

The Journey from “Specialist” to “Strategic Business Partner”: A View From the Trenches

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Principal – Talent Alignment, LLC

About Today's Session

AGENDA

- *Critical Business Processes*
- *Organizational Performance Models*
 - *What is "Strategic HR"?*
 - *Your Vision*
 - *Your Strategy*
 - *Your Plan*

OBJECTIVES

- *Help You Explore Your Career Journey:*
 - *Where You Are*
 - *Where You're Going*
 - *Identify Gaps*
- *Steeped in Business Strategy*

About Talent Alignment, LLC



Alan Mead, PhD



Tiffany Watson



Eric Paul, MBA



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Services



Selection



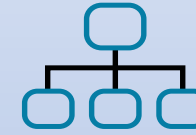
Rewards



Performance



Development



Structure



Culture



Strategy



NATIONAL COUNCIL
for Mental Wellbeing

HEALTHY MINDS • STRONG COMMUNITIES

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After My Seattle SHRM Mentor Meeting...



What HR Thinks About HR?

- *HR Conference Agenda*

The “Strategic Stack”



MICROSOFT'S STRATEGIC ALIGNMENT: Mission, Vision, Strategy

TOP SEGMENT

MISSION: The Foundation

To empower every person and every organization on the planet to achieve more.



UNIQUE ACTIVITIES

MIDDLE SEGMENT

VISION: The Destination

A world where advanced AI & Cloud tools are democratized for all.



TRADE-OFFS (Focus on Productivity)

BOTTOM SEGMENT

STRATEGY: The How

AI-First, Cloud-First:
Building the Platform for
the Intelligence Age.

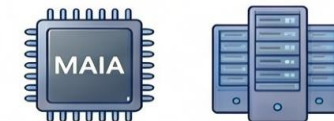
PARTNERSHIP MODEL
OpenAI investment, GPT
integration, accelerated innovation



COPILOT ECOSYSTEM
AI embedded in Word, Excel,



VERTICAL INTEGRATION
Custom AI Chips, e.g., 'Maia';



FIT



What is Strategy?

- *Differentiate in the Future:*
 - *Cost Leadership/Broad Market (Walmart)*
 - *Differentiation/Broad Market (Apple)*
 - *Cost Focus/Narrow Scope (Spirit Airlines)*
 - *Differentiation Focus/Narrow Scope (Ferrari)*
- *Blue Ocean – Undiscovered Markets*



**Strategy is a guess as to what will
yield long-term success.**

Competitive Advantage

- *Your Business v. Competitors*
 - *Unique*
 - *Valuable to Customers*
 - *Hard to Copy*



Mission – “The World’s Best Slurry Pumps”

Strategic Emphasis

- World Class Design & Manufacturing
 - Global Presence
- Reduce Non-Differentiating Cost



Culture

Strategic Imperatives

Leadership

Business
Acumen

Global
Collaboration

Customer
Focus

Strategic
Thinking

Advancing
Change

Delivering
Results

Talent Levers

Recruiting
& Selection

Performance
Management

Rewards

Development

Communica-
tion

Structure



Interviewing
Testing
Recruiters
Talent Review
Promotion
College
Sources
Brownfield

Skills
Goals
“Evergreen”
Contributors

Market Study
- Hourly
- Salaried
Core Capabilities
Bonuses
Merit
Incentives
- Scrap
- “Turnover”
Stickers



Executive
Manager
Professional
Components:
- Assessment
- Dialogue
- Users Guide
- Learning



SMS



Engineering
Global Matrix
HR Support

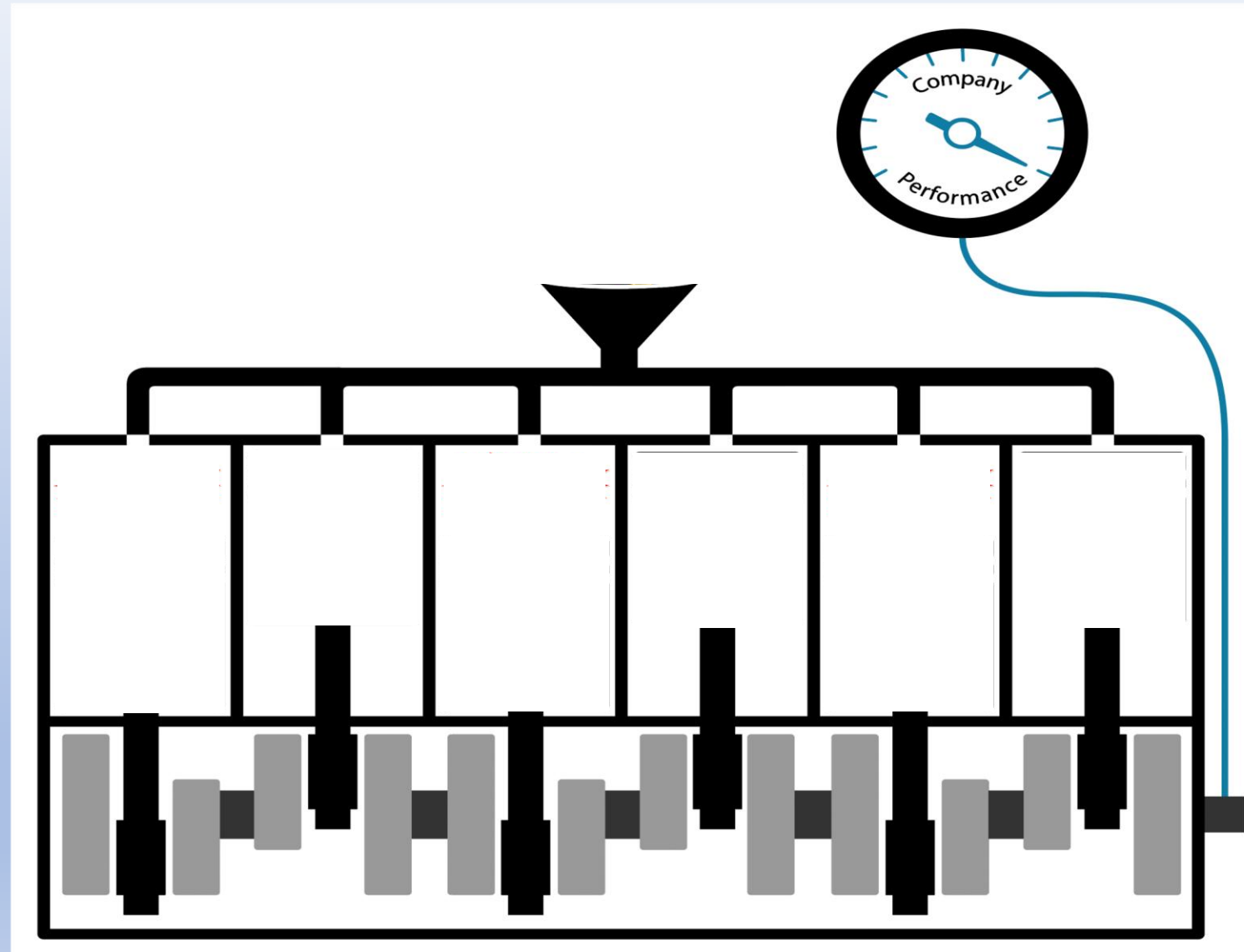
Supporting
Programs
and Brands

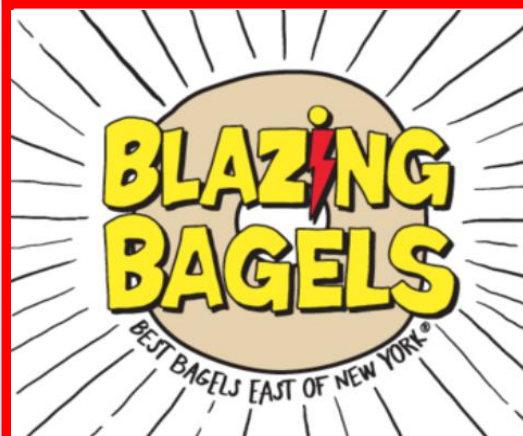
Book Chapter

PDF

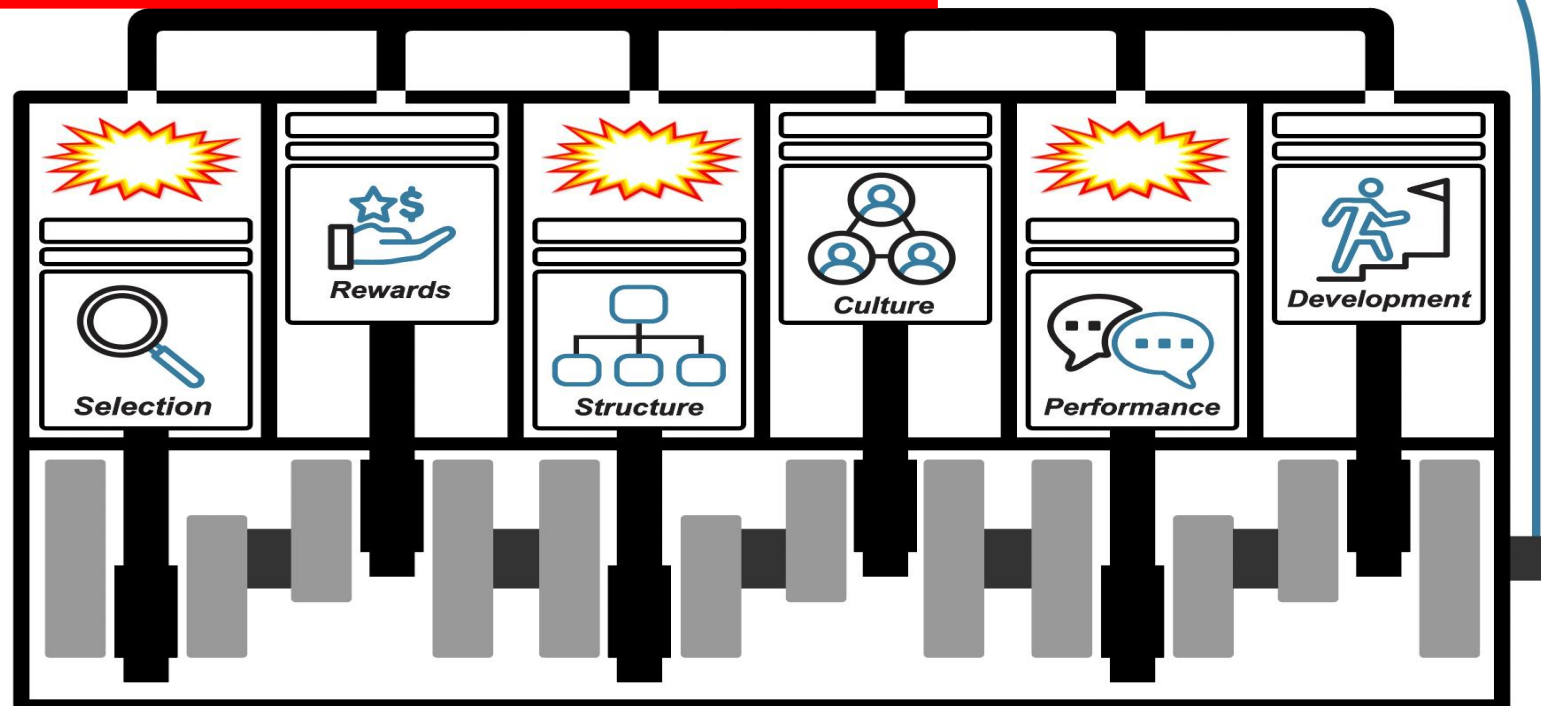
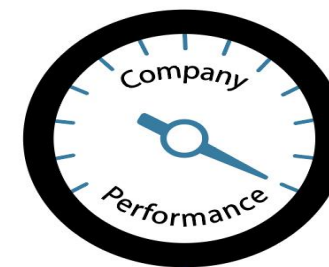
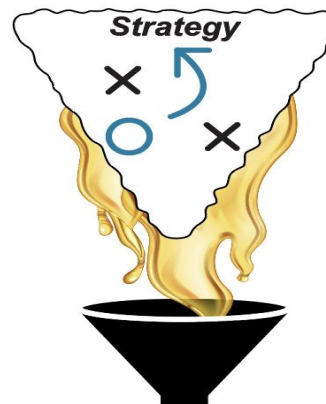


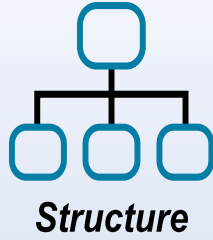
The People Engine: Six Cylinders that Convert Strategy to Company Performance



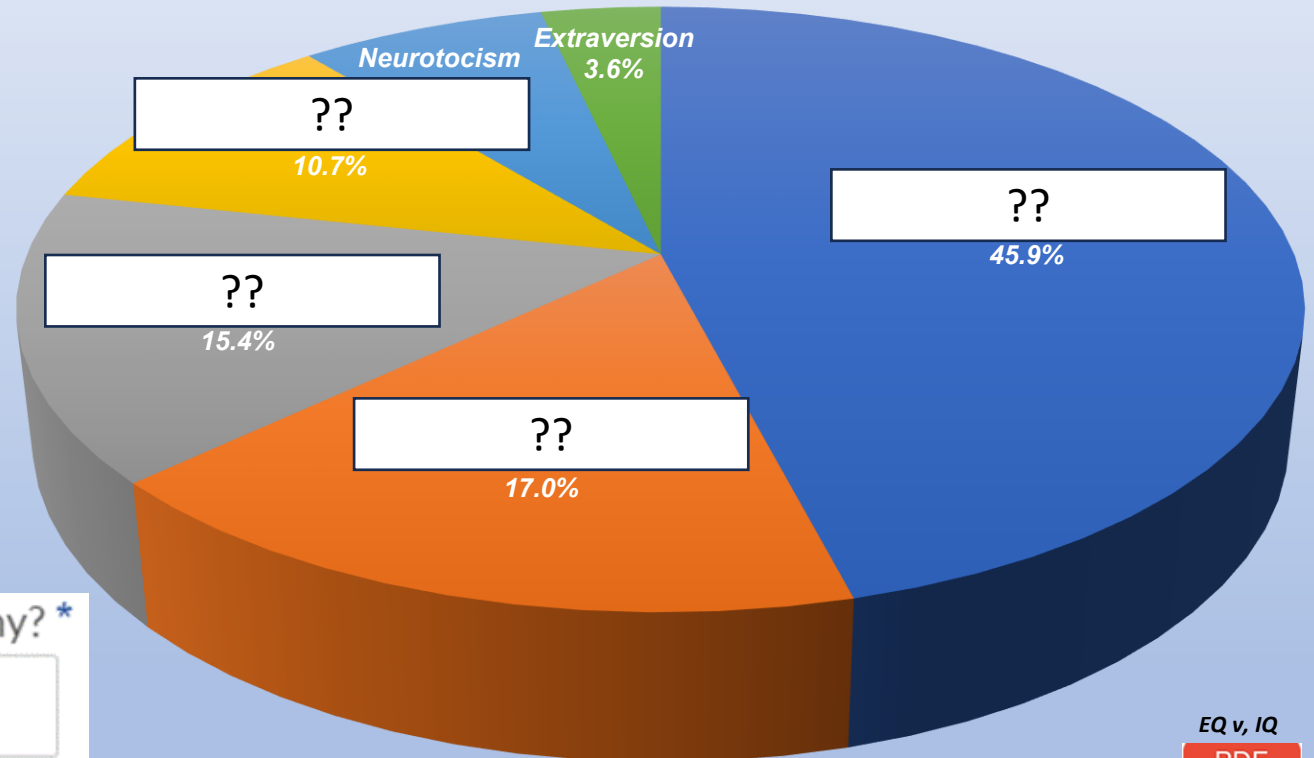


TOMORROW
Lowest Cost
Operational Excellence
Speed

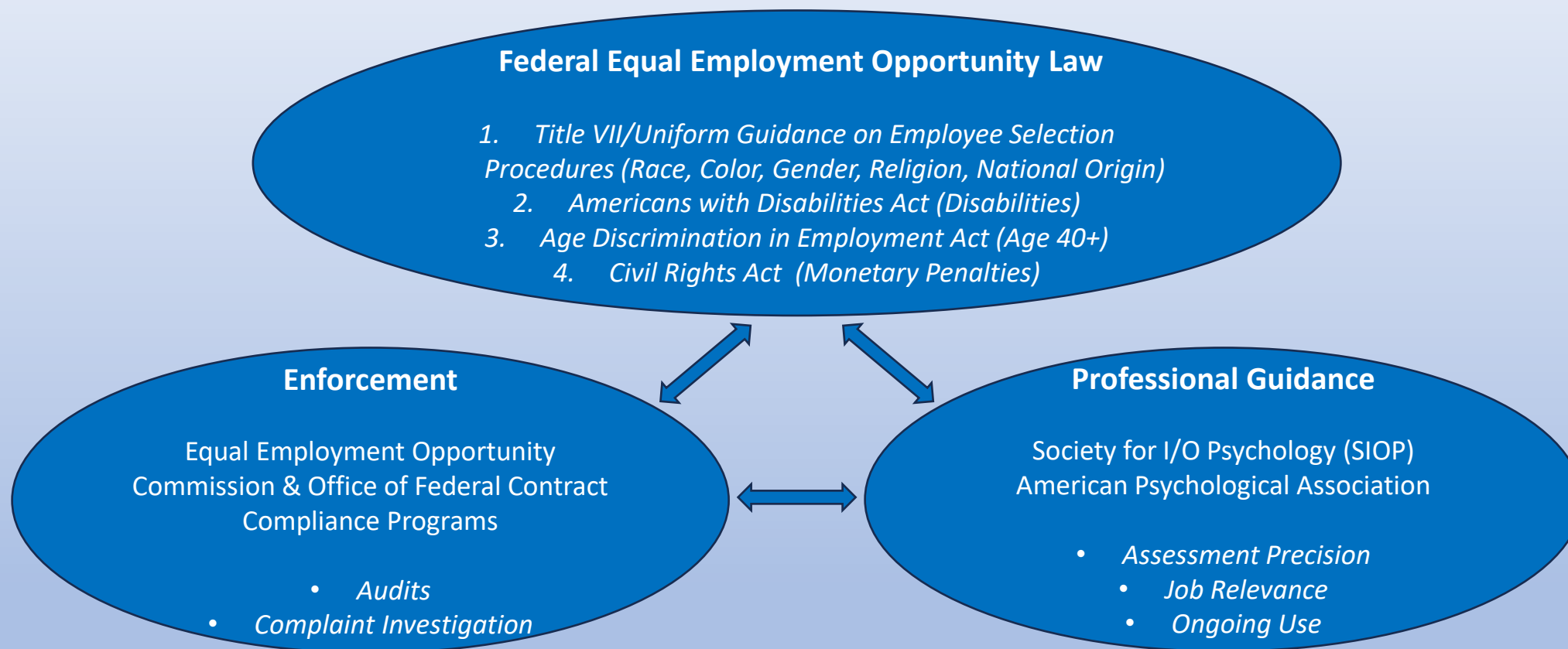


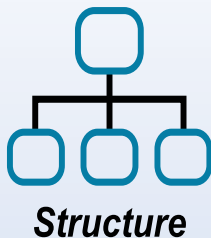


Meta Analytic Research



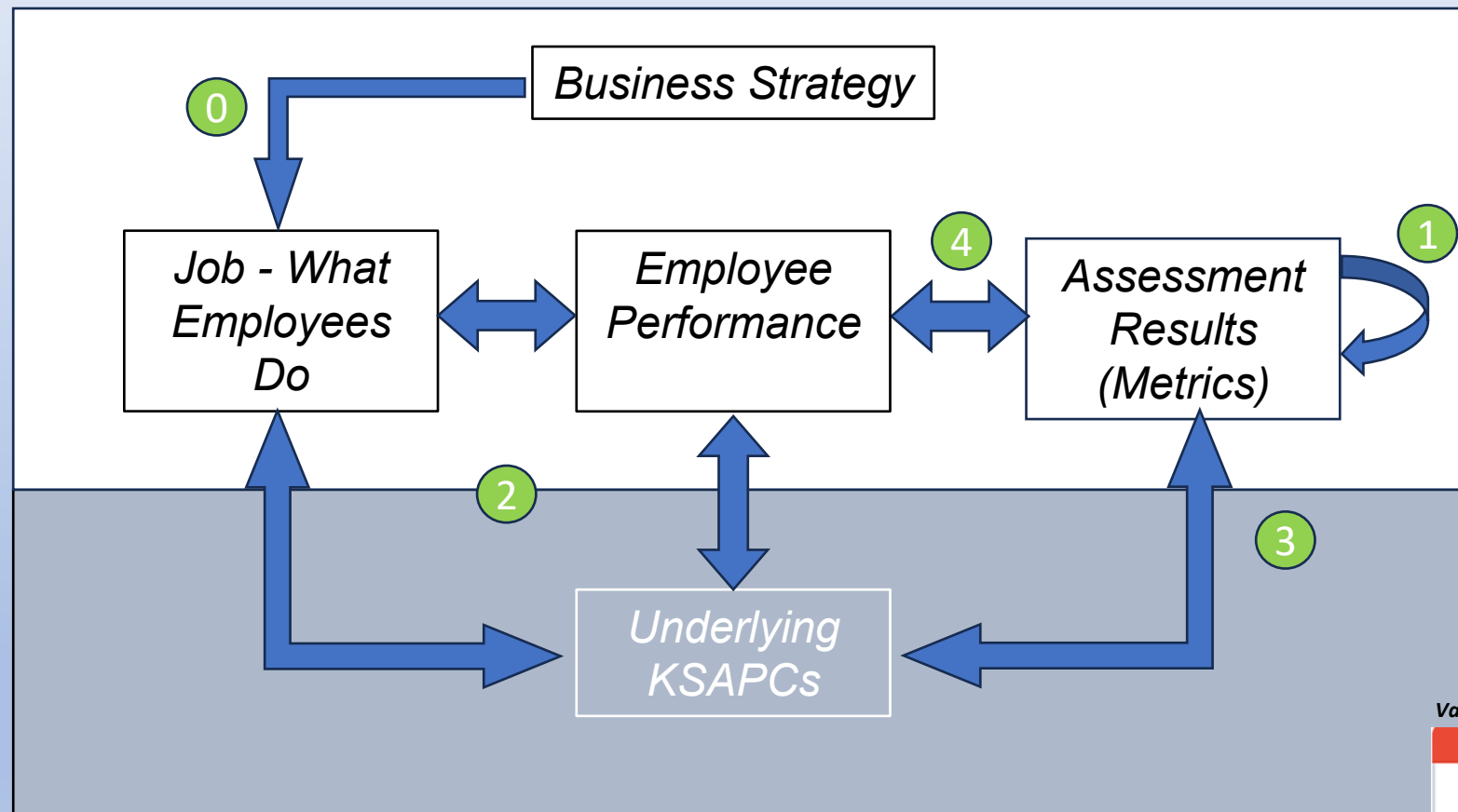
If your life were a song, which song would it be and why? *





**What You See
“FACTS”**

**What You Don’t See
“ESTABLISHED
OVER TIME”**

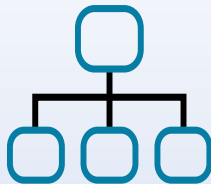




Selection



Rewards



Structure



Performance



Development

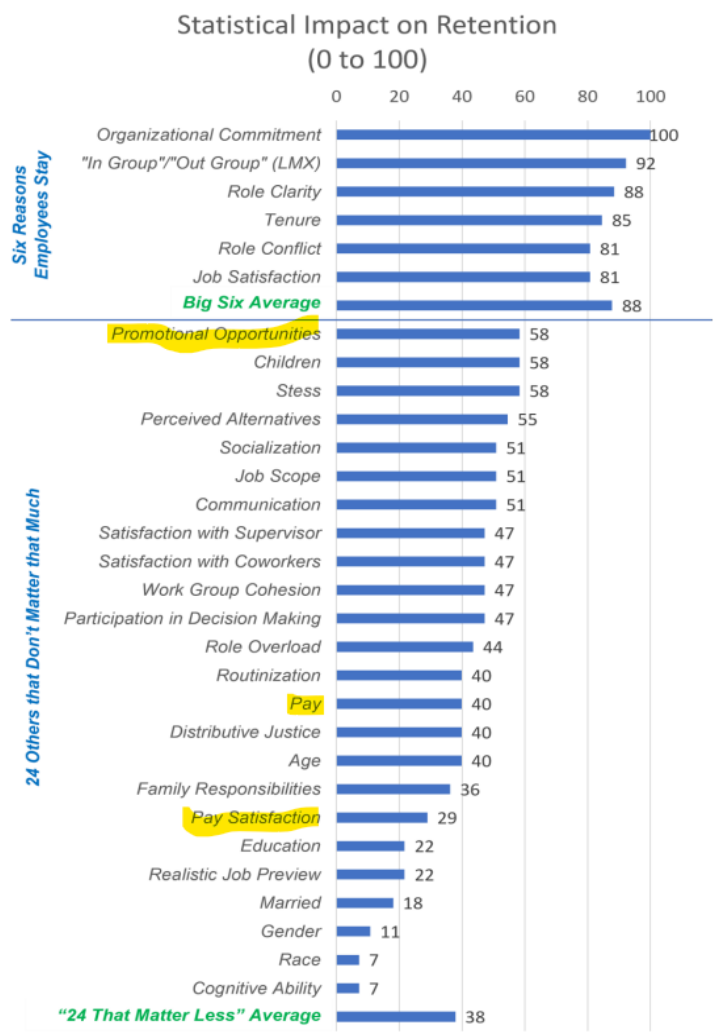


Culture

HR ROUNDTABLE
THE HIGH TECHNOLOGY HUMAN RESOURCES SOCIETY

Rewards Philosophy

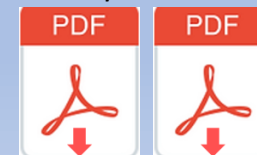
- **Strategy and targeted customer market(s)**
- **Retention assumptions**
- **Benefits:**
 - Financial
 - Health/Wellness
 - Perks
- **Individual/Organizational performance**
- **Business critical issues:**
 - Vital professions?
 - Key markets?
 - Geography?
- **Equity and risk tolerance**



Please enter your annual salary expectations.*

your annual salary expectations

Book Chapter Retention



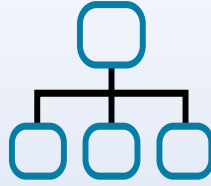
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Selection



Rewards



Structure



Performance

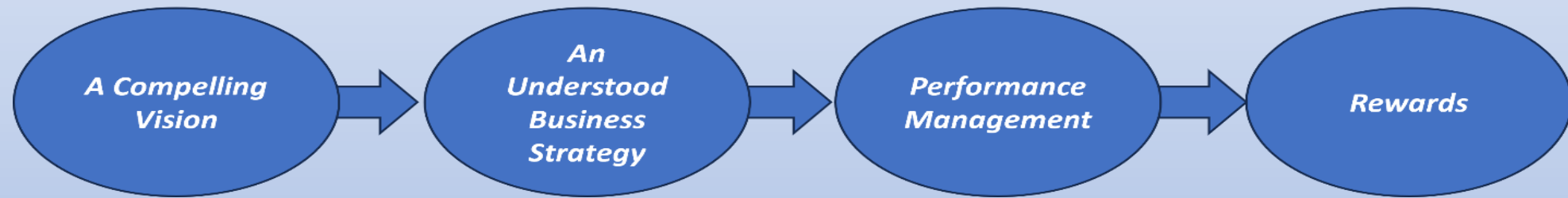


Development



Culture

“Vision” to “Rewards” Value Chain

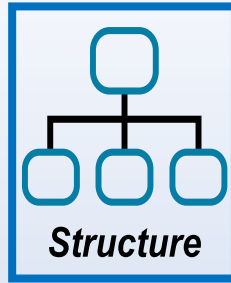




Selection



Rewards



Structure



Performance



Development



Culture

- *Organizational Design (Structure +):*

- *Reporting Relationships*
- *Information Flow*
- *Workflow*
- *Expertise*
- *Customer/Market*

- *Strategy Dictates “Must Haves”*

- *Unmatched Product Quality – Advanced Manufacturing & Engineering*
- *Efficiencies and Low Cost – Process Experts & Common Products*

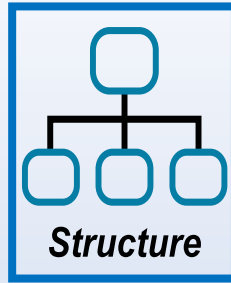




Selection



Rewards



Structure



Performance



Development



Culture

- **Some “Structure” Options**

- *Functional – Staff, Engineering, Sales, Manufacturing, etc.*
- *Divisional*
 - *Market Based*
 - *Product Based*
 - *Geographic – Regional Leaders with Functional Expertise*
 - *Microsoft – EMEA, APJ, North America, South America, etc.*
- *Team-Based – Collections of Expertise (Sometimes Ad-Hoc)*
- *Matrix – Two or More Bosses Representing*
 - *Regions, Functions, Divisions, Products, Customers*

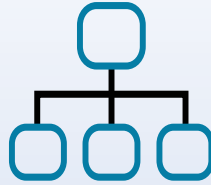
DON'T FORGET!
INFORMATION AND WORK MUST FLOW ACROSS BOUNDARIES
AKA “LATERAL CONNECTIONS”



Selection



Rewards



Structure



Performance



Development



Culture

- “*WHAT*” Employees Do
 - Research – Goals Motivate Best!
 - SMARTS
 - <Who?> is going to do <What?> by <When?> and <Why?>
 - <Metrics?>
- “*HOW*” Employees Accomplish Goals
 - Competencies

Leadership	Business	Global	Customer	Strategic	Advancing	Delivering
	Acumen	Collaboration	Focus	Thinking	Change	Results

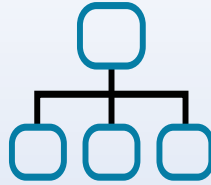
“It’s about the dialogue!”



Selection



Rewards



Structure



Performance



Development



Culture

Figure 3
Sample Performance Management Content

GOAL

Reduce scrap rate on Machine 7 by 5%

○ ○ ○ ○ ○

Little to No Progress Made Some Progress Made Met Exceeded Greatly Exceeded

Observations:

OKR

OBJECTIVE - Lead the Industry in Customer Support

KEY RESULTS:

- Reduce initial hold time by 5%
- Reduce escalations by 4%
- Improve customer survey scores by 10%
- Reduce customer input required by our phone tree by three elements.

○ ○ ○ ○ ○

Little to No Progress Made Some Progress Made Met Exceeded Greatly Exceeded

Observations:

ACCOUNTABILITIES

Blueprint Design and Maintenance – Is a role model when gathering product requirements, preparing drafts, engaging customers, avoiding errors, etc

○ ○ ○ ○ ○

Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree

Observations:

SKILLS & VALUES

Business Acumen – clearly understands the company's operations and its impact on profitability and other important performance metrics.

○ ○ ○ ○ ○

Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree

Observations:

Factors Impacting Performance Dialogue Quality

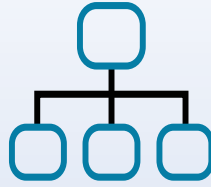




Selection



Rewards



Structure



Performance



Development



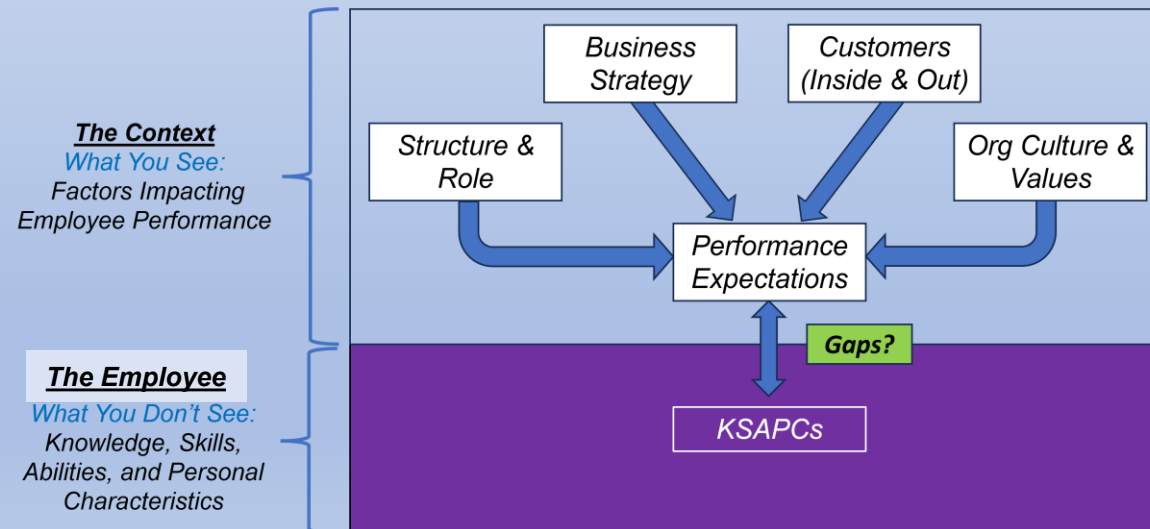
Culture

• Needs Analysis

- Manager & Employee Survey
- Overall Framework

Leadership	Business	Global	Customer	Strategic	Advancing	Delivering
	Acumen	Collaboration	Focus	Thinking	Change	Results

Employee Development Diagnostic Framework

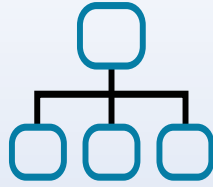




Selection



Rewards



Structure



Performance

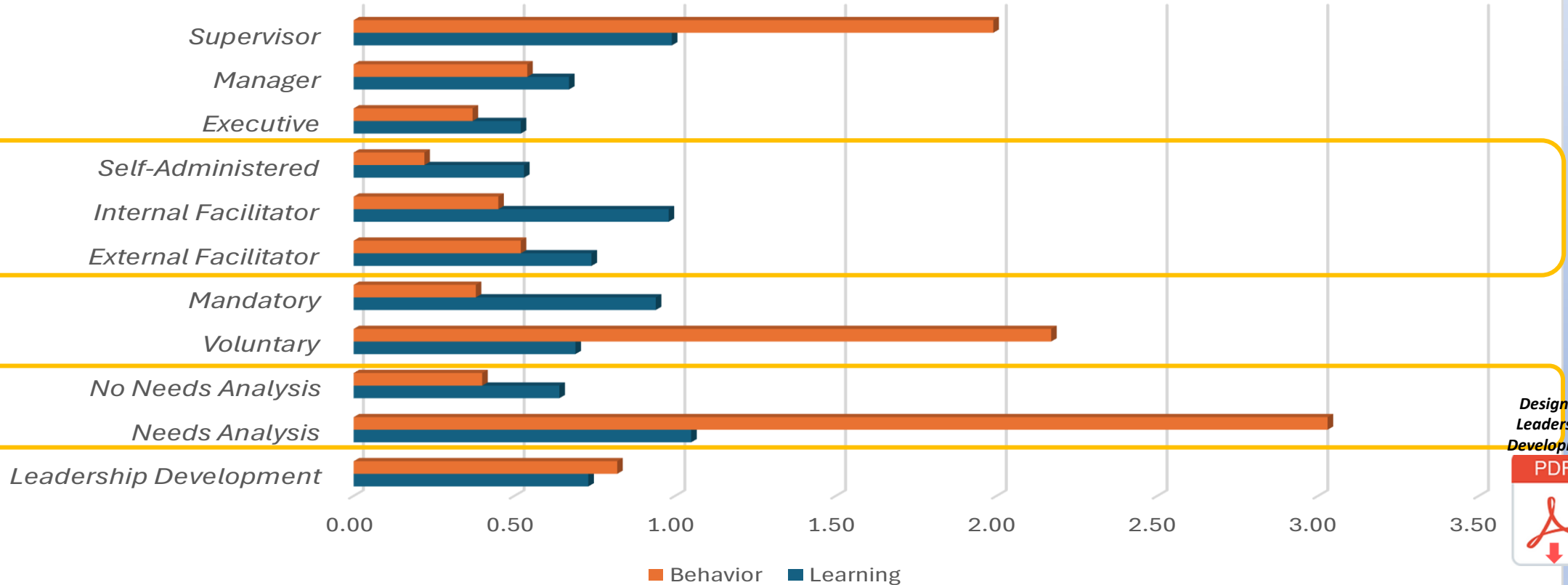


Development



Culture

Leadership Development Research: Results by Delivery/Learner Characteristics



Designing
Leadership
Development

PDF

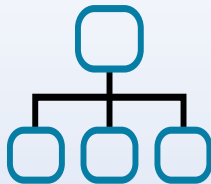




Selection



Rewards



Structure



Performance



Development



Culture

• Solutions

- *Volunteering*
- *Special Projects*
- *Reading/Video*
- *Mentoring*



Preparation/Presentation/Vocal Variety – If these are important for your business, there's nothing like holding a microphone in a gym filled with 250 people to build them. Mistakes are amplified (literally)...particularly those that involve pronouncing a player's name.

Being accurate on the mic is table stakes, but Athletic Directors and Coaches rely on the announcer to inject energy and fun into each event too. Vocal variety is critical.

Value of
Volunteering

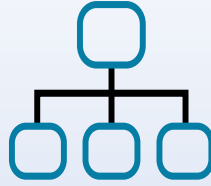




Selection



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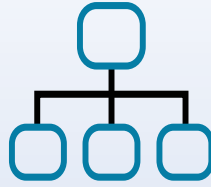




Selection



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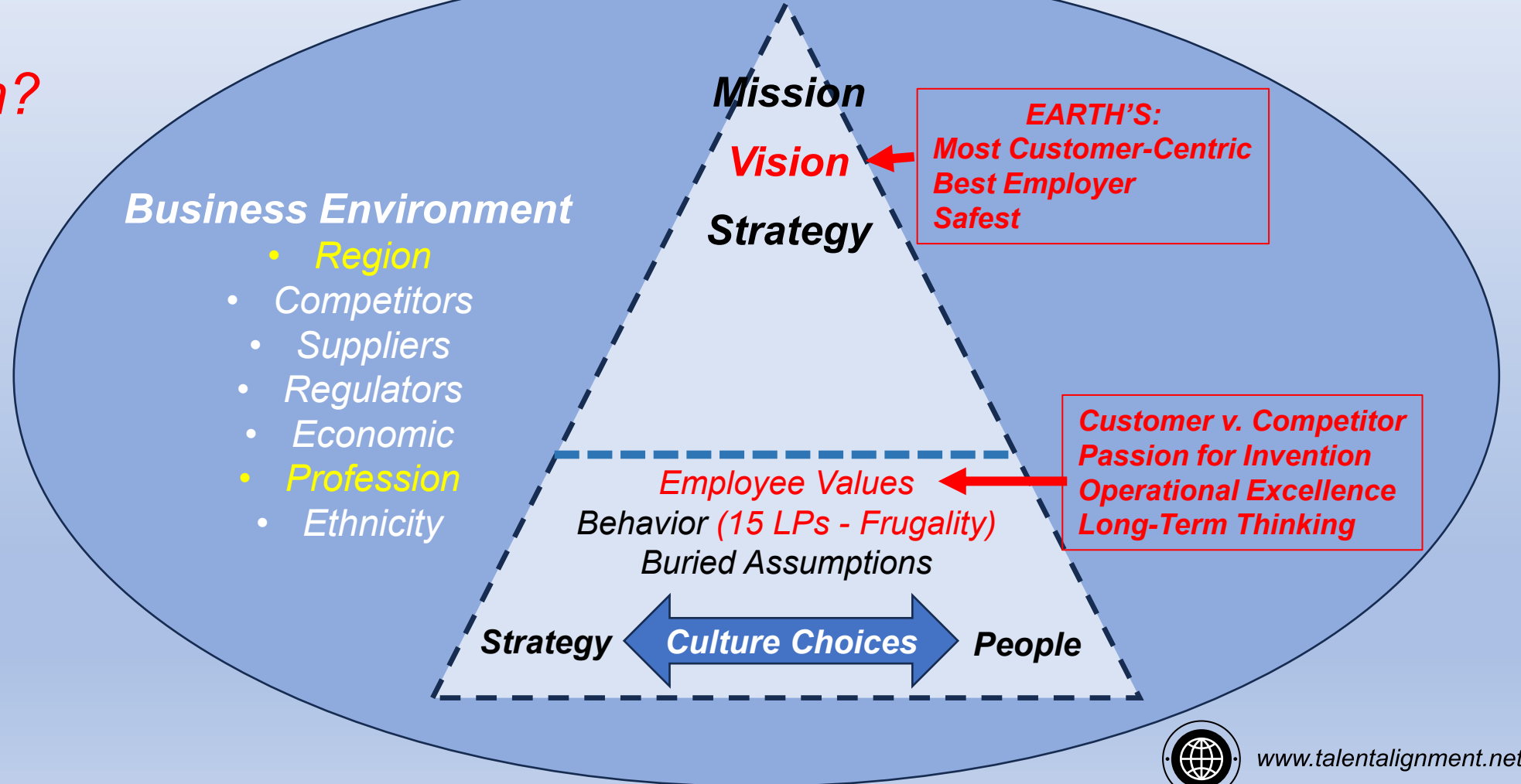


Development



Culture

Amazon Interpretation?



Culture Doctors will Prescribe!!



“Put People First”

“How to Change a Culture of Fear”

“Promote Guiding Principles”

“Golden Rule”

“Align with Mental Health”

“Encourage Acts of Kindness”

“Promote Learning”

“Too Many Companies Rely on High Pressure”

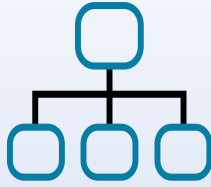




Selection



Rewards



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Performance



Development



Culture

The Culture Conundrum

- *Competitive Strategy – Organization's **FUTURE** Market Position is:*
 - *Unique*
 - *Valuable*
 - *Hard to Duplicate*
- *Employees Naturally Think “Culture” is for Them...*

UNLESS THEY KNOW YOUR STRATEGY!

Social Media Doesn't Always Help



5,945,945 Followers



***Give them the sh*t
they care about.
That will drive the
business.***

More Resources

- *Free White Papers and Other Content*
 - www.talentalignment.net/ournetwork

The “Strategic Business Partner”

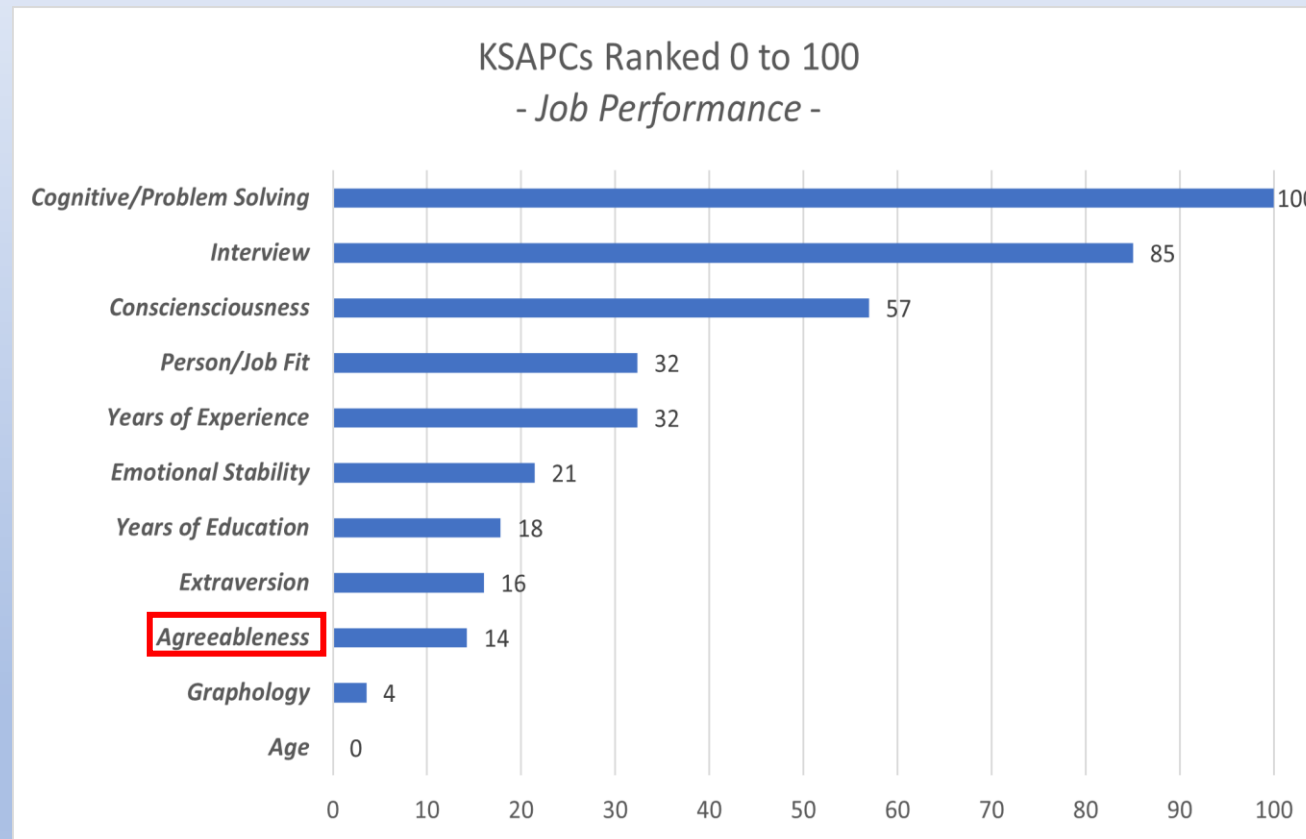


Social Media on Advancing a Career

#1 skill employees need?
Empathy. Be a great listener instead of a talker.

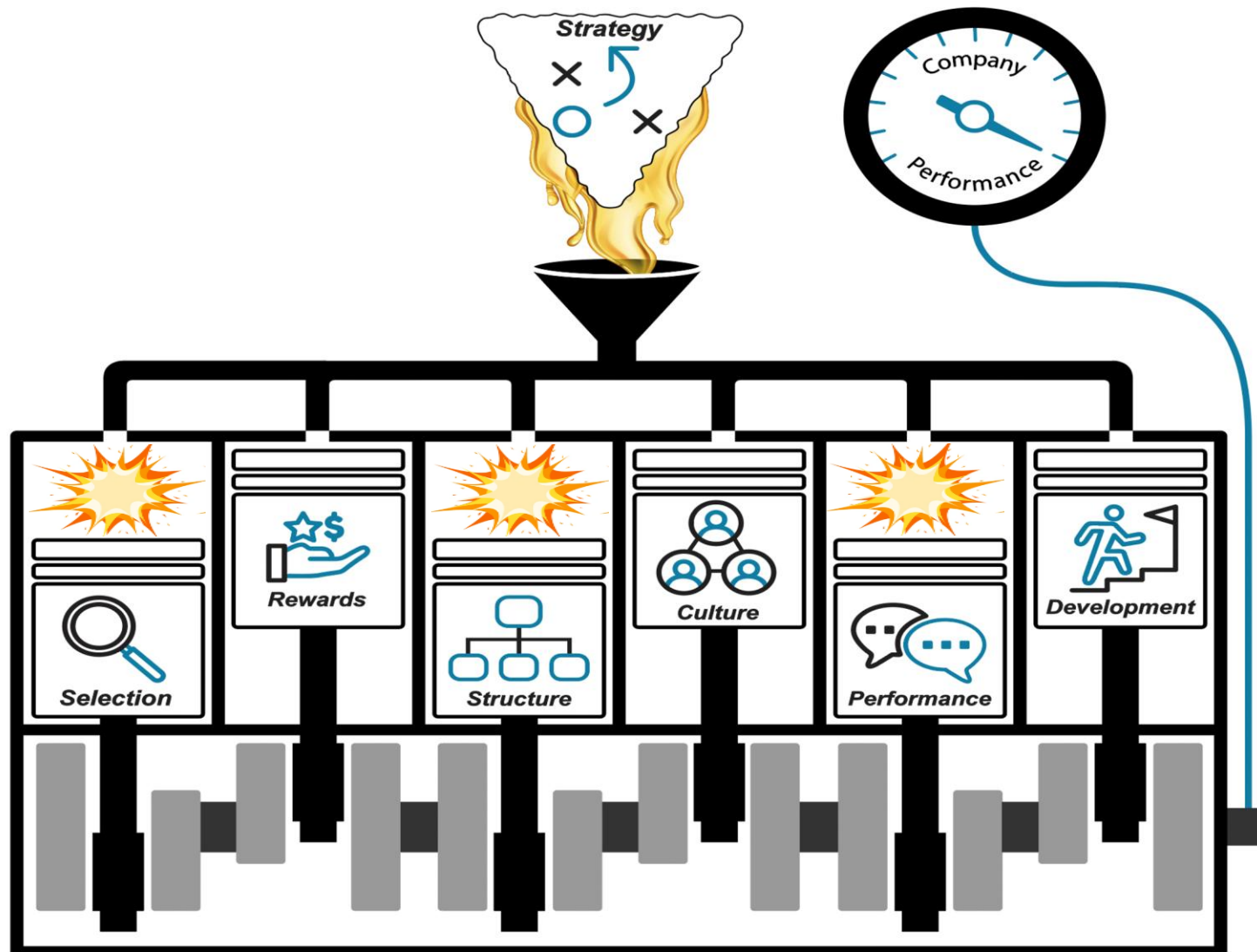
 Top Voice

5,945,945 followers

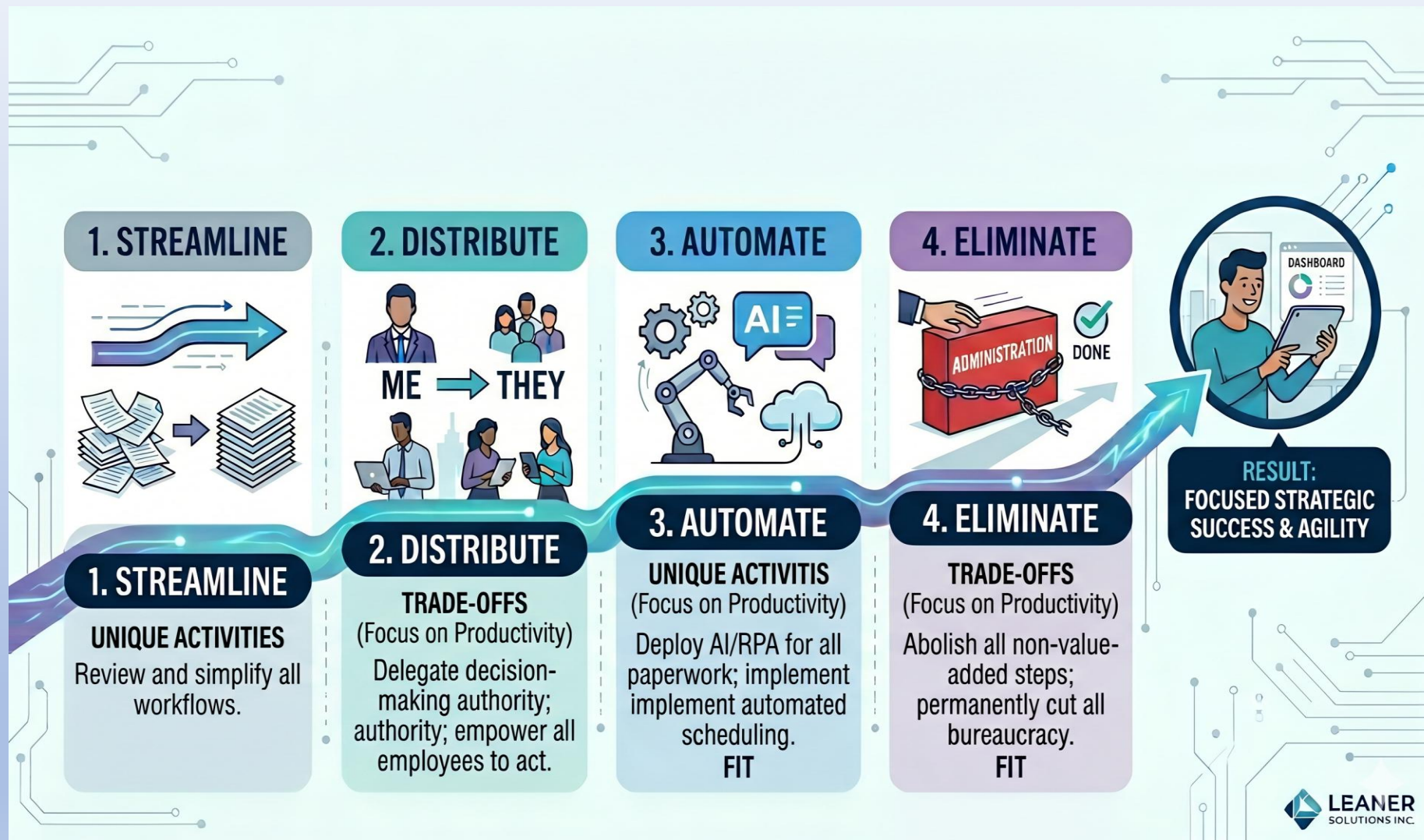


The People Engine: Six Cylinders that Convert Strategy to Company Performance

Distribute
Strategy



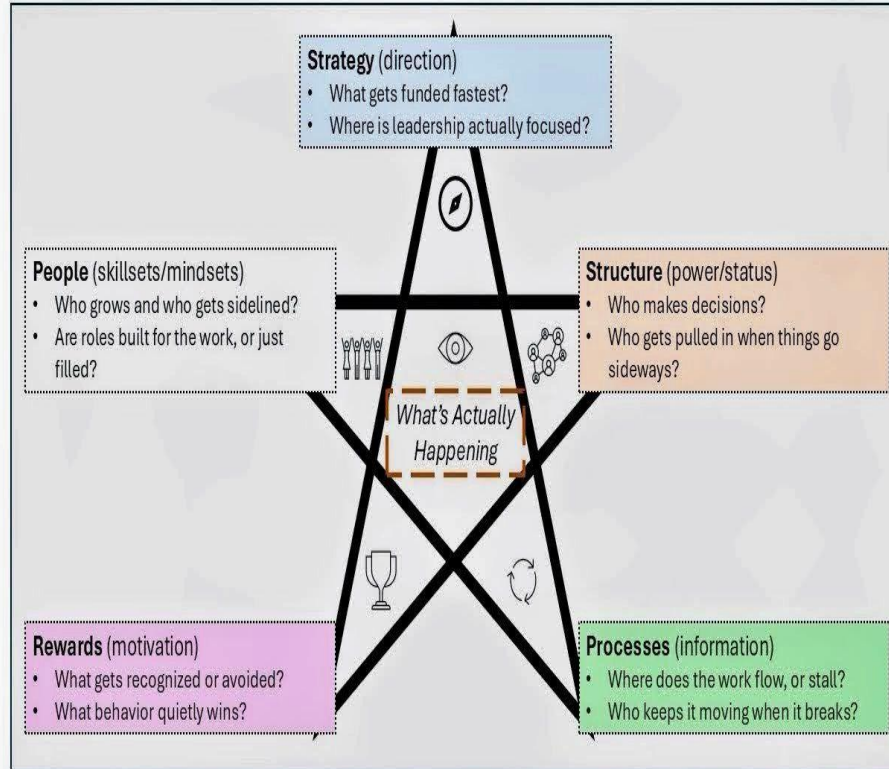
Eradicate
Administration





Organizational Effectiveness

The Galbraith STAR Model as a Sense-Making Tool



McKinsey 7S Model

STRATEGY

Strategy is the plan developed by a firm to gain a sustainable competitive advantage in a market. A well-crafted strategy is reinforced by a strong vision, mission, and values.

SKILLS

Skills refer to the capabilities and competencies of people that help it reach business goals and objectives.

STAFF

Staff refers to the talent pool required, the size of the existing workforce, and their motivations. It also considers how they will be recruited, trained, motivated and rewarded.

STRUCTURE

Structure refers to how a firm is organized for decision-making, ownership, and leadership. It includes hierarchy, departments, business units, and chains of command.

SYSTEMS

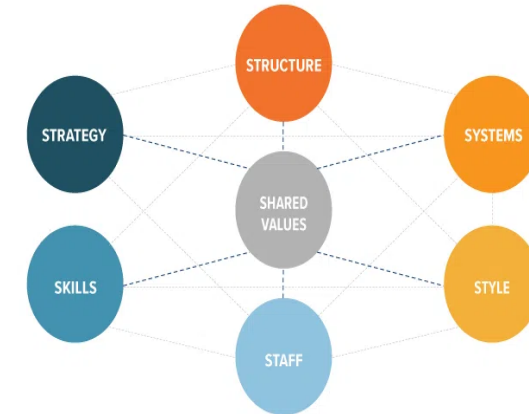
Systems refers to the processes, infrastructure, and workflows within the firm. This includes the formal and informal methods of operation, procedures and communication flows.

STYLE

Style represents the way the company is managed by top-level managers. This refers to the management style prevalent in a company.

SHARED VALUES

Shared values refers to the core values governing an organization's health. They are the norms and standards that guide employee behavior and company actions.



BUSINESS DESIGN LABS - INNOVATION TOOLS AND METHODS THAT FUEL GROWTH

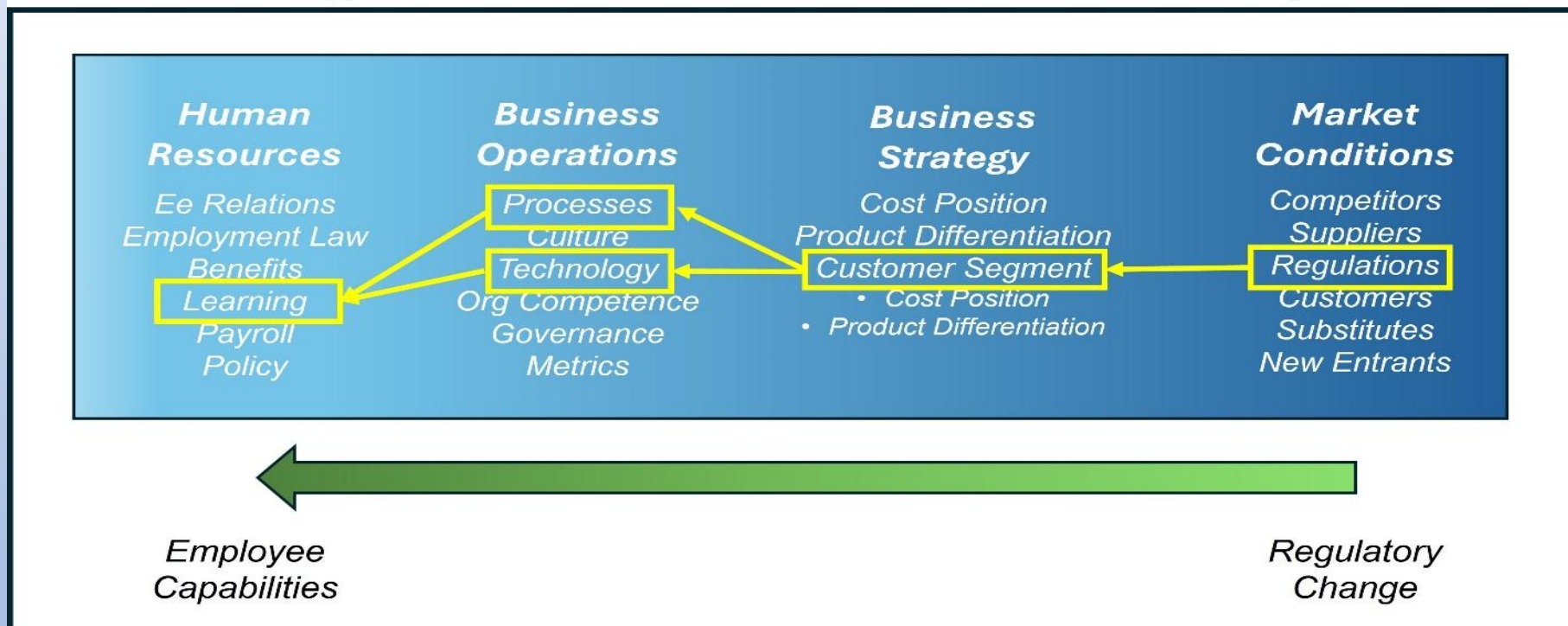
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Figure 2
Example of Framework Interdependence:
Changes in Market Conditions Force Downstream Changes



Career Strategy Templates: Making You Unique, Valuable, and Hard to Copy

Aligning Your Future With Your Organization's Future

	<i>Organizational Strategy – Your organization's approach to being UNIQUE, VALUABLE, & HARD TO COPY</i>
<i>Your Career Strategy – Making yourself UNIQUE, VALUABLE, & HARD TO COPY</i>	• LOW-COST POSITION • CONTINUOUS PRODUCT/SERVICE INNOVATION • UNDERSERVED MARKETS

***Lateral Moves Work
Do Something No One Else Wants to Do***

Sample Values and Aspirations

<i>Personal Development</i> • <i>Am I learning?</i> • <i>Is the work challenging?</i> • <i>Am I bringing my best to the job?</i> • <i>Do I value the people with whom I work?</i>	<i>Professional Development</i> • <i>Does my job (opportunity) fit my longer-term plan</i> • <i>Is my personal portfolio expanding</i> • <i>Am I marketable internally? Externally?</i>
<i>Personal Balance</i> • <i>Can I be a great friend and family member?</i> • <i>Is my family thriving? Am I thriving?</i> • <i>Can I do the job and stay fit both physically and mentally?</i> • <i>Am I having fun?</i>	<i>Financial</i> • <i>Do rewards meet or exceed my effort?</i> • <i>What short- or long-term changes are expected?</i>

Identify Your Team

		Networking Phases		
		ASSESS <i>Future role & your current capabilities.</i>	PLAN <i>Identify OTJ, Learning, or Mentor Solutions</i>	DEVELOP <i>Execute your plan. Track progress.</i>
Contact Type	ROLE EXPERT <i>Those familiar with your target role.</i>			
	ADVISOR <i>Those who know you and/or your job.</i>	<Your Manager>	<Your Manager>	<Your Manager>

PREPARE TO NETWORK!!

<i>What I learned about the person I'm meeting with.</i>	
1.	3.
2.	4.

<i>Get ready to share my career history.</i>	
1.	3.
2.	4.

<i>What are my preliminary career aspirations?</i>	
1.	3.
2.	4.

<i>What do I want to accomplish with this person? What do I want to learn?</i>	
1.	
2.	

Preparation (cont'd)

<i>What questions do I ask? What points should I make?</i>	
1.	5.
2.	6.
3.	7.
4.	8.

<i>Anyone else I should speak with?</i>	
1.	3.
2.	4.

**Send an Agenda in Advance!
Formal & Informal Mentors**

After the Meeting

<i>What did I learn from this dialogue?</i>	
1.	3.
2.	4.

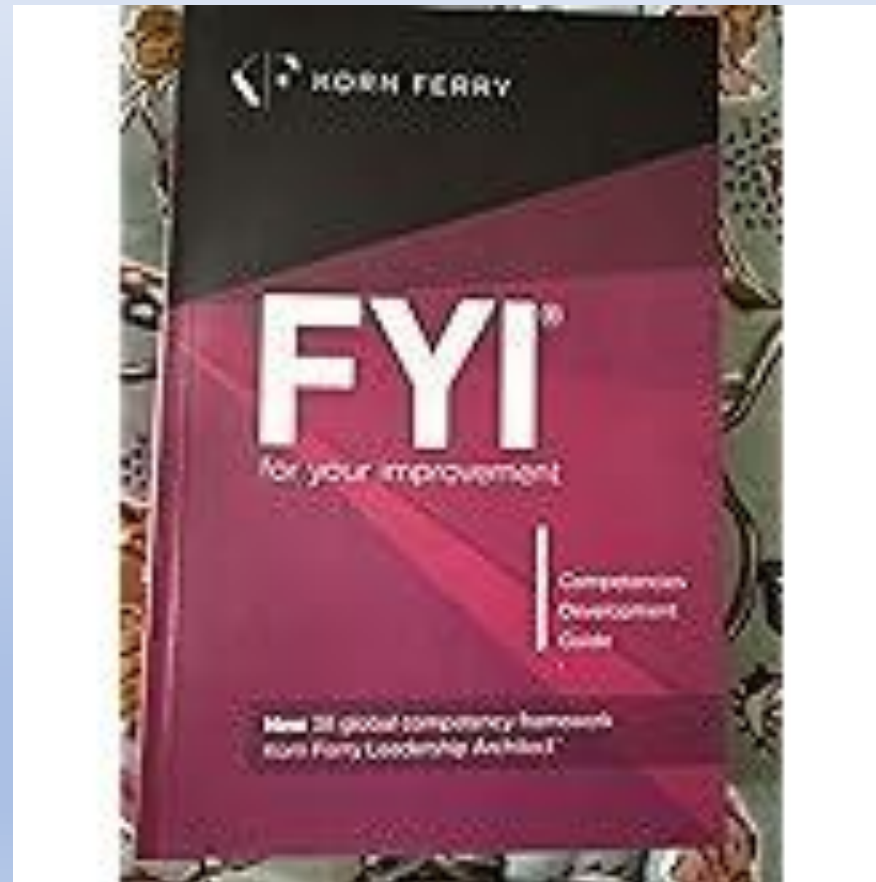
<i>What should I do next?</i>	
1.	3.
2.	4.

Send “Thank You” and “What I Learned”!

Access to Word Versions



A Development Resource



What to Watch For

- *Content will be uploaded today!*
- *talentalignment.net/HR_Roundtable*
- *No signin/email address required*
 - *Deck*
 - *Link to INSIGHT Assessment Development Version*
 - *Article on Advancing HR Careers*
 - *Questions to Ask Advisors and Experts*
 - *Link to Book Chapter*

