

LEADING HR

Fulfilling the
strategic
role of HR

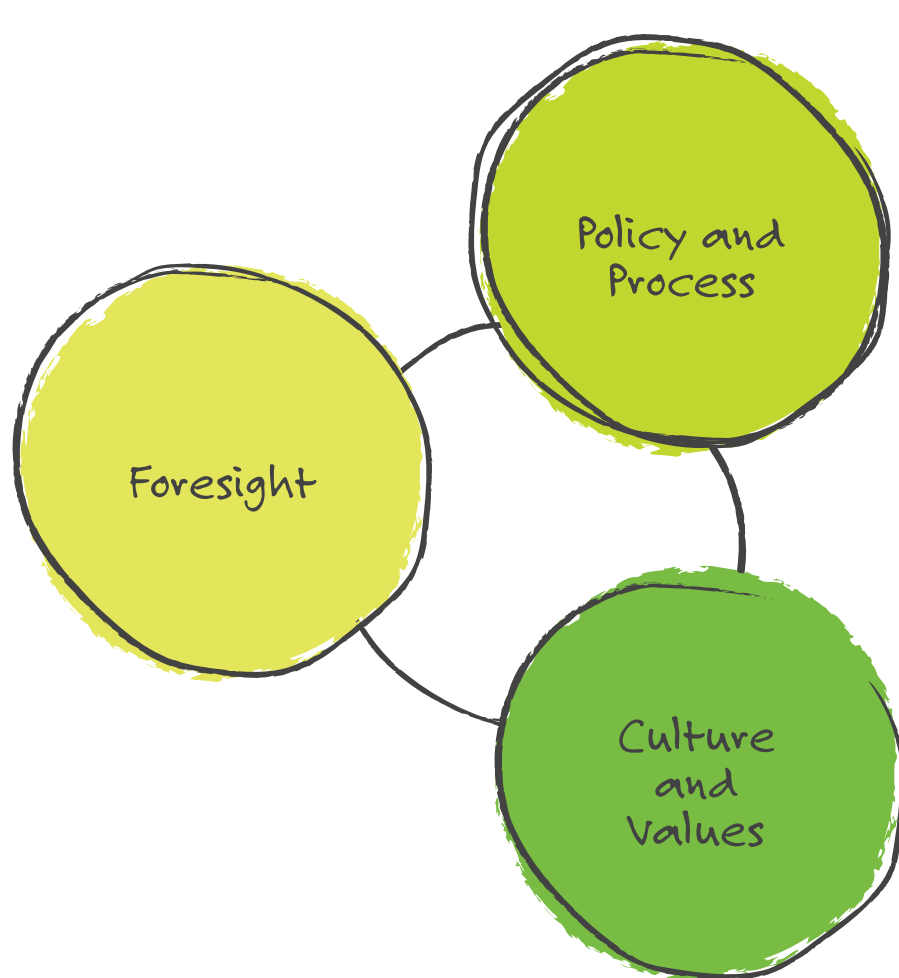
Companies' growth ambitions are critically dependent on a continuous flow of top quality people and a liberation of their potential.

The role of HR in catalysing and leading these activities requires the organisation to take a strong place in defining and implementing **People Strategies**.



implementing
people strategy

COMPONENTS OF PEOPLE STRATEGY



In its headline form, People Strategy consists of:

Foresight

What differentiating capabilities are needed to deliver business strategy

Policy & Process

What policies and practices are adopted to incentivise the establishment of those differentiating capabilities

Culture & Values

How does the culture enable getting the best out of people and stimulate creativity

Partnering

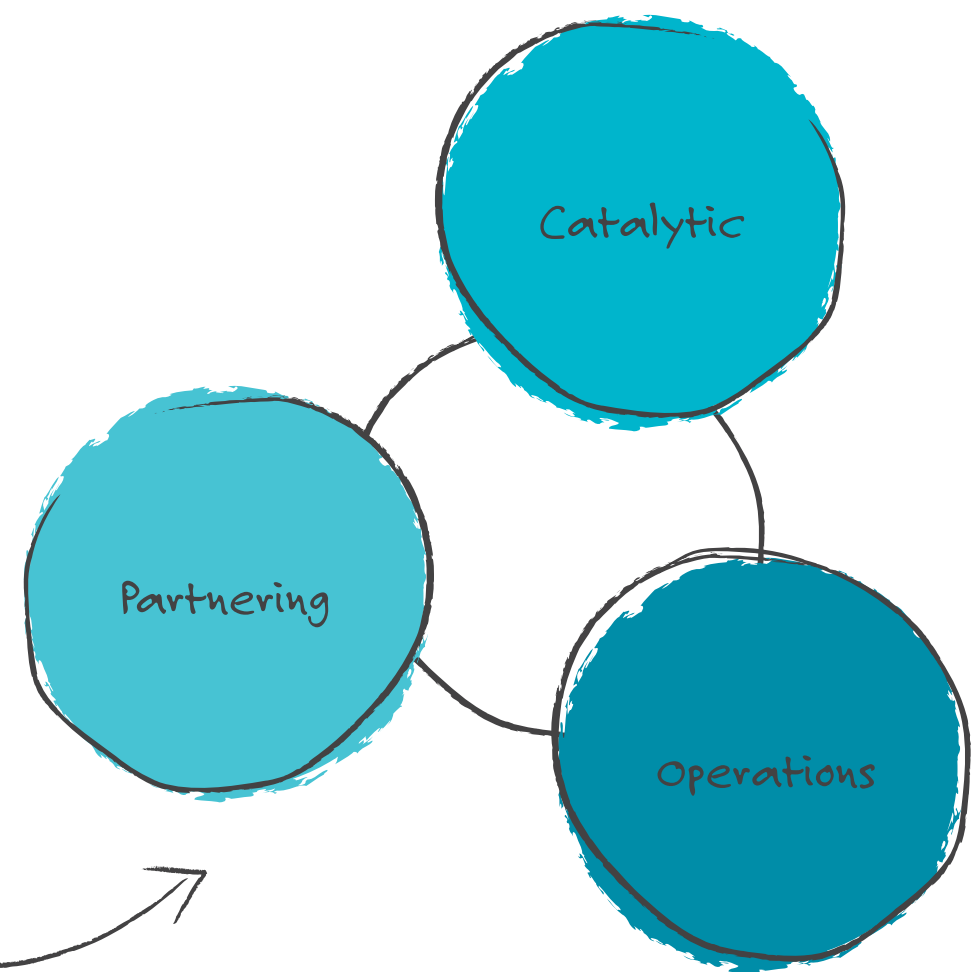
Business Partnering to determine, and help deploy, the differentiating capability needed to win in the market

Catalytic

Catalytic capability to ensure a company's unique culture is fostered, the employee value proposition lived and ongoing transformation of the organisation occurs to deliver strategy

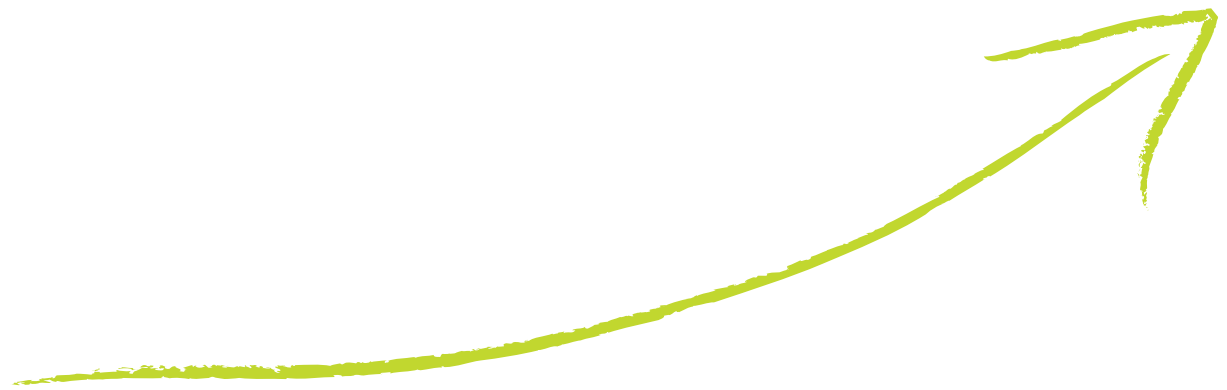
Operations

Operational service capability to ensure smooth running of the right people processes and the right policies to re-enforce the desired culture and the delivery of the right capabilities



GENERIC COMPONENTS OF HR LEADERSHIP

It is by carrying out all three imperatives that HR enables a company's people asset to become effectively leveraged.



PRINCIPLES FOR SUCCESS



POSITION THE FUNCTION CORRECTLY

01

Establish a strong independent HR function that has an equal weighting to commercial and other functions

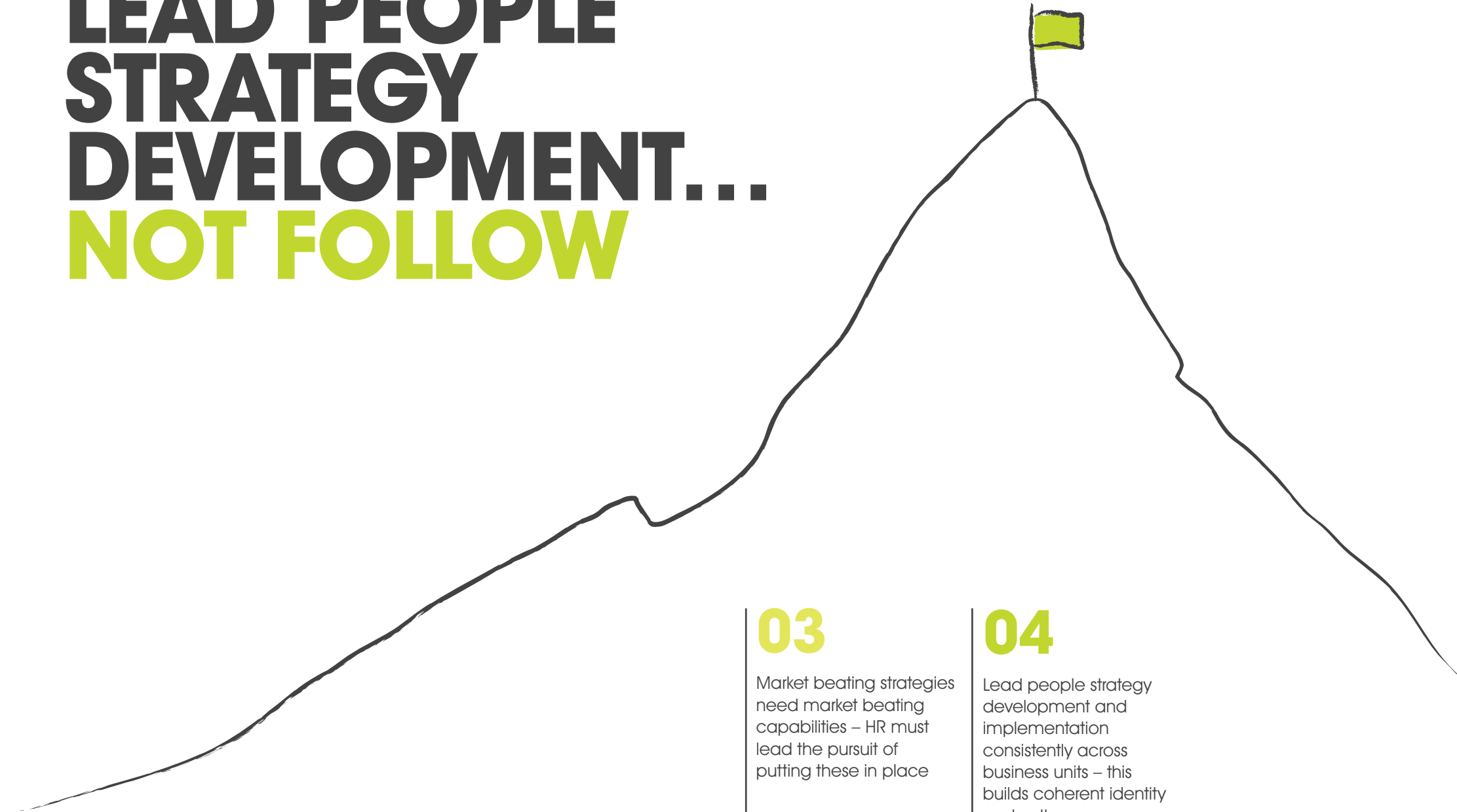
02

HR leaders are expected to form strong formal and informal relationships with senior business leaders as a mode of operation

*independence...
with strong relationships*



LEAD PEOPLE STRATEGY DEVELOPMENT... NOT FOLLOW



03

Market beating strategies need market beating capabilities – HR must lead the pursuit of putting these in place

04

Lead people strategy development and implementation consistently across business units – this builds coherent identity and culture

POLICY AND SERVICE DELIVERY

05

Strong policy and process frameworks are needed to help foster differentiating capability and underpin consistent culture

06

The future HR operating model should leverage shared services approach for efficiency and effectiveness



A large conference room with a stage and a speaker, viewed from the audience. The room is dimly lit with blue and purple stage lights. A large screen on the stage displays a presentation. The audience is seated in rows of chairs, facing the stage.

OWN THE TALENT PIPELINE

07

HR has an equal responsibility for the quality of the talent pipeline and ensuring differentiating capabilities are established to deliver business strategy – be responsible for it!

We have been helping HR departments
unlock their potential for 20 years.

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