

Addressing the problem

“I wish HR would solve the problems I know I have, before taking my time and energy to address problems I don’t even know exist.”

- SVP Operations, Fortune 100 Manufacturer

Hitch Your Wagon

1. Identify the major initiatives and programs across the organization that are already funded, supported, and underway.
2. Pinpoint the “People Component” needed to support successful implementation.
3. Act: Launch programs, support people, facilitate feedback, enable Employee adoption, simplify the change

Meet the Organization Where it is at...

Meet Them Where They Are



Candidate Selection....

From Peanut Butter Sandwiches to asking no questions...

Hitch Your Wagon

Asked to change the Culture...

Hitched to Performance Improvement...

Engaged & Empowered Frontline Workers...

**\$85 MM in
9 Months**



Hitch Your Wagon

Key Reminders...

- Deliver benefit first – To Buy Permission Forward
- Be Strategic – Solve problems of business, while building the HR services
- Track and Measure your contribution to the success

“Once we have people coming to us to help solve problems outside of our responsibility, we know we are on the right path”



Amass Influencers & Resources

Strategic Resources

Landscape of Internal Influencers and Strategic External Resources

Agenda Driver	Internal Influencers	Strategic External Resources
CEO (Executive)	Board, Executives, Private Council	Strategic Advisor, Executive Coach, Peer CEO Groups
CFO (Financial)	Fin. Department Heads, Executives	Financial Forecasters, Planners, Forensic M&A
CLO (Legal)	Executives, Labor Relations (HR)	Labor Attorneys, Union, Outside Council
CIO (Technology)	IT Heads, Cyber Security, Roadmap	Advanced Tech Vendors, Consultants, Vendor Agents

- **HR Departments tend to have internal resources that align in a matrix to the other “Agenda Drivers” in the organization.**
- **HR Departments tend to use compliance & tactical vendors or resources for external support.**

Compliance and Tactical efforts are NOT Strategic!

Amassing Your Resources

SHRM Strategic HR: The Strategic Business Partner

- [Strategic Partners must] understand the environment in which the business operates, the competition, and the circumstances that could **influence or hinder the progress of the organization**.
- HR can no longer focus on its own internal tasks. It must be responsible for ensuring that HR's strategy, goals and priorities are driven by and aligned with the overall business needs and **reflective of the environment**.
- Strategic Thinking as a HR competency uncovers potential opportunities for **creating value and reducing risk**. It challenges assumptions about existing value propositions, so that new plan shall effectively target those opportunities.
- HR must establish **key business partnerships**...

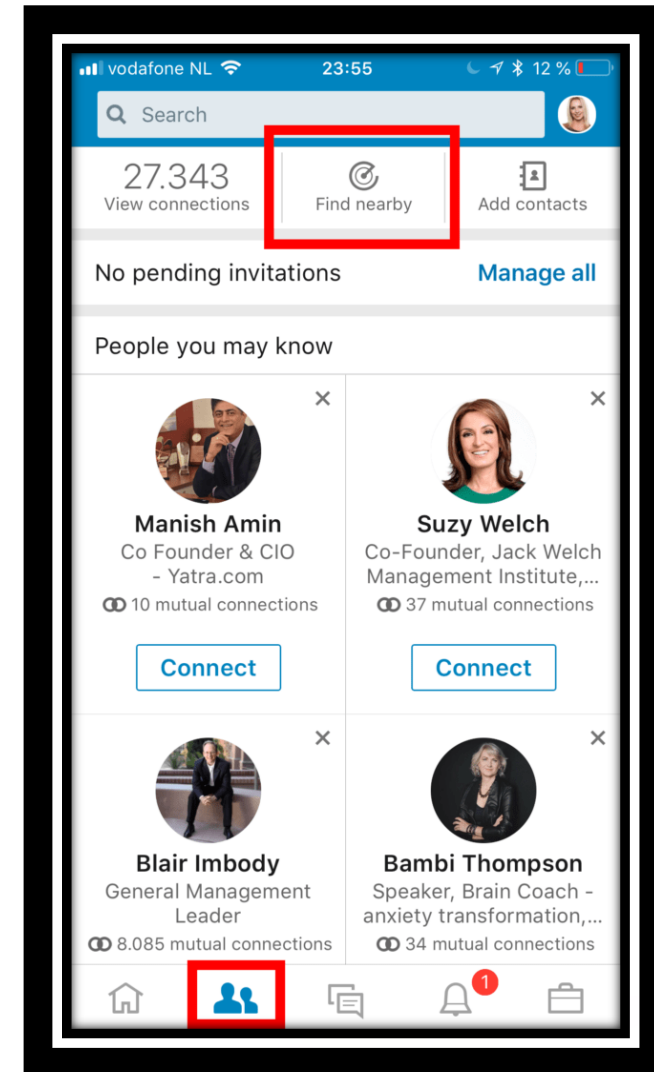
[Elijah Ezendu](#) on Jul 27, 2011

<http://www.slideshare.net/ezendu/the-strategic-business-partner>

Amassing Your Resources

Build Your Resource Network

- Take out your Phone
- Open Linked-in App
- Select “People View” (Bottom Left)
- Click “Find Nearby” (Upper Middle)



Strategic Resources

Which Internal Influencers are aligned to support HR efforts?

- Executives? Department Heads? Driving their agenda or HR?
- Are they Ally's, Fence Sitters or Foes? Why? (Heat Map)
- Who is "Hitching the HR Wagon" to ensure embedded HR success?

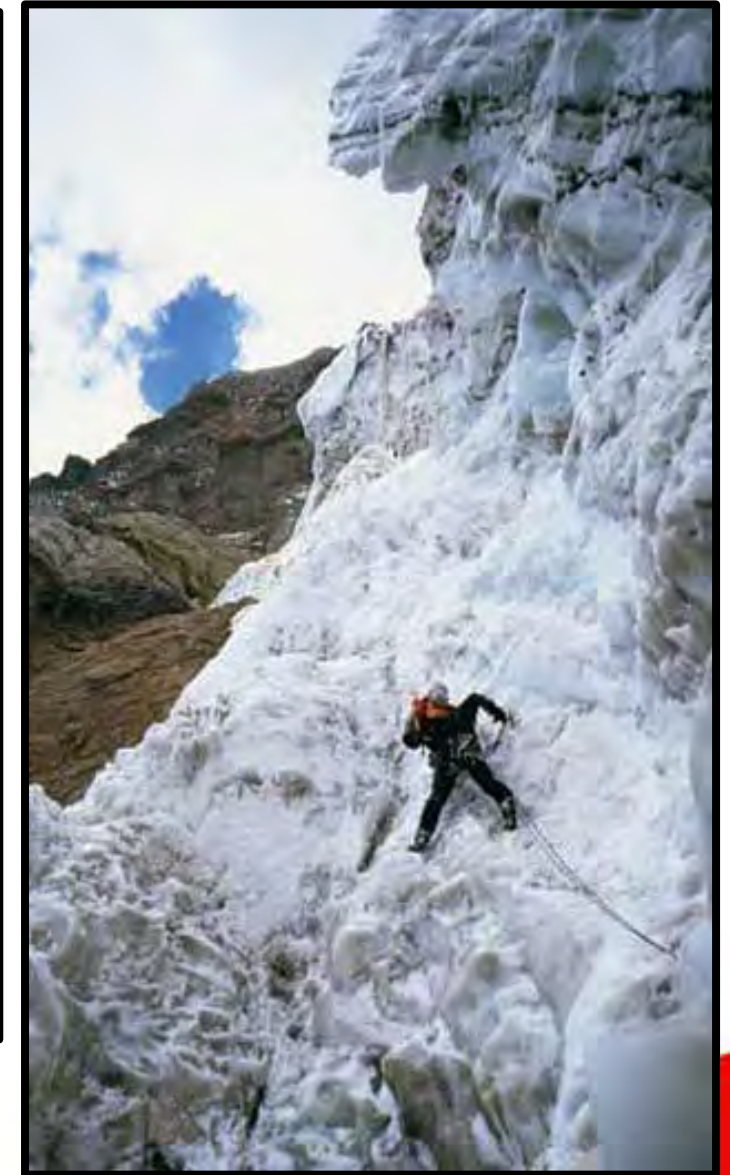
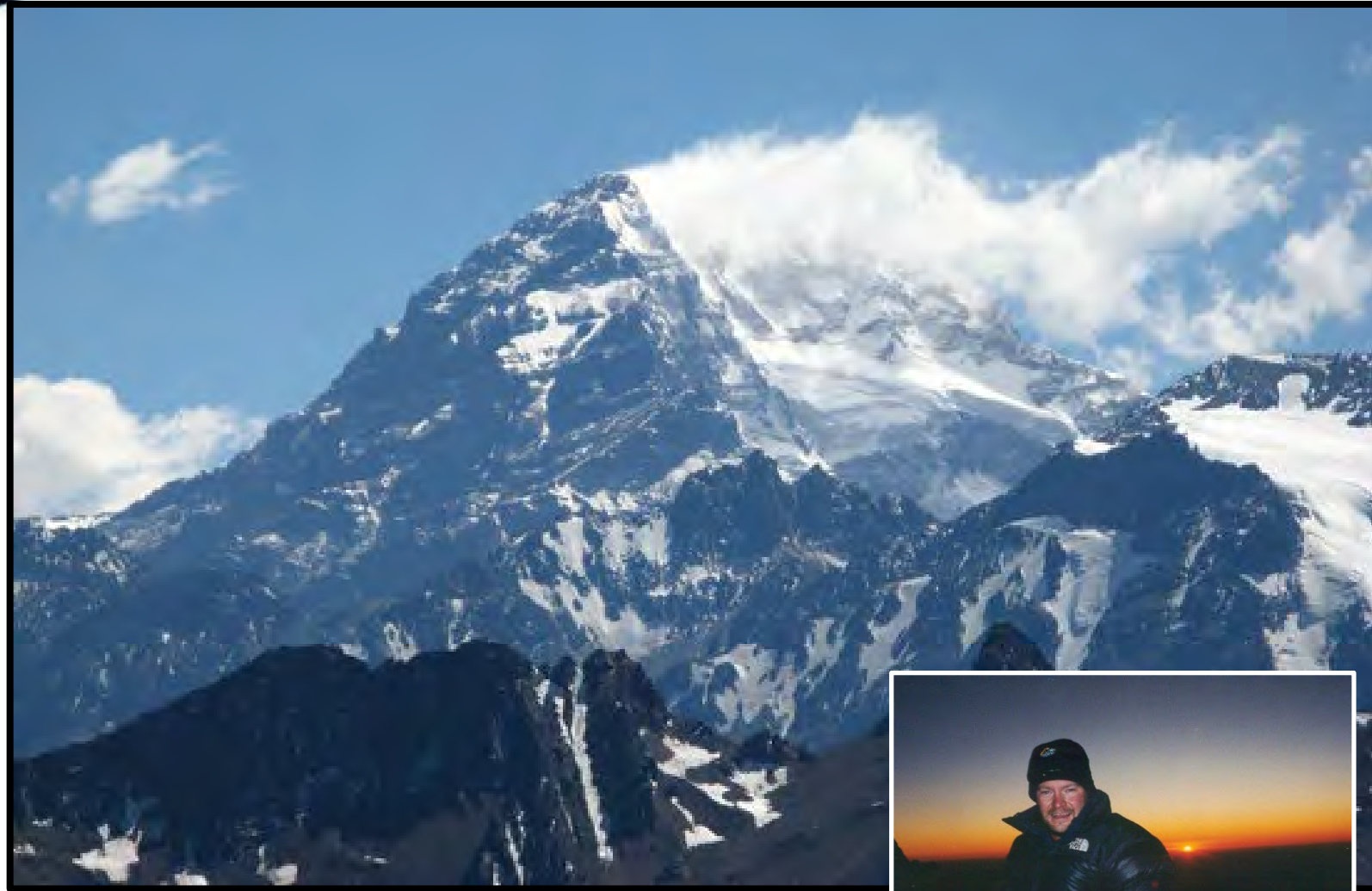
Who is your External HR Strategic Advisor?

- Map & Calibrating Internal Political Landscape
- Coach your top HR talent
- Implement People-centric ROI (Initiatives & Metrics)
- Build internal HR Capabilities and Business Acumen



Make Tough Choices

Make Tough Choices



Aconcagua –

Highest summit in South America
22,831 feet (6,962 meters)





Building Strategic HR

More than Motivating & Engaging

More than Benefits and Pay

More than Recruiting and Retention

More than Labor Relations

More than Compliance

It's about Returning Home Safely!

Change the Game & Influence at C-Level

1. How Will You... Embrace the Grey
2. How Will You... Hitch Your Wagon
3. How Will You... Amass Resources
4. How Will You... Make Hard Choices



Individual Exercise:

- What surprised you about our discussion today?
- What did you learn? (Something new)
- What will you do in the next 24 hours to engage and leverage internal/external resources?

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Growing People, Community & Business

- Organizational Design
- Transformation
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- **Hitch Your Wagon to a Game Changer – Pragmatic Approach to Cultural Transformation**
- **Maximize & Minimize to Maximize Profits – Leveraging Strength-based People Approach to Improve ROI/Bottom Line**
- **Start at the Front of the Line – Continuous Improvement that Produces Results**
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