



Becoming a Strategic Partner: A Framework for Your Development

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Topics for Today

- *The “Strategic Stack”*
- *About “Strategic Business Partner”*
 - *Some Models*
 - *Getting Started*

About Talent Alignment



Alan Mead, PhD



Tiffany Watson



Eric Paul, MBA



S.R. Park, PhD

Services



Selection



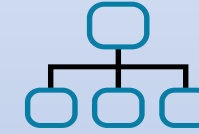
Rewards



Performance



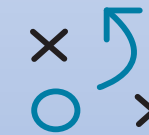
Development



Structure



Culture



Strategy



**Click for Your
Development!**



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After My Seattle SHRM Mentor Meeting...



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*



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

TRADE-OFFS
(Focus on Productivity)

MIDDLE SEGMENT

VISION: The Destination
A world where advanced AI & Cloud tools are democratized for all.



FIT

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';

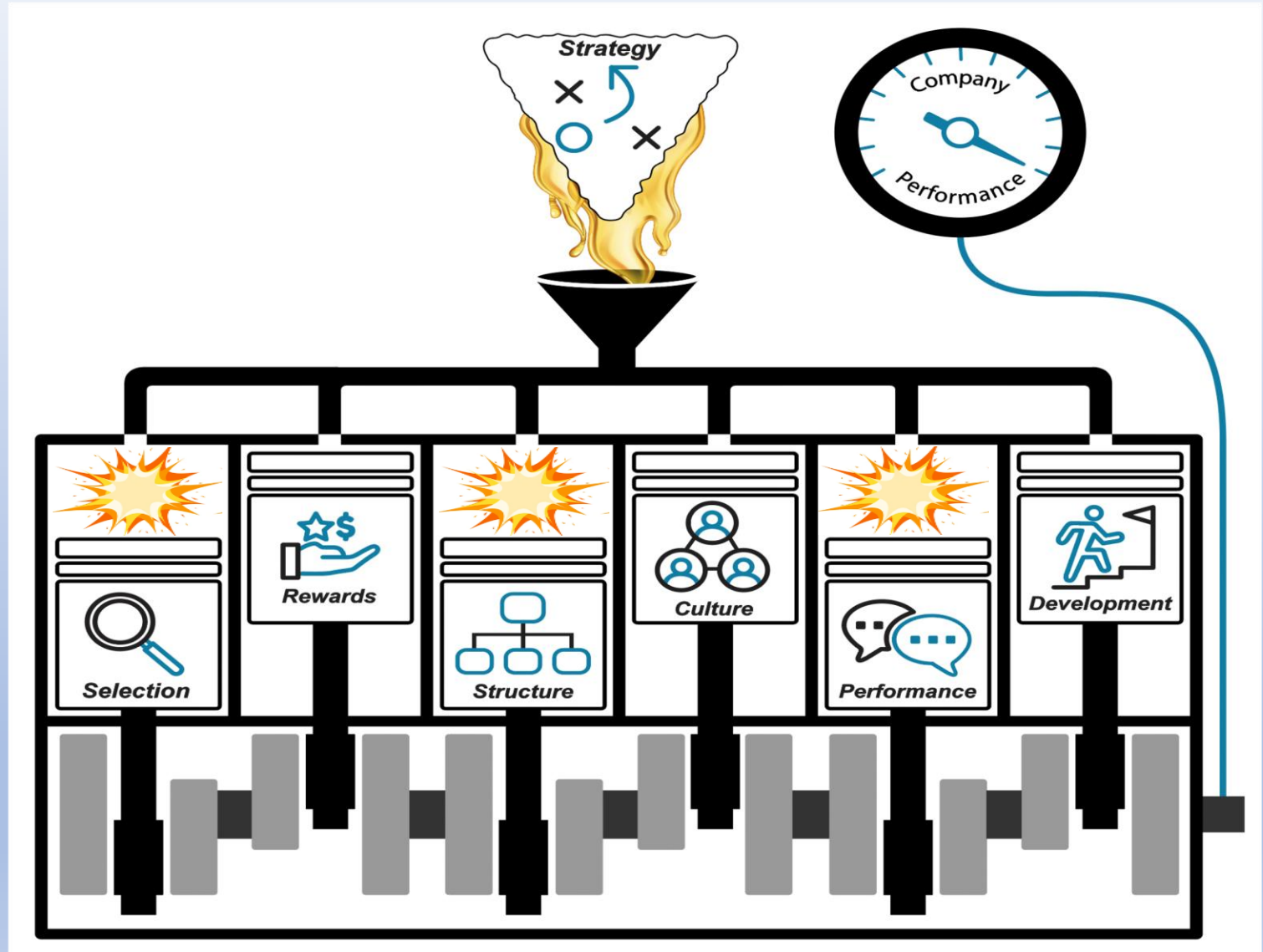


The “Strategic Business Partner”

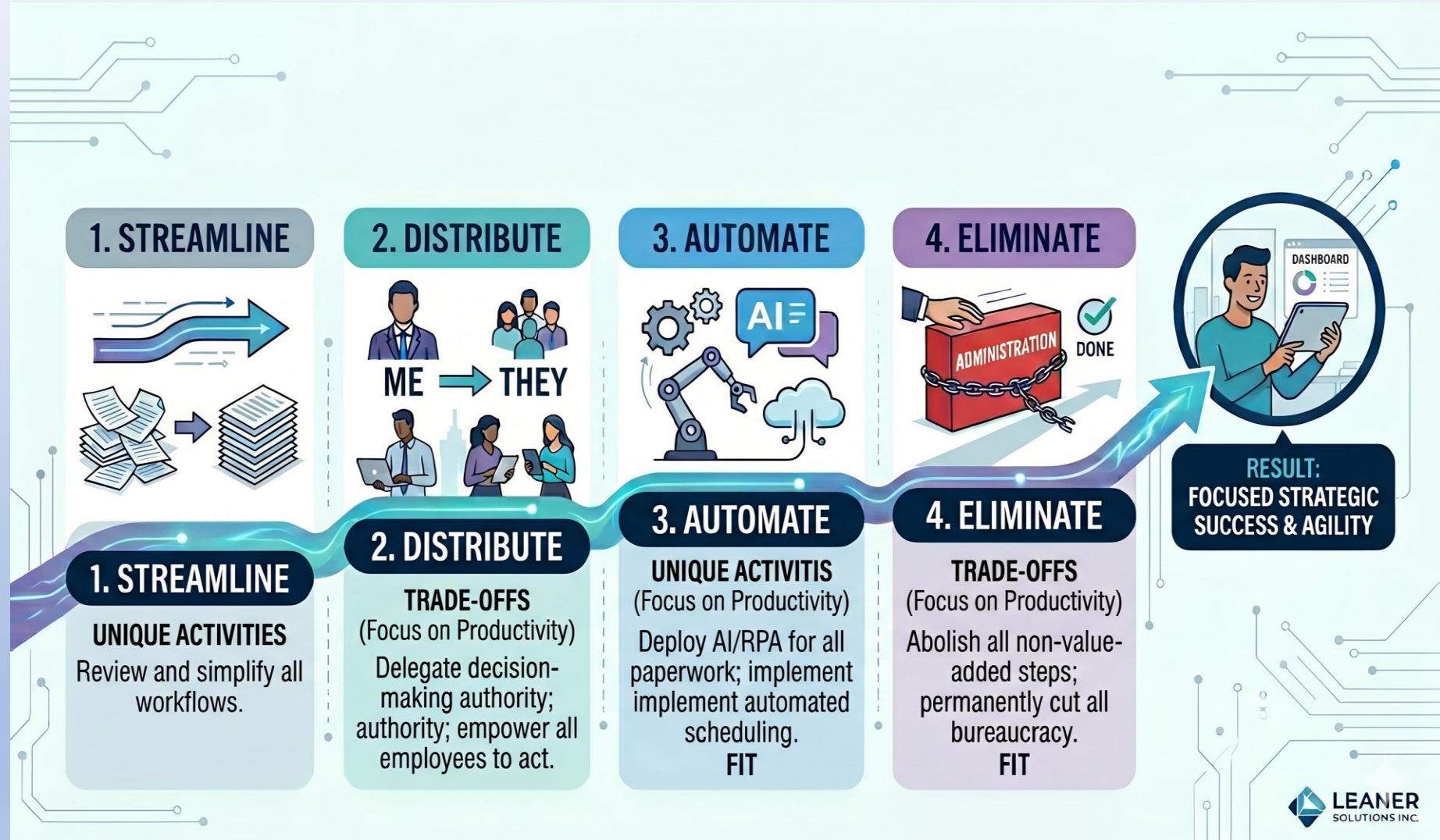


The People Engine: Six Cylinders that Convert Strategy to Company Performance

Distribute
Strategy



Eradicate Administration

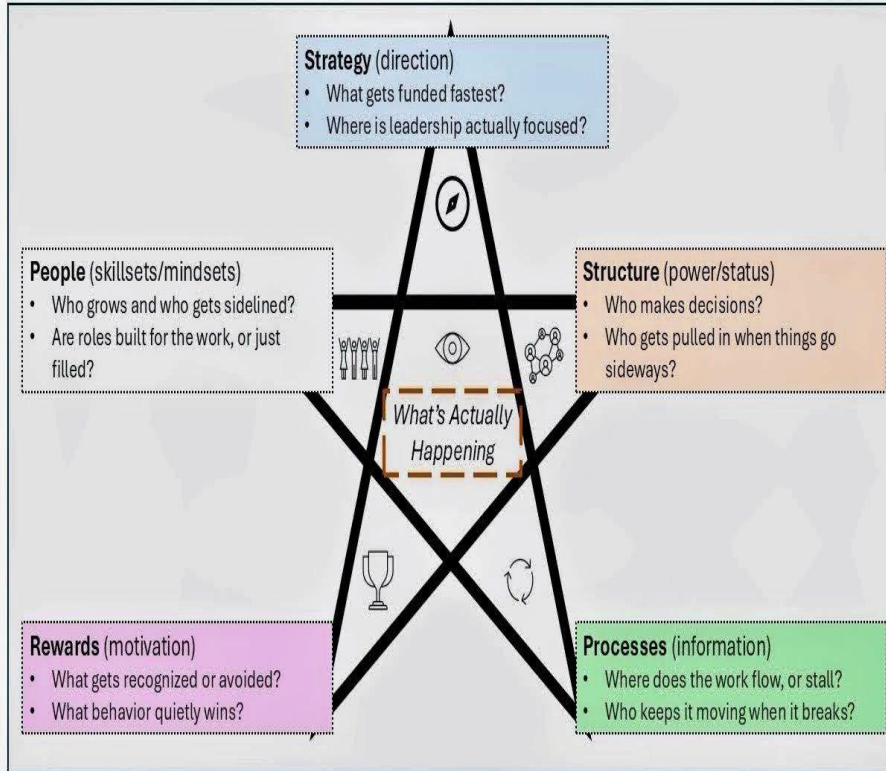


Change
Management





The Galbraith STAR Model as a Sense-Making Tool



McKinsey 7S Model

STRATEGY

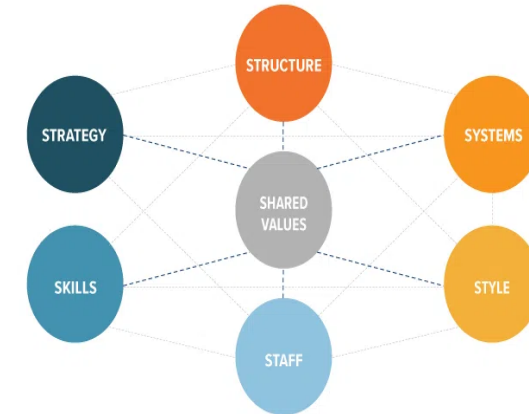
Strategy is the plan developed by a firm to gain a sustainable competitive advantage in a market. A well-crafted strategy is reinforced by a strong vision, mission, and values.

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

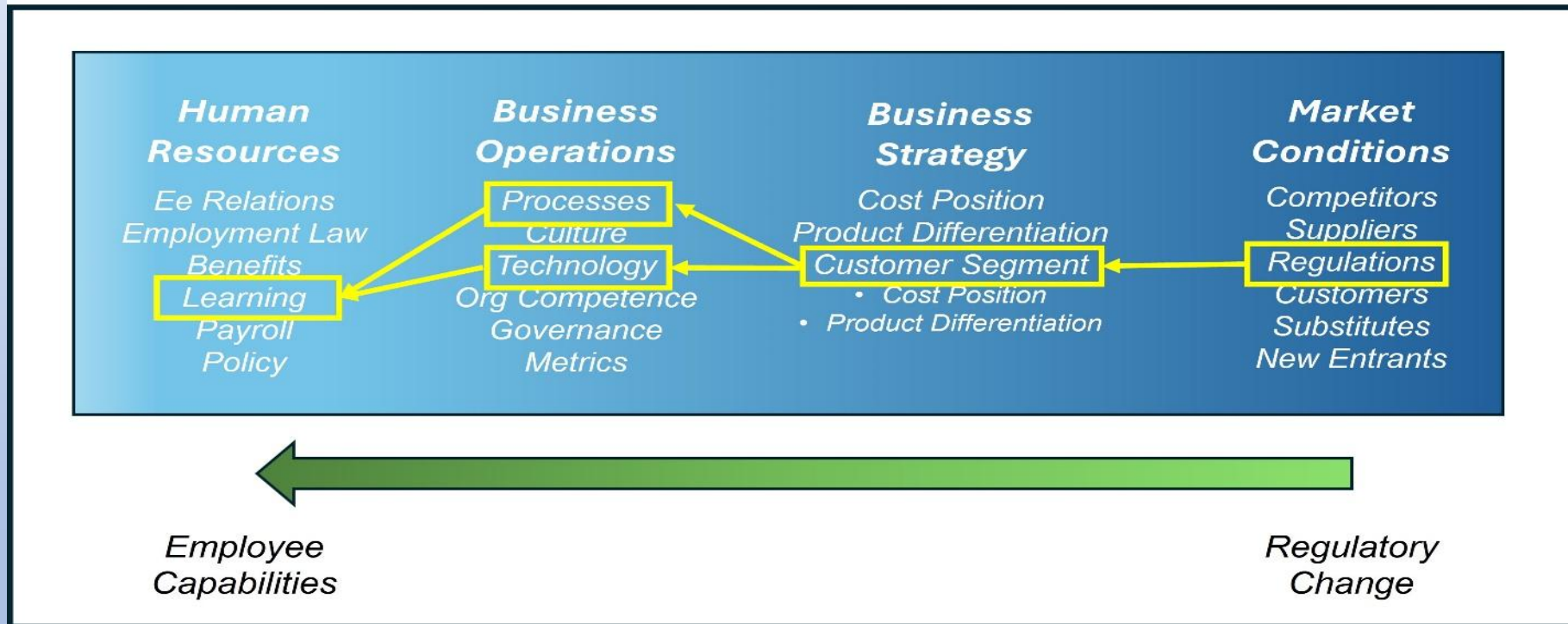
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Figure 2
Example of Framework Interdependence:
Changes in Market Conditions Force Downstream Changes





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>	<ul style="list-style-type: none">• LOW-COST POSITION• CONTINUOUS PRODUCT/SERVICE INNOVATION• UNDERSERVED MARKETS

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

Sample Values and Aspirations

<p style="text-align: center;">Personal Development</p> <ul style="list-style-type: none"> • <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> 	<p style="text-align: center;">Professional Development</p> <ul style="list-style-type: none"> • <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>
<p style="text-align: center;">Personal Balance</p> <ul style="list-style-type: none"> • <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> 	<p style="text-align: center;">Financial</p> <ul style="list-style-type: none"> • <i>Do rewards meet or exceed my effort?</i> • <i>What short- or long-term changes are expected?</i>

Identify Your Team

		Networking Phases		
		<i>ASSESS</i> <i>Future role & your current capabilities.</i>	<i>PLAN</i> <i>Identify OTJ, Learning, or Mentor Solutions</i>	<i>DEVELOP</i> <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!!

What I learned about the person I'm meeting with.

1.

3.

2.

4.

Get ready to share my career history.

1.

3.

2.

4.

What are my preliminary career aspirations?

1.

3.

2.

4.

What do I want to accomplish with this person? What do I want to learn?

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**

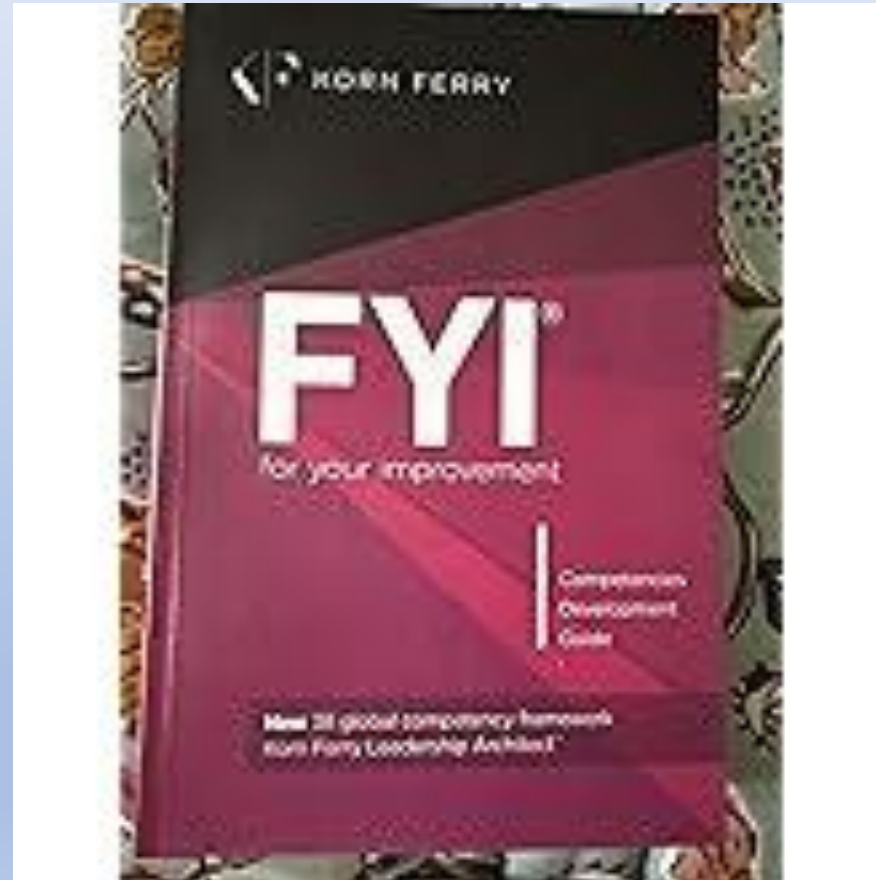
After the Meeting

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

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

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

A Development Resource



What to Watch For

- *Content will be uploaded to talentalignment.net this week!*
 - *Deck*
 - *Link to INSIGHT Assessment Development Version*
 - *Article on Advancing HR Careers*
 - *Questions to Ask Advisors and Experts*
 - *Link to Book Chapter*



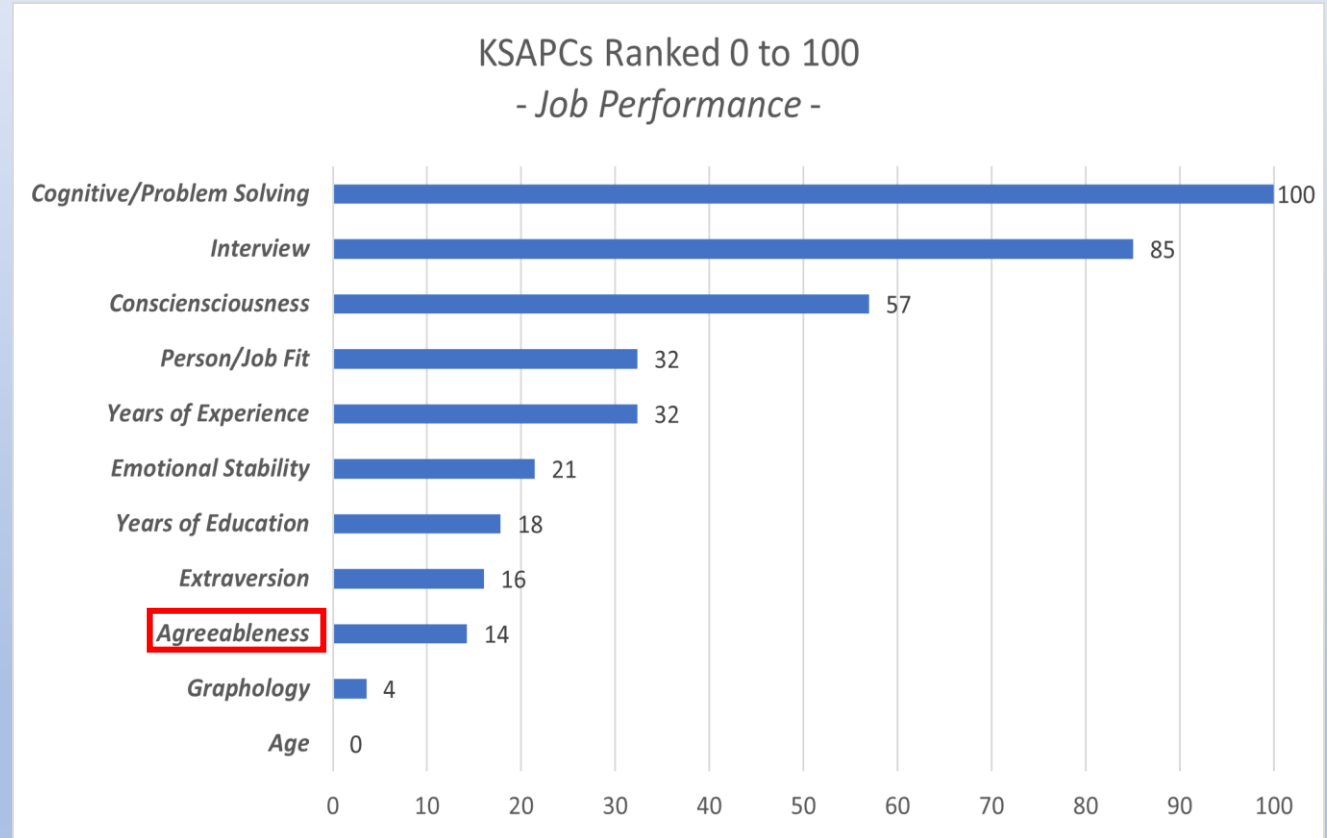
Social Media on Advancing a Career

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



in Top Voice

5,913,743 followers



The Relative Value of IQ, EQ, and Big 5 Personality Characteristics*
in Predicting Job Performance as a Percent of Total

