

A professional businesswoman with long brown hair, smiling, wearing a dark blue blazer over a white collared shirt. She is holding a dark blue notebook and a silver pen. The background is a blurred office setting.

Leadership Driven HR

ebook

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Transforming HR to Deliver Value for The Business

From providing administrative excellence to the strategic positioning of people for competitive advantage, the role of the Human Resources Executive has changed significantly. For the organization's success, it has never been more critical to have the right people in the right place at the right time with the right skills. HR professionals need to create a positive balance between strategically sound and operationally excellent policies/practices and the external environment. But with the advent of the Fourth Industrial Revolution, worldwide talent shortages, demographic change and the need to create meaning at work through employee engagement, HR leaders need to provide insightful inputs to the Boards or Senior Executive teams. This eBook will discuss specifically about HR Strategy and Leadership, Workforce planning and Reward and Motivation and will encourage you to apply those principles in your organization.



3 Key Pain Points for Developing An Efficient HR Leadership

An efficient HR Leadership requires a well-defined HR strategy on two fronts: Administrative and Strategic. First and foremost it is critical to develop competencies on the technical aspects of Human Resource. Then through the combined use of business and its employees to influence the business goals and direction, develop an understanding of the core business. A great HR always ensures a good stakeholder management throughout the organization, identifies leadership priorities within employees, reviews dynamic forces at play in the business environment, develops characteristics of a multi-generational workforce, integrates reward into the EVP-financial and non-financial benefits, develops a mentoring programme, measures the success of talent management and ensures all-round development of the whole workforce etc.

Topics to be Covered:



HR Strategy & HR Leadership



Workforce Planning



Reward & Motivation



1. HR STRATEGY & HR LEADERSHIP

For building an effective HR Leadership strategy it is important to know how leadership concepts apply to the HR function. Identifying the leadership priorities for an HR and then developing an HR Leadership action plan is of vital importance. Once a workable HR strategy is in place, it is important to understand how to align the HR strategy with business strategy. Let's understand in detail about HR strategy and the impact of HR leaders.

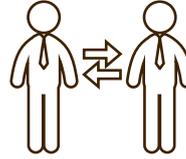
HR LEADERSHIP



Strategic Thinking



Organizational Leadership



Change Leadership



Emotional Intelligence

A. Strategic Thinking

1

Effective Positioning of The HR Team

- i. Make use of ROI in your discussions.
- ii. Measure productivity parameters and communicate the progress of key indicators of performance. For example separating the sales made by company by payroll.
- iii. Present quantifiable numbers to record current industry trends, standards & quality of management policies upon performance.
- iv. Track micro and macro trends and be ready to explain them.

2

Think Like A Leader

- i. Focus more on creating ideas, standards, or improving processes for the company rather than reacting to people issues.
- ii. Expand your existing networks, create new networks, and talk about business models to gain new ideas about your profession.
- iii. Do not create bias as it leads to misunderstandings regarding the purpose of a project required to enhance the performance of a particular individual or team.
- iv. Do not show high loyalty towards the Status Quo as leaders constantly think on how to improve their area of responsibility.

3

Create A Culture

- i. Do not wait for the culture to set itself rather create and nurture a preferred culture.
- ii. Create a culture in the form of a formalized social system that is highly energetic and performance oriented.
- iii. Deal with conflicts in a non-biased, open, and honest way.
- iv. Learn how to trade off issues for the good of the organization rather than a particular person or group.

B. Organizational Leadership



1 Collaborative Leadership

- i. Reduce the number of layers that employees must go through to get the decision.
- ii. Reward those leaders who formulate collaborate behaviours.
- iii. Help employees build a strong network with people in other areas to enhance their skill sets.
- iv. Ensure that employees aren't burdened with unproductive collaboration that may hamper their performance.

2 Inspiring Vision

- i. Envision an inspiring future especially by defining the role of philanthropic investments.
- ii. Define steps and guidelines to attain such goals.
- iii. Make specific vision charts that will motivate all the stakeholders to translate inspiration to reality.

3 Effective Engagement With All Stakeholders

- i. Works constructively with executive teams, boards, and different governance structures.
- ii. Acts as a role model for collective behaviour like hearing, negotiating, rewarding, stimulating, encouraging, and inspiring.
- iii. Motivates employees to inherit traits such as credibility, commitment, integrity and trust.
- iv. Develops consensus, clarifies thinking, and translates ideas into actionable plans.

4 Community of Donors

- i. Build a community of donors who will act as partners in vision and mission.
- ii. Create a system of shared values and collective commitment to goals.
- iii. Team-up with not only organizational leaders but also with staff, stakeholders and with the direct beneficiaries of the support.

C. Change Leadership

1

Leading Change

- i. Is there a leader who takes charge of the change?
- ii. Is there a leader who shall publicly take the responsibility of the making the change happen?
- iii. Is there a leader who shall take the responsibility of collecting the resources for making the change happen?
- iv. Is there a leader who shall expend his own time and attention for the change?

2

Building A Collective Need

- i. Do the employees feel the need for a change?
- ii. Do the employees comprehend why the change is important?
- iii. Are the employees aware how the change will help them in short and long term?

3

Structuring A Vision for The Outcome

- i. Do the employees seek the change in terms of behaviour?
- ii. Are the employees willing to achieve the results of change?
- iii. Are the employees aware of how the change will benefit the stakeholders?

4

Building A Support

- i. Do the decision makers know who else needs to be involved to make the change successful?
- ii. Do the decision makers know how to build a partnership of support for making the change successful?
- iii. Do the decision makers consist the required skills to construct a responsibility matrix to make the change happen?

5

Changing & Institutionalizing Processes

- i. Do the decision makers know how to associate the change with other HR activities like appraisal, training, structure, rewards etc.?
- ii. Do the decision makers understand the repercussions of the change?

6

Measuring The Progress

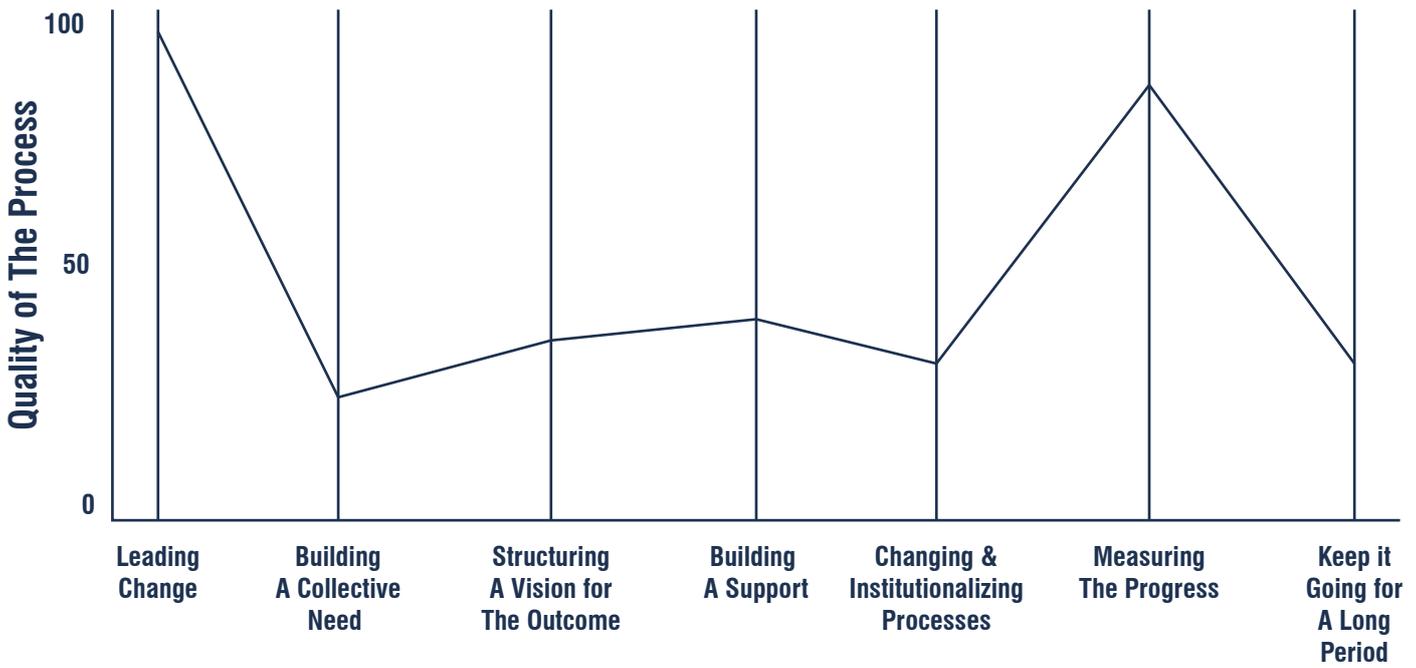
- i. Do the decision makers have proper parameters to check the success level of change?
- ii. Do the decision makers have a criteria against which to measure the result of the change and the process of implementing the change?

7

Keep It Going for A Long Period

- i. Do the decision makers have required knowledge to start with the process?
- ii. Do the decision makers have a short term plan and long term vision to keep their resources and attention focused on the change?
- iii. Do the decision makers have a plan to change their strategy when conditions demand?

Effectiveness of Principles of Change Management



2. WORKFORCE PLANNING

In the present business scenario, Strategic human resource management (SHRM), is one of the most important concepts. SHRM aims to link Human Resources (HR) functions; namely recruiting, training, talent management, and rewarding personnel with strategic goals and objectives of the company. This not only helps to exponentially grow the business performance, but also develops a culture of innovation, which benefits the company in the long run. Apart from contributing financially, SHRM also helps improve employee motivation. No matter whatever be the size and domain of the organization, a healthy relationship between HRM and the core management team of the company, lets the HRM department to alter its image from being a 'cost-center' to a 'strategic business ally'. Let's discuss in detail a few of SHRM elements.

1

Recruitment & Selection

- i. HR professionals need to select the right candidates from a big pool of applicants.
- ii. HR managers need to evaluate candidates with respect to the strategic demands and long-term business objectives of the company.
- iii. A good HR professional needs to create different selection criteria for mass job positions and usual recruitment practices.

2

Training & Development

- i. An effective HR manager needs to gauge the market effectively and determine the top skills and talent required to be successful.
- ii. To mobilize, channelize, and grow the value and potential of the employees, HR professionals need to invest and develop top-notch training and developing programmes.
- iii. To target the training and development courses more effectively, HR managers need to adopt a strategic approach rather than an 'ad-hoc' one.
- iv. HR managers should create a quality-check template to compare the after-effects of the training and development programmes upon the employees' productivity.

3

Performance Management

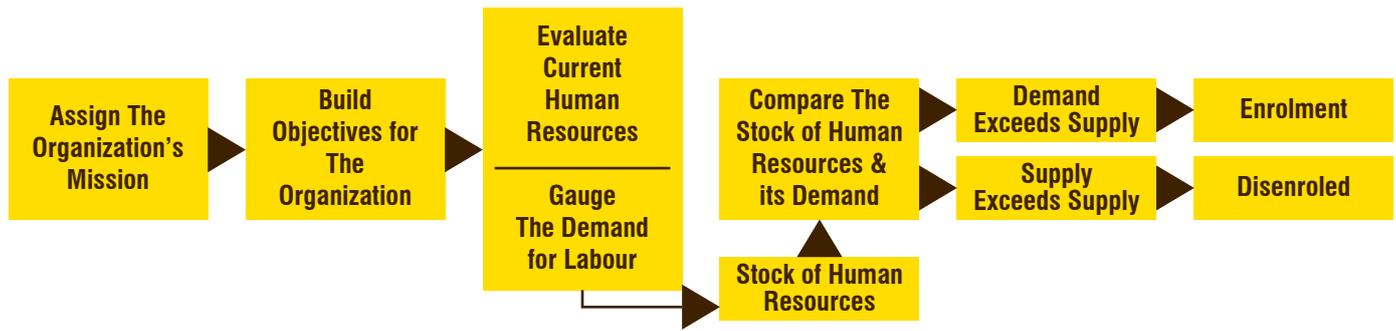
- i. Strategic Performance Management (SPM) complements the differences caused due to failure of communication between the top management and those further down the line.
- ii. HR professionals need to create a performance evaluation plan that evaluates employees against their performance;
 - a) Have all the targets been achieved?
 - b) The process through which they achieve their targets?

4

Compensations & Rewards

- i. The main objective of this department is to reward employees on the basis of their skills, knowledge, and achievements.
- ii. HR professionals must know that compensations and rewards alone cannot ensure the fulfilment of the business goals.
- iii. Effective HR professionals build a strategy of variable pay systems where high performers are rewarded more and low performers are rewarded less.

Strategic Human Resource Planning Process



3. REWARD & MOTIVATION

Effective HR managers need to know how to develop an Employee Value Proposition and an employer brand to attract and retain workforce. A strong HR policy takes into account a multi-generational workforce, and creates an effective reward system for them. Also, integrating EVP into the EVP-financial and non-financial benefits. Effective HR managers also create policies for Executive Coaching and Performance coaching, and develop a mentoring programme. HR managers should always remember the adage 'Make your people before you make your products'. Let's get into in-depth analysis of how HR managers can achieve the above stated things.

1

Define EVP at The First Place

- i. Learn what your employees brag about in their neighbourhood. Is it about their work, organization, or perks?
- ii. Should your EVP should encompass features like various forms of pay and benefits, learning and development, flexible work arrangements, and wellness programs?
- iii. Should your EVP consist of elements like challenging and meaningful work, creating engaging organizational culture, development of perception?

2

Define An Employee Brand

- i. Understand the beliefs, experiences, hunches, and impressions that customers assign to your organization.
- ii. After understanding such things, build a strong value proposition, and aid it with an impelling brand.

3

Ask For A Feedback From Your Employees

- i. Ask why do they like working in the organization.
- ii. Ask what inspires them to engage with the events and activities undertaken by the company.
- iii. Enquire what kind of improvements would they like to see.
- iv. Enquire what is the most important attribute they have related with the organization.

4

Recognize & Reward Your Team's Achievement

- i. Let your employees what is expected of them and reward them for it appropriately.
- ii. Motivate your employees on a regular basis.
- iii. Pay attention to what the employees live outside the office and get involved in that.
- iv. Have cordial relationships and treat them as your friends, not as your subordinates.

Rewards & Motivation



Rewards

- Compensation
- Health Benifits
- Retirement Benefits
- Vacation



Opportunity

- Development Opportunity
- Future Career Opportunity
- Growth Rate
- Meritocracy
- Stability



Organization

- Customer Prestige
- Empowerment
- Environmental Responsibility
- Ethics-Integrity
- Formality of Work Environment
- "Great Employer" Recognition
- Inclusion / Diversity
- Industry Desirability
- Market Position
- Organization Size
- Product / Service Quality
- Respect
- Risk Taking
- Social Responsibility
- Technology Level
- Well-known Product Brand



People

- Collegial Work Environment
- Coworker Quality
- Manager Quality
- People Management
- Senior Leadership Reputation



Work

- Business Travel
- Innovative Work
- Job-Interests Alignment
- Level of Impact
- Location
- Recognition
- Work-Life Balance

Today, there exist myriad programmes on HR Leadership but unfortunately, most of them are devoid of tools, which can train HR professionals on how to deliver competitive advantage through people, or how they can develop an HR strategy that is perfectly aligned to the business strategy. Also, workshops often fail to provide a strategic workforce plan as part of this process. Moreover, Talent management systems and processes that help ensure the identification, attraction, retention, and effective management of people through talent management systems are often missing. In our 3 day workshop Paul Turner will teach you how to sail your way through the nitty-gritties of HR Leadership, through real-life case studies, Reward and Talent management strategies, Employee Value Proposition schemes etc. We urge you not to miss this opportunity, and take-home expert HR-Leadership skills to help you impart expert executive coaching, performance coaching, and mentoring to your employees, which will ultimately retain your employees and increase their productivity to higher level.



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