

More Strategic, Less Tactical: The Emerging HR Leader

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Learning Objectives

1. Gain a better understanding of the Advantages of Strategic vs Tactical HR Leaders
2. Delivering Business Results through Leadership Collaboration
3. Sharing HR Data Attracts Support



<http://www.businessnewsdaily.com/images/i/000/005/562/iFF/human-resources-keys.jpg?1395777092>

Chief Human Resources Officer

Human Resources
Manager

Director of Human
Resources

Human Resources
Generalist

VP of Human
Resources

Aspirations of being in HR



<https://www.youtube.com/watch?v=5fZc6kqAjR4>

Advantages of Strategic vs Tactical HR Leaders

Strategic - relating to the identification of long-term or overall aims and interests and the means of achieving them

Tactical - of, relating to, or constituting actions carefully planned to gain a specific military end

Strategy - a plan of action or policy designed to achieve a major or overall aim

Emerge - move out of or away from something and come into view

A Change In Our Thinking

Difference between 'doing things right'
(tactical) and 'doing the right things
(strategic).'

Tactical: Short term
Strategic: Long term

Responsible for designing and executing...
strategy

Responsible for partnering with other business
leaders...share best practices

When trying to solve a business problem, do you think:

How can I solve this situation in a practical, fast and cost effective way?

What will be the impact on the organization?

The Role of Human Resources



<https://www.youtube.com/watch?v=rByDmC0SqtM>

~Jack Welch~

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Strategic vs Tactical HR Thinking

Tactical

Reactive measures to resolve issues
needs

People viewed as people, not work

Change is slow and fragmented

Adhere to pre-existing rules

needs

Strategic

Long-term proactive to business

People viewed as intellectual capital

Change is proactive and systemic

Rules are flexible based on business

Strategic vs Tactical HR Actions

Tactical

Employee Relations

Focus on policies, compliance and discipline
business

as well as company events and community
investments
issues

Strategic

Engage employees to drive
results and see them as
rather than costs

Strategic vs Tactical HR Actions

Tactical

Attraction & Selection

Recruit and hire, temporary staffing
develop

Strategic

Create an employer brand and
talent pipeline based on what the
business needs

Strategic vs Tactical HR Actions

Tactical

Employee Development

Basic skills training, new hire orientation solutions that

developing

Strategic

Training and development drive business results while careers

Strategic vs Tactical HR Actions

Tactical

Performance & Rewards

Performance management, benefits, compensation
to work-
structures, job descriptions

Strategic

Cascading business goals down
force and rewarding based on goal
achievement

Advantages & Benefits

1. Subject Matter Expert (SME)
2. Competitive edge
3. Seat at the table
4. Increases confidence
5. Marketability & greater exposure

Delivering Business Results through Leadership Collaboration

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Companies perform better, have better employee engagement and experience higher degrees of productivity if their Chief Human Resources Officer (CHRO) and Chief Financial Officer (CFO) have strong relationships.

Report by Ernest & Young

80% of CFOs and CHROs say improving their working relationship led to the following accomplishments:

* 41% had greater than 10 percent earnings before interest, taxes, depreciation, and amortization growth in the last year, compared with 14 percent of other companies.

* 43% saw a significant improvement in workforce productivity in the last year, compared with 10 percent of other companies.

CHRO + CFO = Game-Changing Collaboration

<https://www.youtube.com/watch?v=fHo7943d2ss>

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“Typically, CFOs have tended to view human capital primarily as a cost, while CHROs have viewed it primarily as an asset that requires investment,” according to Dina Pyron, global human capital leader at Ernst & Young.

A company's workforce inevitably drives growth
and performance....

With the past three years, the following dynamics have propelled closer collaboration between CFOs and CHROs

Scarcity of talent & increasing labor costs

HR being a critical component within corporate hierarchies

Changes in products and services

Changes in business models

Upper Management most values financial acumen

- lends itself to richer conversation
- stronger participation for CHRO
- creates alignment
- drives career-path opportunities

Sharing HR Data that Attracts Support

What is HR Analytics?

What HR analytics does is *correlate business data and people data*, which can help establish important connections later on. The key aspect of HR analytics is to conclusively show the impact the HR department has on the organization as a whole. Establishing a cause-and-effect relationship between what HR does and business outcomes - and then creating strategies based on that information - is what HR analytics is all about.

HR Analytics

5 Best Practices for Workforce Analytics

1. Begin with the End in Mind

Without a clear understanding of what you would like to measure, who will use the information, and what decisions will be made with the new analytics, the risk becomes failure to completely satisfy any one stakeholder's expectations complete. Set clear goals for what the project will achieve, what it will not, and ensure these goals are clearly communicated.

<http://www.humanresourcesiq.com/metrics/articles/the-top-5-best-practices-for-successful-workforce/>

5 Best Practices for Workforce Analytics

2. Deliver Value at Every Step of the Journey

Ultimately, all analytics projects, workforce analytics included, will be journeys rather than destinations. Organizations cannot expect to take a single leap from no implementation and experience to advanced usage of predictive analytics and planning. Those who have taken a stepwise approach can more clearly articulate and demonstrate tangible value the project has delivered. This creates many benefits including support for further projects, to more successful training and onboarding of users.

5 Best Practices for Workforce Analytics

3. Create Transparency

As the old adage goes, information wants to be free.

Too often we question the sharing of information and seek means to lock it down, or seek to hoard it for ourselves.

Certainly, organizations have sensitive data, especially employee data, and must be responsible for limiting access. what can be shared, and work to create a culture that makes information based decisions.

5 Best Practices for Workforce Analytics

3. Create Transparency

Challenge is this is used to justify putting information only in executive's hands, or HR holding too tight to the keys to the workforce data.

Value of analytics is to make better, confident, fact-based decisions, but decisions are being made across the entire organization every day.

Opportunity is to create a multiplier effect that sees better people decisions made throughout the organization by every people leader. Risk to limiting information sharing is the use of workforce analytics stagnates from limited usage and a lack of alignment or trust that comes from only sharing partial views of information. *Challenge what can be shared, and work to create a culture that makes information based decisions.*

5 Best Practices for Workforce Analytics

3. Create Transparency

Challenge what can be shared, and work to create a culture that makes information based decisions.

5 Best Practices for Workforce Analytics

4. Simple is Better

There is always more information, or different ways to show information. The danger with not simplifying is that information overload can be just as dangerous as information under-load as users struggle to understand what is meaningful. Always challenge what information is valuable, versus what information is interesting. What decisions will you make, or what actions will be taken with the information? If you can't clearly state how the information will be used, then challenge the need to include it in your workforce analytics.

5 Best Practices for Workforce Analytics

5. Don't Ignore the Technology

The key here is not that you have to be an expert, but that you don't remove yourself from the technology discussion and decisions. There is nothing wrong with relying on experts to provide you with advice, but ultimately you have to ensure the technology will support the goals you are trying to achieve. Ask the curious questions and understand trade-offs that the different solutions may incur.

It has been my pleasure to serve you
today!

Works Cited & Credits

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