



YOur Role in Creating a Competitive Advantage

March 20, 2025

Rick Park

Principal – Talent Alignment, LLC





Look for This Symbol to “Dive Deep” Later:



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Objectives and Agenda

Questions for Today

- *What Do We Mean By:*
 - *Organizational Strategy?*
 - *Competitive Advantage?*
 - *Their Interplay?*
- *How Do You Engage Employees in the Battle for Market Share?*
 - *What Systems Do You Leverage?*
- *What Role Does Culture Play?*
 - *What is Culture?*
 - *How Do You Influence It?*

Agenda

- *About Talent Alignment, LLC*
- *Background on Strategy and Competitive Advantage*
- *The Role of:*
 - *Change Management*
 - *Culture*
- *Rethinking Existing People Systems*
- *A Real World Example*





About Talent Alignment



Alan Mead, PhD



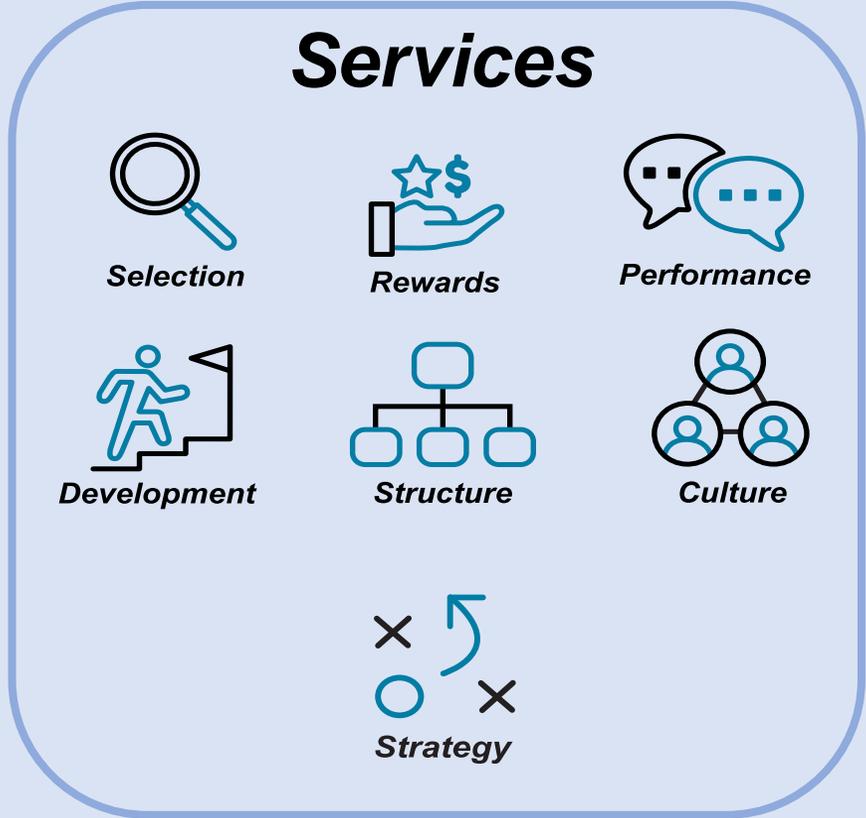
Tiffany Watson



Eric Paul, MBA



S.R. Park, PhD



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About Rick...





Organizational Strategy

- *Differentiate in the Future:*
 - *Unique*
 - *Valuable*
 - *Hard to Copy*
- *Blue Ocean – Undiscovered Markets*

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



Strategy in Context



Competitive Advantage

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



Connecting Workforce to Strategy

- *In the Business*
 - *Today*
 - *Future (Strategy)*



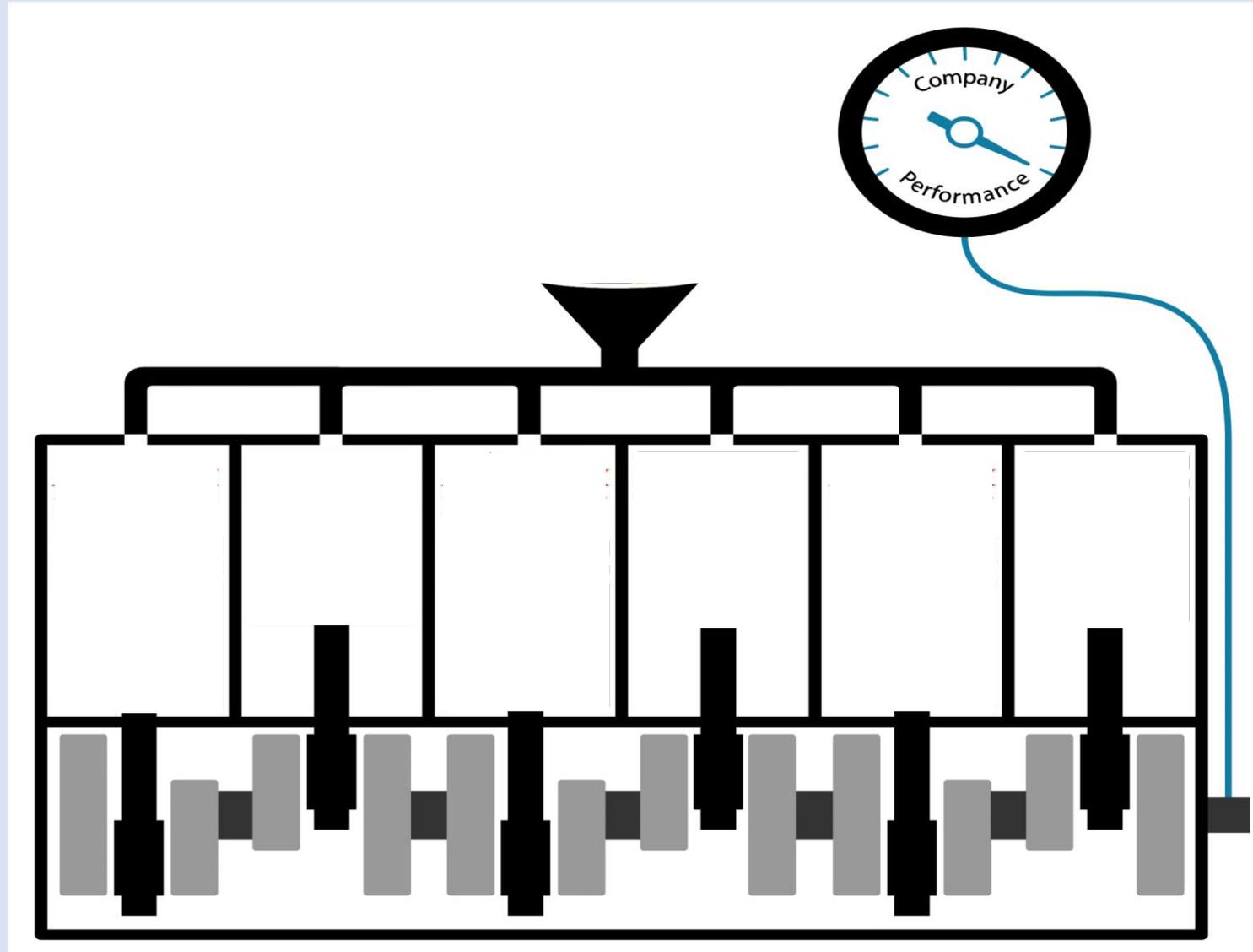


Poll Question





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

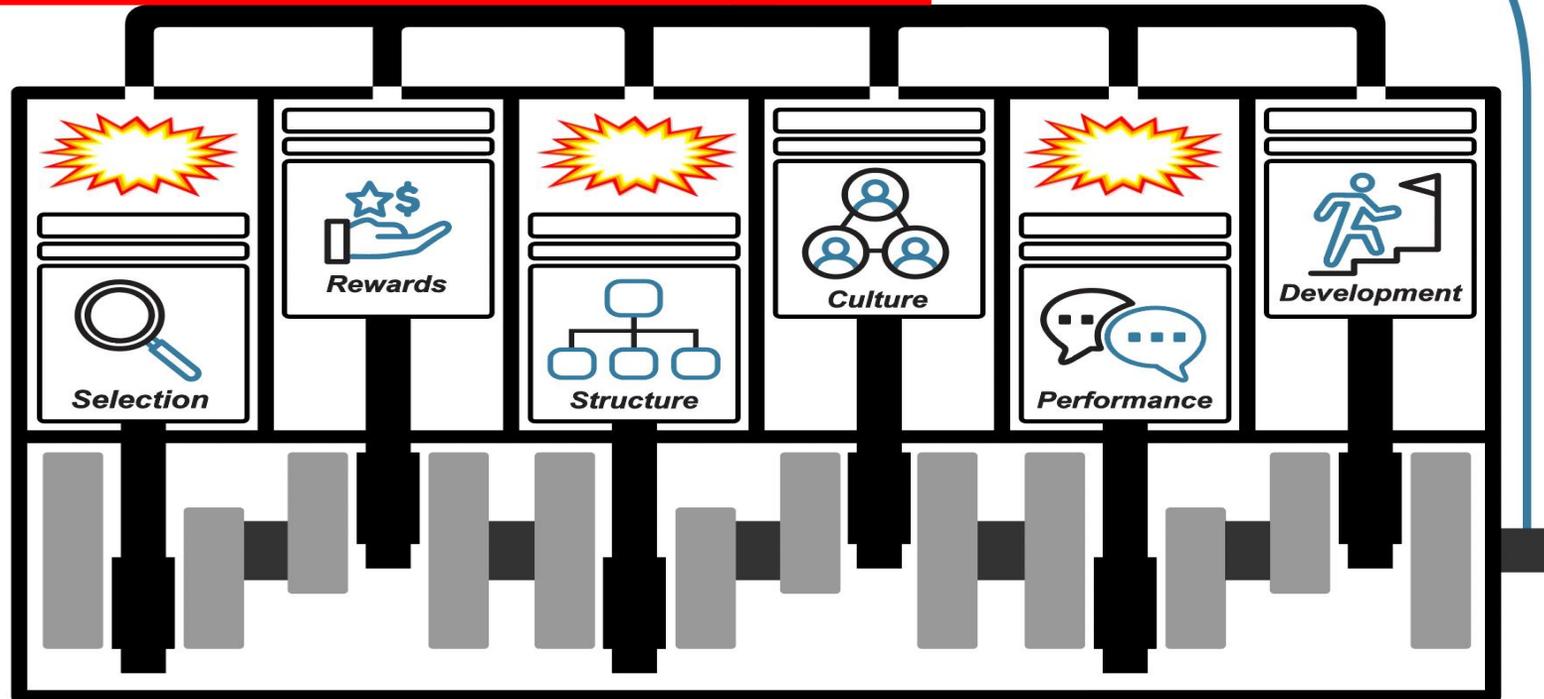
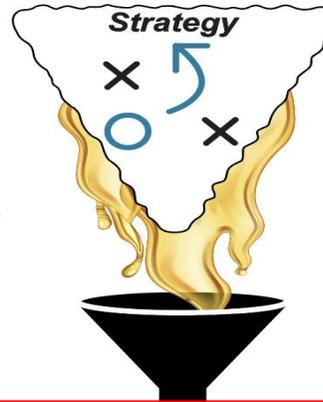


Book Chapter





TOMORROW
Lowest Cost
Operational Excellence
Speed



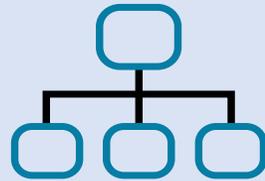
Engine Rebuild



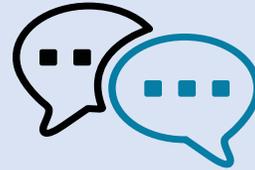
Selection



Rewards



**Structure
(Communication)**

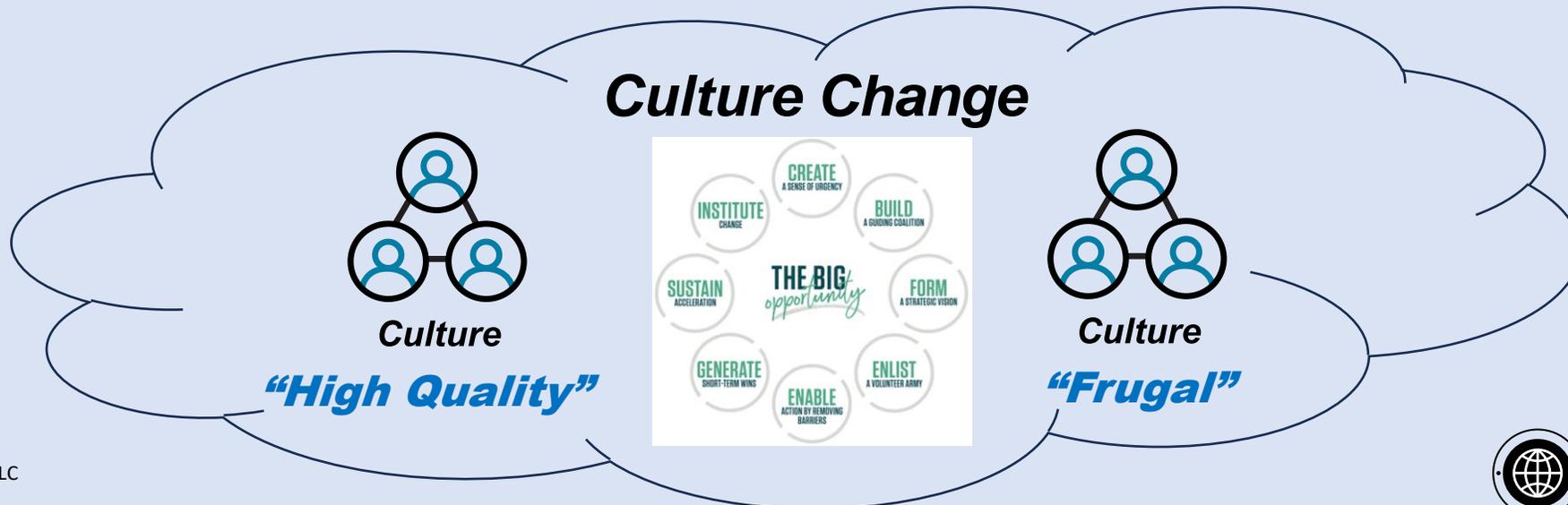


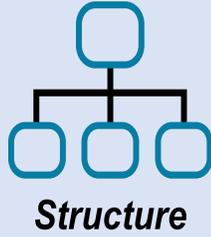
Performance



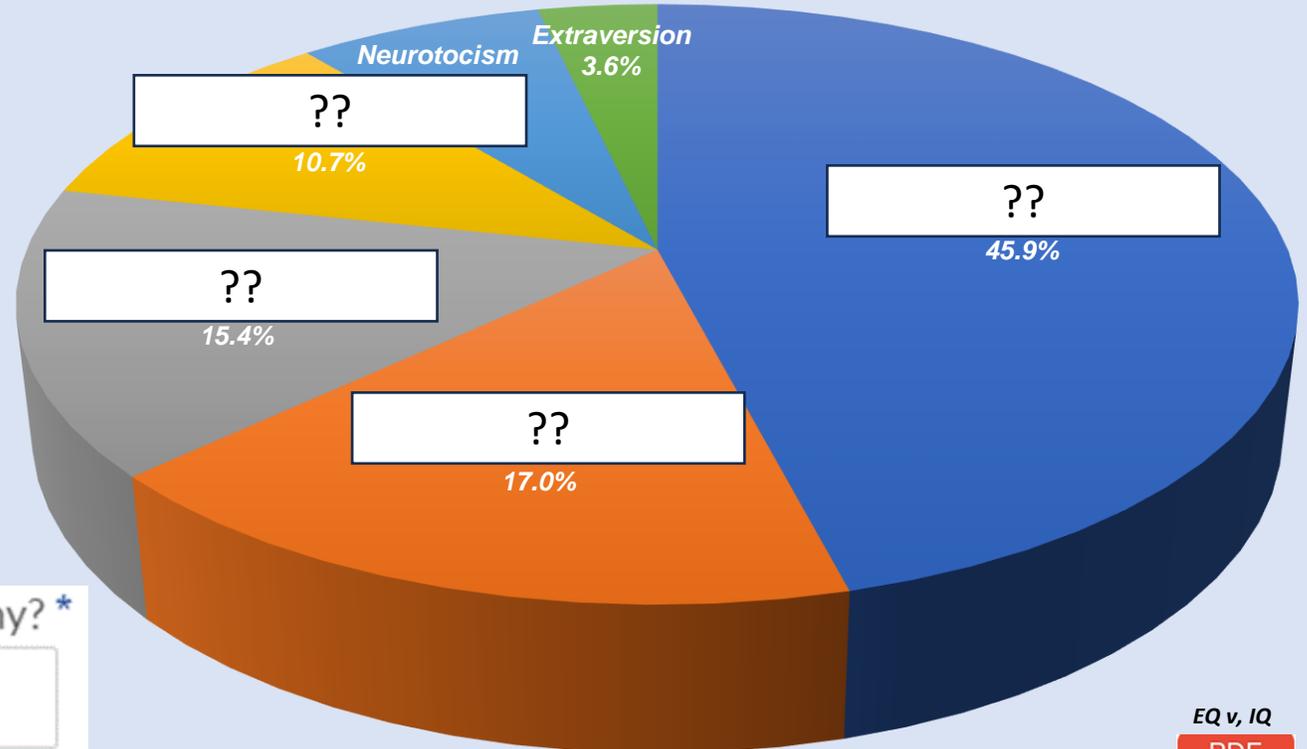
Development

**Reinforcing
Processes
"Keep Lowering Cost"**



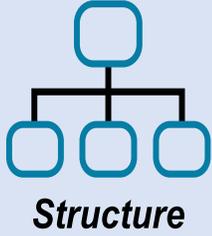


Meta Analytic Research



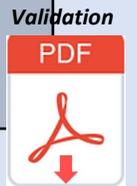
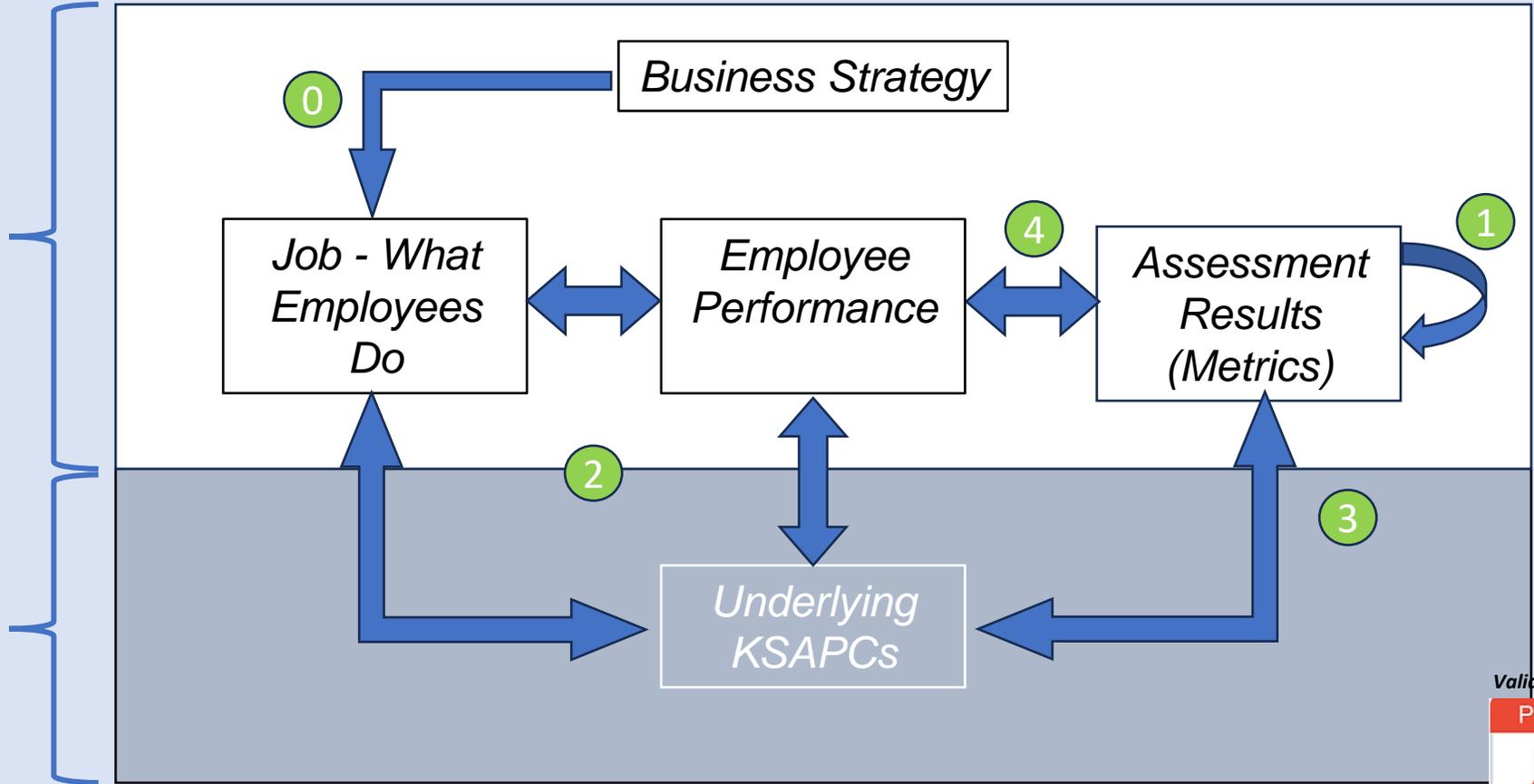
If your life were a song, which song would it be and why? *





**What You See
"FACTS"**

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

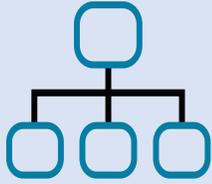




Selection



Rewards



Structure



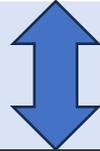
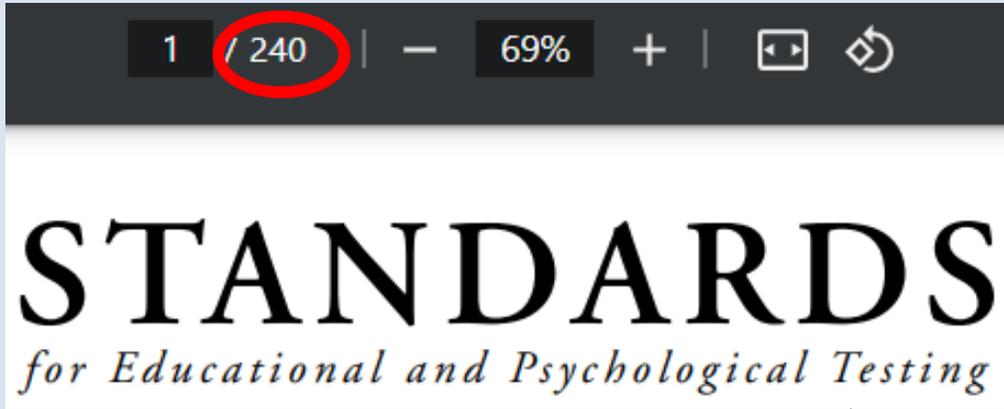
Performance



Development



Culture

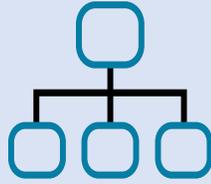




Selection



Rewards



Structure



Performance



Development

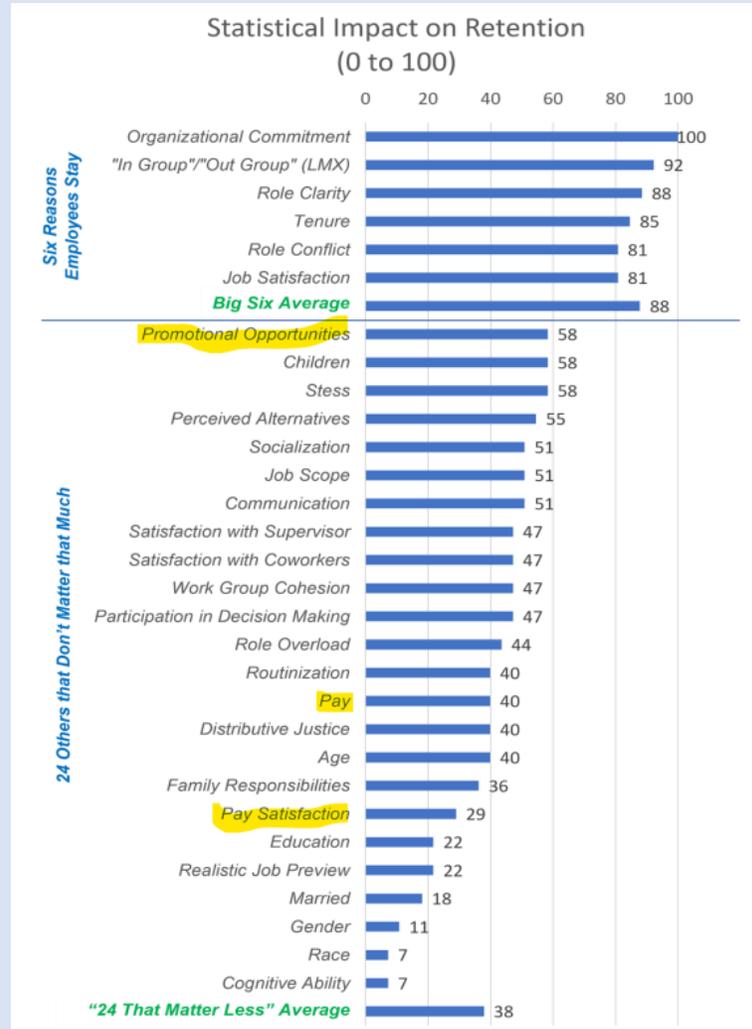


Culture



Rewards Philosophy

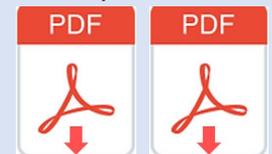
- **Strategy and targeted customer market(s)**
- **Retention assumptions**
- **Benefits:**
 - Financial
 - Health/Wellness
 - Perks
- **Individual/Organizational performance**
- **Business critical issues:**
 - Vital professions?
 - Key markets?
 - Geography?
- **Equity and risk tolerance**



Please enter your annual salary expectations.*

your annual salary expectations

Book Chapter Retention



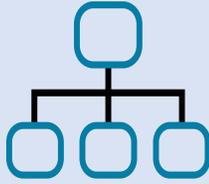
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Selection



Rewards



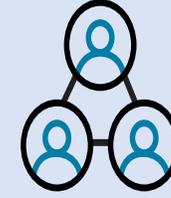
Structure



Performance



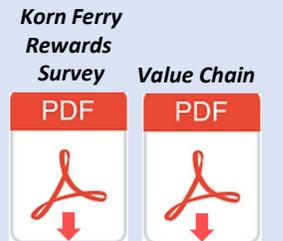
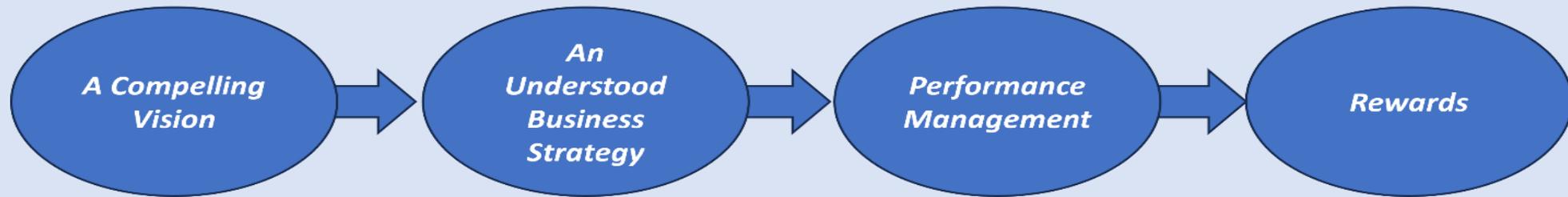
Development



Culture



“Vision” to “Rewards” Value Chain

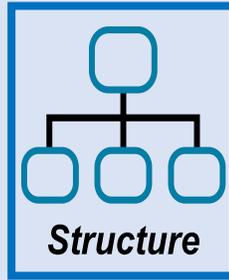




Selection



Rewards



Structure



Performance



Development



Culture



- *Organizational Design (Structure +):*

- *Reporting Relationships*
- *Information Flow*
- *Workflow*
- *Expertise*

- *Strategy Dictates “Must Haves”*

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

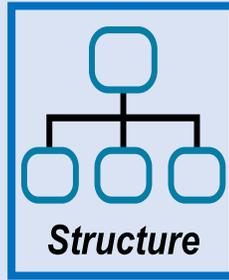




Selection



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”**

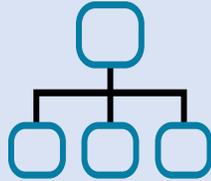




Selection



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!”

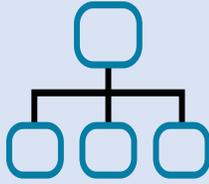




Selection



Rewards



Structure



Performance



Development



Culture

Factors Impacting Performance Dialogue Quality

GOAL	<p>Reduce scrap ra</p> <p><input type="radio"/> <input type="radio"/></p> <p>Little to No Progress Made Some Progress Made</p> <p>Observations:</p>		<p>Maintenance – Is a role model when requirements, preparing drafts, avoiding errors, etc</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Neither Agree Disagree Agree Strongly Agree</p>
OKR	<p>OBJECTIVE - Le</p> <p>KEY RESULTS:</p> <ul style="list-style-type: none"> • Reduce initial hc • Reduce escalati • Improve custom • Reduce custom elements. <p><input type="radio"/> <input type="radio"/></p> <p>Little to No Progress Made Some Progress Made</p> <p>Observations:</p>		<p>clearly understands the company's impact on profitability and other ice metrics.</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Neither Agree Disagree Agree Strongly Agree</p>

Value Chain

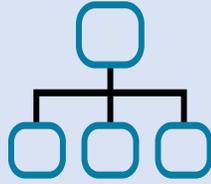




Selection



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Culture

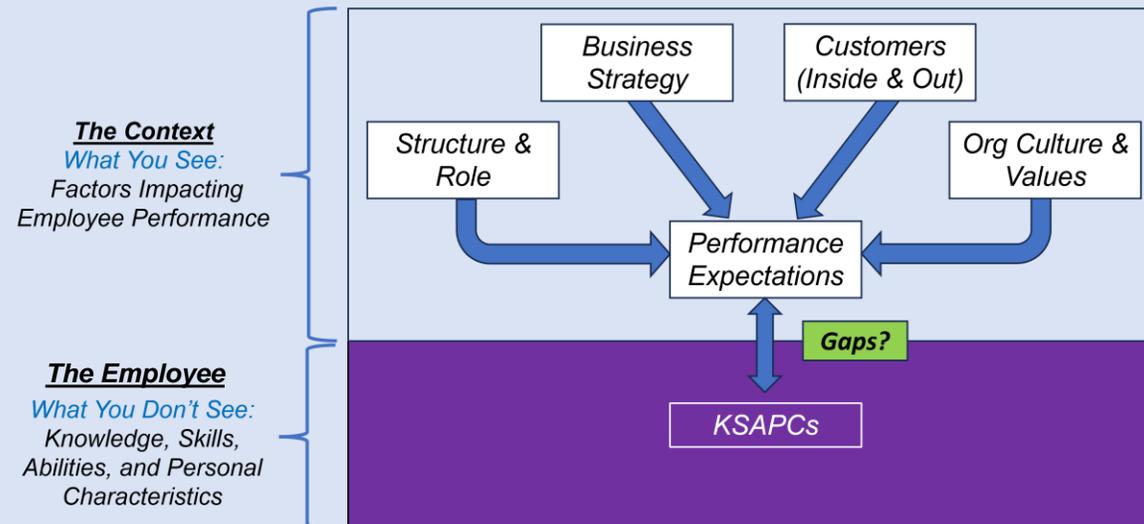


Needs Analysis

- Manager & Employee Survey
- Overall Framework

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

Employee Development Diagnostic Framework

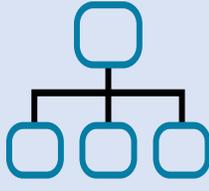




Selection



Rewards



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Performance



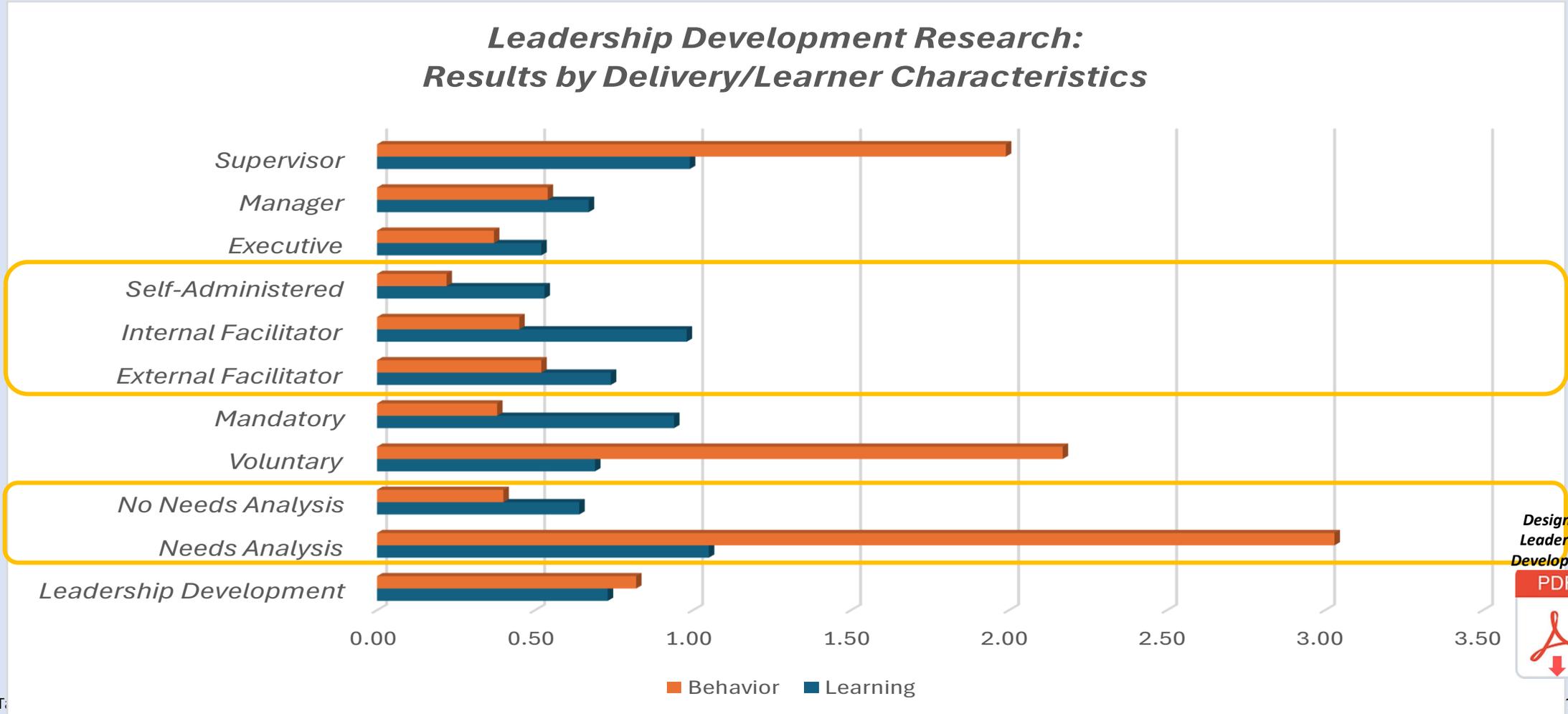
Development



Culture



Leadership Development Research: Results by Delivery/Learner Characteristics

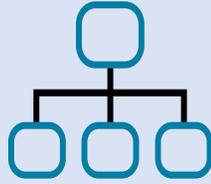




Selection



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

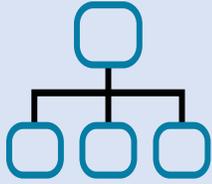




Selection



Rewards



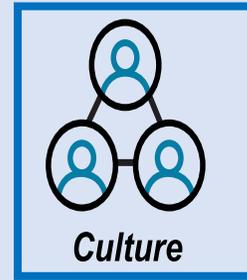
Structure



Performance



Development



Culture

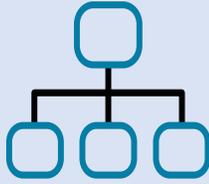




Selection



Rewards



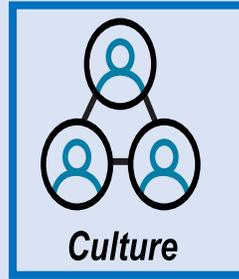
Structure



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”

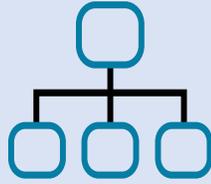




Selection



Rewards



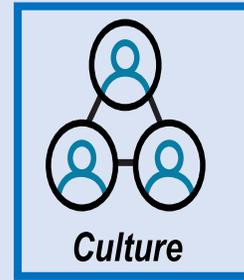
Structure



Performance



Development



Culture



The Culture Conundrum

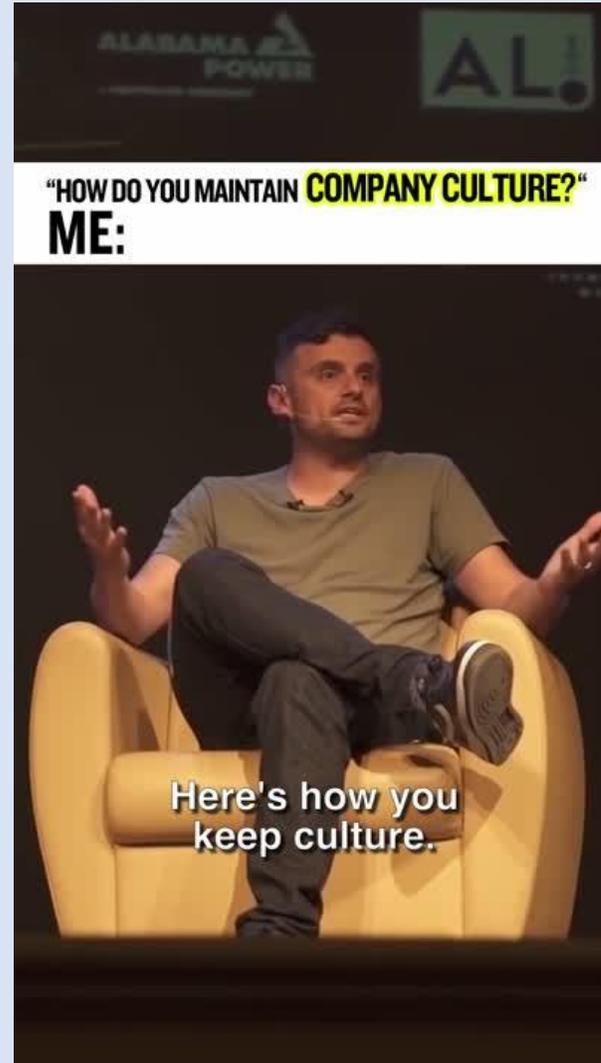
- *Competitive Strategy – Organization’s **FUTURE** Market Position is:*
 - *Unique*
 - *Valuable*
 - *Hard to Duplicate*
- *Employees Naturally Think “Culture” is for Them...*

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.***



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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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

Interviewing
Testing
Recruiters
Talent Review
Promotion
College Sources
Brownfield



Book Chapter



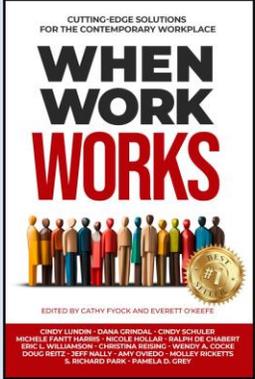


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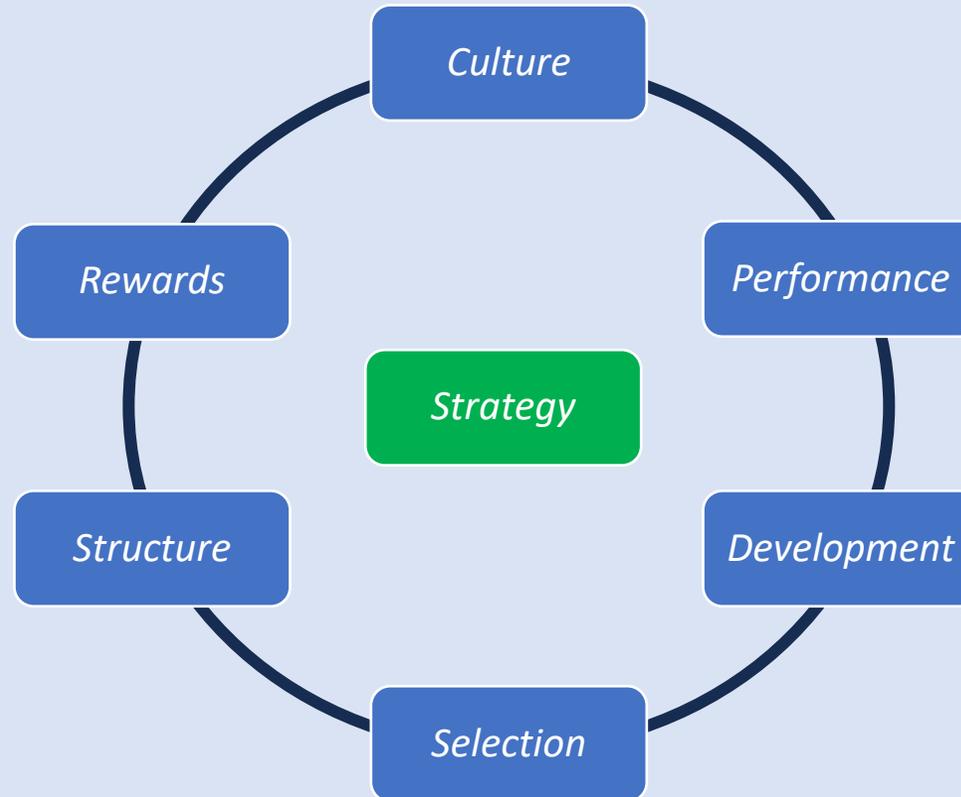


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No Cost!
This Presentation



Eight “Levers” Guiding Organizational Performance





Thank You!

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