

Tragedy of No HR Strategy

Presented for

Alaska SHRM State Conference



Learning Objectives

By the end of this concurrent session, participants will be able to:

- ✔ Better understand the strategic planning process;
- ✔ Identify the value of HR during the strategic planning process (and interject oneself accordingly);
- ✔ Know how to identify HR goals and strategies to drive success; and
- ✔ Avoid common barriers or pitfalls in executing HR strategy.

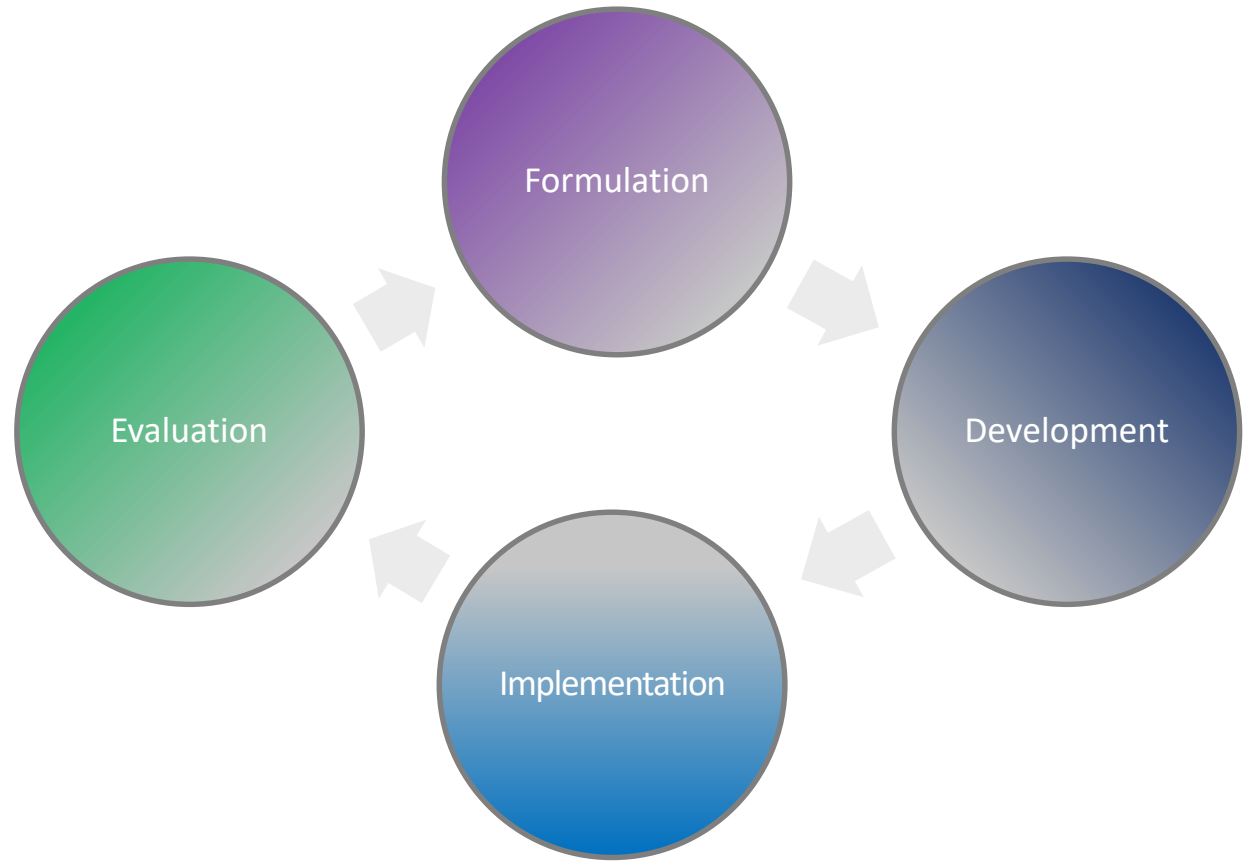


I have value!

I will immerse
myself into the
Strategic Planning and
continual improvement
processes.

*Audience
Participation:*

***Oooh...
Ahhh...
Neat!!!!***





STRIVE

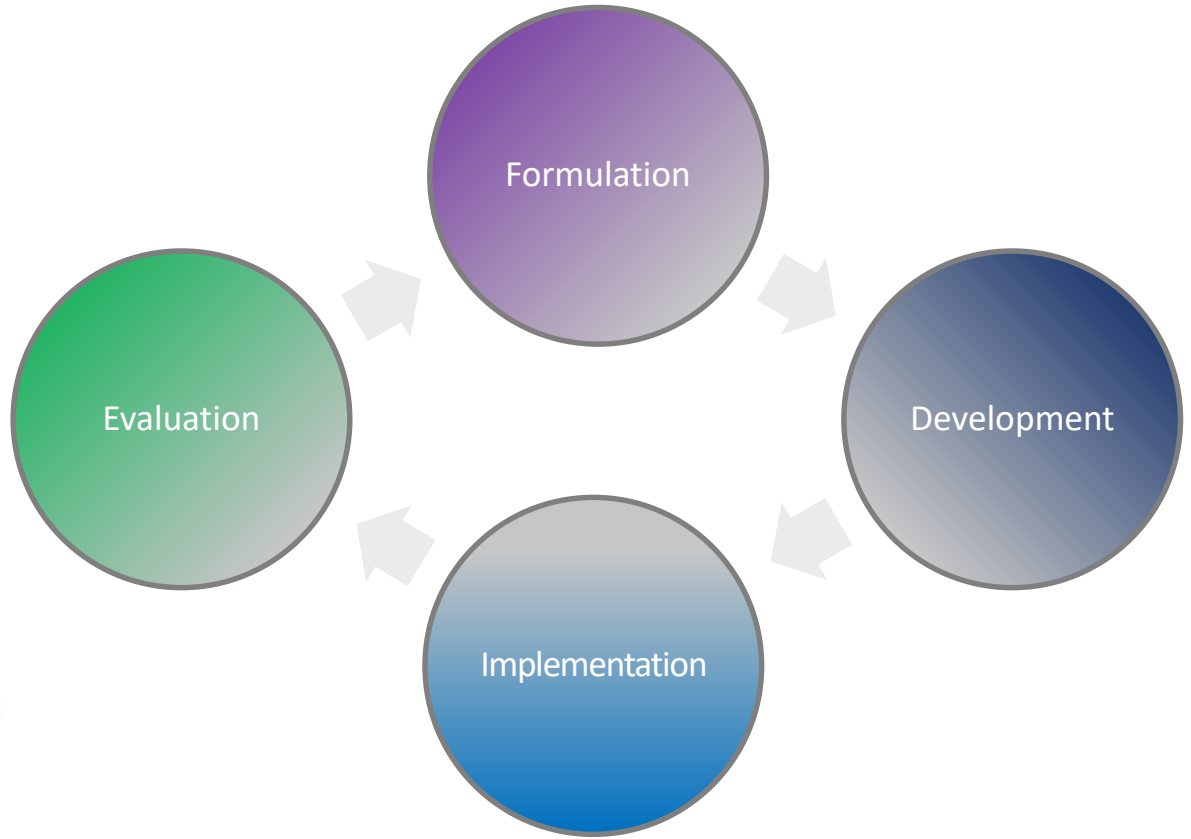
@HeatherKinzie

@AKStateCouncil

#AKSHRM17

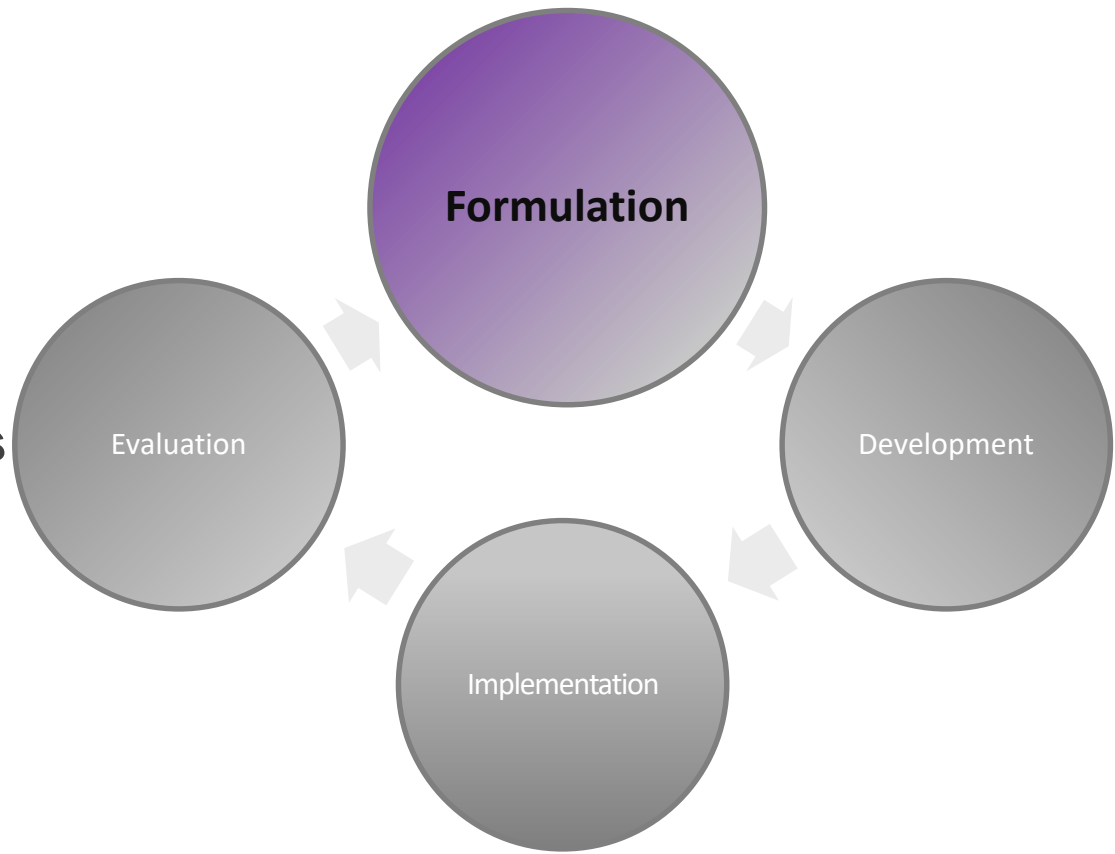
#HRStrategy

**EASY
PEASY
LEMON
SQUEEZY**



Formulation

- ❧ **Vision, Mission, and Values**
- ❧ **Environmental Scanning and Analysis**
PESTEL
SWOT
- ❧ **Corporate Long Term Objectives and Goals**



Deep Pockets Formulation

Vision:

To be the most recognized, beloved and sought after pizza joint in the state of Alaska by 2022.

Mission:

Using premium regional and local ingredients, we offer a variety of pizzas for all types of guests and diets while supporting and enhancing the communities in which we serve.

Values:

☞ **Quality** in service, product, and peripherals

☞ **Pride** versus ego

☞ **Giving** before taking

☞ **Uniqueness** trumps cookie-cutter

☞ **Kindness** beats competitiveness

☞ **Health of Community** beats sales

Deep Pockets Formulation, cont.

What types of things should be considered regarding these environments?

☞ **Political**

☞ **Technological**

☞ **Economical**

☞ **Environmental**

☞ **Social**

☞ **Labor**

For this start up, what may be the:

☞ **Strengths**

☞ **Opportunities**

☞ **Weaknesses**

☞ **Threats**

Which of these things have an impact on Human Resources / workforce issues?

Deep Pockets Formulation, cont.

Corporate Objectives and Goals

- ✧ Annual Sales in Y1 are _____; Y2 sees an increase by 15% or more; Y3 sees an increase by 17% or more.
- ✧ Ongoing operations result in profit margin of 11% or higher in Y1; 13% or higher in Y2 and 15% or higher in Y3.
- ✧ Reduce start up investment by no less than 10% each year.
- ✧ Return Guest Rate is 20% or higher in Y1; 23% or higher in Y2 and 26% or higher in Y3.
- ✧ Turnover Rate of Workforce to be lower than 40% in Y1 and decrease by 4% in following years.
- ✧ Identify plan and investment budget for two new locations outside of Anchorage Q2 in Y2.

Development

Corporate Strategies

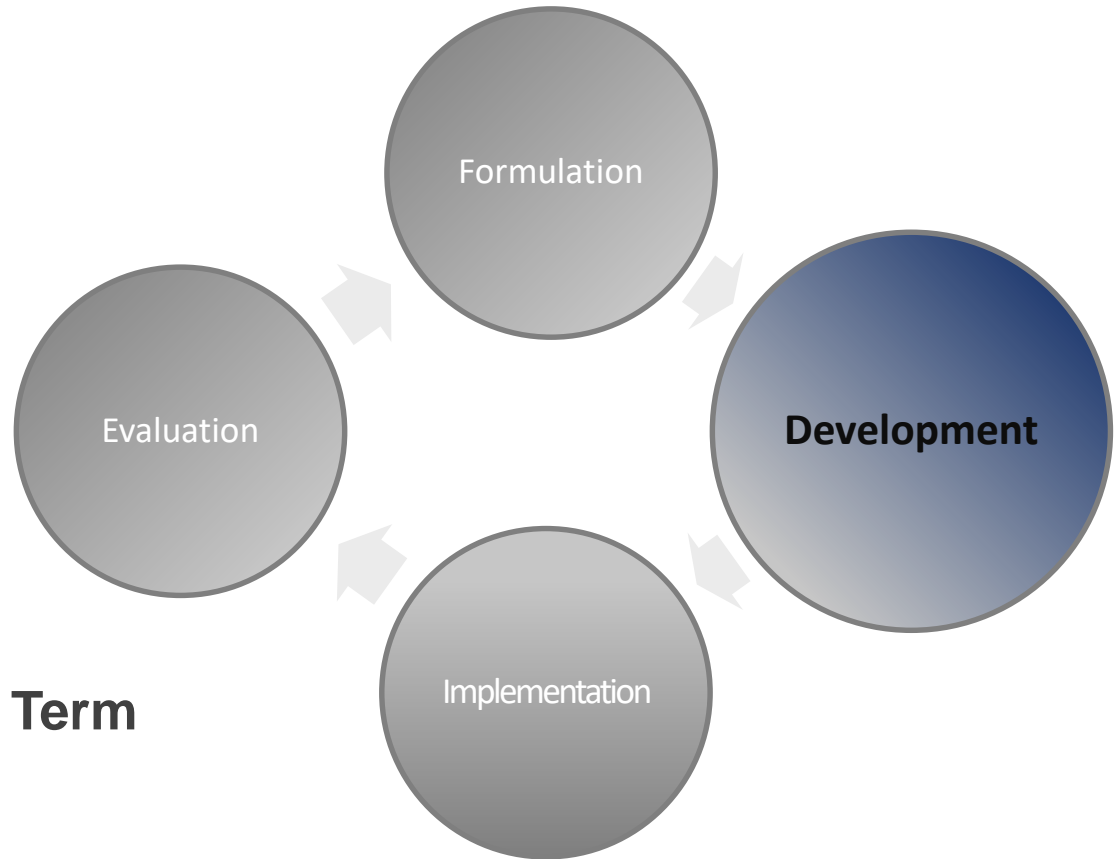
Core Competencies:

What does the organization do well?

Competitive Advantage:

What distinguishes the organization from others?

Department/Unit Short Term Objectives and Goals



Deep Pockets Development



*And HR
should
care...why?*

- ✧ What is Deep Pocket's Core Competency?
- ✧ What separates Deep Pockets from its competitors?

Deep Pockets Development, cont.

Department Short Term Objectives and Goals

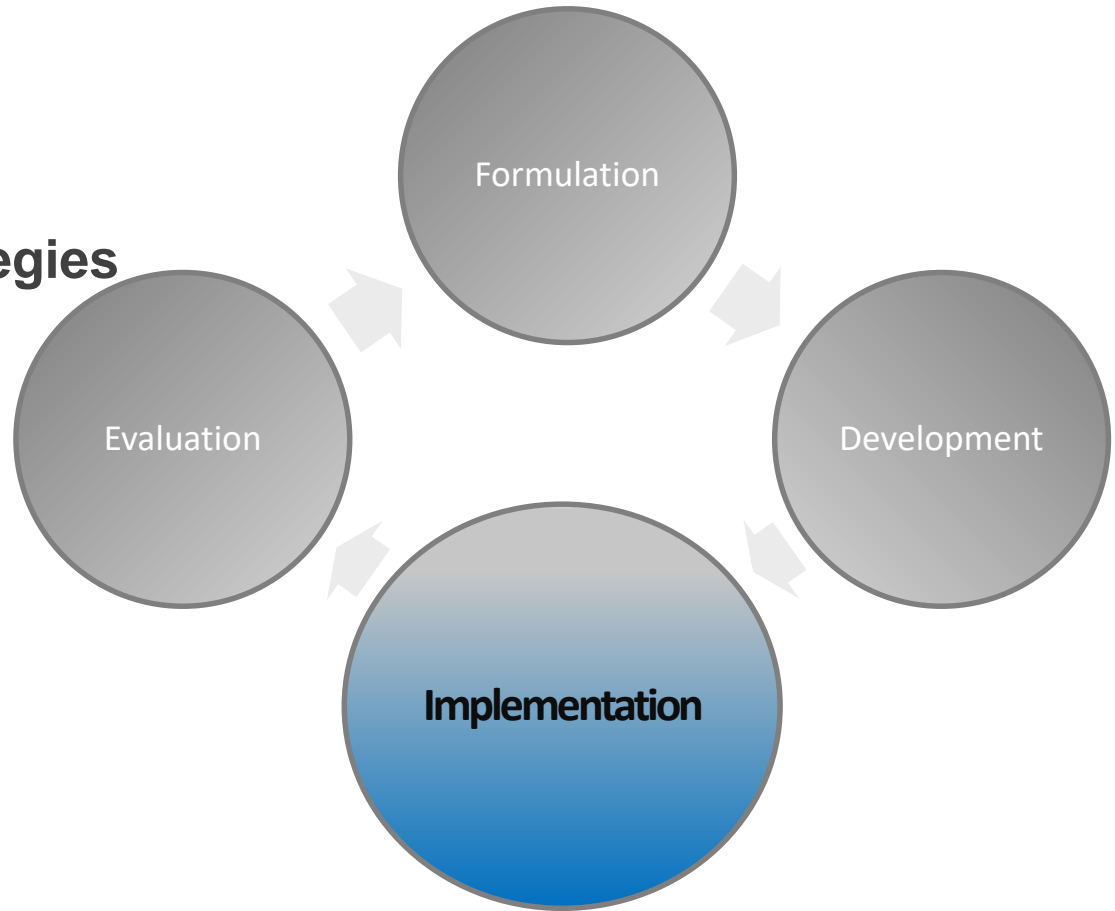
- ✧ By Q4, HR, Finance, Ops and Marketing will have implemented cloud based, single platform database(s) that fully integrate workforce, finance, marketing, inventory and POS.
- ✧ By Q2, Marketing will have established an aligned presence on no less than five social media platforms, created value-added business partnerships with all local High Schools, and developed a progressive media campaign.
- ✧ By Q3, HR will have established a wage schedule that puts Deep Pockets in the top 85% and an incentive program / variable pay program that incorporates sales, culture/behavior, recruitment and retention issues.
- ✧ HR will have done what else?

*HR Strategies
are needed to
support nearly
all dept.
objectives*

How?

Implementation

- ✧ **Department/Unit Strategies**
- ✧ **Action Planning**
- ✧ **Allocation of Resources**



Deep Pockets Implementation

- ✧ What could be some HR strategies that will help it reach its own Short Term Objectives?

- ✧ What could be some HR strategies that will enable other departments/units to meet their Short Term Objectives?

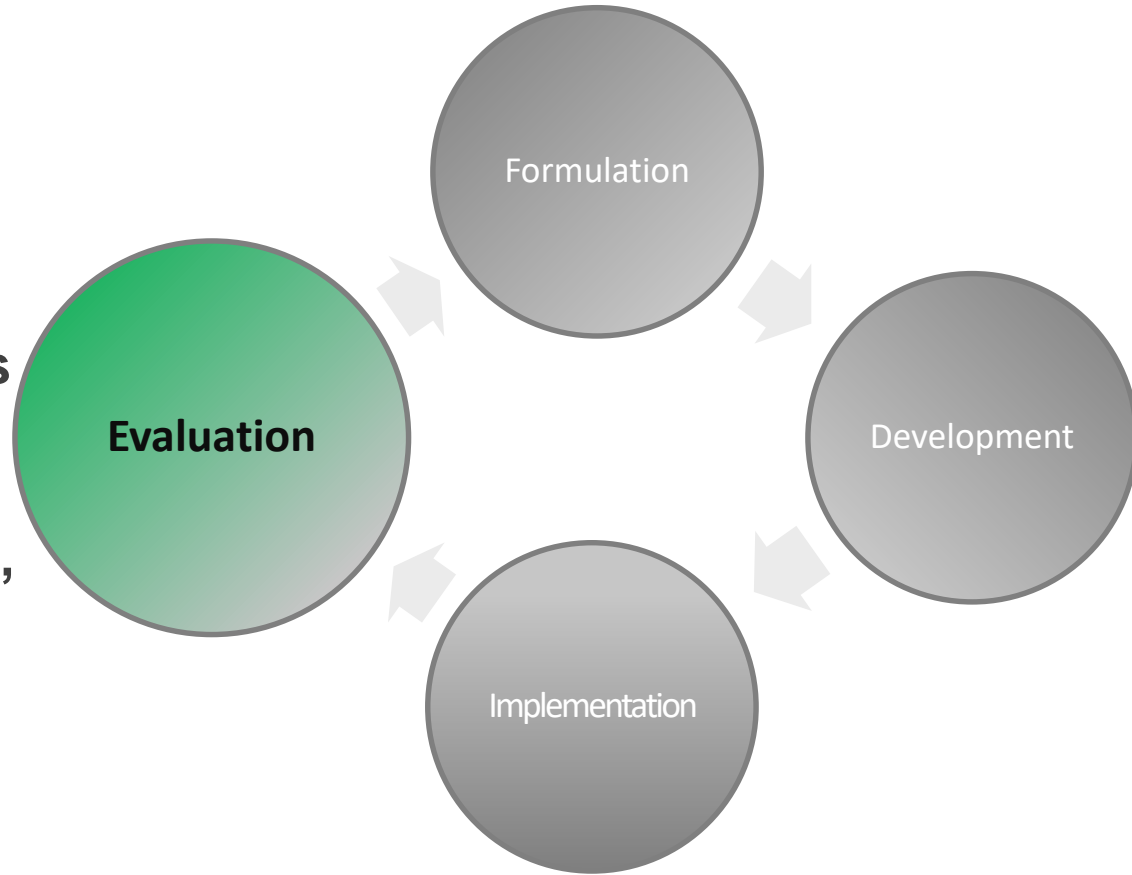
Deep Pockets Implementation, cont.

Departments (including HR) may not be able to correctly and efficiently allocate resources without HR providing necessary support and strategies regarding:

- ☞ Staffing Plans
- ☞ Position Descriptions and Classifications
- ☞ Job Design
- ☞ Compensation Analysis, Schedules/Protocols, Adjustments
- ☞ Process and Organizational Design Analysis

Evaluation

- Measurement
- Analysis of ALL types of data
- Adjustments to goals, objectives and/or strategies

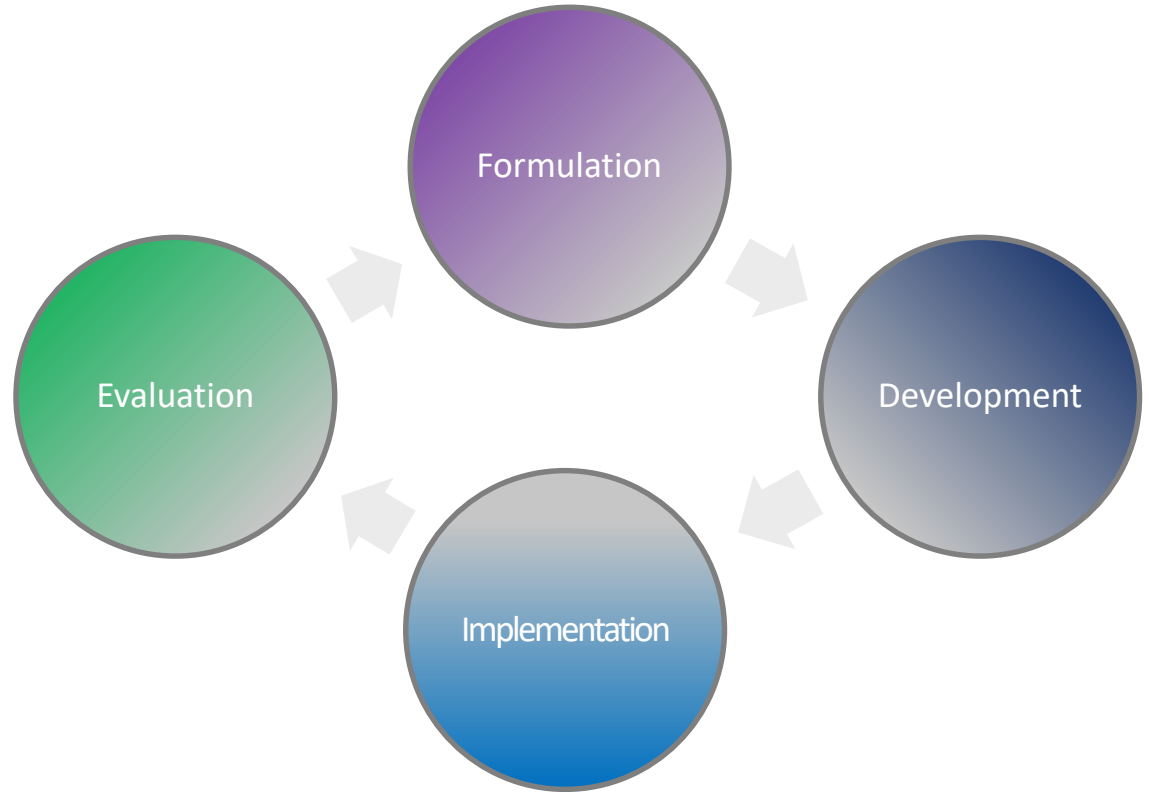


Evaluation

- ✧ Analysis can't occur without HR providing sufficient data. *You'll need a strategy for that.*
- ✧ Change and adjustments are more difficult if workforce is not resilient, adaptable and willing. *There should be a strategy for that.*
- ✧ Any adjustments and corrections to goals, objectives, corporate and department strategies may result in job design and classification changes. *What will be your strategy for that?*

*HR greatly improves
the value of this
process.*

*Indeed, some would
argue it can't be
done without us.*



Execution Pitfalls

- ❌ Dust
- ❌ Lack of communication
- ❌ Eating only the low hanging fruit
- ❌ Failure to prioritize
- ❌ Failure to remove people from the bus
- ❌ Too much “whack a mole”
- ❌ Drift
- ❌ Checking the box vs checking the result
- ❌ Lack of accountability



Avoiding or Overcoming Pitfalls



- ✧ Discipline yourself to keep plan alive.
- ✧ Schedule the work, the meetings, the analysis...don't wait for it.
- ✧ Stretch yourself; don't settle for just the easy wins. *Be patient as the longer wins take time.*
- ✧ Surround yourself with committed individuals; rid yourself of the others.
- ✧ Pay attention to practices, not just programs.

Avoiding or Overcoming Pitfalls



- ✧ HR Knowledge
- ✧ Relationship Management
- ✧ Ethical Practices
- ✧ Critical Evaluation and Analysis
- ✧ Business Acumen and Forecasting
- ✧ Leadership and Influence
- ✧ Change Management
- ✧ Communication and Engagement
- ✧ Consultation and Coaching



All is for
naught
without
effective
HR Strategies!



**Indeed,
you are.**

Heather Kinzie, SHRM-SCP, SPHR, GPHR

- ✧ Strategic Management
- ✧ Workforce Planning and Development
- ✧ Executive and Leadership Coaching
- ✧ Facilitation
- ✧ Process Analysis and Improvement
- ✧ Team Building
- ✧ Public Speaking



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