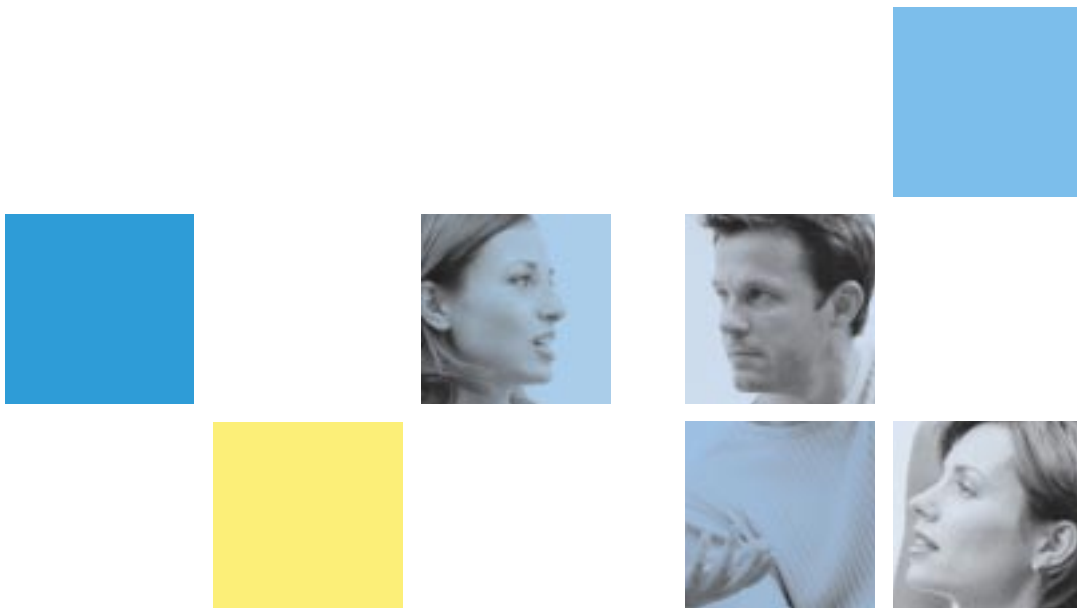


Redefining Strategic HR

How to Integrate HR with Corporate Strategy



“The fully integrated strategic role is there for the taking – or at least for the earning. HR practitioners have only themselves to blame if they let it slip!”

Mike Lewis, Head of Strategic Human Resources, Allied Irish Bank

Achieving HR's strategic potential

For the first time, **Redefining Strategic HR** tells you how HR can take the initiative and become a full strategic partner in the business. Based on exclusive research with over 200 HR Directors – plus advice from leading business and HR experts – this essential report provides a structured guide to improving the value of HR to the business.

Making the transition is certainly not easy. The research findings show that only a third of the survey respondents have successfully established a value-adding strategic role for HR.

With this ground-breaking report at your fingertips you'll discover how you can:

- Earn the right to become a partner in the organization's strategy-creation process
- Make HR central to managing rapid and radical business change
- Identify opportunities for improving the delivery of HR services
- Measure – and demonstrate – the contribution of HR to the achievement of business goals
- Develop the right blend of business know-how and HR capabilities within the HR department
- Create an HR strategy aligned with business goals.

Redefining Strategic HR profiles the characteristics of effective strategic HR Directors and reveals the experience, qualities and skills required to help the HR leader transform the HR function. Find out answers to key questions such as:

- Is it essential for the head of HR to be a member of the board to influence strategy?
- What kind of background and training equips an HR director to play a strategic role in the business?
- How important is it for an HR director to have line experience?
- How can the HR director gain the confidence of line managers?



Exclusive research findings – bringing data to life

The Strategic Role of HR, a new research programme undertaken by Business Intelligence among 200 senior HR professionals, provides insights into how HR can make the transition to become a strategic business partner.

Featured exclusively in **Redefining Strategic HR**, the findings reveal the gulf between companies where HR has taken on a strategic role and those where this is not the case. Overall, the implication of the findings is that HR has to earn the right to be taken seriously as a strategic partner and demonstrate that its contribution is essential for the business to succeed.

On the basis of these research findings, Business Intelligence has identified the seven critical success factors that enable HR to establish the function as a

valued and effective business partner:

1. Strategic control of HR service delivery
2. Credibility among business units
3. Alignment with key organizational goals
4. Developing strategic HR capability
5. Targets measured against key organizational goals
6. Demonstration of strategic HR effectiveness
7. Early consultation in strategy development

Redefining Strategic HR reveals how you can emulate those who have already made the grade and build these seven key principles into an effective strategic HR campaign.

To download a free sample of the exclusive research findings
visit: www.business-intelligence.co.uk/re/strategichr

World-class case studies reveal the way forward

Redefining Strategic HR features nine in-depth case studies and numerous shorter case reports researched exclusively for this report. Discover how leading organizations have successfully transformed the HR function to have an increased involvement and contribution in shaping corporate strategy. Among the success stories you'll find out how:

Darren Cox, HR Director, helped to steer the employment services group, **Kelly Services**, into a position where it was able to provide an extended range of value-added services both internally and to its clients as a result of an innovative approach to new European employment legislation.

David Borner, fresh from a strategic personnel role at the Woolwich, was appointed Head of HR at the **Children's Mutual** to revolutionize the people strategy. Discover how he ensured that HR played a central role in the successful rebranding and relaunch of the 125 year old mutual trust by using people development and learning as vehicles for engaging the whole organization in the restructuring of the business.

Alison Speak, Head of Group HR, enabled the effective integration of **Orange** into **France Telecom's** business and used the concept of organizational learning as a means of disseminating Orange culture and practice. Far from marginalizing its operations, the merger has transformed Orange's group HR function into the engine not only of its own company's salvation but that of its parent corporation as well, creating a new culture and establishing a high-profile role for HR in the new business.

Mike Lewis, Head of Strategic Human Resources at the **Allied Irish Bank (AIB)**, drawing on his own line management and consultancy experience, repositioned HR to add value to the business. Critical to this process has been the introduction of new non-financial measures, improvements in staff motivation and commitment, alignment of corporate culture with business strategy, and increasing customer and shareholder value.

Margaret Savage, Director of HR Strategic Policy, and Jenny Arwas, Director of **BT Group Operations**, developed a strategic HR capability in-house and outsourced HR administration to **Accenture**. Discover how they tackled the management challenges that this presented.

Mark Vaughan, Director of Human Resources, developed a strategic performance measurement framework to manage the achievement of government-mandated and locally-identified targets for the newly extended **Royal National Orthopaedic NHS Trust**.

In addition, the report includes many case reports and examples of other leading organizations including BAE Systems, Marks & Spencer, Rockwater, Champion International, ITNet, Hong Kong Government, Abitibi Consolidated, Eastern Health Shared Services, Shell, GE, and Standard Chartered.

Free Sample Best Practice Case Study

Redefining Strategic HR features numerous original international case studies – each with valuable lessons for your own organization.

Use their first-hand experience to seek out best practice strategies, adopt successful methodologies and much more...

Download your free sample case study from this report at:
www.business-intelligence.co.uk/re/strategichr

Have you got what it takes to adopt a strategic role?

A combination of cutting-edge thinking, expert advice, practitioner experience, exclusive survey findings, case study material and key lessons will reveal how you can transform the strategic role of HR in your organization:

Integrate the HR function into the business

Unless HR can speak the language of business, gain a familiarity with financial, commercial and operational issues and understand other managers at all levels, it is unlikely that it will make the transition from service provider to strategic business partner. Discover how the HR function can engage senior managers in the kind of debate that identifies the people-related issues that stand between business goals and their achievement.

"Strategy is influenced, developed and created by people who are able to convince and articulate credible visions of the future. The difference between executive and board position is less important than credibility and the ability to punch above your weight."

David Bornor, Head of HR, The Children's Mutual

The effective HR Director

In addition to playing a role as a member of the senior management team, this report identifies the personal qualities, skills, experience and qualifications that the HR Director must develop in order to play a full role in defining and delivering HR strategy.

"Knowledge of other business sectors and direct line management experience from a front-line function creates empathy and understanding with specific management issues. This not only creates the 'right to contribute' but increases the standing of the individual."

Vanessa Stebbings, HR Director, HR Gateway

Develop a strategic HR capability

Find out which skills and competencies are required to enable HR to play a strategic role in the organization. With this report, you'll discover what the expert panel believes the ideal HR resource should look like in terms of size, structure, skills and capabilities. And at a time when more companies are turning to shared services and outsourcing to allow HR to focus on more value-adding activities, discover the risks involved of losing control over service delivery.

"A unique opportunity is now present for HR practitioners because downsizing has hurt all areas within organizations and most have nowhere to turn for improved performance. Here is where HR practitioners can come through the open door with a new set of people-related initiatives for strategic advantages."

Perry Ludy, President, LudyCorp

Ensure efficient service delivery

HR is to be accepted as a business partner, it must be seen to be capable of managing its own house efficiently and delivering essential services – from recruitment to training and development – in a reliable and cost-effective manner. Discover the business benefits for outsourcing and using shared services, enabling you to focus on core processes, reduce the cost of delivering services and improve service quality.

"When deciding whether or not to outsource, the need to retain sufficient skills in-house to fulfil the role of vendor-manager and intelligent customer is often overlooked."

Bob Morton, Head of HRD Regional Competency Centre, Northern Europe, Ciba Specialty Chemicals



PDF – The definitive resource tool – versatile, flexible and easy to use

Purchase this report on PDF and you can:

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Expert and practitioner panel

“Strategy is influenced, developed and created by people who are able to convince and articulate credible visions of the future. To talk about HR strategy in isolation is wasted time.”

David Bornor, Head of HR, The Children’s Mutual.

Exclusively for this report, a panel of HR directors and experts comment on the implications of Business Intelligence’s findings to provide you with valuable advice and insights:

- David Alexander HR Director, ServisAir
- Jacqueline Alexander EMEA HR Director, Novell
- Jenny Arwas Group Operations Director, BT
- David Bornor Head of HR, The Children’s Mutual
- Phil Campbell HR Manager, Total
- Darren Cox HR Director, Kelly Services UK & Ireland
- Brenda Dainter HR Director, ITNET
- Mark Doughty Head of Organizational Development, Motorola
- Bob Garratt Author and Consultant
- Paul Jordan Operations & HR Director, Hypnos
- Mike Lewis Head of Strategic Human Resources, Allied Irish Bank
- Perry Ludy President, LudyCorp
- Phil Porter Independent HR Consultant
- Margaret Savage HR Director, Strategy & Systems, BT
- Alison Speak Head of Group HR Strategy, Orange
- Vanessa Stebbings HR Director, HR Gateway
- Barbara Vickerman Director of Training and Development EMEA, InterContinental Hotels Group

“You can continue to work in HR administration, but you may find yourself working for a third-party provider, or you can break the boundaries and question the ways that an effective HR strategy can create value for the business.”

Alex Wilson, Group HR Director, British Telecom

To view a complete contents listing visit
www.business-intelligence.co.uk/re/strategichr

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