

Building HR Strategy



WHIRLING CHIEF

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Introduction

We are going through very unique times — sometimes it seems like all the ways we define our world, and our place in it, are up for discussion, if not debate. We are reflecting on our common values: What it means to have a global workforce, how to find a balance between production and caring for our environment, how to best meld technology into business practices, what drives innovation, what drives culture, etc.

The evolution of our function, Human Resources, is no different. We are at a critical crossroad that could determine the development and evolution of our function. For example, there are active conversations regarding some hot topics: Should Human Resources departments be organized in a different manner¹? Should Organizational Development be a part of Human Resources Management²? How can we best manage Agile Talent³ in the market? What is the evolution of Performance Management⁴?

We have a very unique opportunity to be a co-driver in defining the ‘future of work’ and becoming a critical success partner in driving competitive business advantage for organizations we serve.

To do this, however, we must understand how strategy works and how we can drive our HR strategy in support of a bigger organizational vision.

The tool on the following page is aimed at providing our HR colleagues with a high level skeleton for thinking through and building a strategic HR plan.

¹ <https://hbr.org/2014/07/its-time-to-split-hr>

² <http://www.forbes.com/sites/edwardlawler/2014/02/11/hr-should-own-organizational-effectiveness/#3db8f9587074>

³ <http://agiletalentco.com/whose-job-manage-freelancers/>

⁴ <https://www.towerswatson.com/en/Insights/Newsletters/Global/strategy-at-work/2016/viewpoints-ga-rethinking-performance-management-and-pay-for-performance?webSyncID=504a3640-e36d-2e57-83c8-5c5a675ba201&sessionGUID=8ad3da62-221c-d120-39eb-99285b611e4b>



	Steps	Activities	Outcomes
1	Define business context	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct an environment analysis to understand business context <input type="checkbox"/> Where necessary, conduct organizational assessments 	<ul style="list-style-type: none"> <input type="checkbox"/> Competency Assessments <input type="checkbox"/> SWOT <input type="checkbox"/> Future State Definition
2	Building a vision	<ul style="list-style-type: none"> <input type="checkbox"/> Define functional mission, vision, values and principles (MVVP) <input type="checkbox"/> Develop a story to inspire 	<ul style="list-style-type: none"> <input type="checkbox"/> MVVP <input type="checkbox"/> Roadmap
3	Developing Strategic Themes	<ul style="list-style-type: none"> <input type="checkbox"/> Define greater outcomes you are looking to achieve 	<ul style="list-style-type: none"> <input type="checkbox"/> Short (1-year) and Long Term (3 to 5 years) Outcomes
4	Defining Strategic Initiatives	<ul style="list-style-type: none"> <input type="checkbox"/> Define and categorize initiatives to support functional strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> List of Initiatives (Top Down and Bottom Up) <input type="checkbox"/> Initial Descriptors
5	Prioritizing	<ul style="list-style-type: none"> <input type="checkbox"/> Prioritize initiatives against budget and resources allocated <input type="checkbox"/> Gain alignment across Leadership Team members 	<ul style="list-style-type: none"> <input type="checkbox"/> 1 Year Action Plan
6	Inspiring Organization	<ul style="list-style-type: none"> <input type="checkbox"/> Identify internal and external stakeholders <input type="checkbox"/> Create an inspirational communication plan to inform and onboard 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete Communication Plan
7	Ensuring Governance & Structure	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key roles & responsibilities <input type="checkbox"/> Where necessary, offer skills training <input type="checkbox"/> Equip and empower program & project managers 	<ul style="list-style-type: none"> <input type="checkbox"/> Project Management Processes <input type="checkbox"/> Terminology <input type="checkbox"/> Roles & Responsibilities Matrix <input type="checkbox"/> Training Curriculum
8	Communicating Progress	<ul style="list-style-type: none"> <input type="checkbox"/> Build a rhythm for communication <input type="checkbox"/> Stick to the communication plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Project Status
9	Monitoring Results	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor and measure results at critical milestones <input type="checkbox"/> Pick up improvements required <input type="checkbox"/> Allow for ongoing dialogue and feedback 	<ul style="list-style-type: none"> <input type="checkbox"/> Dashboard and/or Scorecard <input type="checkbox"/> Team Improvement Goals
10	Maintaining	<ul style="list-style-type: none"> <input type="checkbox"/> Assess progress, adjust or maintain <input type="checkbox"/> Roll initiatives back into day-to-day operations <input type="checkbox"/> Continue communication 	<ul style="list-style-type: none"> <input type="checkbox"/> Business Review <input type="checkbox"/> Benchmark Reporting (where necessary)



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