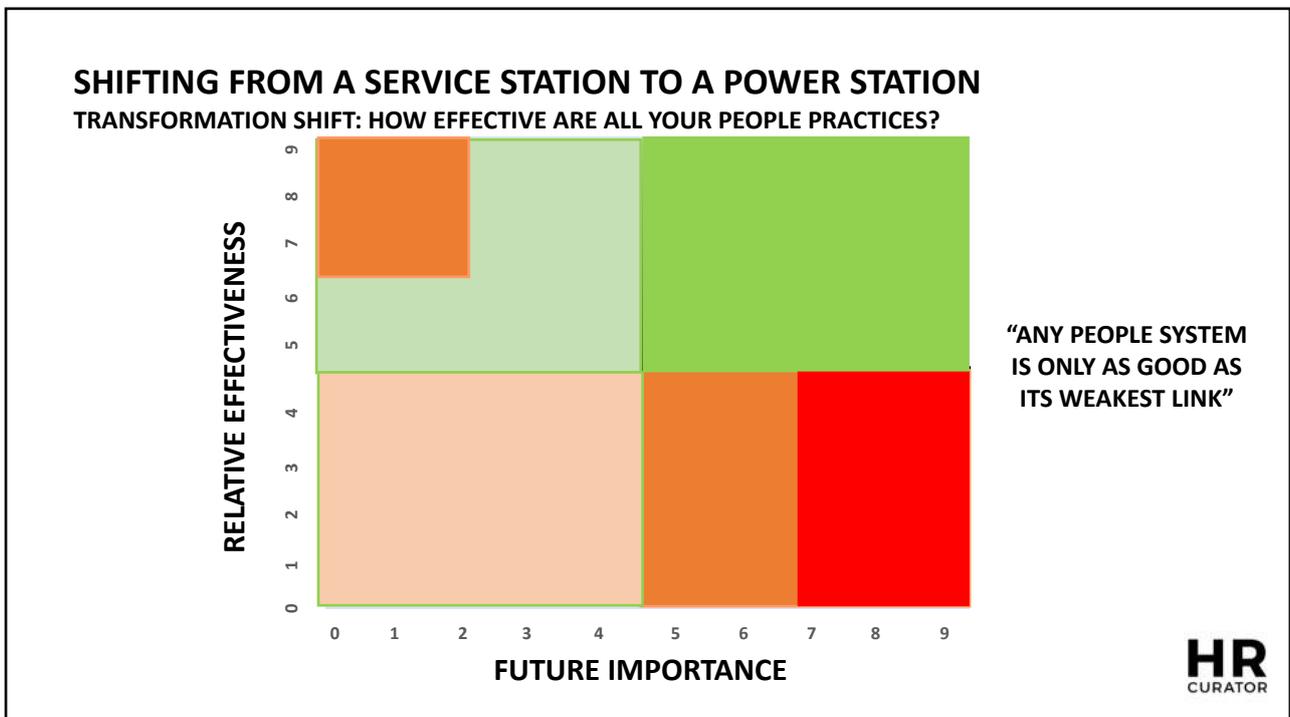
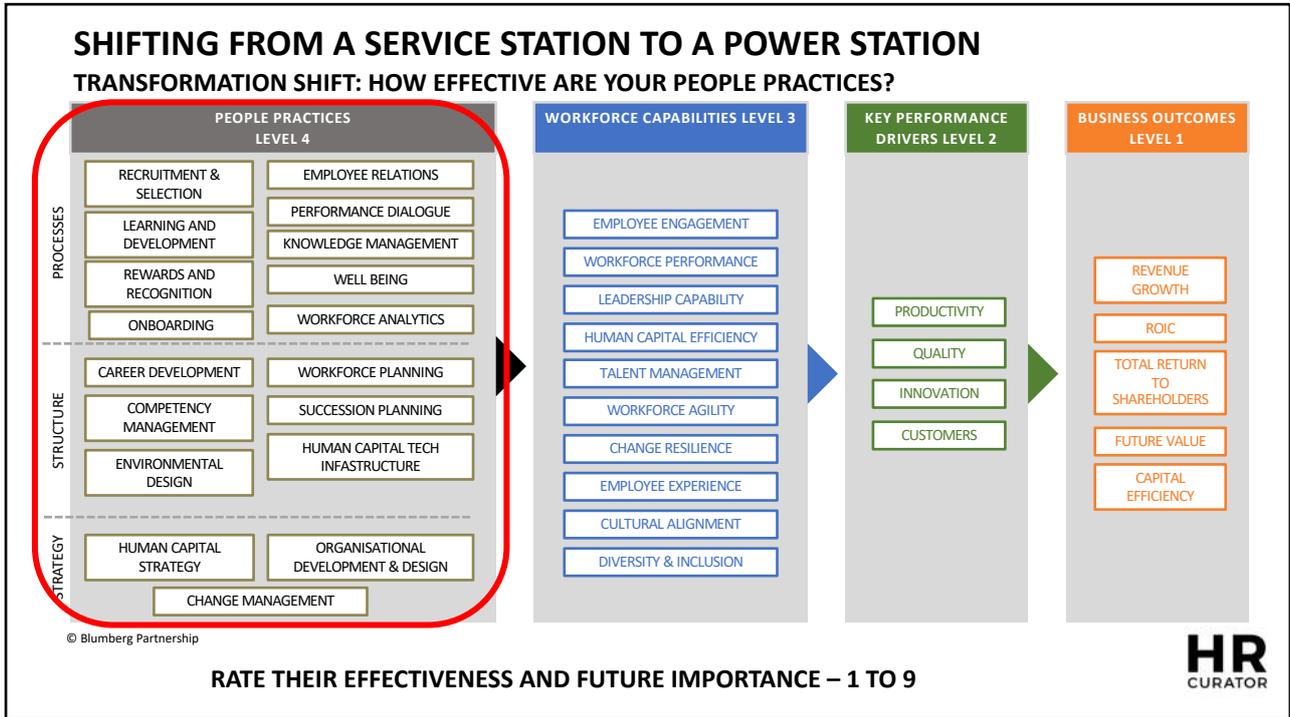




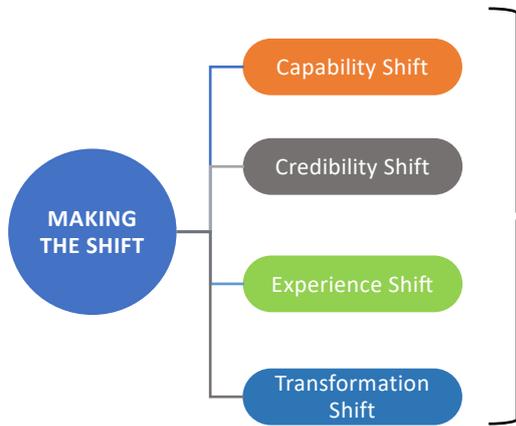








SHIFTING FROM A SERVICE STATION TO A POWER STATION MAKING THE SHIFT



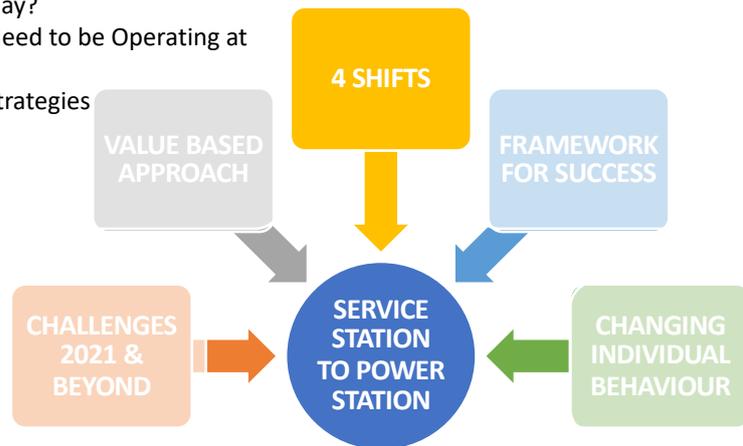
WHERE ARE YOUR ORGANISATIONAL PRIORITIES?

- What needs to be fixed?
- What needs to be developed/improved?
- How will you demonstrate impact?
- What are the priorities?



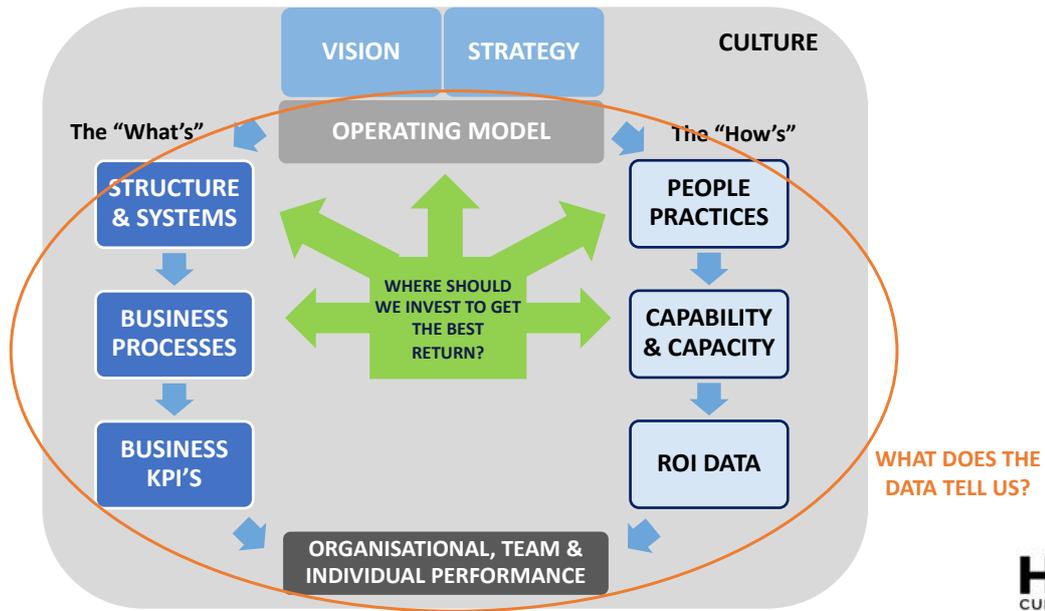
SHIFTING FROM A SERVICE STATION TO A POWER STATION

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

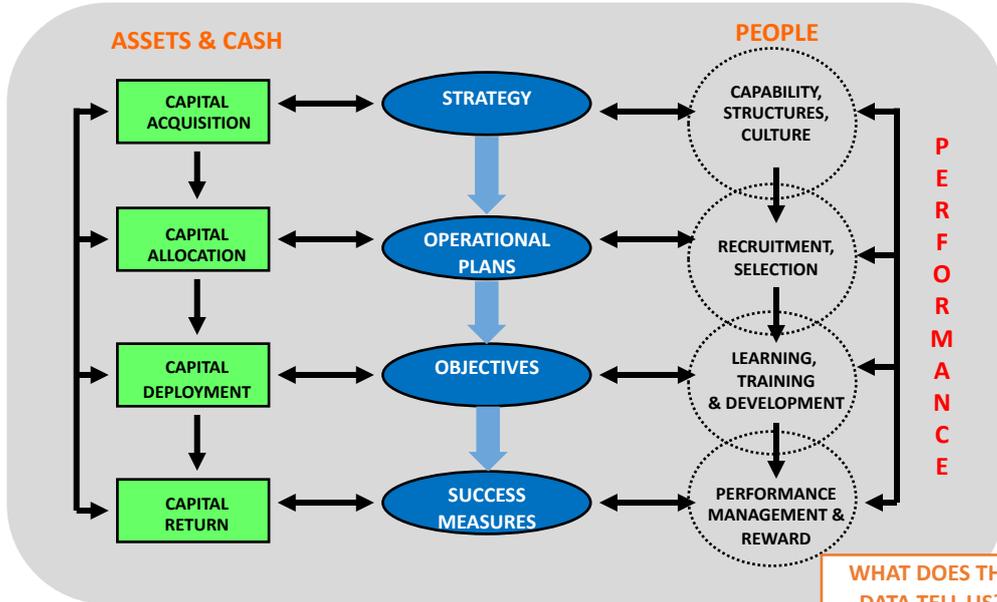




STRATEGY IS ABOUT WHERE SHOULD WE INVEST?



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:

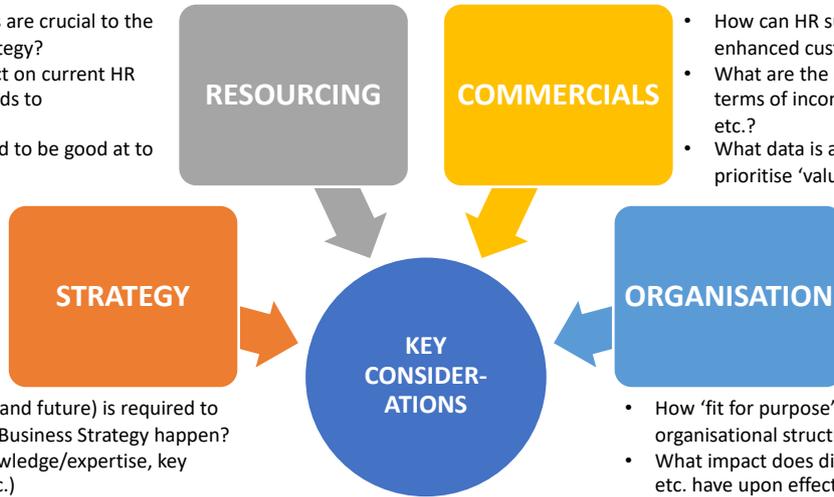
- Short term (next 6 months)
- Medium Term (next 12 months) and
- Longer Term (next 18 months)?

AS A FUNCTION ARE YOU REACTIVE OR PROACTIVE



CORE CONSIDERATIONS TO GET YOU STARTED

- What key capabilities are crucial to the execution of the strategy?
- How does that impact on current HR practices? What needs to change/improve?
- What do leaders need to be good at to deliver the strategy?



- How can HR support and drive an enhanced customer experience?
- What are the commercial priorities in terms of income, cost management etc.?
- What data is available to help HR prioritise 'value add' activity?

- What talent (current and future) is required to make the Corporate/Business Strategy happen? (key capabilities, knowledge/expertise, key process execution etc.)
- What are the HR technology implications?

- How 'fit for purpose' is the current organisational structure?
- What impact does digital/change programs etc. have upon effectiveness of structures, now and in the future?



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

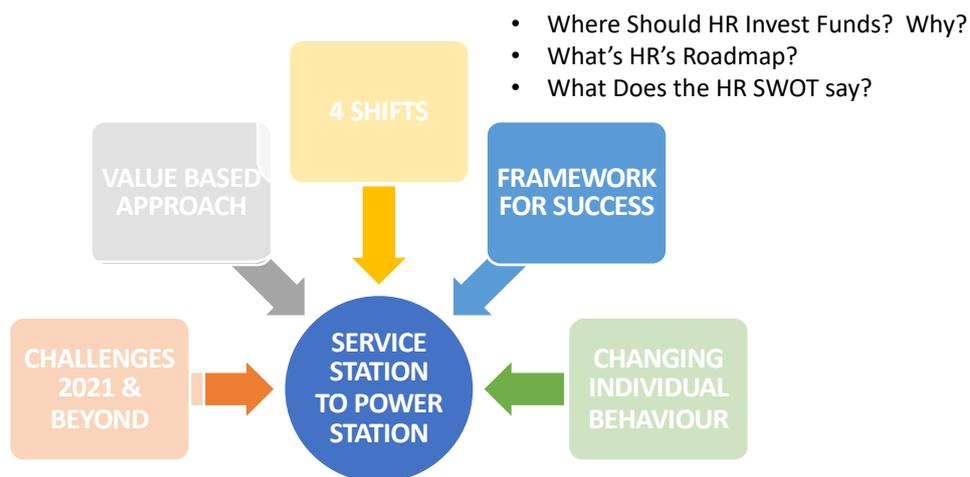
- What is the current approach to HR/talent metrics and people analytics?
- How can a shift in approach drive greater impact with business leaders?

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?



SHIFTING FROM A SERVICE STATION TO A POWER STATION



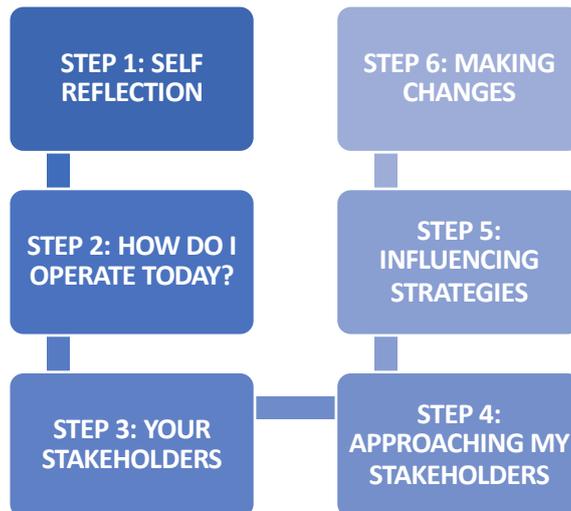
- Where Should HR Invest Funds? Why?
- What's HR's Roadmap?
- What Does the HR SWOT say?





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.)



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		

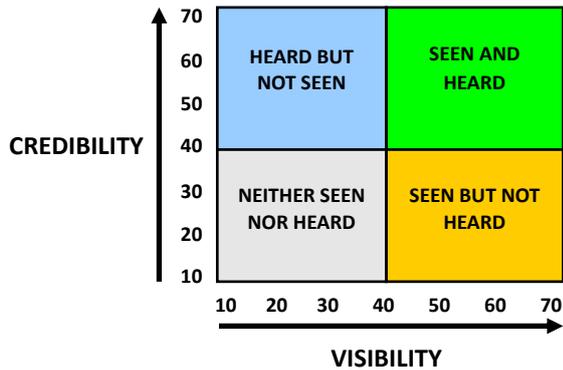
1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

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:

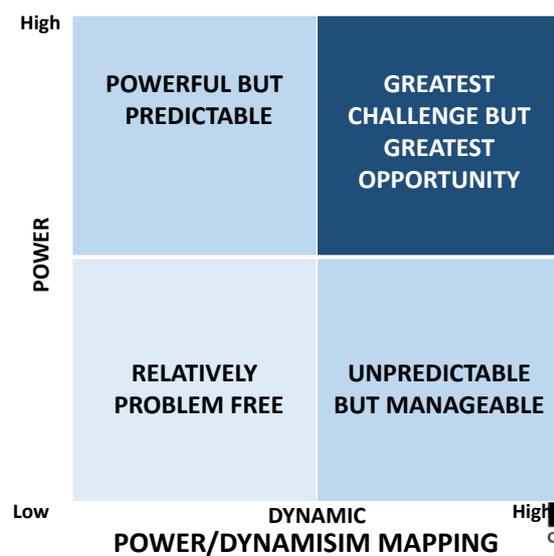
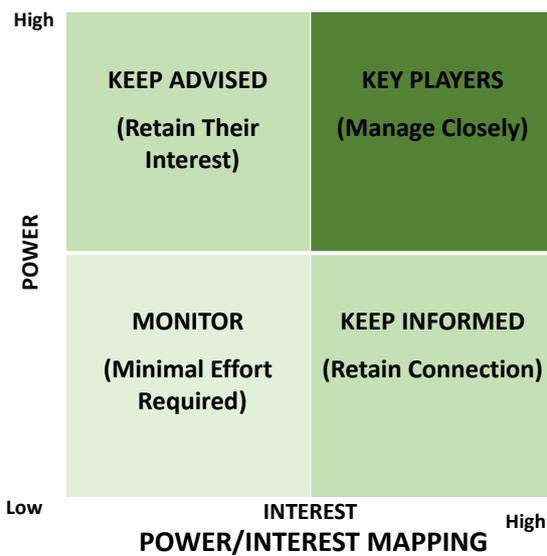
- What are you doing to be seen and heard?
- What is less effective about your visibility and credibility and why?
- How can you improve your visibility (being seen) and credibility (being heard)?
- What could you continue, stop and start doing?



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

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.



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER
STEP 3: YOUR STAKEHOLDERS: MAPPING TECHNIQUES

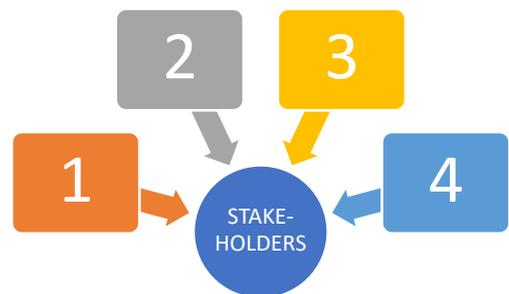


CURRENT RELATIONSHIP	INFLUENCE	EXPERTISE IN PEOPLE ISSUES	MANAGEMENT STYLE
4 = Excellent	4 = Easily Persuaded	4 = Excellent	4 = Strategic
3 = Good	3 = Responds to Logic	3 = Good	3 = Operational
2 = OK	2 = Difficult to Persuade	2 = OK	2 = Technical
1 = Could Be Better	1 = Very Difficult to Persuade/Hard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



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER
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



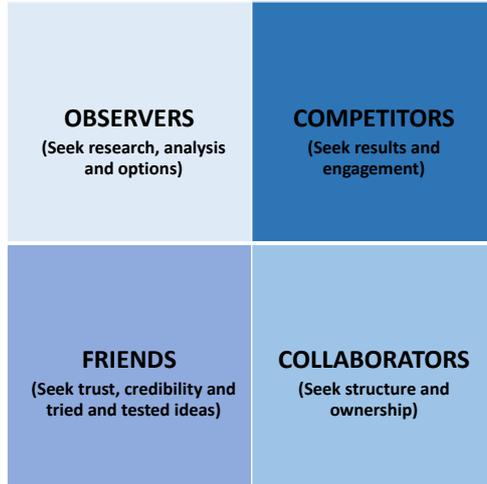
- Consider your top 3 internal clients and assess them using the templates provided.
- What are the “headlines”?
- Are there any changes you need to make in terms of your approach to them?



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.



- 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.

- 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



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

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



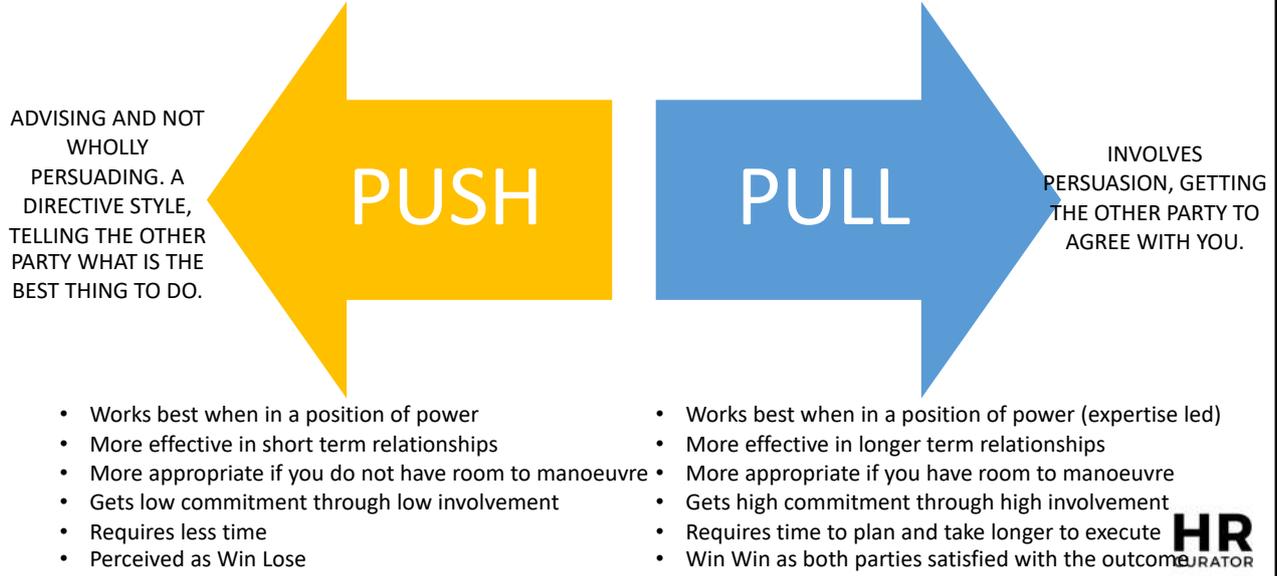
- Use a fast and decisive speaking style. .
- Be assertive, well briefed and succinct.
- Offer a range of options giving them the choice.
- Frame solutions so that by agreeing, they will move towards their goals and enhance their control.
- Have a one page summary of your idea with back-up material separately.
- 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.

- 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.



BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER
STEP 5: INFLUENCING STRATEGIES

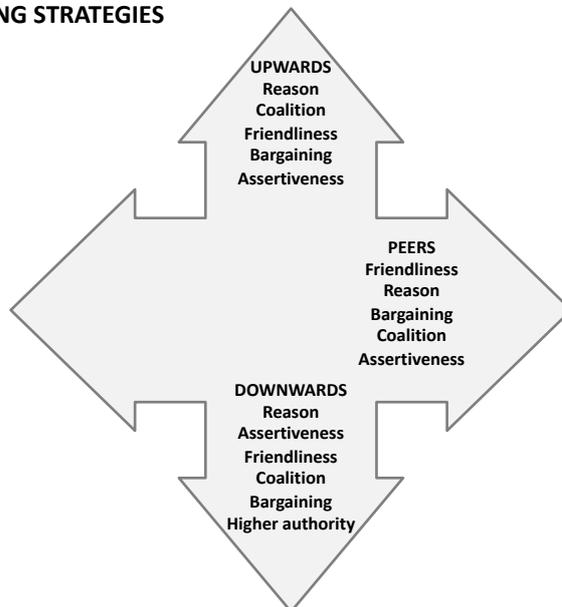


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STEP 5: INFLUENCING STRATEGIES

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.

BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

STEP 5: INFLUENCING STRATEGIES



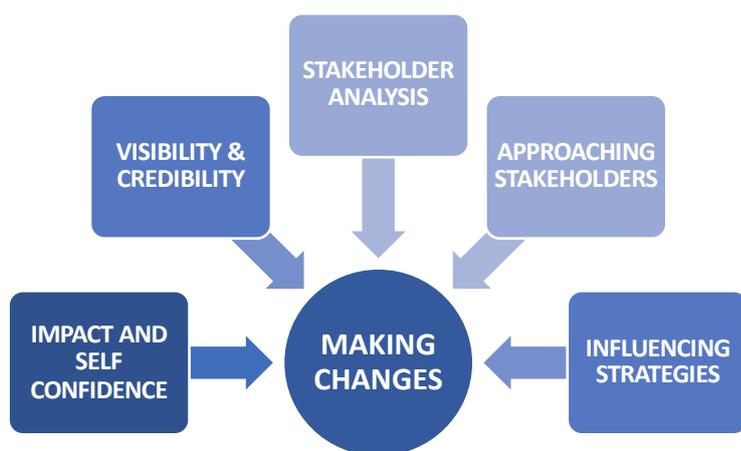
Style will also factor in to the best influencing strategy

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



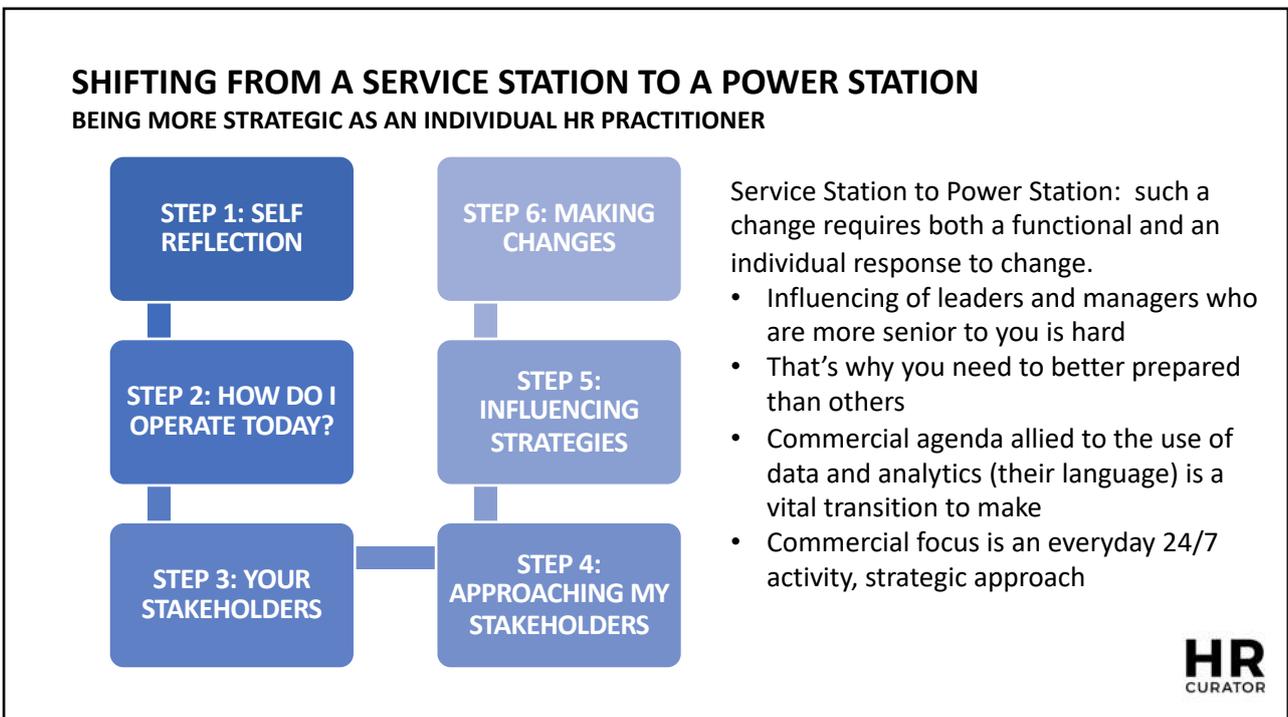
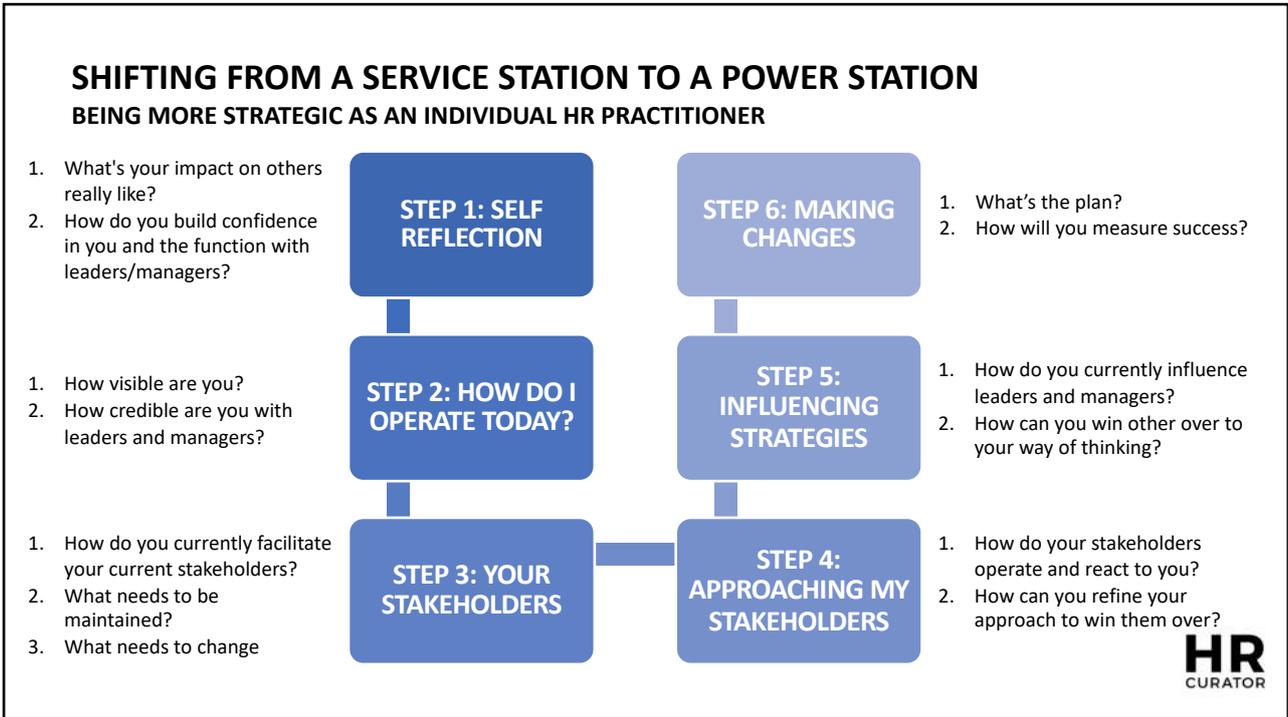
BEING MORE STRATEGIC AS AN INDIVIDUAL HR PRACTITIONER

STEP 6: MAKING CHANGES

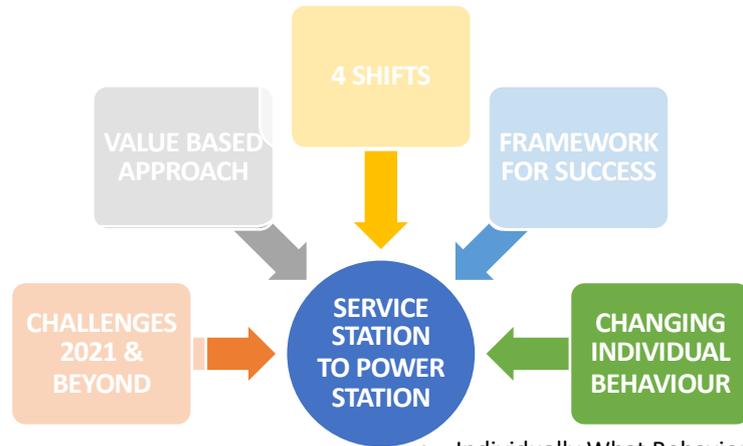


- What do your self reflections and feedback say about your current influencing methods?
- What works well?
- What needs to improve?
- What stakeholders are the most challenging?
- What's your plan moving forward?





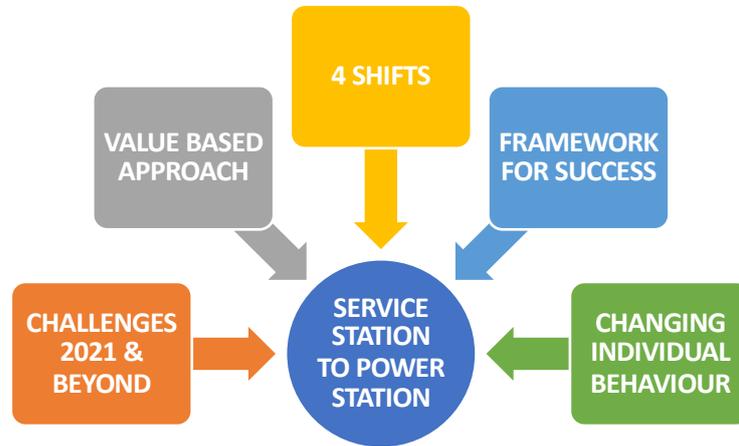
SHIFTING FROM A SERVICE STATION TO A POWER STATION



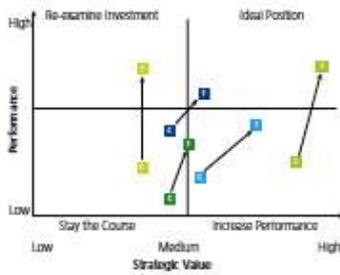
- Individually What Behaviour Changes are Required?
- How Should the HR Approach Change?
- Data, Analytics & Commerciality Drivers



CONCLUSIONS: SHIFTING FROM A SERVICE STATION TO A POWER STATION REFLECTION, CHALLENGE AND RE-INVENTION OF HR PRACTICES AND PERCEPTIONS



CONCLUSIONS: SHIFTING FROM A SERVICE STATION TO A POWER STATION



HR Capability	Current state	Target
Talent strategies	4	5
Learning & development	4	5
Change management and transformation	3	4
Organizational strategies	3	4
HR strategy and services	4	5

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			



CONCLUSIONS

DEVELOPING YOUR FUTURE ROADMAP FOR 2021



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.

CHANGE AND FUTURE FOCUS

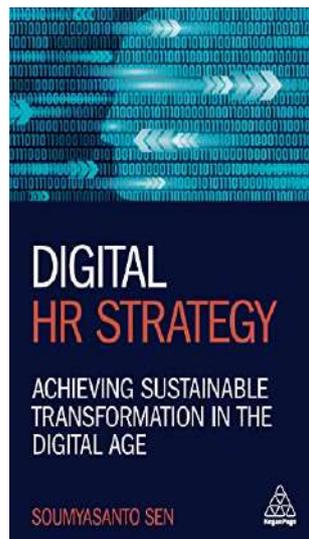
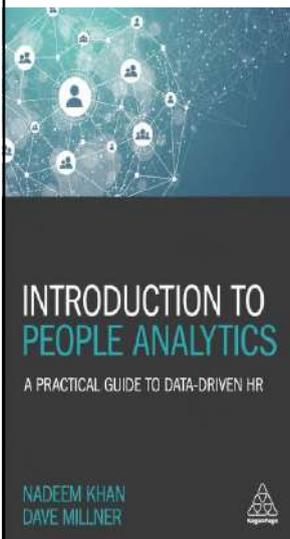
- Audit the effectiveness of your talent practices.
- Reimagine the future employee experience.
- Build out new ways of operating (virtual interviews, gamification etc.).
- Identify how data and analytics insights can improve the internal perception of HR.

THE 'NEW NORMAL' FOR HR

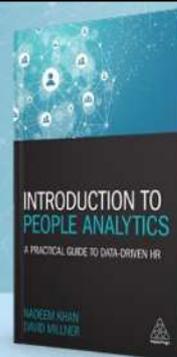
- Develop new routines and methods; what automation is required? Business case?
- Workforce reskilling
- Define and drive new leadership and management expectations and behaviour
- Develop desired employee experience
- What cultural and behavioural changes are needed?
- How will data drive new ways of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



READING MATERIAL



START ADDING BUSINESS VALUE WITH PEOPLE ANALYTICS



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