

A Multifunctional HR Approach for Operational Effectiveness & Business Acceleration

A Model to Establish Business
Partnerships that Deliver Solutions



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HR as a Business Accelerator

The Business Case for HR Managing Human Capital to Optimize the Business of the Business: Piecing Together the Organizational Performance Puzzle

Let's think of the six critical criteria for business success – the six P's of optimal organizational performance:

1. **Purpose**
2. **Product**
3. **People**
4. **Processes**
5. **Profit**
6. **Perception**

On the premise, driven by Quality Assurance, that what you can measure gets done, large amounts of time, effort and resources have been invested in measuring the efficiency and effectiveness of at least some of the six P's.

Productivity and process are easy to measure and the contribution is often seen in the time it takes and the amount of investment required. Time, quantity and quality are easy to measure. When it comes to purpose, people and performance, it is much more complex with many variables. Getting a handle on what people can actually contribute when they are doing things they find meaningful, and what potentially they could contribute, to both themselves and the business, has been a controversial debate. It's not just about money.

Regarding people, let's refer to them as Human Capital (HC) because they are indeed one of the key, if not the greatest,

assets. HC is one of the six parts of the performance puzzle necessary to ensure successful business outcomes.

With the operating premise, that HC is the greatest asset, evaluating people against the same criteria you use for your product and processes may not reflect the true value or potential. Today, shareholders and stock markets are asking companies about the human dimension of the business in the quest to establish the true worth of the company.

Together, the six P's need to be operating at peak performance in order to produce accelerated, sustainable business outcomes and growth. If any one of the six is not at maximum performance, the results of the others will be compromised or decelerated.

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HR as a Business Accelerator

THE BUSINESS LOGIC

It is under the banner of accelerated corporate growth that we should be evaluating both HC and the HR role relative to that acceleration. Here is the if / then logic:

If HR is responsible for HC, and HC is a key business component, and if peak performing HC will accelerate business growth...

Then HR must see itself, and be seen by the rest of the business, as the voice of HC for the organization.

Yet;

"HR is increasingly becoming the business partner as they are seen to deliver business strategy, align business objectives and demonstrate their impact on the bottom line, but large numbers still need clarity on how their role, or the role of HR, fits in the organization," Dr. A. Hesketh, Lancaster University.

HR needs to develop its competence and its confidence to operate with a high level of holistic, macro business acumen, where HR is the voice of HC as a business accelerator, understanding how peak performing HC is vital to the present and future business outcomes.

This puts HR right in the middle of the search for translating the 'soft' issues of HC into tangible business language". It requires a language that may take us beyond the current criteria of money, time, quality and quantity, into an approach that establishes the true contribution of human capital.

For every business decision, HR should be integrally involved in the discussion as the

business partner, anticipator and voice of HC. HR can't expect that business units can or will do this on their own. It's not their specialty or their job.

THE CONTRIBUTION OF HR

So that brings us to think about the contribution of HR as a business accelerator focussing on the following key areas aligning HR's role in each of the following:

- **Culture** – outlining where you want to be and delivered through the business strategy
- **Leadership** – specific behaviors that deliver the future business strategy
- **Learning & Development** – the delivery mechanism for the business strategy
- **Performance, Rewards and Recognition** – making sure contribution is highlighted
- **Organizational Structures, Processes and Networks** – to support and align efforts
- **Metrics** – establishing the success criteria
- **Multi-level HC Planning** – the implementation of the business strategy

Identify each of the key business partner drivers and evaluate the importance of the contribution of HR as both a business accelerator and then as a business anticipator. **In that gap, HR makes the business case for HC, acting as a strategic business advisor. We invite you on this journey.**

Has HR Lost Its Golden Thread? Identify the Motivators for Employees

What is HR's business and how does it contribute to the business?

WHAT ARE THE CRITICAL ISSUES THAT KEEP BUSINESS LEADERS AWAKE AT NIGHT?

Although executives regularly affirm the importance of their people to overall business success, few companies have in place any systematic way to measure their investment in human capital assets, the return on that investment and which areas of that investment are most likely to produce an increase in overall business performance.

Although executives regularly affirm the importance of their people to overall business success, few companies have in place any systematic way to measure the:

- Investment in human capital assets
- Return on that investment
- Areas of that investment most likely to increase business performance

If business focus can be brought to this formerly 'soft' area, then great business results can be achieved from:

- Leadership team effectiveness
- Strategic alignment and faster implementation
- Clarifying roles post merger
- Doubling learning and development returns
- Lowering strategic risk
- Optimizing excellence in execution



- Multiplying star performer behaviors
- Adding meaning to people's work
- Engaging people's real contribution

So, we are not just talking about financial data! Profit is an indicator of success, and for many, not the overall purpose of the organization. Aligning peoples' perceptions with the organization's purpose is critical to accelerate performance.

Recent reports have criticized HR stating the following:

1. "Business leaders and HR...continue to give HR borderline failure / barely passing grades...HR organizations rated their teams the equivalent of a C-minus (an average of 1.65 on a five-point scale),

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showing almost no improvement over last year's ratings. When we asked business leaders to rate HR, the score was even lower. Business leaders rated HR a D-plus (an average of 1.32 on a five-point scale), indicating their increased expectations" *Deloitte, Human Capital Report, 2015*

2. "65% of CEOs feel they lack the information they need to increase the return on their investment in human capital." ©PriceWaterhouseCoopers 15th Global CEO Survey of 1,258 business leaders in 60 countries
3. "The three biggest challenges facing HR:
 - 1 Measuring HR programs in financial terms: 35%
 2. Delivering workforce metrics and analytics: 26%
 3. Driving internal mobility and career development: 24%"*Harris, Stacey. The High-Impact HR Organization: Top 10 Best Practices on the Road to Excellence. Bersin & Associates. 2011*
4. A report by the CIPD entitled "Real-Life Leaders: Closing the Knowing-Doing Gap", commented on a study of nearly 2,500 leaders and managers in the UK. It stated; "Our research shows that organizations might be unwittingly setting their leaders up for failure by not aligning the systems and structures to the behaviors they expect of leaders. Although HR professionals appear to have been focusing on their roles in advocating for and delivering development of leadership capability, there is

no evidence that the HR function assumes the role of strategic advisor."

BRIDGING THE KNOWING-DOING GAP?

It's not one gap, but a number of gaps that run through the organization, the culture, the structure, leadership, teams and individuals including;

- a) **Strategy and Delivery Gap:** Have the behaviors that are aligned to the delivery of the business / organization / cultural strategy been defined?
- b) **Relevance and Applicability Gap:** Is learning structured around actual knowledge, behaviors, attitude, skills and learning processes that people can relate to their work context?
- c) **Alignment of Stakeholder's Gap:** Is there alignment to make sure that all the stakeholders in the learning process are committed to delivering the change process?
- d) **Cultural Gap:** Is there a momentum for change or is it too easy for people to do tomorrow what they are doing today?
- e) **Performance Delivery Gap:** Do you know how big the performance gap between now and the future is and what your learning intervention is designed to fill?

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- f) **Value Gap:** Do you know if the individual learner is achieving, and that you are getting value for money from your investment?

In the Knowing-Doing Gap people need to be aligned so that:

- People actually know what they have to do to deliver the strategy:
 - Behaviors have a context and the context is significant in determining the types of behaviors used.
 - It's more than just behaviors.
 - Over 70% of companies have competencies. Competencies are often not necessarily specific enough to be replicated.
 - Innovative behaviors in McDonald's aren't the same behaviors as Hewlett Packard. What is innovative behavior in finance isn't necessarily the same as production or research and development.
 - Behaviors that are specific and replicable enable people to accelerate the delivery of the business strategy.
- Stakeholders are integrated, aware, engaged and accountable and can therefore accelerate the momentum into delivering the business strategy.
- Developmental programs are designed to deliver the actual behaviors that can be replicated in the context of the future.

- The performance gap between current practice and the future strategy is defined and resources allocated.
- Assessment and evaluation are collaborative processes with the learner and the stakeholders.
- Evaluation should enable judgments to be made about the value to the learner and the business.

When aligned to business performance, people might now feel truly supported, appreciated and valued. They might feel like they are now helping shape the success of the business. And when that happens, just imagine how the business would grow!

In a wide-ranging study of employee motivation, Harvard Business School professor Teresa Amabile and psychologist Steven Kramer asked 600 managers about what they thought was the single, most important motivator for employees at work. A shocking 95% of them got the answer wrong.

It's not merely money, safety, security, or pressure that drives employees at work. It's not the supposedly foundational needs in Maslow's hierarchy.

Talking about his recent research with Gallup, Daniel Kahneman suggests,

"I think the most interesting result that we found in the Gallup survey is a number, which we absolutely did not expect to find. We found that with respect to happiness, when we looked

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Has HR Lost Its Golden Thread?

Identify the Motivators for Employees

at how feelings vary with income, it turns out that, below an income of 60,000 dollars a year, for Americans -- people are unhappy, and they get progressively unhappier the poorer they get. Above that, we get an absolutely flat line. I mean I've rarely seen lines so flat. Clearly, what is happening is money does not buy you experiential happiness, but lack of money certainly buys you misery, and we can measure that misery very, very clearly."

https://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory/transcript?language=en

The most important motivator for employees at work is what Amabile and Kramer call "the power of small wins". Employees are highly productive and driven to do their best work when they feel as if they're making progress every day toward a meaningful goal.

Engagement and involvement does not guarantee that people have meaning in their work. Creating empowered achievers is essential to business success.

Where is HR's Seat at the Table?

Current literature and corporate pronouncements continually state that Human Capital (HC) is a key business issue. Yet the current research data suggests that there is a significant disconnect between corporate pronouncements and reality. The logic would assume that if human capital is indeed one of the top business issues, then HR is where that functional responsibility must reside. HR needs to be the strategic voice of human capital AND MUST have a seat at the strategic planning and implementation table. Right now, the research data suggests otherwise. Until HR is included in the organization's business strategy discussions, we are all living in the comfortable but dangerous state of denial.

There are many reasons for this alignment disconnect. It is necessary to evaluate two critical pieces of recently released research. The research suggests that globally a deep organizational alignment disconnect exists between the business and HR. Now is the time to address this situation before this misalignment becomes a chasm too deep and wide to close. If HR does have insights on the current state of the workforce, they are not being heard at the appropriate level. Here's the data:

1. Current State of Strategy & HR Alignment

- The importance of human capital to corporate strategy is **NOT** reflected by HR's role in the C-Suite & Boardroom.
- Impact: **Severe**
 - HR is not in the information loop
 - Perception: HR lacks insights & status to be truly strategic

Overall: Companies are not making progress toward meeting workforce goals

The Result: Business Performance Suffers

2. HR's Seat at the Table

"Problems start at the top, or more accurately, with lack of access to the top."

Oxford Economics, 2014

Statements that CEO's responded to:

- **22%** - Workforce issues drive strategy at the board level
- **28%** - HR advises C-Suite, but does not have a voice in decision making
- **26%** - HR is not consulted at all about business planning
- **24%** - Workforce issues are an afterthought in business planning. HR is consulted after high-level decisions have already been made.

In order for HR to have any real influence regarding HC, HR must actively advocate for people in the language of business, translating HC into strategic business outcomes. If HR doesn't do it for itself, the data suggests that no one is going to do it for them.



HR Has Evolved: The Human Resource Functions Redefined

The function of human resources (HR) means so many things to different people that, in many cases, there is a resulting identity and purpose problem for HR. There are mixed and sometimes unrealistic expectations of the HR function. Over the past decade, HR has attempted to rebrand itself to the point where the terminology is ambiguous and ill defined! No wonder people outside HR are confused about what HR does.

Currently financial markets are exploring how to measure the impact of leadership and potential on the market value of companies. The word in vogue is Talent. It is used to describe everything from Talent Management, Talent Acquisition, Talent Development, Talent Success, Talent Engagement and the list goes on.

HR is definitely evolving and going through rebranding at the same time. It is no surprise that the people whom HR serves may be confused about what HR does. HR is now responsible for a number of functions that simply didn't exist one to two decades ago. But what has really changed over the years?

While the importance of people measurement is getting more critical to understanding business value and success, the contribution of HR as a function is being drastically devalued or devolved.

The one change that the recent research does highlight is that the perception and value of HR has changed – the consensus



view globally is that HR's value is in steep decline. How can that be? It may be in the evolving perceptions of HR.

The reality is that the HR function has evolved over the years into three separate functions. Instead of acknowledging this split, HR has rebranded and to what end? Sadly, I often hear people describe HR as payroll or benefits. HR is, can be, and should be so much more. Every organization creates a unique HR function that comprises some or all of the following three functions. Consider these three evolving functions and think about how HR is structured in your own organization.

FUNCTION 1: HR COMPLIANCE

(Mandatory)

HR Compliance deals with all the process, legal and regulatory issues that HR Compliance must manage. There is no choice. The areas include: benefits; payroll; attendance; on boarding; recruiting (in some cases); HRIS and general administration, to name a few.

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HR Has Evolved: The Human Resource Functions Redefined

We must acknowledge that every year there is something happening in this space that layers more and more work on to this HR compliance function. This is the administrative, legal and execution arm of HR that the organization relies upon. It is often perceived as less 'high profile' but, to be clear, it is absolutely necessary. It is also the function that can be and often is outsourced! And here's the issue. The HR function is often taken for granted, until something goes wrong. The fact is HR can't get it wrong when it comes to people's pay. When they have gotten it wrong in the past, when they were called Personnel departments, it often led to nomenclatures like the 'Impersonnel' or 'Poisonell' department.

FUNCTION 2: STRATEGIC HR

(Should be mandatory but is often only partially provided or non-existent)

Strategic HR is the function of HR that is aligned with the business. Strategic HR provides the human capital insights, from a business perspective, that help the business units they support achieve business goals and initiatives. To be relevant, this function must have the business acumen to understand the business goals and translate how the present and future human capital capacity can be deployed to reach those goals. At the same time, strategic HR must ensure that the organization is agile, resilient and ready to meet the next market opportunity and competitive challenge. Strategic HR must be in every planning meeting and needs to articulate the business case for human capital.

Embedded in this role is the ability to anticipate and envision, empathize, communicate, persuade, influence, negotiate, problem solve, analyze near, mid and long-term business risk relative to human capital and have a thorough understanding of organization development. Strategic HR must be capable of human capital gap analysis and provide relevant and targeted learning and development solutions, along with a governance process, to ensure accountability and transfer to performance at every level. Strategic HR should be able to say no when misguided decisions are made regarding human capital. This is a very different role than the HR Compliance role.

***A third role is emerging in the VUCA marketplace
(Volatility, Uncertainty, Complexity & Ambiguity)***

FUNCTION 3: HR OPERATING WITH COMPETENT, CONFIDENT, COMPETITIVE BUSINESS ACUMEN

This is a function which crusades for people who are the essence of the organization.

Organizations respond to market situations and people's perceptions of that reality and the purpose of the organization can vary. People's perception of their reality can vary, and increasingly companies are finding that competition takes a number of forms with implications for their cultures, strategies and behaviors.

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HR Has Evolved: The Human Resource Functions Redefined

There can be three different perceptions of the market situation that can determine people's behavior.

1. Competition externally and competition internally. The marketplace is hostile with many players in the same area. Competition is the ruling force and winning is the game. Gaining the upper hand is not only applied to dealing with your competitors but also with your people. Knowledge is power and it is genius in the Boardroom that often delivers success. This often leads to managers retaining their information rather than developing their people. Profit is the major indicator of success. The organizational structure tends to be hierarchical and functional. HR tends to be functional and legally orientated and is often there to protect the company from its people.

2. Competition externally and collaboration internally. It's still a battle externally and to compete in an aggressive climate, all the brains in the organization need to be focused on delivering products and services which match the customers' requirements. Products deliver solutions for customers and the focus is on selling a solution to a customer's problem. To do that, functional silos don't help but hinder innovation. Tapping functional specialists into becoming corporate contributors is a major behavioral change. Measures

include profit but also the amount of engagement in the organization is an important factor is establishing commitment to customer satisfaction.

3. Collaboration externally and collaboration internally. Competition may still exist but the essence of the organization is to either lead in technology, a service or a community. The overall purpose of the organization is to create wealth, of which profit is a part. The wealth can be in the advancement of a technology, a service, people and the community. People development is the essence of this company. Alliances, partnerships, networks and collaborations are all part of the various associations this organization will form to work with customers, providers, experts, and in some cases competitors. HR leads in providing people focus, alignment, engagement, meaning and commitment.

So, as we consider the different functions that are possible within HR, these functions have indeed evolved into very different but equally important functions. What does your HR team look like? What function dominates? This HR condition has evolved over many years. It may be the time to conduct an appraisal of what is really happening in your HR world, and how it is perceived by other parts of your organization.

It may be time to reset the course of HR in your organization.

People, Purpose, Potential, Performance, Profit and Perception

Do you need business language data to secure your HR people development budget?

In today's business environment:

- 65% of Chief Executives believe they lack the information they need to increase return on their investment in human capital.
- Less than 30% of what is taught is transferred to the job in a way that enhances performance and business results.

Learning and Development Questions to Consider: At its core, HR is about behavioral change, about improving the people dimension of the business.

- In your organization, is the time and effort committed to people development, in reality, being transferred into work performance?
- Is the desired learning assessed and evaluated to ensure it is applied to work performance, so a return on investment is calculated?



- Are Human Resources departments developing and designing targeted and relevant people development that will enhance HR's position as true business partners?

1. Is your organization at the 'Business Now' category or moving toward 'Business Future'? Here are some questions to think about when discovering where your organization is in the journey.

- Is your organization capable of responding with agility to the changing business environment?
- Is your organization confident that your business strategy is being introduced with speed, understanding, meaning and commitment?
- Is your organization investing a large amount of resources in delivering a change process and do you evaluate whether the investment has been realized?
- Does your organization need to have data confirming that your business strategy is being implemented by your people, and, that it is having an impact?
- Does your organization want to accelerate the impact of a learning program towards the delivery of your business strategy and a change culture?

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People, Purpose, Potential, Performance, Profit and Perception

- Do you want to know that people have changed their behavior and increased their level of performance?
- 2. *Are you designing new learning programs and want them to be beyond leading edge to hit business performance?***
- Are you evaluating the adhesion, impact and added value of an existing learning program?
 - Are you happy to stay 'Wilfully Blind' staying with what you have like spread sheets and happy sheets?
- 3. *Do you have any or all of the following global best practices as part of your learning and development approach and analysis?***
- A simple 10-stage process that holistically integrates the entire learning cycle?
 - A system built on best practice in learning transfer?
 - A simple process that takes 10 minutes to complete for each stage and takes line managers through the basics of people development?
 - A system that takes the 180 variables in learning transfer into the 16 enablers that have been validated in 24 countries?
- A process, from a learning needs analysis, through an engaging process which assesses the applicability, relevance and appropriateness of a learning intervention?
 - An easy way to assess the transfer of learning into work performance and the key support areas that require enabling?
 - Stakeholders who are involved and engaged in the learning process to ensure learning transfer is supported?
 - An app that makes sure the individual consistently applies their learning and follows through?
 - Best practices that:
 - Accelerate learning adhesion into work performance
 - Calculate a pre and post-test improvement in performance and provides hard data to evaluate performance impact, adhesion, sustainability and added value
 - Partner individual and organizational action plans to ensure learning adhesion

The State of Learning Transfer – A Business Imperative

By most estimates, only 10 – 30% of training transfers into job performance. That low estimate creates a trillion-dollar training problem in the U.S. alone. The whole area of learning transfer has been significantly neglected as a business discipline. As a result, companies are now being forced to evaluate if their training is having business impact, adding value and delivering the strategic advantage that it should.



To deal with this issue, there appears to be a global movement of people who are filling the potential vacuum in both corporations and the entrepreneurial market. It's a force not only in the West, but in the Middle East, India and Asia. The outdated learning and development models of the past are being questioned and broken.

In the past, many companies developed people simply to conform and comply to set procedures and standards. That works if the processes, procedures and circumstances remain stable. However, in our changing VUCA (volatile, uncertain, complex and ambiguous) world, that's not a reality! The reality is that people need to continually learn, adopt, transfer learning and adapt to new workforce demands.

PREMISE - THE POWERFUL BUSINESS IMPACT OF LEARNING TRANSFER

People can only transfer their learning to the job if they understand why the learning transfer is important. We know that when

people work in changing or crisis work environments, there is very little time available to understand, which undermines any learning transfer. Therefore, instead of using new skills and behaviors, people often revert to previous, strongly-held beliefs that reinforce old behaviors.

Managers become 'WILLFULLY BLIND' to new challenges and opportunities. They want to retain their knowledge and power, or don't have the time to develop their people.

These behaviors are likely to be counterproductive to the new work demands. This 'logic' often justifies why companies don't bother to invest the appropriate amounts of money into people development. And now, we have created a vicious cycle of employee underdevelopment creating depreciating HC. The result: the amount of burnout in corporate and entrepreneurial life is currently excessive.

Universities and training providers have been 'selling' programs on understanding / knowledge for decades. It is important to develop

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The State of Learning Transfer – A Business Imperative

understanding but it is only useful when it is applied. This learning / teaching model is now breaking down as people are being frustrated by experiencing “sheep dipping”, generic programs whose concepts are difficult to apply to specific situations. All too often, individuals have difficulty applying generic, outdated, irrelevant learning to their specific work context because the concepts cannot be readily applied. The workplace is often a hard taskmaster and can no longer afford irrelevant learning on many levels.

Our VUCA world demands new behaviors. Behavioral change is the only way to ensure sustainability, enabling people to respond to and anticipate the challenges of the VUCA world. Forcing people to change doesn't work. Empowering people to learn and achieve is the only way to make sure people grow and develop and, therefore, grow the business.

Congruity between the learning technology being used and the transmission of a learning message is important if applicable learning is to enable change, e.g., lecturing on a behavioral change is not consistent. We need to find learning methodologies that empower the individual and create a sense of achievement, where individual achievement has a direct impact on business results.

THE SOLUTION

You can't manage what you can't measure is the mantra of today. Tomorrow, we must

look for new approaches and solutions to new organizational issues. It's all in the measurement of learning transfer, assessing the appropriate and relevant underlying behaviors – not just the outcomes.

The Approach requires us to bridge the knowing - doing gap which is done when people understand their purpose, have mastery of their product, own the processes of learning, accept and contribute the performance and new behaviors that are required to deliver success, and truly add value to the organization and themselves.

Current State: Assess and diagnose both the organization and every person involved in meaningfully moving the organization forward. All assessment and evaluation is always relative to the purpose, strategy and business outcomes.

The What: Identify the new and relevant learning and development that must be made available that is relevant and appropriate for the specific context.

The How: Determine the organizational learning enablers that must be in place to create and embed learning transfer, traction and sustainability.

The Results: Measure the learning transfer relative to relevant new behaviors and business outcomes.

3 Ways to Improve Your Organization's HR Metrics

Does HR Have the Evidence to Support its Candidacy to the Executive Table?

From recent reports, it would appear that spreadsheets and happy sheets are the stock-in-trade of most HR departments.

WHY ARE HR METRICS HAVING SUCH A BAD TIME?

A recent report by Visier, "The State of Workforce Analytics, 2014," states:

"Spread sheets (48%) and HRIS reports (25%) are the most commonly used tools for workforce metrics and analytics – with low satisfaction rates. Only 5% are satisfied with spread sheets, and just 15% with HRIS reports"

From their research, Visier produced a model for assessing the impact of HR metrics and analytics.



You can improve your HR metrics by following these recommendations:

1. *The measurement of people can be complex with many variables.*

There are enough solutions available out there. The problem is they are not universally shared.

2. *Process is easier to measure – but MEASUREMENT SHOULD FOLLOW PURPOSE.*

It's easy to measure processes like recruitment, retention and development. It's difficult to measure the motivation behind the process. So we end up measuring what we know we can easily measure, rather than establishing the purpose behind the measurement.

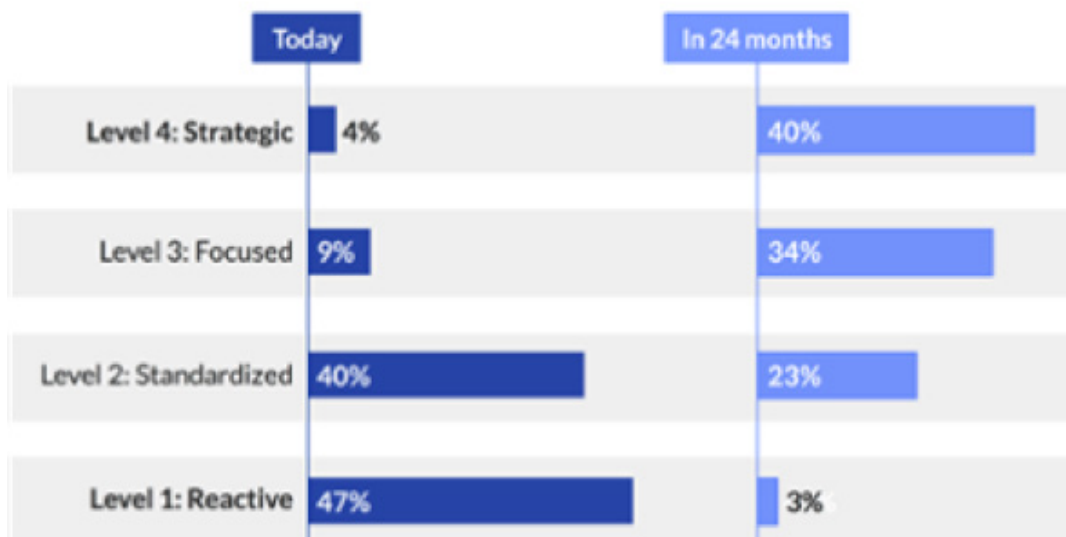
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3 Ways to Improve Your Organization's HR Metrics

3. **HR, perhaps because of its credibility, is good at analyzing and dialoguing, but not as able at TRANSLATING INTO ACTION.** Being seen as a Business Partner and Anticipator is an essential foundation for credible metrics.
4. **Often, because of budgets, HR ends up measuring different parts of the process when data needs to be INTEGRATED and all stakeholders ENGAGED.** Credibility and the ability to link the “Golden Thread” which runs through all HR activities is part of delivering added value for the business.

HR ASPIRATION

Even though clients said they were unhappy with the metrics, a large number said they wanted HR to develop from reactive to strategic. This will require a significant investment with the subsequent impact on budgets, credibility, resources and timeframes.



Our experience with the transfer of learning suggests that any learning measurement system should:

- Deal with the purpose and the process of learning, not just focus on a learning event.
- Ensure that the individual is at the heart of the system and that there is mutual benefit for growing themselves and the company.
- Provide an integrated process for continuous improvement rather than a post mortem of a learning intervention.
- Align the business's strategy and objectives to performance / behavioral change.

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3 Ways to Improve Your Organization's HR Metrics

- Establish what enables a person to transfer their learning into performance in order to provide a sense of achievement and fulfilment for delivering success for both themselves and the company.
- Engage and involve the line pre, during and post the learning program to ensure commitment and alignment with the learning event.
- Ensure the designers of learning interventions use behavioral / performance-based criteria, as well as knowledge and attitude change.
- Make stakeholders in the learning process responsible and accountable for ensuring that learning is transferred into performance.
- Integrate the whole process and wrap that process around existing systems.

Following 20 years of research into learning transfer, Professor Ed Holton has developed the Learning Transfer Systems Inventory which provides all the features above when measuring the ability to transfer learning into performance. Validated in 24 countries, the data reveals that when the 16 enablers to learning transfer are switched on, learners experience the support needed to feel a sense of achievement, alignment and growth for both themselves and the company.

Where the Learning Transfer System Inventory diagnoses the enablers, the TransferLogix process then provides solutions to turbo boost the delivery of a behavioral change. The Transferlogix™ system (www.ltsglobal.com) is an integrated, web-based process that ensures continuous improvement, aligns all the stakeholders in providing evidence-based data to show how the intervention added value and ensures that learning is transferred into performance.

When people feel truly supported and know their contribution is appreciated and valued — they feel they are helping shape the success of the business. This results in an empowered, dynamic organization that delivers growth for both the individual and the company.

Delivering Strategic Leadership: Turbo Charge Your Change Process

In this continuously changing world, would you rehire your current leadership team?

If the world of work is changing, we can't ignore how the role of the leader fits into this change and is evolving itself. The leadership of yesterday and today may not have the necessary knowledge and skill sets to drive the business into the future. It doesn't mean leadership can't. It does mean that they will most likely need to be developed to use a new set of core competencies. The role of the leader is CRITICAL to the organization and its success. This role requires a person who is both outwardly focused and inwardly responsive. Some required **key competencies for the future are:**

- **Business Acumen and Vision**
- **Risk Management**
- **Creativity and Innovation**
- **Critical Thinking and Problem Solving**
- **Complex Communication Skills**

These are the new VUCA leadership skills. How ready is your organization to meet the VUCA Leadership Challenge?

- Has your organization embedded these new skills into your current leadership assessment model?
- Are you continually benchmarking roles and competencies against continually changing strategic demands? (This is an on-going process directly tied to employee development.)

- Are your leaders appreciating assets in continual value-creation mode?
- Since VUCA skills are evolving and future-focused, are you objectively evaluating if your leaders have these skills NOW or are they merely aspirational?
- Are you assessing your leaders for their ability in both the routine and non-routine aspects of their jobs? (VUCA skills almost always deal with the non-routine aspects.)
- Are you assessing your leaders for their trending capacity - negative, neutral or positive?
- How agile and VUCA responsive is your leadership team?
- Do you have leadership bench strength that allows leaders to be deployable, on demand?

New Times, New Skills and New Performance Management Processes

New times require a different way to assess leadership performance, on time and on demand. Old performance management systems are quickly being replaced. This new process needs to be agile, strategic and easy to use, working in the operating environment, as well as HR. The data outcomes must be aligned with strategic business demands and must have forecasting capability. (PSP Platform, www.phoenixstrategicperformance.com)

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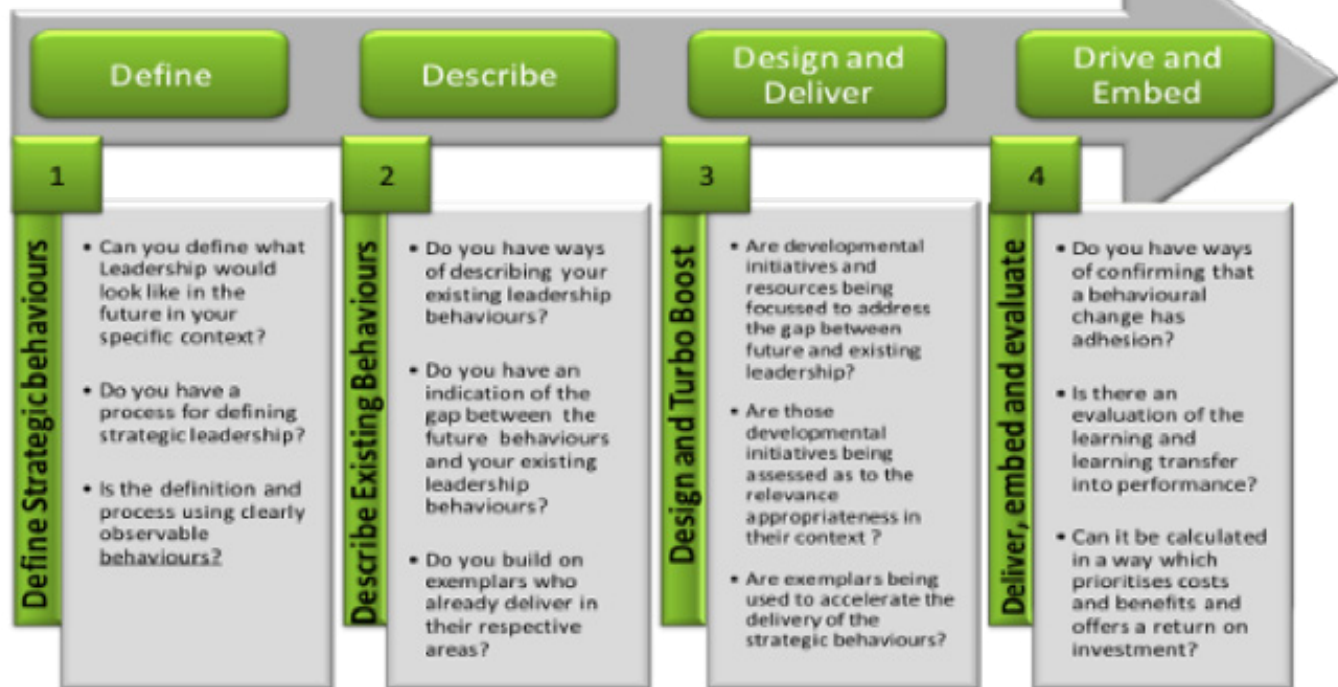
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Here are some questions to consider as you evaluate your current leaders to see if they are 'upskilled' to meet tomorrow's business challenges.

1. Is what you are doing now different from what you need to do in the future?
2. Do you have a business strategy that needs rapid implementation?
3. Do you know which behaviors will deliver maximum success in the future?
4. Do you know the gap between where you need to be and where you are now?
5. Do you know what interventions you need to design to bridge the gap?
6. Do you want all your leaders to be as good as the best?
7. Do you want to align your potential with performance?
8. Do you need to have a high-performing, agile workforce that can be deployable on demand?
9. Do you need to have adequate bench strength to capture and optimize market opportunities and competitive challenges?
10. Do you want to be able to measure the behavioral change and the added value of your leadership investment?

If the answer is NO to any one of these 10 questions, then you need to have a look at the following process. The 4 D's will help you identify where you need to focus your attention to make the most of your leadership development.

Process for delivering Strategic Leadership



Define

- Are the behaviours specific, not just values or competencies, and aligned with strategy delivery?
- Do the strategic behaviours align with the job performance?



Describing

- Do the diagnostics provide you with the full picture - 360 degrees?
- Can the diagnostic identify existing high potential in specific behaviours?



Design

- Is learning content aligned with behavioural change?
- Does content reflect exemplary behaviour in specific work contexts - what is innovative behaviour in one context may not be the same in others?



Drive and Embed

- Are all the stakeholders in the learning process engaged?
- Can you assess and evaluate the added value?



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In 2014, Joanne Flynn founded Phoenix Strategic Performance, a strategic human capital advisory consulting firm. Prior to this, since 1989, Joanne led the consulting practice of Phoenix Group International, an executive recruiting and human resources consulting firm, where her area of expertise was the global Financial Services industry. Joanne is now taking best practices from the human capital-intensive financial services industry and adapting those best practices to entrepreneurial and transformative growth businesses. She is a thought leader

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