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ADAPTIVITY DEVELOPMENT

Building Strategic HR

Leveraging HR Skills to Drive ROI



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Thank You



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ADAPTIVITY Development, LLC

Growing People, Community & Business

- Organizational Design
- Transformation
- Change Management
- Strategy
- Executive Development
- Leadership Coaching



ADAPTIVITY DEVELOPMENT

Today's Slide Presentation Available at:

www.adaptivitydev.com

Defining the Challenge

A person wearing a dark hoodie and a baseball cap is seen from behind, sitting on a rocky outcrop. They are looking out over a vast, hazy mountain range under a warm, orange-hued sky, suggesting a sunrise or sunset. The scene is atmospheric and contemplative.

More than ever before, HR is responsible to leverage the biggest asset of the organization to a competitive advantage... it's people.

Defining the Challenge

- Do your leaders recognize HR as a Strategic Advantage?
- Are HR key initiatives (Roadmap) aligned to business drivers ROI (HR success begets business success)?
- Does HR in your organization experience challenges to “getting a seat at the table”?

Defining the Challenge

Google: What does HR do?

Recruiting
Hiring
Change Management
Workforce Budget
On-boarding
Dealing With Conflict
Culture & Engagement
Training
Human Capital Value
Retention
Performance Incentives
Benefits
Interviewing
Payroll
Labor Relations

Defining the Challenge

Workforce Mega-trends

Gig Economy – Rise of Uber, Airbnb, etc. leading to freelancer employment

IoT “Internet of Things” – Artificial Intelligence, Learning Machines, Virtual Reality, Cyber Resources, Remote Work, Automation, real time data, wearable/smart devices

Knowledge Transfer - Boomers don’t share and Millennials don’t shadow

#Me Too – Social/Political Movements, Crowd Influence

Cyber & Physical Security - Preparing for Workplace Violence, Data Breach

Marijuana & Substance Abuse – Medical 30 states, Recreation 10 and rising

Unemployment Lows – 3%

5 Generation Workforce – Value, expectation, & communication differences

Traditional Approaches

- HR often reports up through Legal or Finance
- HR professionals often do not know the core business
- HR often a “catch all” or “Stretch” assignment for underachievers
- Organizations usually have no idea what they need from HR or how to leverage people as a strategic advantage
- Compliance and Task-level activity often hinders flow, agility, and strategy

Traditional Approaches

“Most HR leaders are process-oriented generalists who have expertise in personnel benefits, compensation, and labor relations. They are focused on internal matters such as engagement, empowerment, and managing cultural issues.

What they can't do very well is relate HR to real-world business needs. They don't know how key decisions are made, and they have great difficulty analyzing why people—or whole parts of the organization—aren't meeting the business's performance goals.”

— Ram Charan

Addressing The Problem...

Building Strategic HR – Leverage HR Skills

1. Embrace the Grey
2. Hitch Your Wagon
3. Amass Internal Influencers & Expert Resources
4. Make Hard Choices

Addressing the problem

For HR to be seen as Strategic...

1. Prioritize business initiatives with people-focus
2. Solve problems at the systemic level
3. Build credibility among senior/C-level leaders
4. Create a sphere of expertise and influence

**Demonstrate Ownership of Leveraging
People Advantageously**



Embrace the Grey

Embrace the Grey

Use the HR Skills you already have

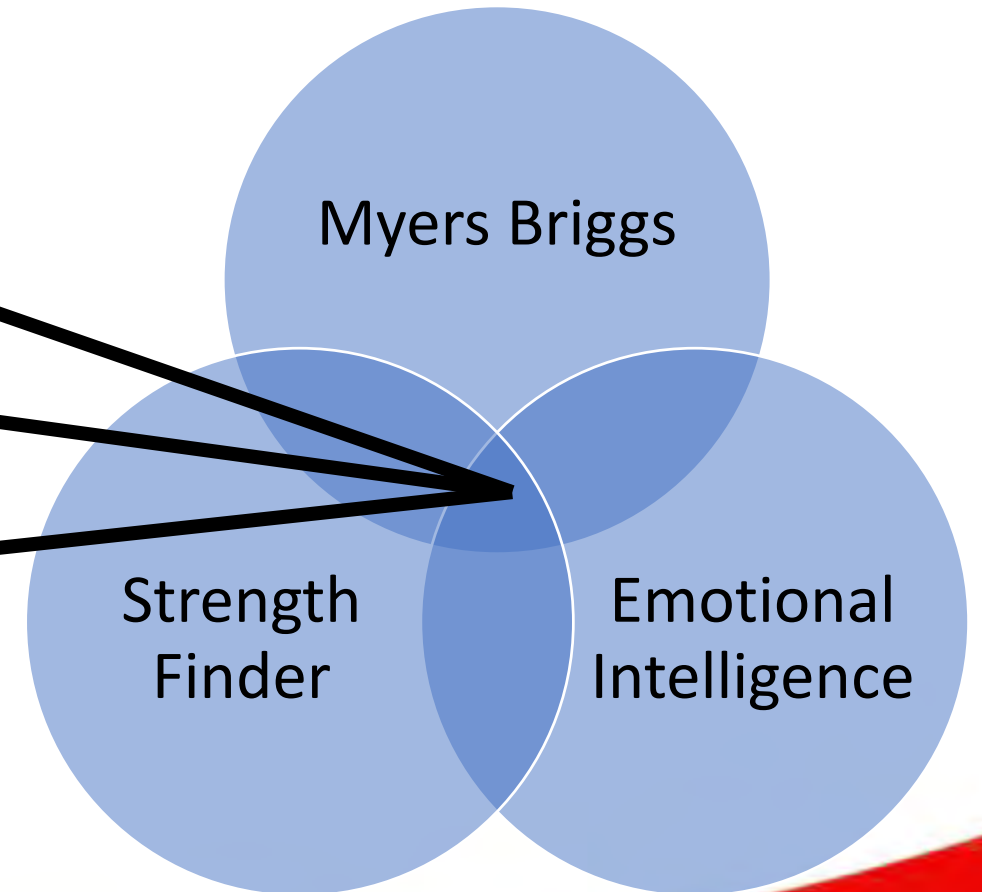
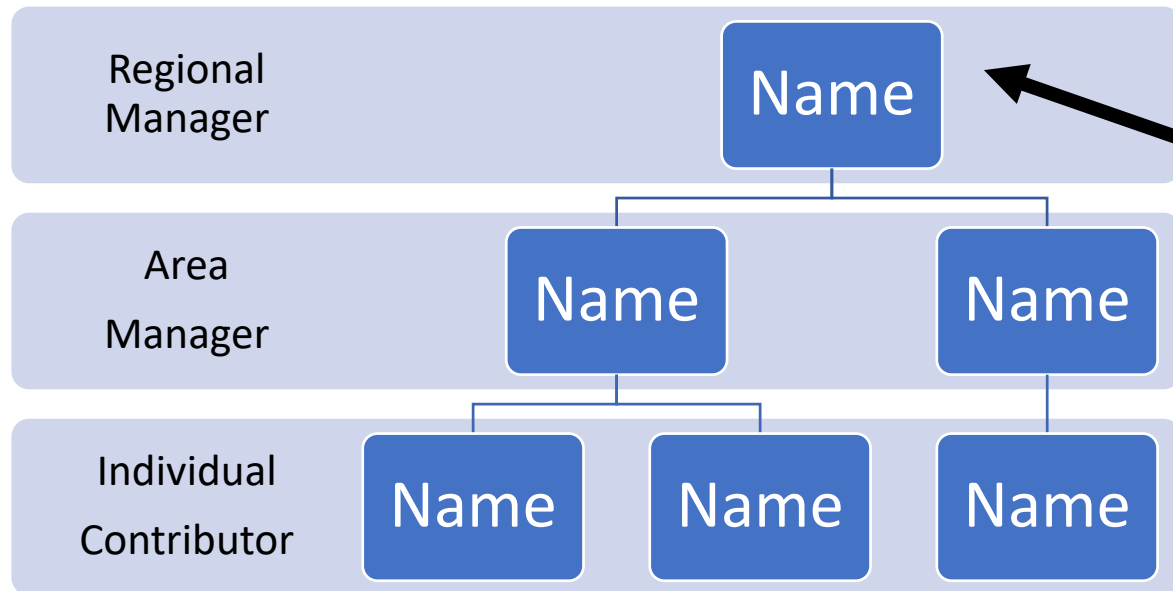
Show of Hands...

- D.I.S.C
- Myers-Briggs Type Indicator
- Emotional Intelligence
- Situational Leadership
- Strengths Finder
- Enneagram

Embrace the Grey

Applied Assessment to Enable Design

Organizational Design



➤ **98.6% Retention**

➤ **45% Increased Sales YTD**

Embrace the Grey

#1 Need: Strategic Execution

“Next-generation CHROs will perform like the CEO of an HR solutions company, enabling human capital solutions for their company. They are not administering programs. They are creating impact and a return on the money invested in the company’s talent systems.”

-Alan Guarino ([@AlanGuarino](#)), Vice Chairman - CEO & Board Service at Korn Ferry

Embrace the Grey

List the major initiatives in your organization currently...

1. Identify the “people component” of the initiative
 - Training
 - Change Management/Adoption
 - Communication
2. Socialize the “Gap” – outcome if people don’t adopt
3. Equip leaders and executives with “Success Suggestions (Behavior)”
4. Claim your contribution to “Value Realization”

Claim Your Piece of the Success!



Hitch Your Wagon