

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

## **HR Conference Procedures & Reminders**

### **Emergency Procedures**

*In the event of an emergency, please exit the room and find the nearest exit toward Maryland St. or Capitol Ave. If you witness an emergency event, please pick up a red phone and dial 3350.*

### **Cell Phones/Devices**

*Please take a moment to turn off or silence your devices during the presentation.*

### **Power Point Slides/Handouts**

*These sessions are not being recorded but the handouts, if available, can be found in the Guidebook app under the “Links” button of session name in the Conference agenda.*

### **Evaluations**

*The evaluation will be sent via email and added to the Guidebook app at the end of the Conference. Please be sure to share your feedback.*

### **Continuing Education**

- *HRCI and SHRM: At the end of the Conference, the app will be updated with the HRCI and SHRM codes in the “Cont. Ed” section of the home page. Submit the program ID number through your accounts on the appropriate web site ([www.hrci.org](http://www.hrci.org) and [www.shrm.org](http://www.shrm.org)).*
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# ***The Journey from “Specialist” to “Strategic Business Partner”: A View From the Trenches***

***April 2026***

***S. Richard Park, Ph.D.***

***Principal – Talent Alignment, LLC***



# *About Today's Session*

## *AGENDA*

- *About Talent Alignment, LLC*
- *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*
- *These Are Personal Choices*
- *Steeped in Business Strategy*

# About Talent Alignment, LLC



Alan Mead, PhD



Tiffany Watson



Eric Paul, MBA



S.R. Park, PhD

## Services



Selection



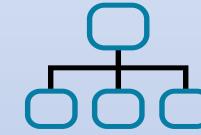
Rewards



Performance



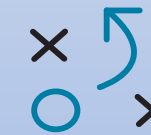
Development



Structure



Culture



Strategy



Click for Your  
Development!



[www.talentalignment.net](http://www.talentalignment.net)

# *After My Seattle SHRM Mentor Meeting...*





# *What HR Thinks About HR?*

- *The 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

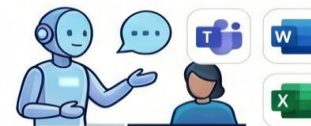
### STRATEGY: The How

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

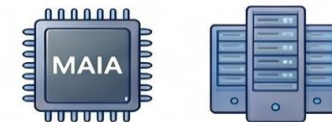
**PARTNERSHIP MODEL**  
OpenAI investment, GPT  
integration, accelerated innovation



**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
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**Talent Levers**

Recruiting & Selection	Performance Management	Rewards	Development	Communication	Structure
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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



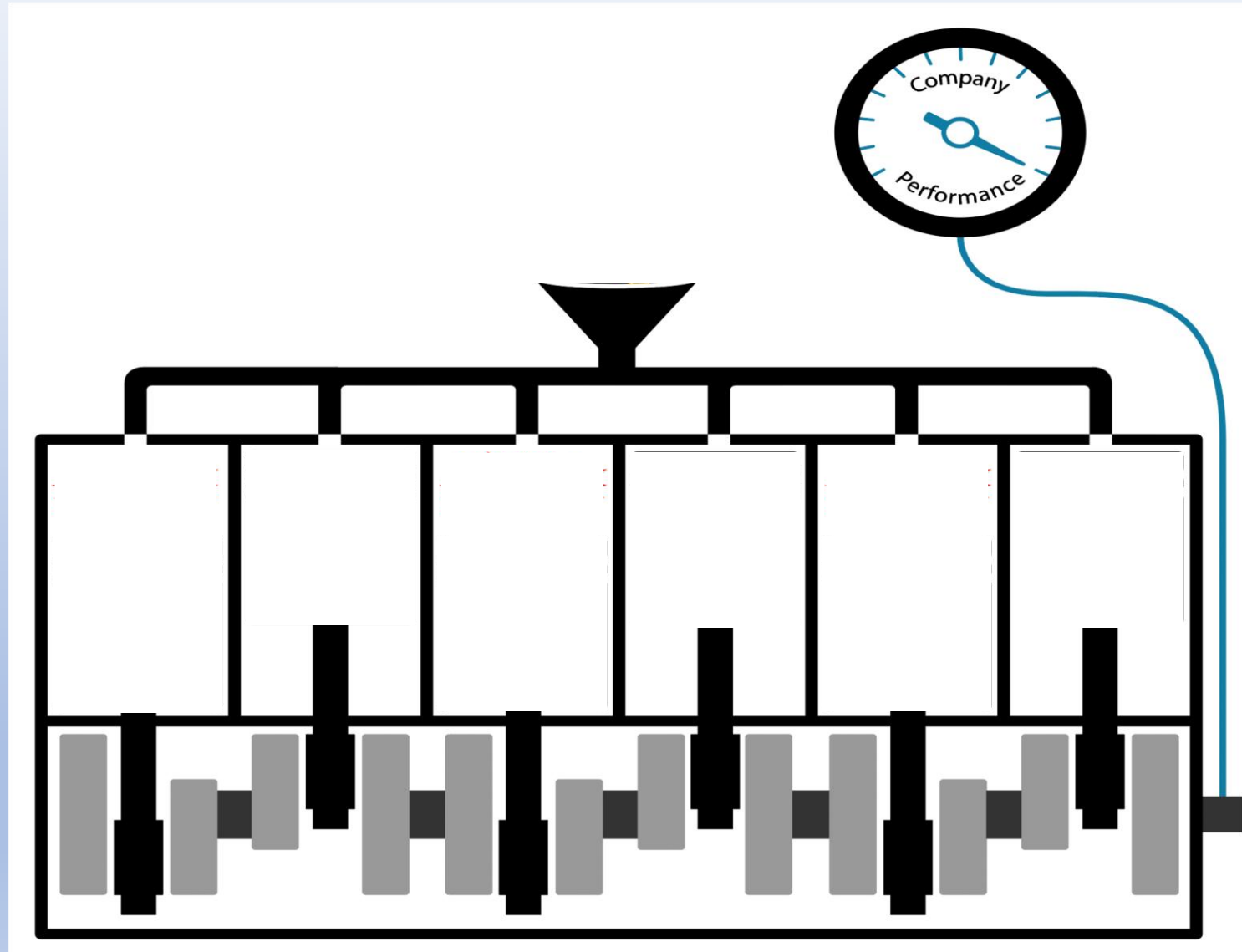
Engineering  
Global Matrix  
HR Support

Supporting Programs and Brands

Book Chapter

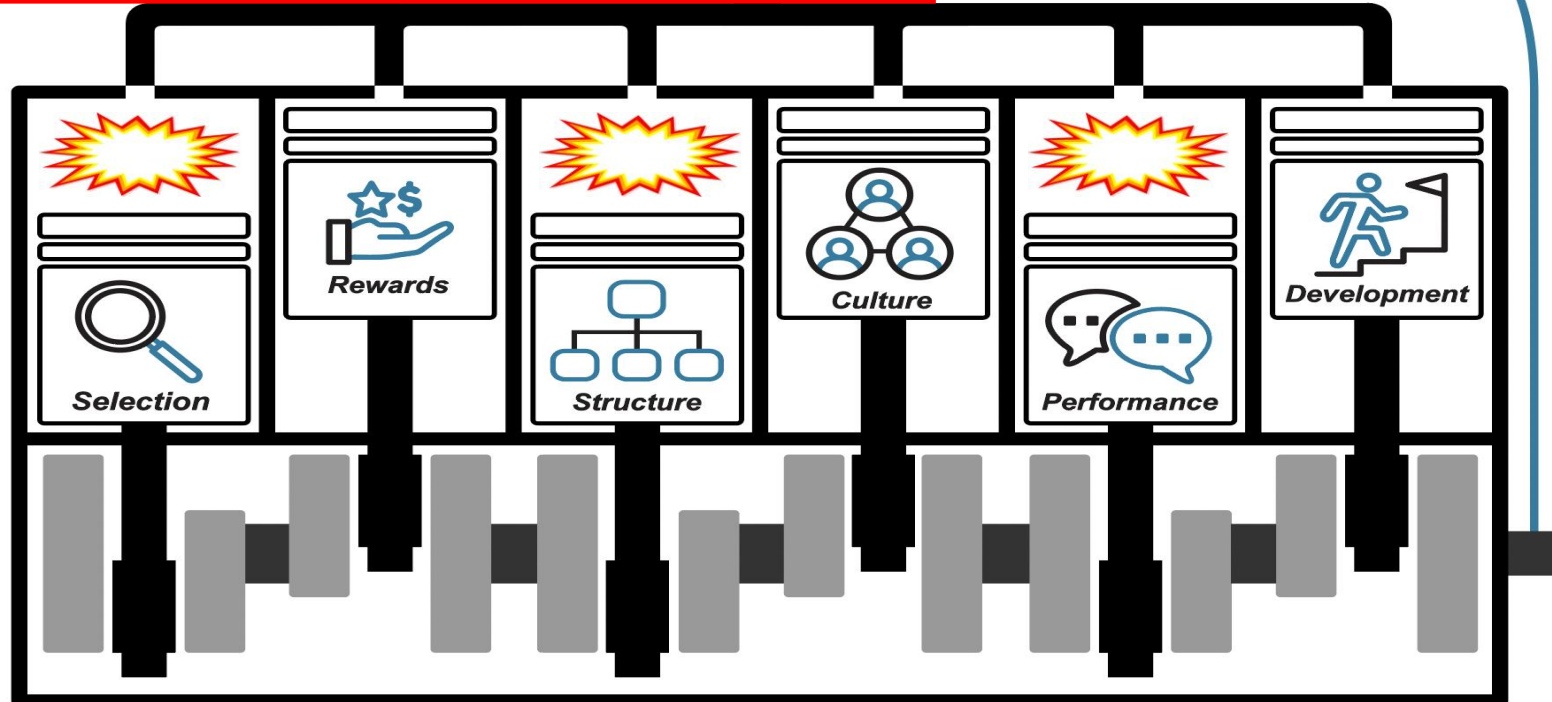
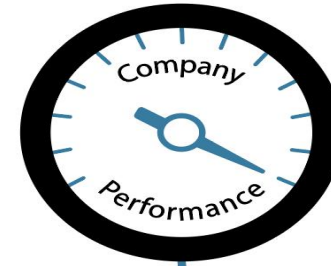
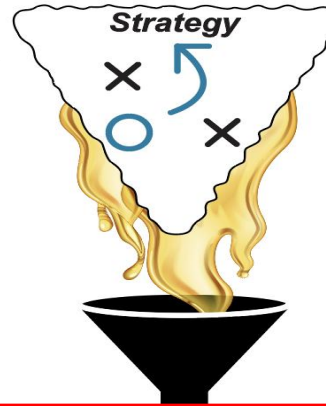


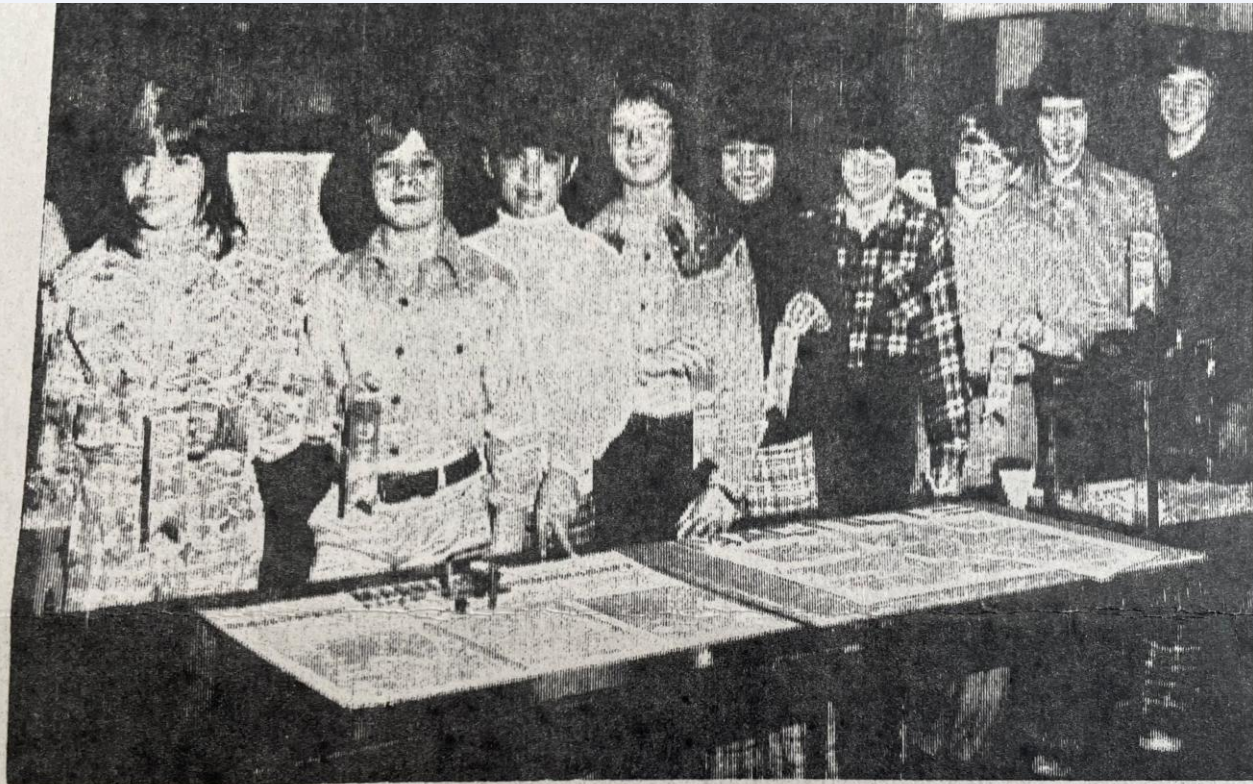
# The People Engine: Six Cylinders that Convert Strategy to Company Performance





**TOMORROW**  
**Lowest Cost**  
**Operational Excellence**  
**Speed**





**ST. PATRICK'S SCIENCE FAIR WINNERS**—The annual St. Patrick School Science Fair was conducted Saturday at the school with a number of winners selected. The seventh and eighth grade winners will go on to compete at the Archdiocesan Science Fair scheduled for March in Indianapolis. The science fair was divided into two age groups (fifth and sixth graders, seventh and eighth graders) and two categories (biological, physical science). Seventh and eighth grade winners included Lori Dailey, seventh, biological, best overall; Terry Moore, seventh, physical, first place tie; Vinny McMahon and Rickey Park, seventh, physical, tied for first; Link Llewellyn and Phil Borders, eighth, physical, tied for first; Bruce Beller, eighth, biological, best overall; Jeff O'Leary and Brian Thiemann, eighth, physical, tied for first.

Martin Photo.

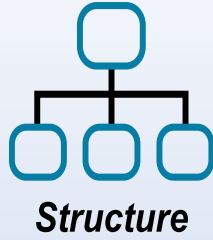
## Interests In Vigo Planting

Local area conservation sources, particularly to tree planting conservationists, County Soil & Conservation Service.

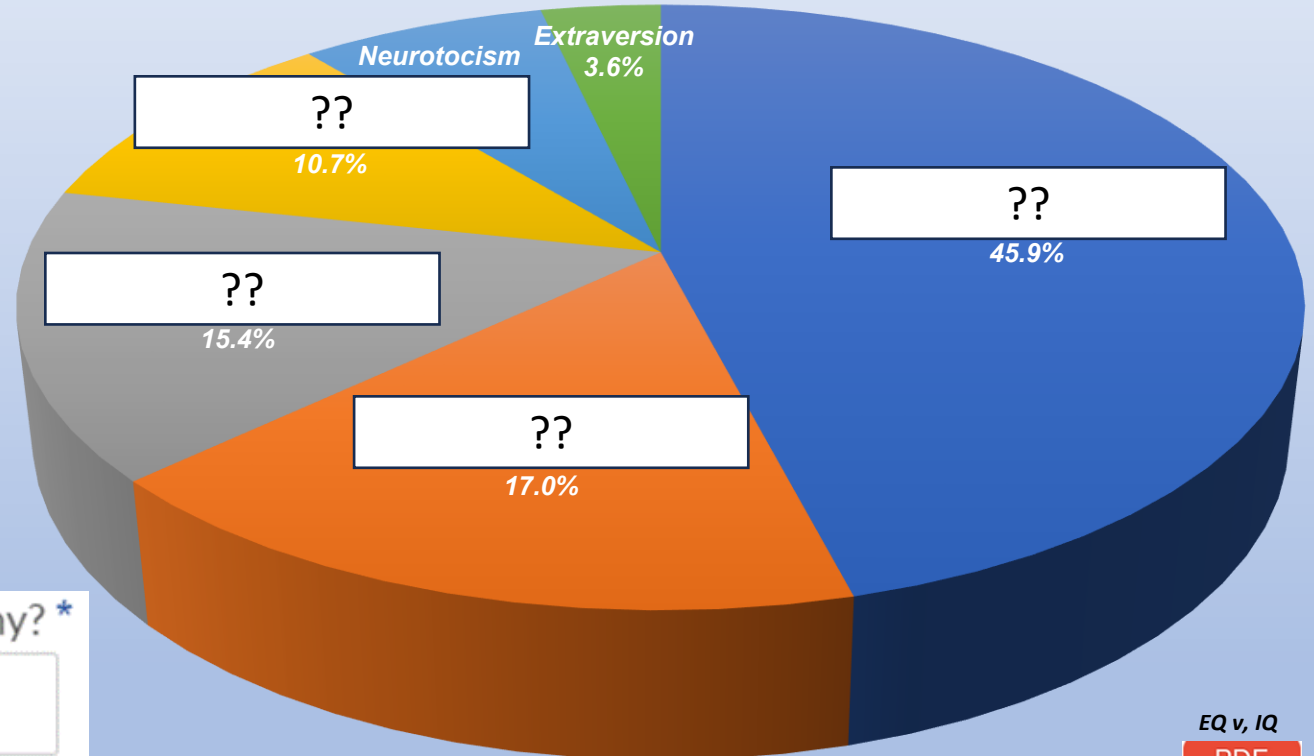
Ned Pennington, 1974 states that students ordered 48 wildlife packages of a variety of trees.

About 18,000 were planted for \$9,800 for wildlife; 6,400 for utility trees. For the varieties planted, red pine, walnut, tulip trees.

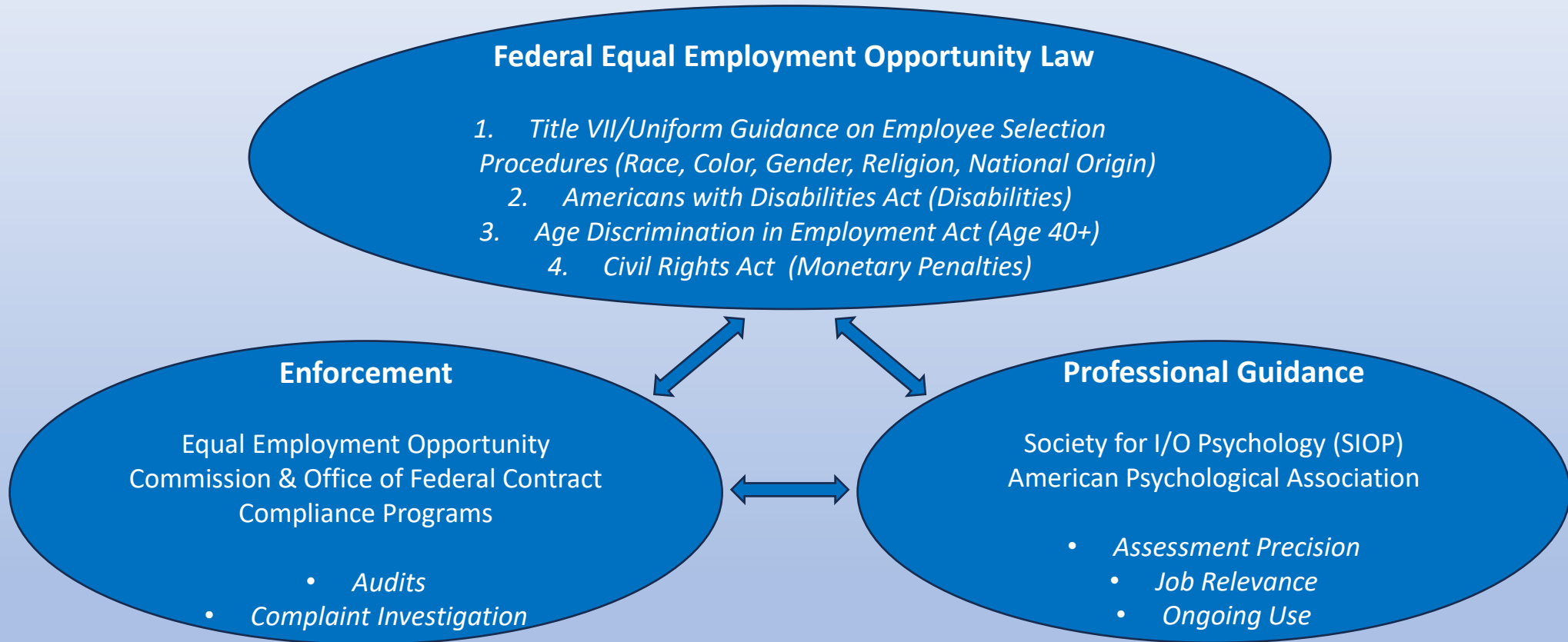
Pennington is interested in state nurseries and wildlife applications as the SWCD Shopping Center Office building.

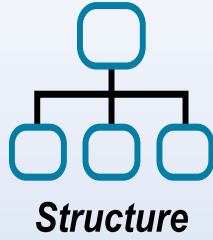


# Meta Analytic Research



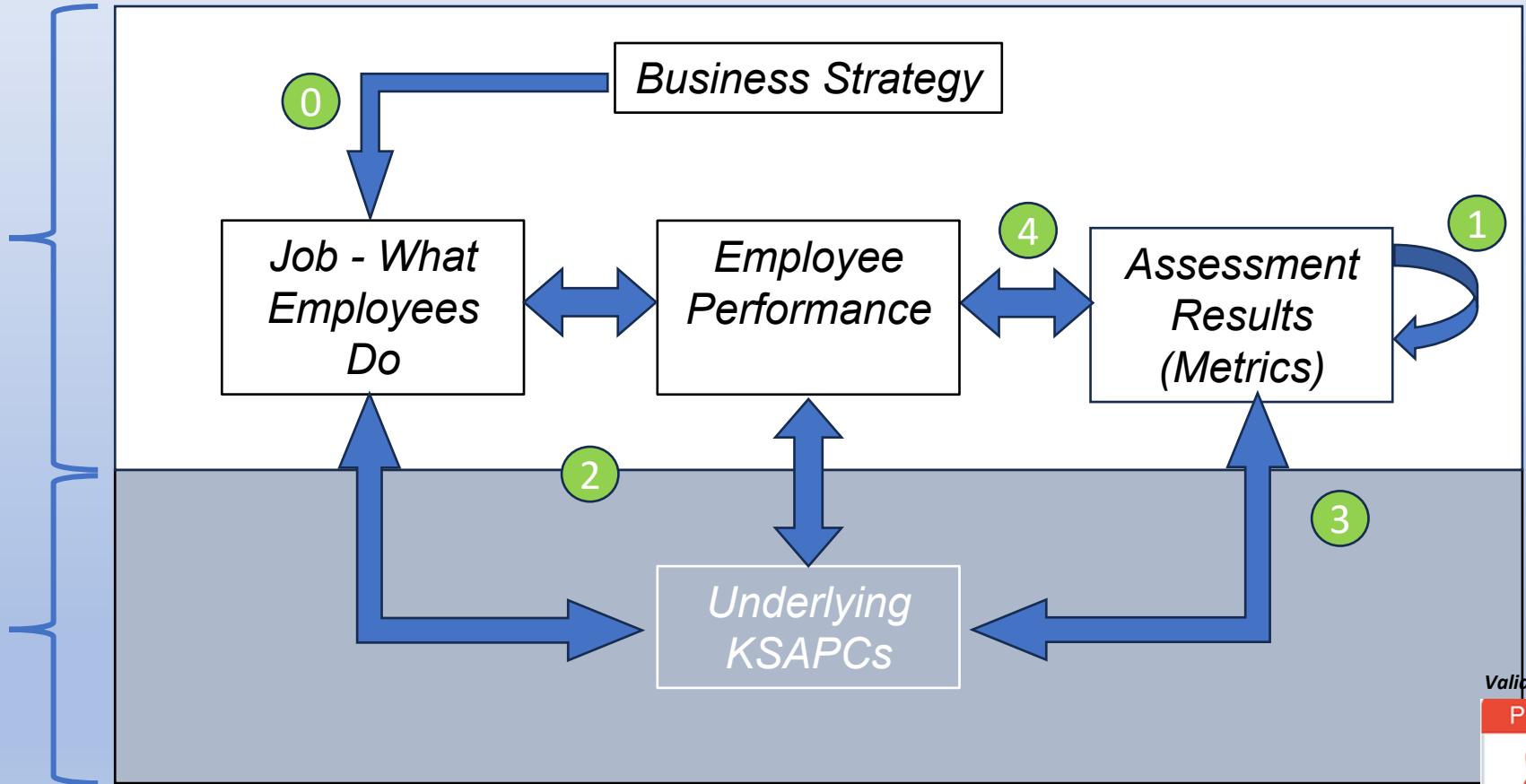
If your life were a song, which song would it be and why? \*





**What You See  
"FACTS"**

**What You Don't See  
"ESTABLISHED  
OVER TIME"**

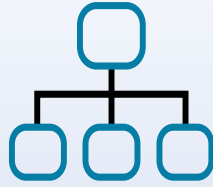




Selection



Rewards



Structure



Performance



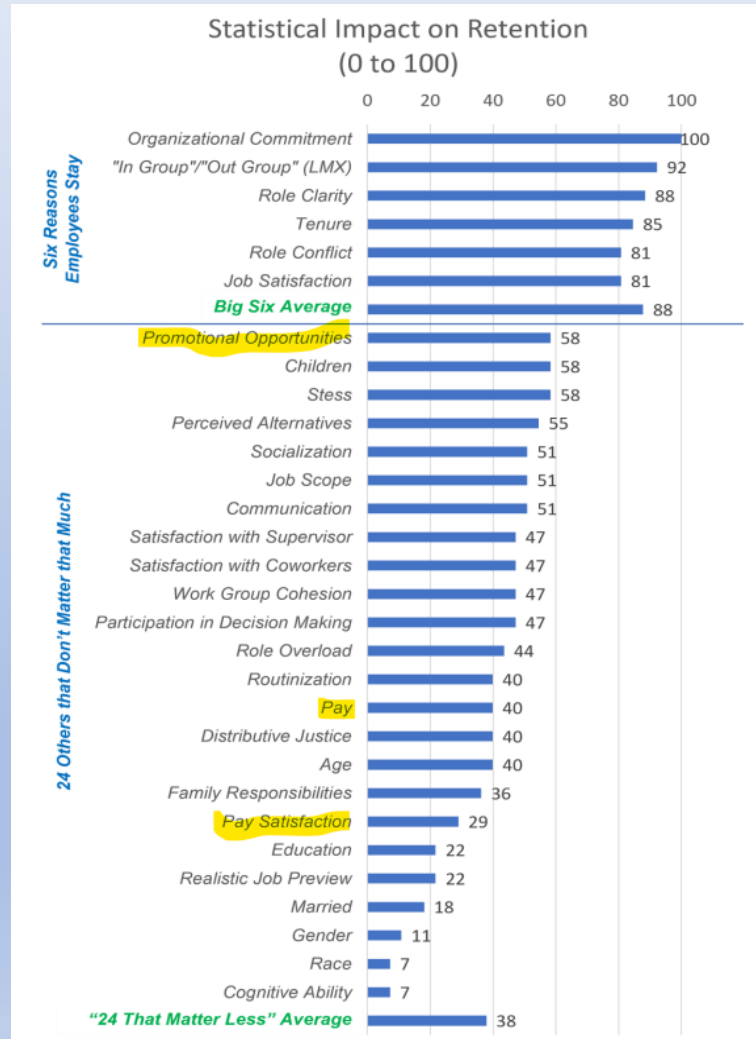
Development



Culture

## Rewards Philosophy

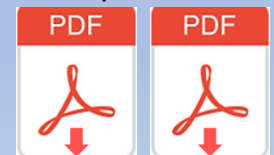
- **Strategy and targeted customer market(s)**
- **Retention assumptions**
- **Benefits:**
  - **Financial**
  - **Health/Wellness**
  - **Perks**
- **Individual/Organizational performance**
- **Business critical issues:**
  - **Vital professions?**
  - **Key markets?**
  - **Geography?**
- **Equity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



Please enter your annual salary expectations.\*

your annual salary expectations

Book Chapter Retention

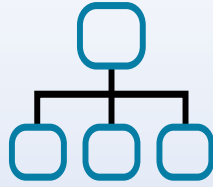




*Selection*



*Rewards*



*Structure*



*Performance*

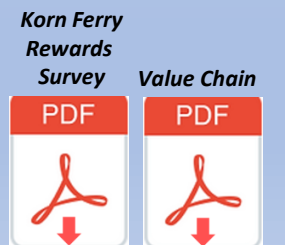
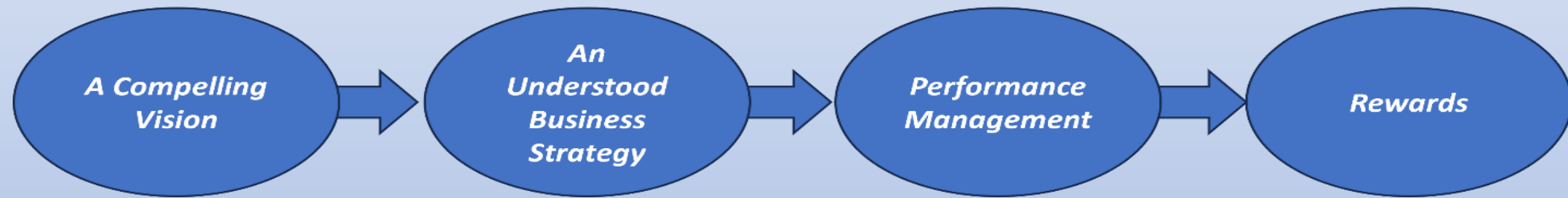


*Development*



*Culture*

***“Vision” to “Rewards” Value Chain***

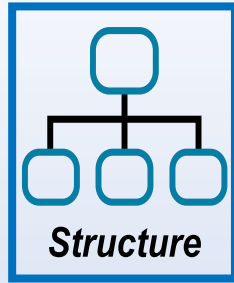




Selection



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*

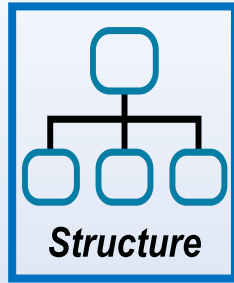




Selection



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”**

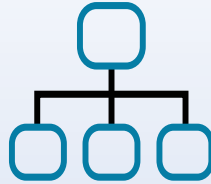




Selection



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!”

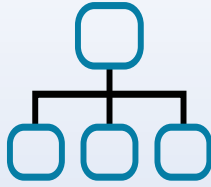




Selection



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:

**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:

**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:

**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**

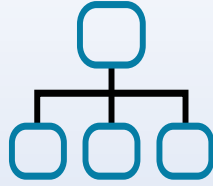




Selection



Rewards



Structure



Performance



Development



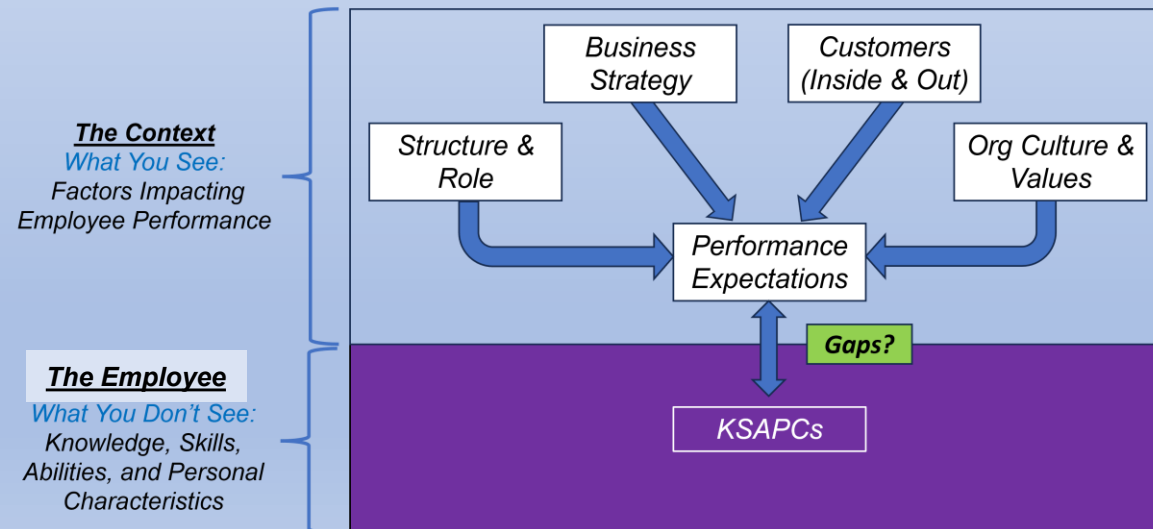
Culture

## • Needs Analysis

- *Manager & Employee Survey*
- *Overall Framework*

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

### Employee Development Diagnostic Framework

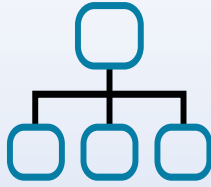




Selection



Rewards



Structure



Performance

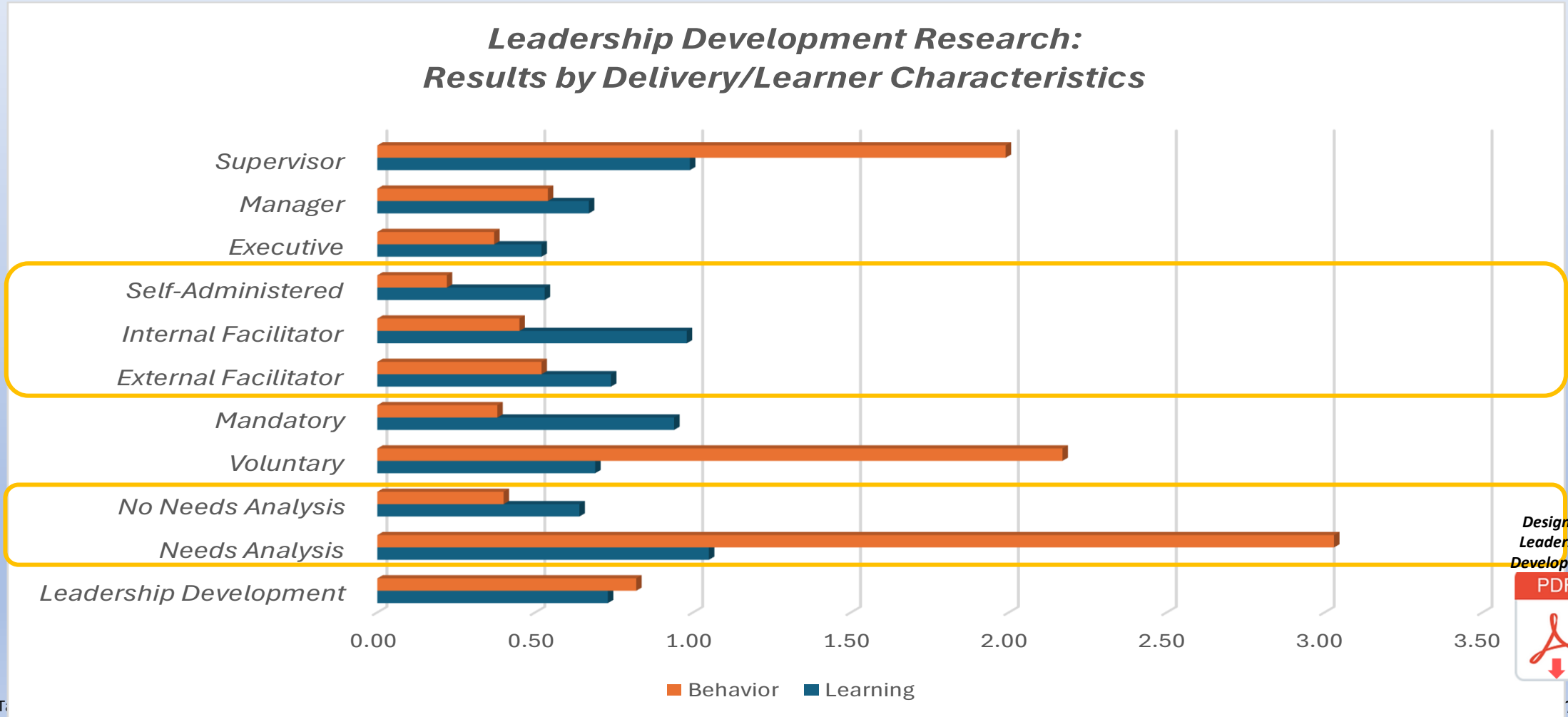


Development



Culture

### Leadership Development Research: Results by Delivery/Learner Characteristics

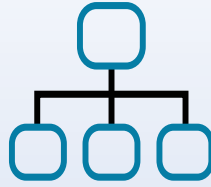




Selection



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

PDF

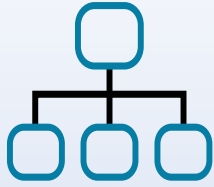




Selection



Rewards



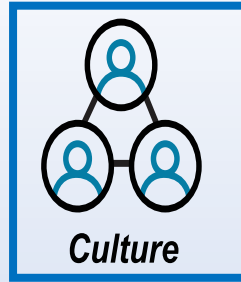
Structure



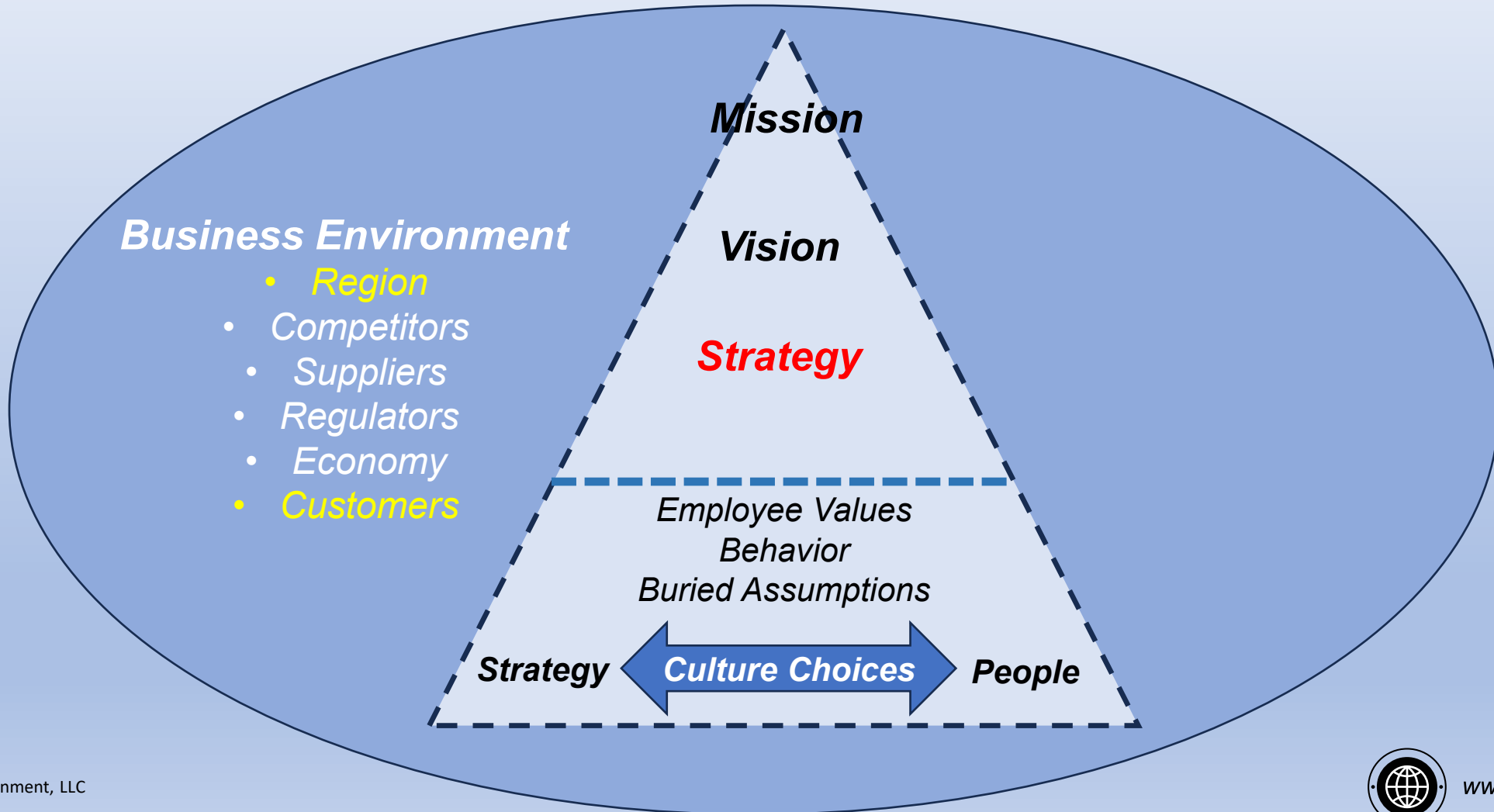
Performance



Development



Culture

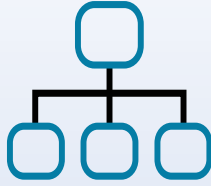




Selection



Rewards



Structure



Performance

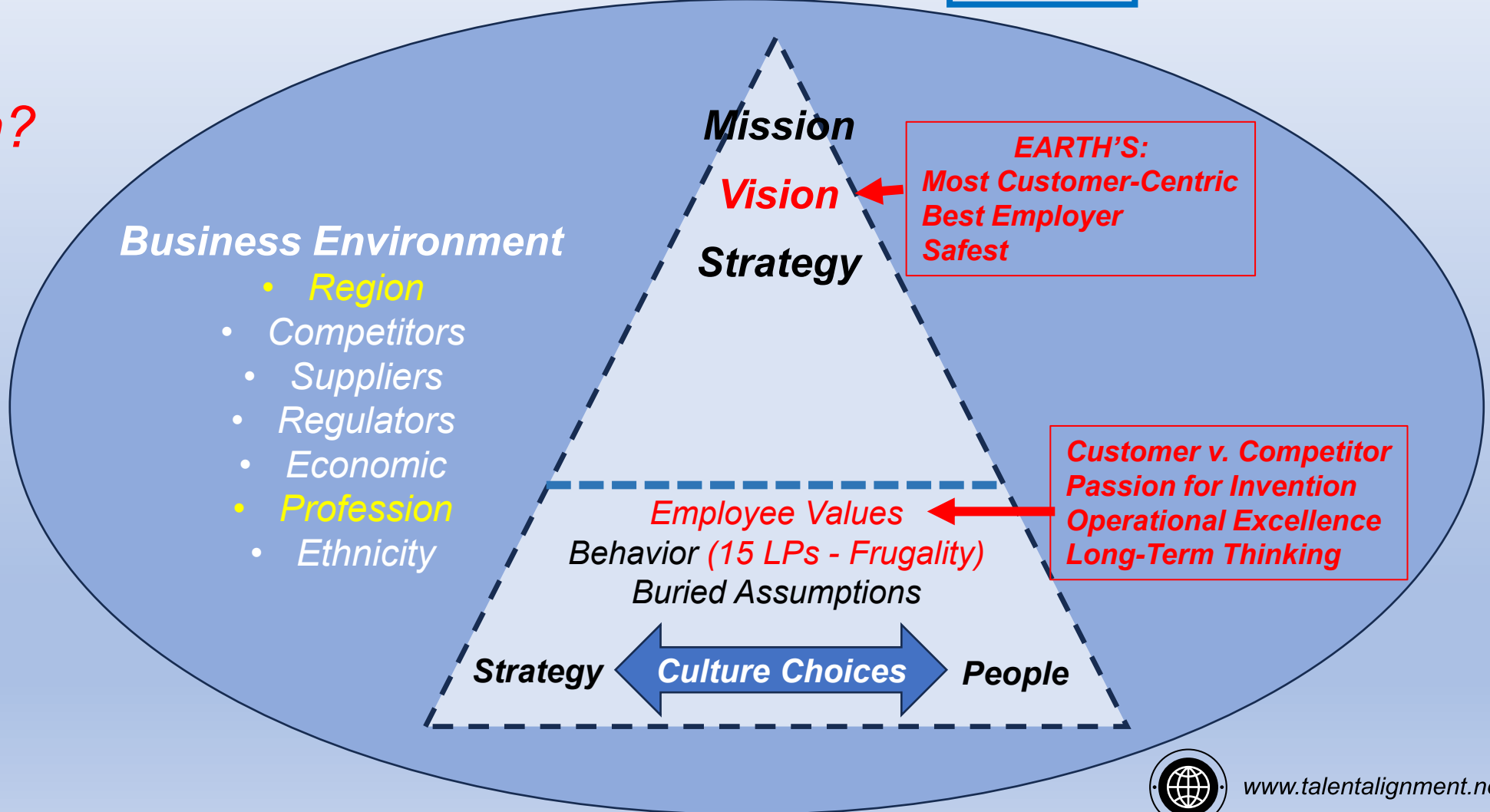


Development



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”***

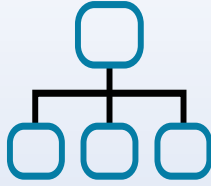




Selection



Rewards



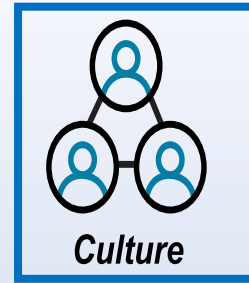
Structure



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

 5,763,408 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](http://www.talentalignment.net/ournetwork)

# St. Pat's Reigns As County Champ

By **NELSON KINNETT**  
 Star Sports Writer

St. Patrick's varsity and B teams dominated opponents from the Vigo County Youth Football Association Sunday night at Schulte High School as they took city and county championship decisions.

The varsity won 19-7 and the B Team took a 25-6 triumph.

+ + +

St. Pat's varsity CYO champs drew first blood against the Smith Alsop Black Cats as Dave Kelly, a halfback, rambled through a big hole for 12 yards and a touchdown, giving the Irish a 6-0 lead with 4:33 left in the first period.

Vidal, an end, set up the TD with an end-around 16-yard gainer.

The NCYF champion Smith Alsop offense just couldn't get untracked from then on as Howard Calimese fumbled the football away after getting good yardage, stalling a possible scoring drive.

In the second quarter

for the rest of the game as the final score was 19-7, St. Pat's.

+ + +

In the B game the Irish soundly defeated the Royal Crown Blue Royals for the championship by 25-6.

Quarterback Greg Moreland scored twice, once in the first period on a three-yard quarterback sneak and once in the second quarter, going over from the 12 with four minutes left.

The Irish held a 13-0 halftime lead and in the third period

increased their lead as Moreland hit Ricky Park with a 42-yard touchdown pass, making the score 19-0.

Ron Shelton of the Blue Royals collected the only six-pointer for his team as he ran back a fourth-down punt 51 yards near the end of the third period.

Moreland hit Terry Moore with another bomb to give St. Pat's the final victory margin of 25-6.

**Varsity Game**

St. Pat's	6	6	7	0-19
Smith Alsop	0	0	0	7-7
SP-Kelley 12 run (run failed)				
SP-Vidal pass from Fujawa 18 yards (pass failed)				

# *The “Strategic Business Partner”*



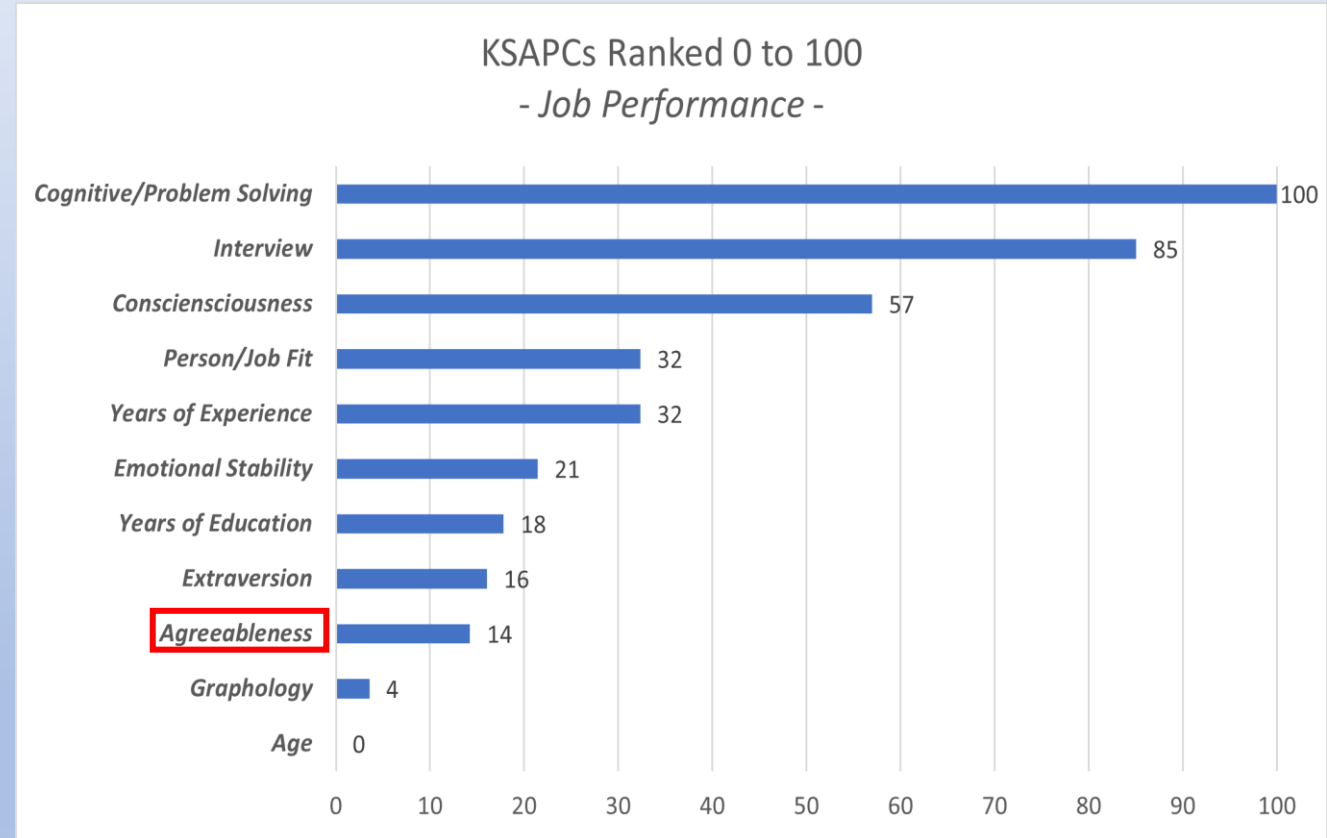
# Social Media on Advancing a Career

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



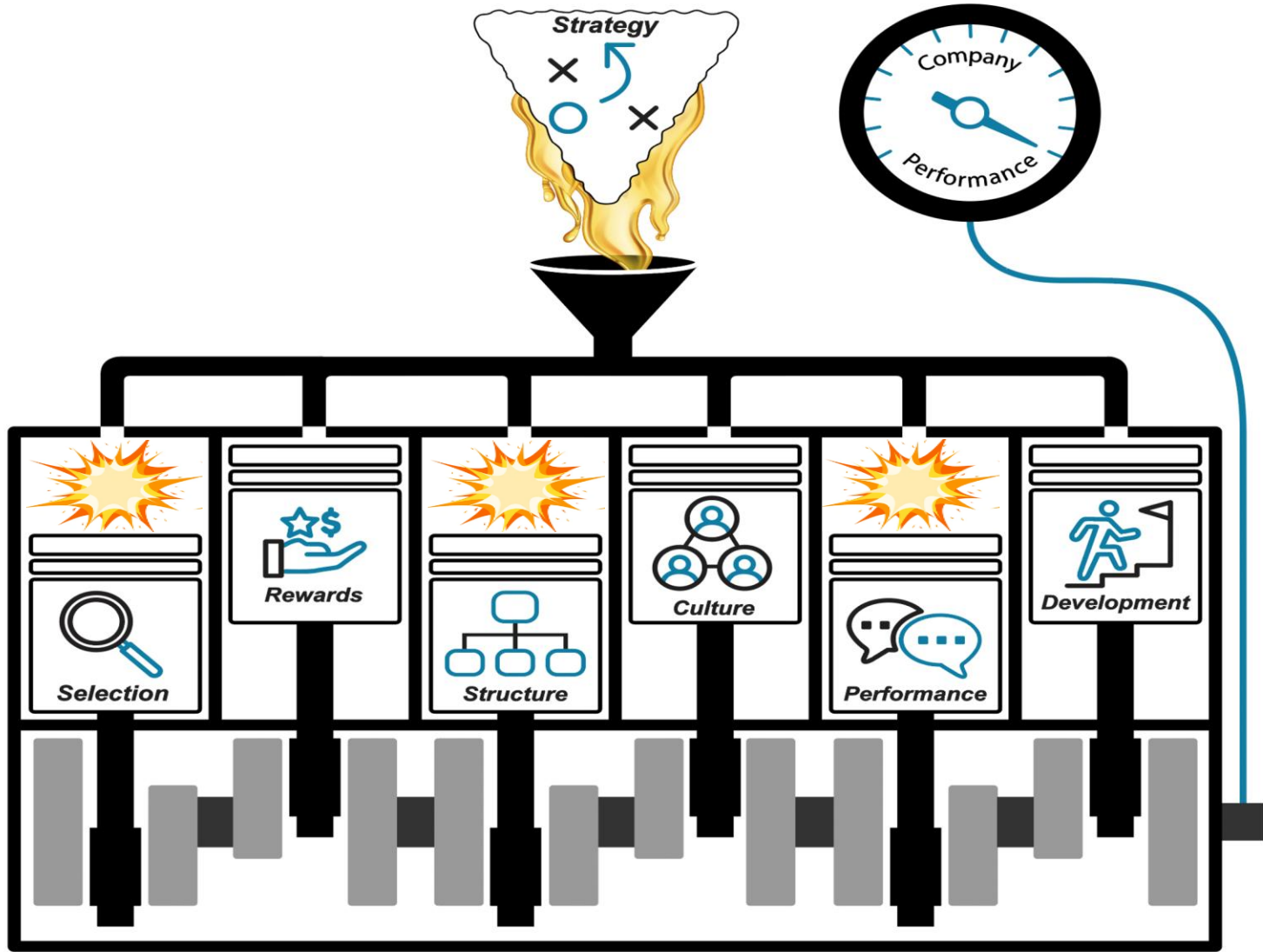
 Top Voice

5,913,743 followers

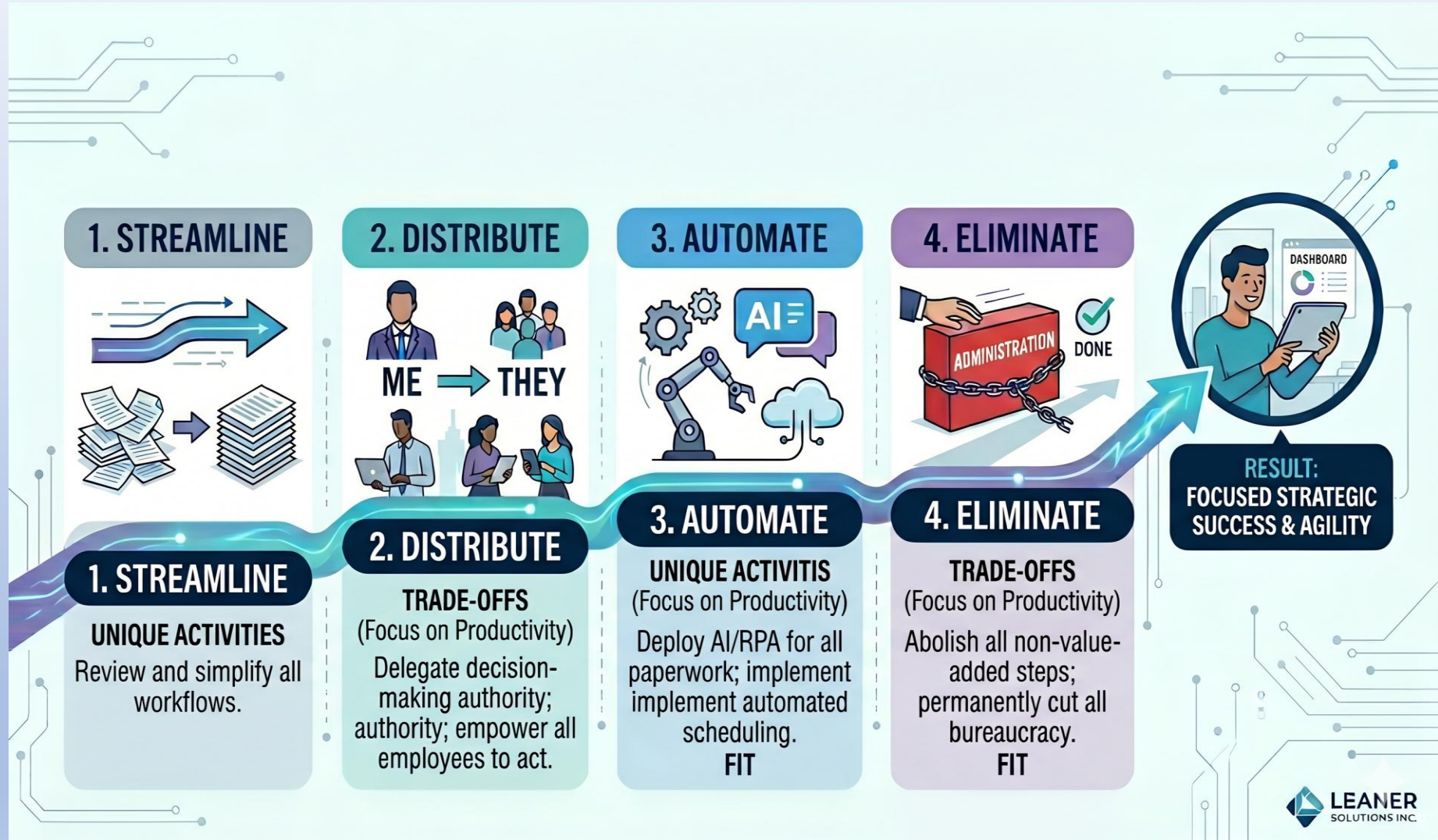


# The People Engine: Six Cylinders that Convert Strategy to Company Performance

Distribute  
Strategy



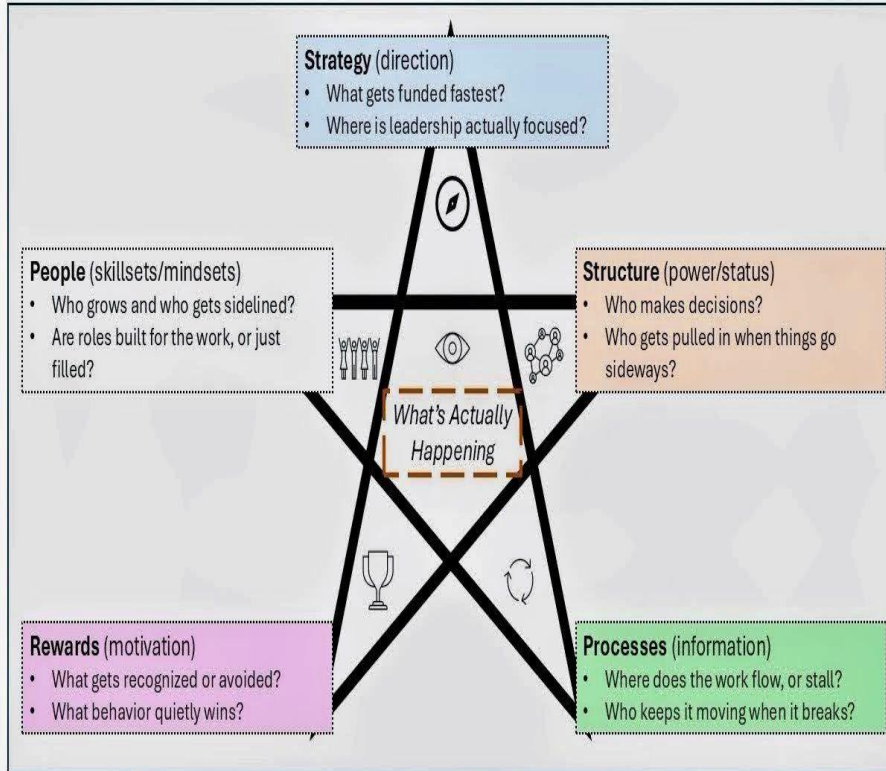
Eradicate  
Administration



*Change Management*



## The Galbraith STAR Model as a Sense-Making Tool



Organizational Effectiveness

## McKinsey 7S Model

### STRATEGY

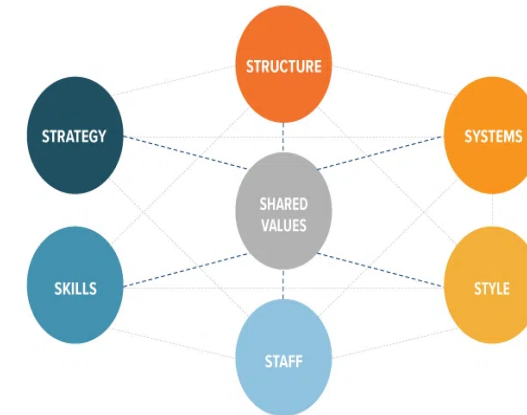
Strategy is the plan developed by a firm to gain a sustainable competitive advantage in a market. A well-crafted strategy is reinforced by a strong vision, mission, and values.

### 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

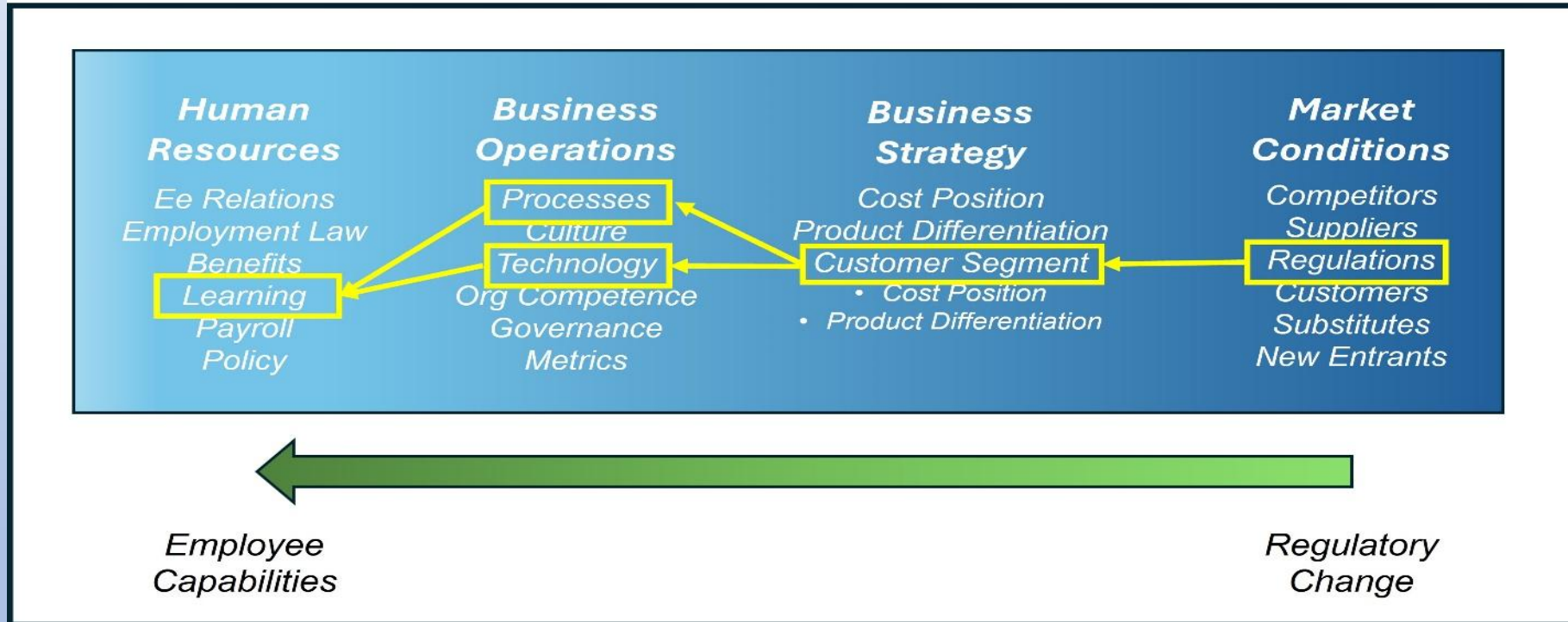
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**Figure 2**  
**Example of Framework Interdependence:**  
**Changes in Market Conditions Force Downstream Changes**





# *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 <b>UNIQUE, VALUABLE, &amp; HARD TO COPY</b></i>
<i>Your Career Strategy – Making yourself <b>UNIQUE, VALUABLE, &amp; HARD TO COPY</b></i>	<ul style="list-style-type: none"><li>• <b>LOW-COST POSITION</b></li><li>• <b>CONTINUOUS PRODUCT/SERVICE INNOVATION</b></li><li>• <b>UNDERSERVED MARKETS</b></li></ul>

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

# Sample Values and Aspirations

<p style="text-align: center;"><b>Personal Development</b></p> <ul style="list-style-type: none"> <li>• <i>Am I learning?</i></li> <li>• <i>Is the work challenging?</i></li> <li>• <i>Am I bringing my best to the job?</i></li> <li>• <i>Do I value the people with whom I work?</i></li> </ul>	<p style="text-align: center;"><b>Professional Development</b></p> <ul style="list-style-type: none"> <li>• <i>Does my job (opportunity) fit my longer-term plan</i></li> <li>• <i>Is my personal portfolio expanding</i></li> <li>• <i>Am I marketable internally? Externally?</i></li> </ul>
<p style="text-align: center;"><b>Personal Balance</b></p> <ul style="list-style-type: none"> <li>• <i>Can I be a great friend and family member?</i></li> <li>• <i>Is my family thriving? Am I thriving?</i></li> <li>• <i>Can I do the job and stay fit both physically and mentally?</i></li> <li>• <i>Am I having fun?</i></li> </ul>	<p style="text-align: center;"><b>Financial</b></p> <ul style="list-style-type: none"> <li>• <i>Do rewards meet or exceed my effort?</i></li> <li>• <i>What short- or long-term changes are expected?</i></li> </ul>

# Identify Your Team

		<b>Networking Phases</b>		
		<i>ASSESS</i> <i>Future role &amp; 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>
<b>Contact Type</b>	<i>ROLE EXPERT</i> <i>Those familiar with your target role.</i>			
	<i>ADVISOR</i> <i>Those who know you and/or your job.</i>	<i>&lt;Your Manager&gt;</i>	<i>&lt;Your Manager&gt;</i>	<i>&lt;Your Manager&gt;</i>

# 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.

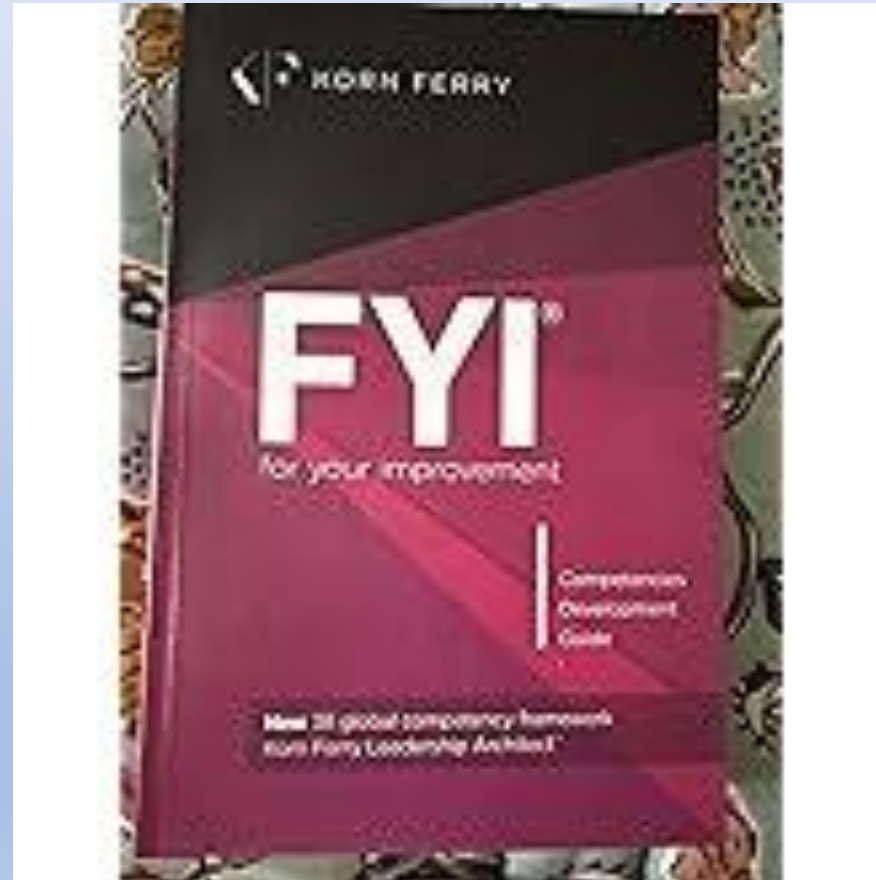
<i>What should I do next?</i>	
1.	3.
2.	4.

**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/indianahrconference](http://talentalignment.net/indianahrconference)
- ***No sign in/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*

