Achieving Sustainable Results: 
Strategic Alignment of the Human Resources Function

HR TAMPA 
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Developed & Presented By
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HOPS International LLC
Focus

- The Strategic Perspective of HR
- Impact of HR in Creating Strategic Alignment;
- Strategic Mind-Set & Framework of High-Performance Organizations;
- Think of the Possibilities – Resurrection & Renewal of HR.
“HR Strategic Leadership is a Shared Performance, Not a Solo Act.”
Human Resources: A Strategic Revolution

- Globalization – Size, Complexity, & Diversity
- Sustainability through Innovation - Lever to Competitive Advantage
- Change Adaptation
- Workforce Mobility
- Risk & Costs Management Constraints
- Social Collaboration & Integration
Human Resources: *A Strategic Revolution*

- **Customer Orientation** – Service Excellence, Customer Satisfaction, Loyalty, Value
- **HR Value Impact** – Role & Value of Human Resource
- **Bottom Line Impact** – Strategic Partnership
- **Alignment & Linkage** – HR Strategies to Core Business
- **Mobility of Function**
- **Impactful Legislation and Compliance**
The Strategic Role of Human Resources
Charting the Course for the 21st Century

Broad Strategic Focus:

- **Workforce Capacity:** Skills, knowledge, competencies, added-value, and diversity of perspective;

- **Workforce Capability:** Effective utilization of skills, knowledge and competencies necessary to deliver sustainable results;

- **Workforce Sustainability:** Agility and ability to adapt, learn, comply, and work across new and evolving organizational boundaries and operational constraints.
Key HR Changes Are Here....

1. Increase in scope and impact of diversity;
2. Shift to “knowledge workers” and related jobs;
3. Increased competition for talent;
4. Changing values, expectations, & motives;
5. Retirement – Drain of knowledge and skills;
Key HR Changes Are Here....

6. More Flexible Work Environments;
7. Bridging Intergenerational Dynamics;
8. Need for Employee Engagement;
9. Building a High-Performance Work Culture;
10. Social Integration of the Workplace;
11. Pending legislative issues.
## Paradigm Shifts In Human Resources

<table>
<thead>
<tr>
<th>Traditional HR Approach</th>
<th>Strategic Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs &amp; practices as requested</td>
<td>Programs &amp; practices only after value impact established</td>
</tr>
<tr>
<td>Multitude of programs in all areas – flavors of the month</td>
<td>Fewer programs – greater impact with value-added ROI</td>
</tr>
<tr>
<td>Existing programs status quo</td>
<td>Existing programs reviewed/changed/eliminated if needed</td>
</tr>
<tr>
<td>Count activities</td>
<td>Measure impact &amp; value to business</td>
</tr>
<tr>
<td>Limited management involved</td>
<td>Extensive involvement and collaboration - shared</td>
</tr>
<tr>
<td>Viewed as cost center</td>
<td>Human Capital Investment</td>
</tr>
<tr>
<td>Unfamiliar with strategic &amp; operations issues</td>
<td>Knowledgeable about strategies &amp; operational issues</td>
</tr>
<tr>
<td>Lack finance and business concept knowledge</td>
<td>Well versed in basic finance and business concepts</td>
</tr>
</tbody>
</table>
Seeing People as Key Strategic Assets

*The Influence Role Of HR*

- Attracting the best - Values, knowledge, skills, and attitudes;
- Connecting people - strategic intent and goals of the organization;
- Providing the services, tools, and support to create quality and balance of work life;
Seeing People as Key Strategic Assets

*The Influence Role of HR*

- Develop and grow to meet current needs while building competitive advantage for tomorrow;

- Managing employee satisfaction, morale, value, and retention as a reflective mirror;

- Ensuring compliance with laws and guidelines that govern the utilization of people in the workplace.
21st Century Challenge: YOUR Capacity To Create Strategic Alignment?

Effectively Utilizing Existing Human Capital:

Do YOUR HR initiatives balance advocacy while impacting business goals and objectives?

Possessing and Applying New Thinking, Knowledge, and Behaviors:

Are YOU Strategically Aligned & Actively Engaged?
High-Performance Sustainability

21st Century Human Resource Management
A Balanced Approach

- Cultural Alignment & Management
- Organizational Development
- Leadership Development
- Workforce Capacity Planning
- Succession Planning
- Diversity Management
- Business Alignment
- KPI Measurements

- Performance Management & Appraisal
- Human Capital Management (ROI)
- Training & Development
- Career Planning Practices
- Engagement & Employee Relations
- Rewards & Recognition Programs

- Policy & Procedures
- Compliance & Seeking Legal Advice
- Employment Life Cycle
- Talent Management
- Compensation/Benefits Administration
- HRIS/Record Keeping
What Is Strategy?

- Plans made and specific action taken to enable an organization to fulfill its intent:
  - Reach Its Vision
  - Fulfill Its Mission
  - Achieve Its Goals

- Game plan to strengthen the organization’s position, create sustainability, and achieving target business objectives;

- Specific behaviors *intentionally aligned* to achieve maximum results – At ALL Levels!

- Creating balance of *effectiveness* with *influence & impact.*
No Strategy? No Alignment?

- Without Strategy and Alignment:
  - No linked course to follow;
  - No roadmap to manage and nothing to measure success;
  - No action program to produce the intended result;
  - NO SUSTAINABLE BUSINESS!

- Without HR Strategic Alignment:
  - Disconnected operational culture
  - Less-than optimum employee satisfaction, loyalty, & commitment
  - Average-to-poor performance
  - Decreases in customer satisfaction, loyalty, & commitment
  - Loss of market share
  - Inefficiencies
  - Potential for failure!
THE BIG HR CHALLENGE...

To Align Purpose & Direction of HR Initiatives

while adapting to uncertainty & exploiting

“unfolding events” in order to maximize

Managerial Effectiveness through

Leadership Influence & Impact!
Human Resource Strategic Alignment
Framework for High-Performance Organizations

Managerial Effectiveness

Financial & Business Success

High Performance Culture

Operational Excellence

Leading People

HR PROFESSIONAL

HR Leadership, Influence, & Impact

HOPS International LLC
World Class Leadership & Organizational Development
Understanding Managerial Effectiveness

- Creating Value for the Customer
- Building Equity for Stakeholders
- Clarity, Alignment & Execution of Business Objectives
- Accountability for Business Performance

- Allocating & Managing Human Capital
- Identifying & Managing Costs & Risks
- Defining & Managing Value-Added Process & Programs
- Doing & Measuring the Right Things

Sustainable Results
Understanding HR Leadership Impact & Influence

- Engaging Value for the Employee
- Building Employee Commitment & Loyalty
- Creating A One-Team Alignment – Vision-to-Results
- Building A High-Performance Culture

- Manage & Measure A High-Performance Culture
- Developing & Leading People for Engagement
- Fostering & Valuing Diversity at All Levels
- Maximizing Value through High-Performance

Influence & Impact Driven By Culture
Sustainability through HR Strategic Alignment

A Link to Organizational Excellence

Deliberate focused strategy and alignment of HR policies, programs and practices are the most trustworthy signs of exceptional managerial effectiveness and sustainable leadership influence in the HR profession today!

A Strategic HR Management Process Is The Key
An Effective HR Strategic Management Process

- Vision, Mission, & Goals – Business Alignment & Engagement
- Concrete Strategies to Achieve Goals – Linked at all Levels
- Understanding of the Organization’s Culture and Guiding It
- Recognizing and Responding to Internal and External Environment.
- Defined Management & Leadership Behaviors – HR Drives
- Strategy Formulation – Alignment to Results
- Strategy Implementation – Common Languages & Processes
- Accountability for Results – All Levels
- Continuous-Loop Feedback – Improved Communication
<table>
<thead>
<tr>
<th>HR Influence Skills &amp; Behaviors</th>
<th>10 Year % Increase</th>
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<tbody>
<tr>
<td>Visioning – Seeing the Future</td>
<td>98%</td>
</tr>
<tr>
<td>Team &amp; Relationship Building</td>
<td>91%</td>
</tr>
<tr>
<td>Interpersonal Communication</td>
<td>89%</td>
</tr>
<tr>
<td>Emotional Maturity &amp; Self-Awareness</td>
<td>95%</td>
</tr>
<tr>
<td>Being Strategic</td>
<td>85%</td>
</tr>
<tr>
<td>Managing The Culture</td>
<td>78%</td>
</tr>
<tr>
<td>Performance Coaching &amp; Counseling</td>
<td>71%</td>
</tr>
<tr>
<td>Building A High-Performance Workplace</td>
<td>54%</td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>78%</td>
</tr>
<tr>
<td>Setting &amp; Communicating Strategy</td>
<td>49%</td>
</tr>
<tr>
<td>Leading People</td>
<td>73%</td>
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The Strategically Aligned Culture

Performance, Efficiency, Service, Profits
Customer Loyalty
Customer Satisfaction & Value
Exceptional Service Delivery
Exceptional Employee Performance
Employee Retention & Loyalty
Employee Satisfaction & Value
High Performance Culture (8 Factors)

WHERE IS YOUR CULTURE?

ARE YOU STRATEGICALLY ALIGNED?

DO YOU HAVE A HIGH-PERFORMANCE CULTURAL?
<table>
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<tr>
<th>CULTURAL IMPACT PERFORMANCE FACTORS</th>
<th>LOW ALIGNMENT</th>
<th>HIGH ALIGNMENT</th>
</tr>
</thead>
</table>
| CORE IDEOLOGY – Vision, Mission, Values, Goals | • Self or Group  
• Silos  
• No Purpose  
• No Engagement | • Common Purpose & Direction  
• Team  
• Engagement |
| QUALITY STANDARDS - Voice of the Customer | • No Standards  
• Quality Erodes Profits & Efficiency | • VOC  
• Efficiency & Effectiveness  
• High Standards & Accountability |
| MANAGEMENT & LEADERSHIP BEHAVIORS | • Arrogant & Direct  
• “My Way”  
• Inconsistent | • Shared Leadership  
• Balance  
• Manager as Coach  
• “Our Way” |
| CHANGE CAPACITY | • Fear & Hostility  
• Protectionism  
• Cling to Old  
• EGO- Driven  
• Directed  
• Rigid | • Embedded  
• Dialogue  
• Impact Driven  
• Risk-Taking  
• Flexible |
<table>
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</tr>
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</table>
| COMMUNICATION & INTERACTION          | • Formal & Controlled  
• Aggressive  
• Guarded  
• No Trust | • Informal & Assertive  
• Listen then Lead  
• Acceptance  
• Trust |
| STRUCTURE & PROCESS                  | • Bureaucratic  
• Top-Down  
• Silos  
• Self Driven | • Fluid & Dynamic  
• Seamless  
• Team Driven  
• Customer Focused |
| COMPETENCY & SKILL DEVELOPMENT       | • No Plan  
• No Development  
• Punishment  
• No Succession  
• No Capacity to Grow | • Planned  
• Competency Focus  
• Developmental  
• Capacity to Grow |
| MOTIVATION & REWARD SYSTEMS          | • Financial Only  
• Individual Only  
• Inconsistent  
• Not Performance | • Performance Based  
• Team & Individual  
• Non-Financial |
Strategic Cultural Performance Factors

How Well Do You REALLY Know Your Culture?

Is Your Culture Strategically Aligned?

WHAT ACTIONS ARE YOU TAKING TO DEFINE & POSITION YOUR CULTURE??
Prescriptive Strategies: HR Programs & Practices
The Resurrection & Renewal of Human Resources

1. Create Strategic Alignment: Define, Communicate & Execute Linked Vision, Mission, Goals and Strategies
2. Define, Build, and Manage A High-Performance Culture
3. Create Active Employee Engagement
4. Build High-Performance Teams by Redirecting Individual & Team Competitiveness to External Targets
5. Encourage Cross-Functional Teams to Actively Solve Organizational Problems
6. Build Organizational Trust
7. Eliminate Formality Through Empowerment & Accountability
8. Establish Common & Shared Platforms & Systems
THE PERSONAL CHALLENGE:

1. TO BE SUSTAINABLE YOU MUST BE SUSTAINED!

2. TO ALIGN & ENGAGE THOSE YOU SERVE YOU MUST BE ALIGNED & ENGAGED!

3. TO BE STRATEGIC YOU MUST THINK & ACT STRATEGICALLY!

4. TO BE OUR FUTURE YOU MUST BE COURAGEOUS!
COURAGE: To Be Strategic...

Saying or doing what needs to be said or done,
At the right time,
To the right person or situation,
In the right manner,
For the right reasons.....
This is HR Courage!
“In the middle of difficulty
lies opportunity.”

Albert Einstein
“We must become the change we want to see.”
“To be more significant, HR must become more professional”.....more influential......... more strategic.”

Dave Ulrich, Author
HR Champions
Thank You.

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