

Strategic HR: Assessment, Planning and Alignment with Business Goals & Strategies

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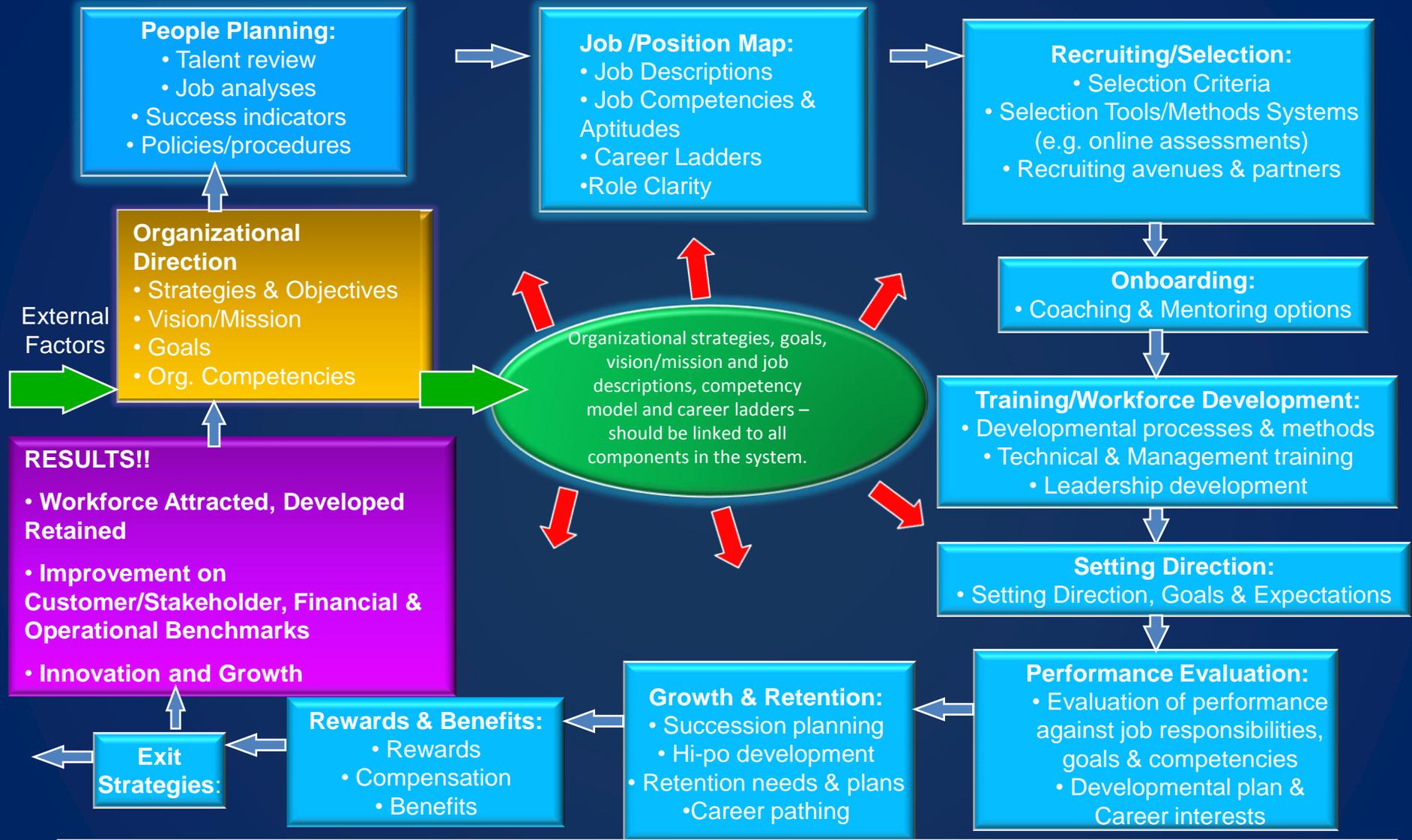
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This is an overview of strategic HR considerations (systemic map), needed to effect performance improvement and change within an organization. These are based on and embedded in organizational and environmental strategies, goals and drivers.



Strategic Alignment - Org. Strategy-Based People Planning & Talent Development System (EE Life Cycle)



Consider: (1) Components of the process above that are relevant and a priority for this organization/group (2) Currently available technology, processes, documents, etc. – within industry, across industries, other geographic regions, etc. (3) Assessment of gaps/needs.

Business Strategies, Goals, Drivers and Gaps in Performance

- What are the business strategies, goals, objectives, metrics and needs?
- What are the drivers and inhibitors/roadblocks? (consider both internal & external, including regulations/compliance, competition, technology, etc.)
- What are the gaps in performance and criticality of those? What business goals, objectives and metrics are being obtained, exceeded, not met, and why?

Organizational Design, Restructuring & Reengineering

- Is the organization designed for effectiveness? What's the most effective structure to accomplish strategies & goals?
- Based on financials, are spin-offs, divestitures, strategic partnerships, alliances needed?
- Is redesign needed based on changes in market, customers, acquisitions, etc.?
- Do roles and divisions need to be restructured related to personnel, process design, business segment definition, etc.?
- How does technology effectively integrate business processes and groups (i.e. ERP systems)?

Recruiting/Selection

- Are people being recruited against the potential/aptitude for attaining operational goals, strategies, objectives?
- Is there alignment between selection metrics and division performance metrics?

Role Clarity and Onboarding

- Role clarity
 - Segmentation of responsibilities across various roles
 - Definition of roles & communication of same
- Onboarding & Getting new personnel up to speed
 - Organizational expectations & vision
 - Coaching & mentoring

Performance Improvement, Organizational Effectiveness & Talent Development

What does an employee need to perform effectively or to improve performance? OR What types of things might be affecting an employee who isn't performing effectively? To use this tool, ask yourself (as the manager of an individual or a group): What is the individual's or group's attitude for doing what you want them to do (on a 1-10 scale with 10 being the highest or best). Then ask: What's the individual's or group's skill/ability for doing what you want them to do (on a 1-10 scale). Then plot that point on the chart. NOTE, this can do done for each/every goal that the individual or group has to determine the best course of action. After you're finished plotting, then draw a horizontal line between 5 & 6 of the Y axis and a vertical line between 5 & 6 of the X axis.



Assessing issues & opportunities with performance

(1) Direction/focus/strategy/objectives/goals & metrics

- Has it been provided adequately?
- How do the goals/strategy/objectives & metrics align with overall business?
- What does the sales group know/understand and integrate regarding sales & business strategy, goals, objectives, metrics?
- How's the group performance (current state and trend) against the goals & metrics? Where are the gaps and opportunities? Why do the gaps and opportunities exist?

Assessing issues & opportunities with performance

(2) Knowledge & communication

- Do they have the understanding and know-how to accomplish objectives?
- Do they have the leadership ability to drive objectives/goals & mentor teams?
- Is there effective communication regarding expectations, vision, goals/objectives & role clarity?

Assessing issues & opportunities with performance

(3) Motivation; relationship of rewards/consequences to performance

- Are rewards (comp, benefits, intangibles) adequate for motivation?
- Are they aligned with performance expectations?
- Communication of performance expectations effective?
- Is there misalignment – negative impact (de-motivation) based on achievement of performance expectations?

Assessing issues & opportunities with performance

(4) Effectiveness of Tools/resources & processes and other things in the environment (Organization, clients, market, etc.)

- How effective are the tools/resources?
- What new technology, HRIS and People Planning tools are available to increase the effectiveness of tracking and managing talent development, designing/creating best practices for HR, complying with policies, etc.?
- Do the processes need to be restructured for performance improvement?

Business Processes

- Are business processes structured according to lean concepts, and if not, what's the reasoning?
- Which goals/objectives seem not to be on target for attainment based on issues with processes? (i.e. people have the know-how/skills and the motivation to achieve the goal(s), but cannot for some external reason).

Talent Development & Performance Improvement

People Need These Things in Order to Perform Well

Each of these things becomes one of the quadrants (see next page) to identify what efforts are going to have the “biggest bang for the buck” in helping people attain goals or do what you need them to do. The answer is not always “training.” Sometimes there are other things that managers or organizations need to do to help create effective performance.

1. Need to **know and understand Performance Standards**, the big picture, goals, direction -- the WHAT, WHY, and HOW
2. Need the **Skills and Knowledge** to accomplish the goals and objectives (Training & Communication)
3. Need to have **Performance Evaluated** in order to determine the areas of strength and areas of needed development -- and in order to provide feedback.
4. Need **Feedback** to know how they are performing and where they need to improve or continue doing what they have been doing. This is both informal daily feedback and formal feedback on the **Performance Evaluation**.
5. Need **Reinforcers** -- to encourage the continuation or change of behaviors/performance.
6. Need effective **Environment, Tools, Resources, Processes** to perform the job

Options for Improving Employee Performance

So, based on where you've plotted the individual employee or group, will determine what efforts you likely want to focus on initially to improve performance. That doesn't mean that you don't do what's listed in the other three quadrants, but it does mean that you likely need to focus on the quadrant where the goal/group/individual was plotted.

Attitude of Employee(s)	<p>Training and/or Information/Communication</p> <ul style="list-style-type: none"> Leadership development Technical (i.e. product) training In-house class-room training Outside workshops & College courses Coaching Peer mentoring Retraining On-the-job experience/training Information Distribution (e-mail, company mail, etc.) 	<p>Environment</p> <ul style="list-style-type: none"> Physical layout Workflow/Processes Tools & Equipment Resources (time, money, etc.) Ergonomics Employee Assistance
	<p>Structure/Direction</p> <ul style="list-style-type: none"> Strategies, Goals & Objectives Functions & tasks Performance Standards Responsibilities Selection Direction Organizational redesign & job redesign Territory or division assignments 	<p>Motivation/Reinforcers/Feedback</p> <ul style="list-style-type: none"> WIIFM Performance Evaluation/Appraisal Feedback/reinforcement Consequences Incentives/compensation Rewards/recognition Career development
	Skills/Abilities of Employees	

Growth

- How effective are the growth strategies?
- What's the growth rate against plan?
- Is the talent needed actually in line with growth strategies & pace?

Business Results

What are the results of the strategic HR initiatives in achieving the business metrics and goals?

- Improvement on Customer/Stakeholder, Financial & Operational Benchmarks?
- Innovation and Growth?
- Workforce Attracted, Developed Retained?