

Exercise

Clarifying Strategic Objectives



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Clarifying Strategic Objectives

Use this tool to articulate your team's strategic goals and aims, and to clarify what you hope to achieve through strategic thinking. Clarifying objectives enables you to set the stage for thinking strategically about your work.

1. What HR strategic objectives has your manager defined for you and your team? *List them below.*

2. If some or all of the objectives your manager has defined are vague or general, how might you gain further clarity and specificity? *For example, if your manager has told you "We need to be more responsive," you might ask, "Where should we focus our response efforts—on managers? Employees? Human Resources?"*

3. What ideas for HR strategic objectives might you add to those mandated by your manager? *Consider goals your team could aim for in order to make the best possible contribution to your company in the coming years.*

4. What HR strategic initiatives have you recently been charged with leading? *Strategic initiatives are projects—such as installing a performance management system, or enhancing process controls — designed specifically to help carry out a company's or unit's strategy.*

5. What is the HR strategic priority that each of the initiatives you're leading is intended to serve? *For instance, is the new performance management system you're helping to research designed to enable your company to identify and reward high performers?*

6. How might you ensure that your HR strategic initiatives' objectives remain clearly focused on the company or unit priorities they are intended to serve? *Often, initiative stakeholders have different goals in mind for a particular project—which can lead to chaos and allocation of resources away from strategic priorities.*

7. Are there alternative projects that merit consideration in addition to the strategic initiatives currently on your plate? *How do the various alternatives compare in terms of cost, feasibility, and other criteria?*

8. For each strategic initiative you're working on, write the project's objective below. *Ensure that each objective is SMART: **s**pecific, **m**easurable, **a**chievable, **r**ealistic, and **t**ime bound.*

About CourageousHR

At CourageousHR we work with HR Professionals like you to help you create innovative people solutions and courageously apply them. We help you to bridge the gap between academic vision and consulting rhetoric to guide and inspire you and your HR Community to move from being 'followers' to leaders.

Our passion and thinking comes from our experiences, research and a belief that 'tomorrow doesn't have to be the same as today'. Our reach is global and we happily work with clients throughout the world and across a wide range of industries.