



Human Resources Strategic Role in Organization Effectiveness

*... 'tools' for Human Resources professionals**

"The Times they are A-Changin", written by Bob Dylan over 50 years ago still speaks to the present times in organizations today. The source of competitive advantage has shifted from reliability to innovation and flexibility; while essential for organizations to have the right amount of financial capital, technology and hard assets, it seems that the soft assets are progressively the difference makers between successful and unsuccessful organizations;

Human Resources is changing also; ...at least a portion has made significant strides; borrowing from Dr. David Ulrich's distinction of the various types of work in Human Resources:

Foundational Work...the work that must be delivered as efficiently as possible—'keeping the trains running on time'. But the work does not directly drive competitive advantage of the organization. It includes but is broader than transactional work...*it protects the bottom line!*

Status: There have been major contributions through HRF/IT technology and out-sourcing...a plus taking what was the normal tedious work of HR and revolutionized it to a point, where now...a plus!

Strategic Work...the work that must be organized to deliver leverage and impact to support the key capabilities of the organization—the ones that create competitive advantage externally...*it grows the top line!*

Status: Like Chicago weather: 'Fair and Cloudy'! Many solid things are underway; however, boards and C-Level Teams in many organizations (not all) want Human Resources to step forward and 'be more strategic!' The question for many is how to 'be more strategic'! In a world-wide study, reported by Harvard ...Boards gave their organizations a less than favorable grade in talent management:

<https://hbr.org/2013/05/talent-management-boards-give>

Dr. Ed Lawler at USC has long posited that Human Resources can and should play a more strategic role via Organization Effectiveness. He has solid research that demonstrates a direct relationship of a Human Resources team focusing on Talent and Change as...*'the way to open the door'*. **The best path to follow- 'demonstrating strategic capability' is, through *talent management* and *change management'*!**

At **The Profitability Formula** in our practice we have found if a Human Resources is delivering results in those two areas *things change for the organization-things change for Human Resources*. We have as a part of our strategy a desire to transfer our 'tools' to Human Resources professionals so that they can play a larger role in organizational profitability. Those 'tools' are outlined in the pages of this document.

- **Talent Management**, and
- **Change Management**

***Contact us if you want to discuss any of these tools...alternatively, individual use or one of our on-site Institutes which provides certification for individuals or an organization in the two areas.**

Talent Management ...a pipeline of talent—creating a competitive advantage -mitigate risk

Stumbling blocks in 'Talent/Succession Management'		Assistance—to build the <i>System you Require...at the Pace you Require</i>
...in Making Sense...Getting Started		
1. "People Planning"... viewed as important; however, apart from mainstream strategic direction of the organization; thus, 'people planning' is marginalized.as key leadership positions/talent is excluded	➔	1. "People Planning" process... an integral part of strategy deliberations to that helps assess talent/unit capability to drive proposed strategic initiatives and predict outcomes...can be put in place.
2. Inadequate assessment of talent- Data about people and their capabilities ... not valid or believable-poor input as a starting place	➔	2. Human Asset Inventory® using a simple, structured conversation to gather document individual data--...producing a picture of your bench-areas of risk
...in Making Deployment Decisions		
3. Inadequate Talent Review Meetings-- lack of candor, 'conspiracy of politeness...'credenzaware'...lack of actions taken and follow up; 'out of sight, out of mind'	➔	3. Organization Talent Review Action Meeting® ...creating a productive dialogue between unit head and CEO; taking actions to accelerate individual and organization capability development
4. Lack of C-Level involvement... delegated to Human Resources...seen as 'HR program'; C-Level not sure what to do here.	➔	4. Create a Talent Management Operating System... strategic guidance by executive leadership—staffed by Human Resources—building the partnership required for success-
...in Making Things Happen		
5. Lack of reliable, accurate and actionable data; thus, not having a Decision Support System that 'works'...or a Dashboard with 'real time' data , to support decisions on a day-to day basis, monitor activities- -producing early warning alerts.	➔	5. Install the Leadership Pipeline® Dashboard; not only a <i>Decision Support System</i> but a <i>GPS system to make the right moves throughout the year;</i> monitors key activities, provides <i>alerts</i> and is instrumental in elevating HR's contribution in talent.
6. Enhancing/Building the Talent Machine...Human Resources... faced with a more complex challenge when they have never been here before; needing new skills	➔	6. A partnership with Human Resources...a specific commitment to transfer our 'know-how' in Talent Management to Human Resources.
...in Making Things Better		
7. Once a year mentality dominates so a lack of directed continuous improvement effort; - no process to make it happen	➔	7. Continuous Improvement Process and Team Action session; On a pre-determined interval measures views of both HR and Line Management—followed by developing a plan to improve.
8. Lack of Measurement...too many 'guesses'	➔	8. Talent Management Optimization Scorecard; focusing on key process and outcome measures.

Change Management... “People” Change Solutions

Improving Productivity and...focusing on moving quickly to meeting Customer needs

Timing: Issue/'Concern'	Tool'	Impact...value
<p>Planning the Change</p>		<p>Overall with 'tools'...can train and equip HR to bring internally —thus, HR can be 'setting the table' vs wanting to be 'at the table'</p>
<p>Answers the question: What 'people' issues could go sideways with the deal? Employs a systematic, proven process to identify issues and deal w/them positively through prevention and contingent actions;</p>	<p>1.Potential Problem Analysis (Test driving a change to prevent 'stall-outs')</p>	<p>A facilitated process that allows the team to systematically move from <u>potential problem to causation</u>—to <u>preventive and contingent action</u>—adjust plan to accommodate 'people' issues</p>
<p>Answers the question: Can we 'get the leadership on the same page...with 'one version of the truth' regarding the bench-strength and talent of an organization;</p>	<p>2.Human Asset Inventory® (Talent Audit...produces reports that assist the C-Level team to ascertain if the talent level is adequate to be successful);</p>	<p>Using a discussion-based process with deal team and owners... assess the existing talent—can assess 25 individuals in one day—'everyone on the same page'—Some decisions are 'no-go'—ex FedEx and ADT</p>
<p>Answers the question: How can we develop a communication briefing to be used Day 1—to positively ally (normal) anxieties and minimize the impact of change;</p>	<p>3.Change/Communications 'Map' (Available for various meetings...via various electronic venues)</p>	<p>General Map and then, then tailored for specific impact groups; Examples, IT teams; Mechanics—key administrative areas, et.al... <i>who have finer grained needs/concerns than at the management levels.</i></p>
<p>Pre-Launch—Walk Through</p>		
<p>Answers the question(s): takes the initial first step in answering the <i>many questions</i>: What will this new organization be like, what does the change me...to us, to me personally ... Positioning/framing the 'new' reality in realistic terms... assists with transitions; provides a framework for managing change;</p>	<p>4.Organization-Change Briefing</p>	<p>A briefing that can be delivered to the management team that covers the basics of change, a process to make organization and individual transitions, what to expect and more importantly how to understand and position the 'new' in a positive framework.</p>
<p>Answers the question for C-Level team: 'Do we have the talent and overall bench-strength required to succeed and 'win' with this change'? Assessing talent—ascertain our overall bench-strength and workforce...from various entities (if not done in Pre-Deal);</p>	<p>Human Asset Inventory® (Talent Audit...and leads to various reports as to the status of the workforce to be available) ...if this data is not gathered pre-change it is essential after the deal closes; thus, listed twice on this page</p>	<p>Assists to put the larger picture together—Who is here to drive the change required—What are the Mission Critical/Pivotal positions—Where are at risk? If short-fall in a significant area... what is our plan?</p>
<p>Answers the question: As we take re-deployment actions... want to assure that handled well...if not, will have 'long shadows' damaging our culture ...Allows you to make positive 'people' moves that improves time to productivity; managers have 'tools', scripts, progress tracked and reported to 'those with... a need to know';</p>	<p>5.Organization Re-deployment Process (HR has a <u>process</u> in which action are <u>planned-tracked and reported on</u>—a <u>role as an 'air-traffic controller'</u>...to effectively and efficiently facilitate the moves to be made)</p>	<p>Planning... developing a comprehensive game-plan/positively orchestrating various moves with people, equipping managers with new skills... scripts with various situations to 'win'—positions HR as a key player in the deal—beyond the normal out-placement</p>

Timing: Issue/'Concern'	Tool'	Impact...value
Helping Leaders -Teams maintain productivity		
Individual feedback for Managers: Answers the question: What is the best way to provide managers feedback as to their managerial practices/behaviors and impact with the team they are managing....So that they can step up to the new challenge;	6.Leadership Versatility Index: 360 Degree Assessment... in Creating/Sustaining a High Performing Organization Organization Vitality: how an individual managers behavior/practices impact the workforce and results produced;	Provides 360 information as to Organization Vitality—of a ^{team} Team Spirit, Attitudes held (morale- <i>engagement and team cohesiveness</i>) and -Team Productivity: Results achieved (Quantity-Quality and Results/time)
Individual Coaching: Answers the question: What is the best way to assist a leader with potential to continue to grow and develop over time so that they can make a difference and learn to influence events, situations outcomes;	7.Coaching for Effectiveness	An approach to assist leaders as they navigate personal and organizational challenges. Our goal is to increase the <i>impact and influence</i> of the executive progressively over time.
Building Teamwork: Answers the question: Now that we have a team in place, what is the best way to ensure that they avoid traditional issues with teams... essential to your success...and can play a role is assuring this change meets the intended objectives;	8.Workshop—Building /Sustaining Teamwork Measurement of levels of traditional issues—then using that data to assist teams to plan for success... can measure progress from period to period-	Provides present status and then agreements to ameliorate/ damp traditional challenges with a team: - <i>Building Trust</i> <i>-Mastering Conflict</i> <i>-Achieving Commitment</i> <i>-Embracing Accountability</i> <i>-Focusing on Results</i>
Longer term: ...Monitoring progress as strategy is being executed		
Answers the question: How can we complement—have a 'real', productive and action-oriented discussion—realistic within the organization reviews to include progress being made with Mission Critical Human Capital issues vs the traditional scripted and non-productive meetings that are common and non-productive;	9.Organization-Talent Review-Action Meeting <i>...Improvement of process...so that there is alignment of talent actions throughout the period/year</i>	Provides a proven, easy to use framework and series of questions that can substantially improve/create a positive and action-oriented dialogue and follow-up plan of action with reporting requirements.
Answers the question: How can we consistently track the talent and monitor if the 'right' things are happening in our portfolio as we implement strategy?	10.Leadership Pipeline ® Dashboard	Can provide -Valid-Reliable-Timely-Differentiating and Useful information on select important Human Capital factors <i>across the portfolio and within the individual companies.</i>

Contact: Charles H. Bishop, Jr., PhD; Managing Partner
 Phone: 312-267-2924; Cell: 847-404-7015
 E-Mail: Charlie@theprofitabilityformula.com