

## Exercise

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# Understanding your business – understanding HR

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Exercise descriptor (if needed)



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## Understanding your business - understanding HR

*The value of HR's role in any organisation is determined by how well aligned it is to the strategy. So seeing the big picture can help you set the stage for thinking strategically about the work HR needs to do.*

### *Part I: Your Company and HR*

What is your company's competitive strategy? If you don't know, what steps might you take to find out? *Consider asking your boss and peer managers, as well as examining company documents and executive communications.*

What are HR's strategic objectives? How do those objectives relate to the corporate strategy? *For example, has HR defined a strategy stipulating how you will attract, retain and reward your top talent?*

What actions, plans, and decisions might enable HR to help support your organisation's strategies? *Consider the potential for greater alignment to the organisation, process improvements, better management of costs (HR's and headcount), new opportunities and services, and other potentially valuable courses of action.*

## Part II: Your Customers, Competitors, and Industry

Who are your organisation's customers? *Consider various customer segments as well as any internal customers your group may serve if you work in a support function.*

What needs and preferences does your organisation currently fulfill for its customers? *What unique forms of value does your company offer its customers?*

How might your customers' needs and preferences evolve in the future? *Do you anticipate demand for faster service, higher-quality products, and more affordable offerings?*

What could HR do to help your organisation fulfill customers' changing requirements? *Consider process improvements, product ideas, and other means of enhancing the value your organisation provides customers.*

With what organisations does your company compete? *Ask your boss, peer managers, and business acquaintances for input.*

What industry trends might have important implications for your organisation? Consult business publications and talk with other informed professionals to assess these trends.

How might HR take advantage of opportunities offered by emerging industry trends or minimize threats posed by such trends? *Cite as many examples as you can.*

### Part III: Describe your existing HR Operating Model

What is the critical issue (or set of related issues) that is stopping your organisation achieving its long-term goals? Write it below.

How does this critical issue affect the business and employees? *Outline the symptoms particularly in terms of employee behaviour.*

Who are the key stakeholders involved in this critical issue and what are their concerns? *List everyone who is involved and what their concerns are.*

If you've consulted stakeholders about their concerns regarding this critical issue, have you identified any obvious solutions? If so, what are they? *For each potential solution write the actions you can take / are taking.*

How is HR supporting the organisation to address this critical issue? *Outline who within HR is supporting the business (roles and functions), what actions are being taken and how the existing HR Team is structured.*

#### About courageoushr

At CourageousHR we work with HR Professionals to guide and inspire you and your HR Community to move from being 'followers' to leaders. We bridge the gap between academic vision and consulting rhetoric to help you unlock your potential.

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.