

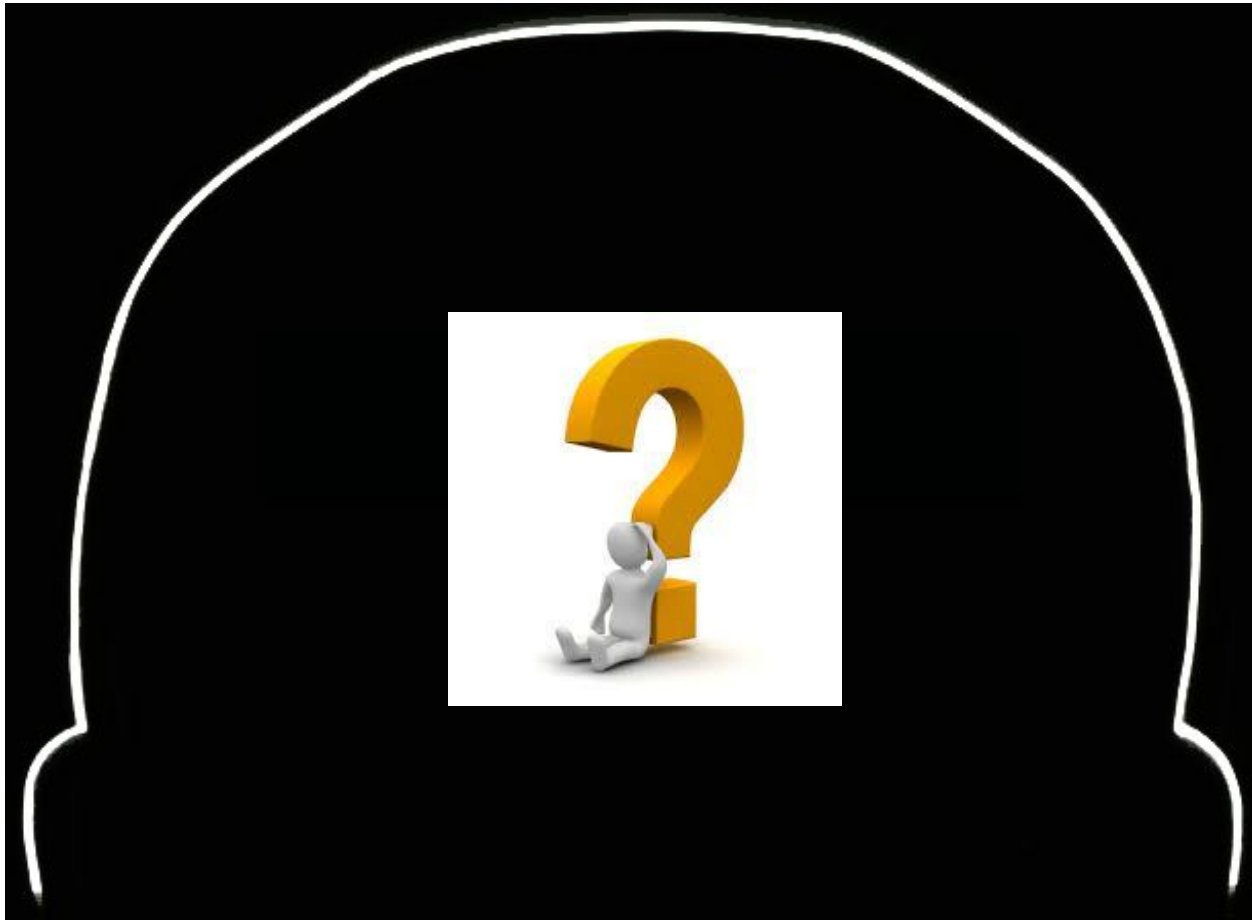
## Strategic HRM

By Deepak Bharara



LEVERAGING PEOPLE FOR TOMORROW...

What comes to your mind when we talk about  
**Strategic HRM ...?**



# Strategic HRM ...

- **Strategic Human Resource Management (SHRM)** refers to the proactive management of people, aligning HR strategies and practices with the long-term goals and outcomes of an organization
- When SHRM is properly aligned with business outcomes, it serves as a critical driver of competitive advantage, organizational performance, and sustainable growth



# Alignment of SHRM with Business Outcome

- Understand Business Strategy
- Workforce planning aligned with Organization Goals
- Performance Management with Business Impact
- Learning & Development (L&D)
- Culture & Change Management
- Data Driven HR Decision Making
- Reward & Recognition aligned with Strategy
- Compliance & Risk Management



# What CEOs Want from HR..... ???



# Role of CHRO

The **Chief Human Resource Officer (CHRO)** plays a pivotal role in defining and driving **Strategic Human Resources (HR)** that is tightly **aligned with overall business objectives**


The CHRO is no longer just the head of personnel administration - they are a **strategic architect of human capital**. Their leadership ensures that HR practices are **forward-looking, metrics-driven**, and deeply integrated with the company's **strategic direction**



# Key Responsibilities

- Translating Business Strategy into HR Strategy
- Lead Workforce planning & Talent Strategy
- Driving Organization Culture & Change
- Champion Leadership Development & Succession Planning
- Develop & Design Performance & Reward Strategy
- Implement HR Analytics & Define HR Matrix to measure success
- Trusted Advisor to CEO, Executive Council & Board

# The Strategy Is... ??



A deliberate plan of an enterprise with a view to win over its competitors (in organizational context), through differentiation, which is considered as a value by its Customers and is sustainable.

Strategy is unified course of action to achieve organization Goal

# Strategic HRM Planning

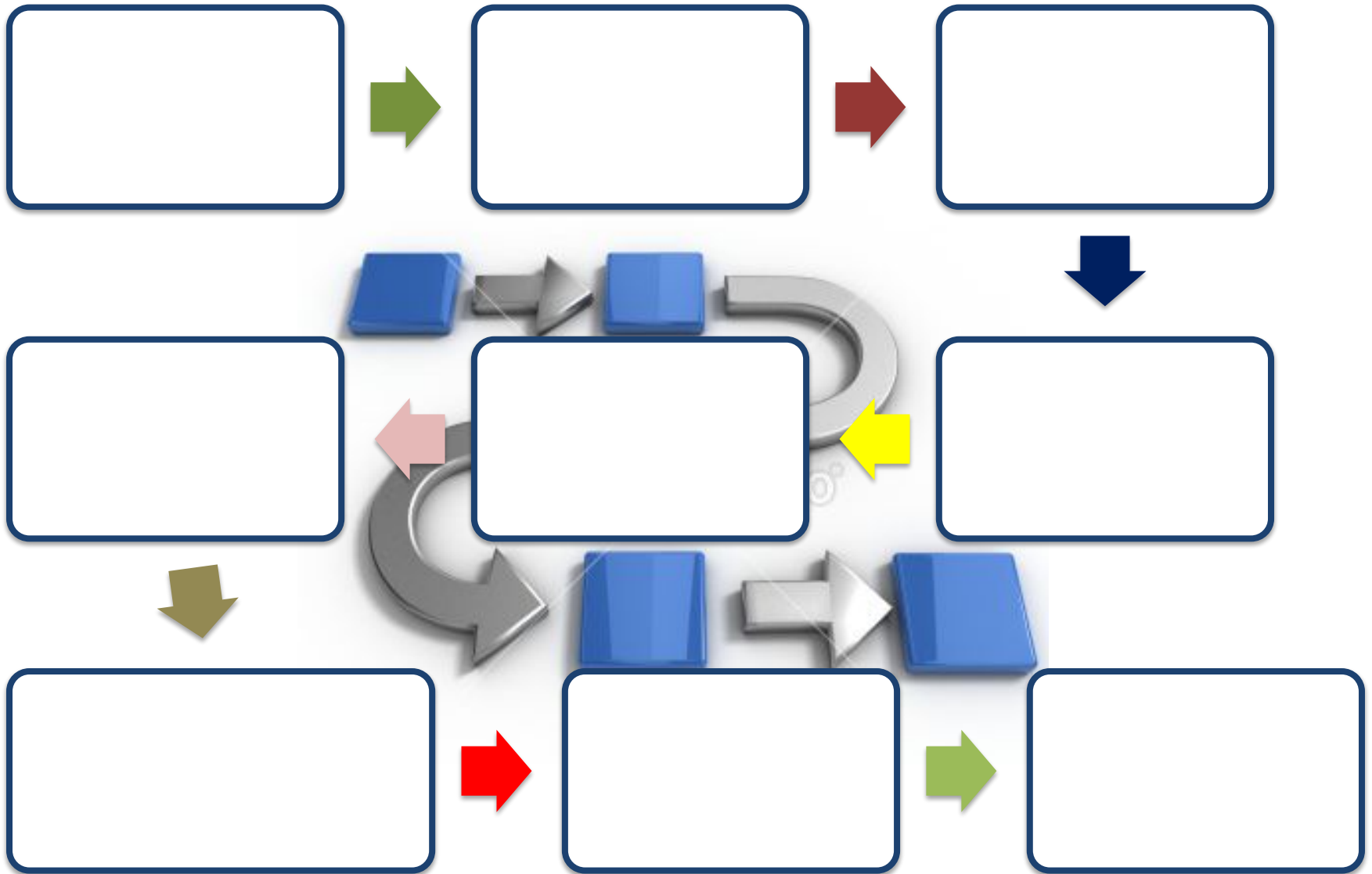
SHRM Planning involves aligning HR activities with the organization overall strategic goals, ensuring the workforce is equipped to meet future needs & contribute to long term success. It is a proactive process that focusses on attracting, developing & retaining the right talent to drive business objectives. It involve:

- Understanding Business Strategies
- Defining HR Strategies
- Forecasting & planning though Demand/Supply Gap Analysis
- Implementing & Evaluating

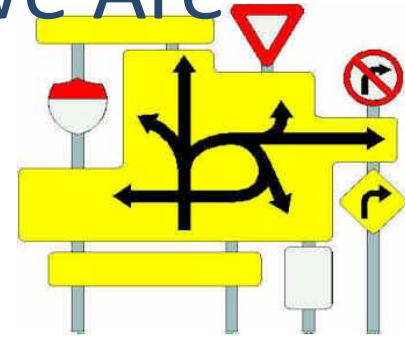
# Strategic HRM Process



# Questions to Ask for Development Of Strategy



# Strategy As Learning Process: Who We Are



## *Assessing Where we are*

### **Your Industry**

- Markets
- Competitors
- Nature of Industry
- Governmental Influences
- Economic and social influences

### **Your Company**

- Capacity
- Products and services
- Market position
- Customers
- Systems, processes, and structures
- Leadership
- Organizational Culture

*Understanding Who we are  
and where we want to go*

**Vision , Mission, Values**

*Learning How we get there*

**Key  
Strategic  
Drivers**

**Business  
Strategy**

**Leadership  
Strategy**

*Making the Journey*

**Current  
Performance**

**Future  
Capability**

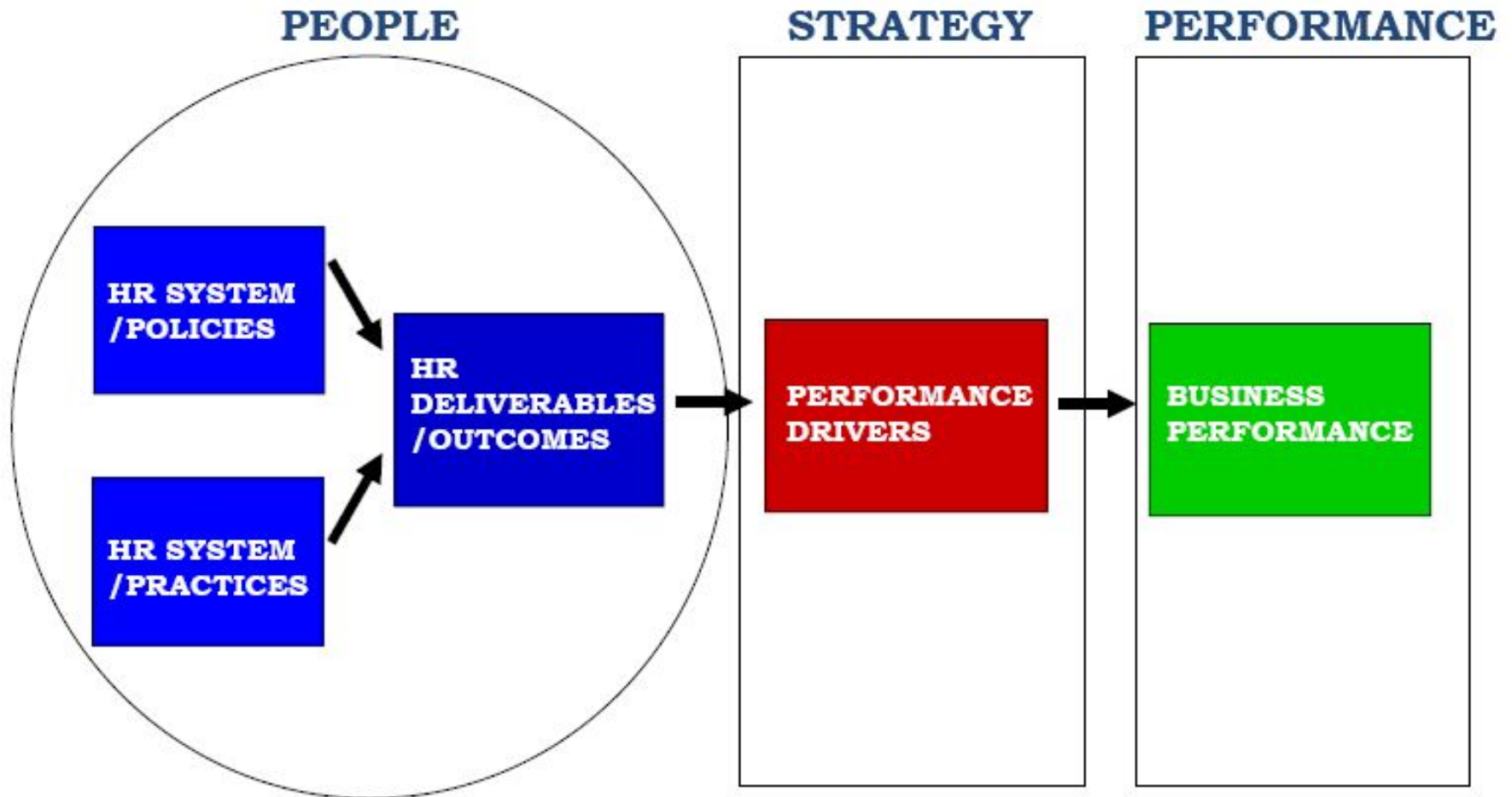
**Implementing  
tactics**

*Checking our progress*

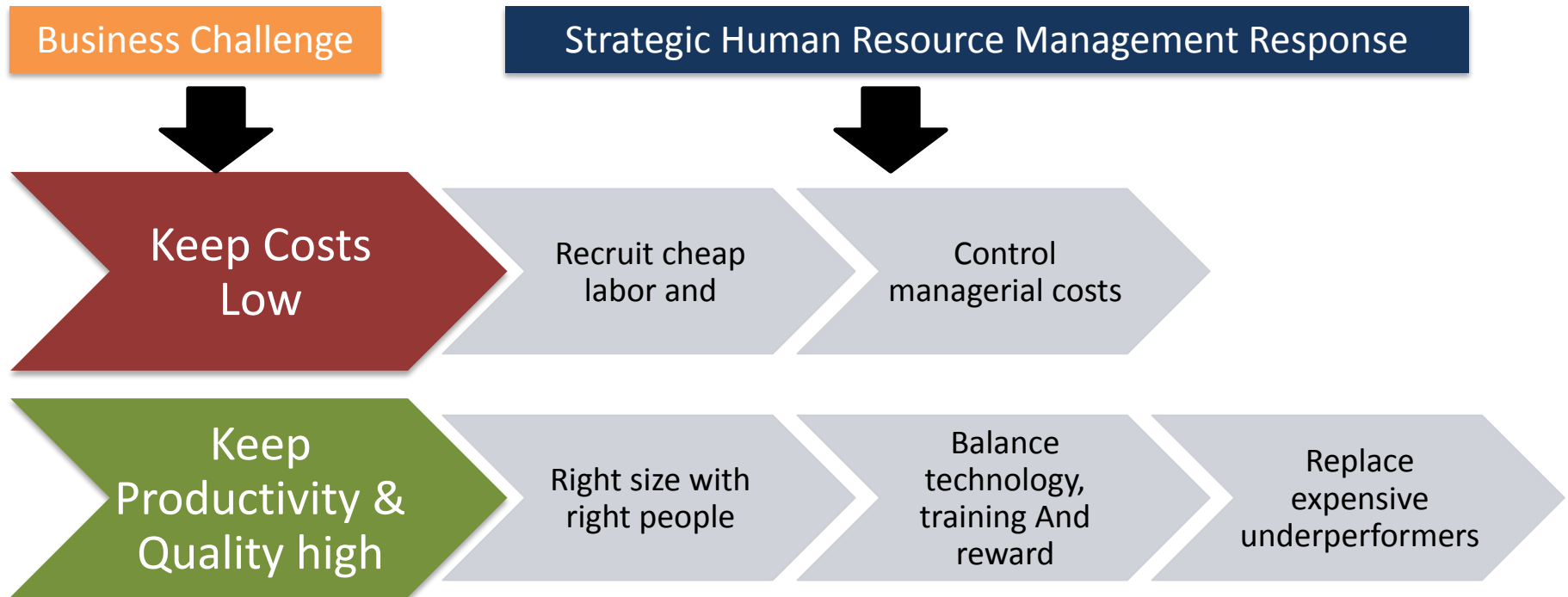
# Formulating HR Strategy



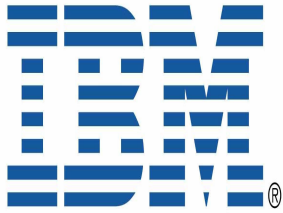
# Linking People Strategy & Performance



# Example of Strategic HRM Response

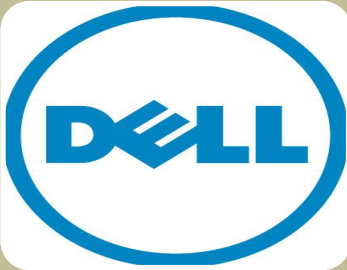


# HR Strategy- Few Examples.. !



## IBM Story

- Elephant can Dance-Louis V. Gerstner
- Competition by smaller firms , more adaptive & innovative
- Revamp by focus on execution and better resource utilization



## Dell

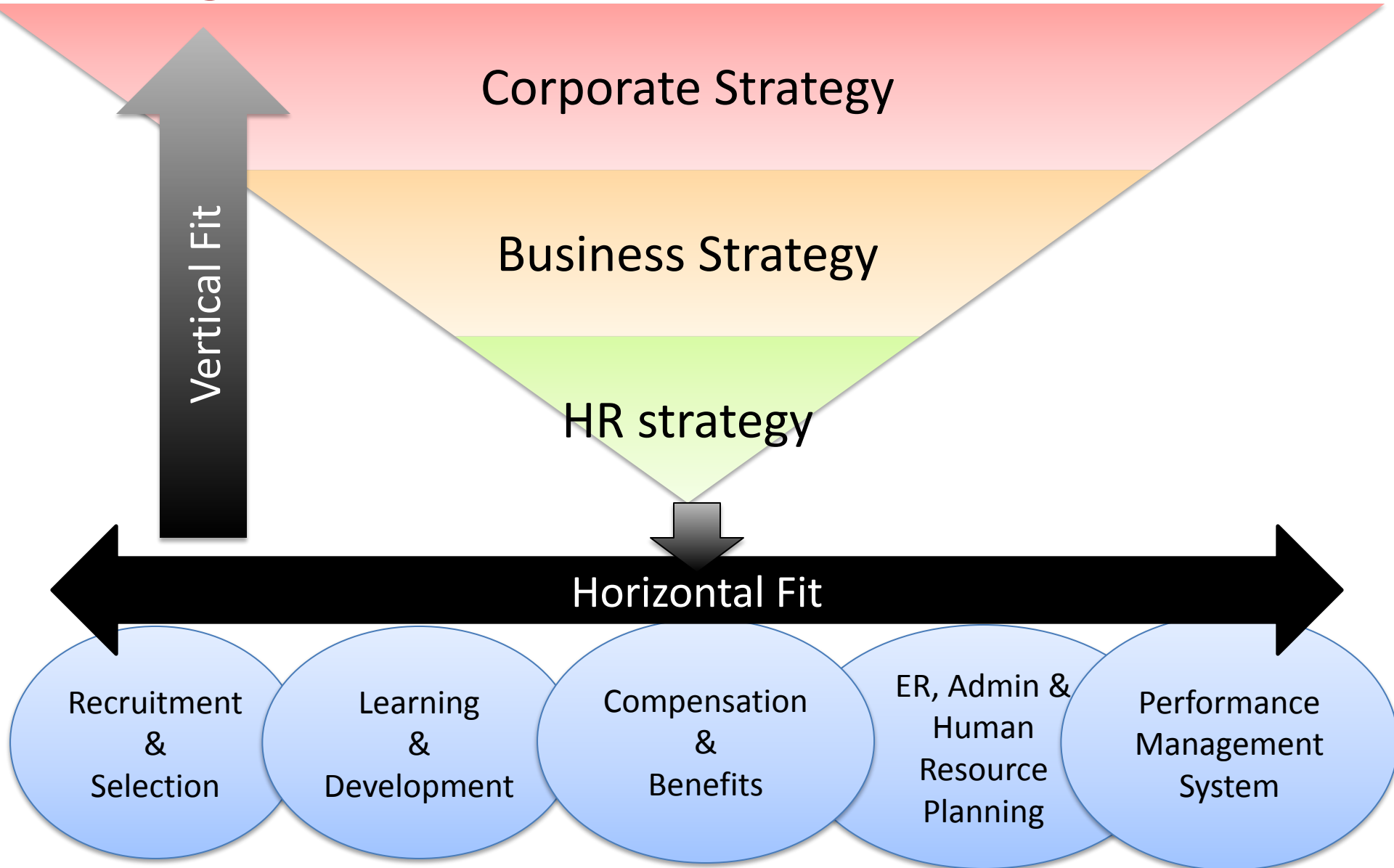
- Cost leadership strategy – to become market leaders by reducing cost
- Used innovative models to minimize inventory and reduce costs
- No-retail first, online order booking, inventory management



## Apple

- Market leader by innovation
- Company on the verge of shut down in 1997
- Introductions of products like iPod, iPhone and tablets have enhanced sales

# Strategic Fit



# Challenges in SHRM Development



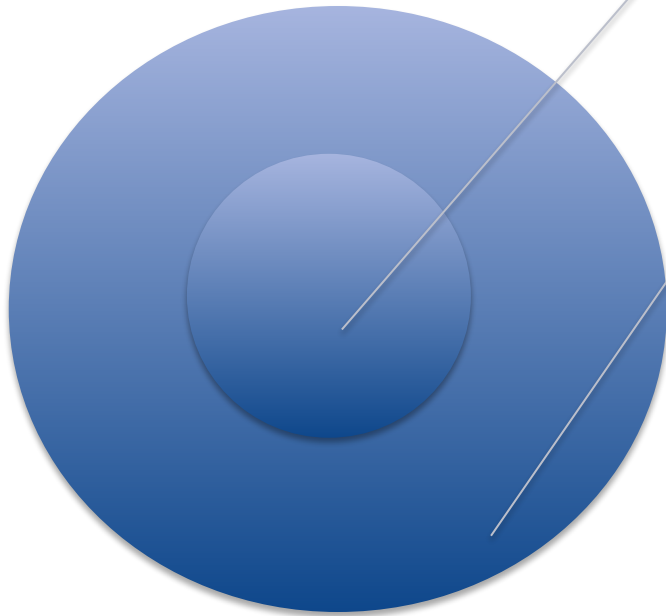
# Barriers of SHRM

- Inter Departmental Conflicts
- The Commitment level of Senior Management Team
- Integrating internal resource with external requirements
- Limited Time, Money & Resources
- Lack of Growth Strategy or Failure to Implement
- Absence of Measurement Technique
- Rigidity of HR Processes
- Improper Strategic Assignments & Leadership Power Struggle

# Competitive Advantage



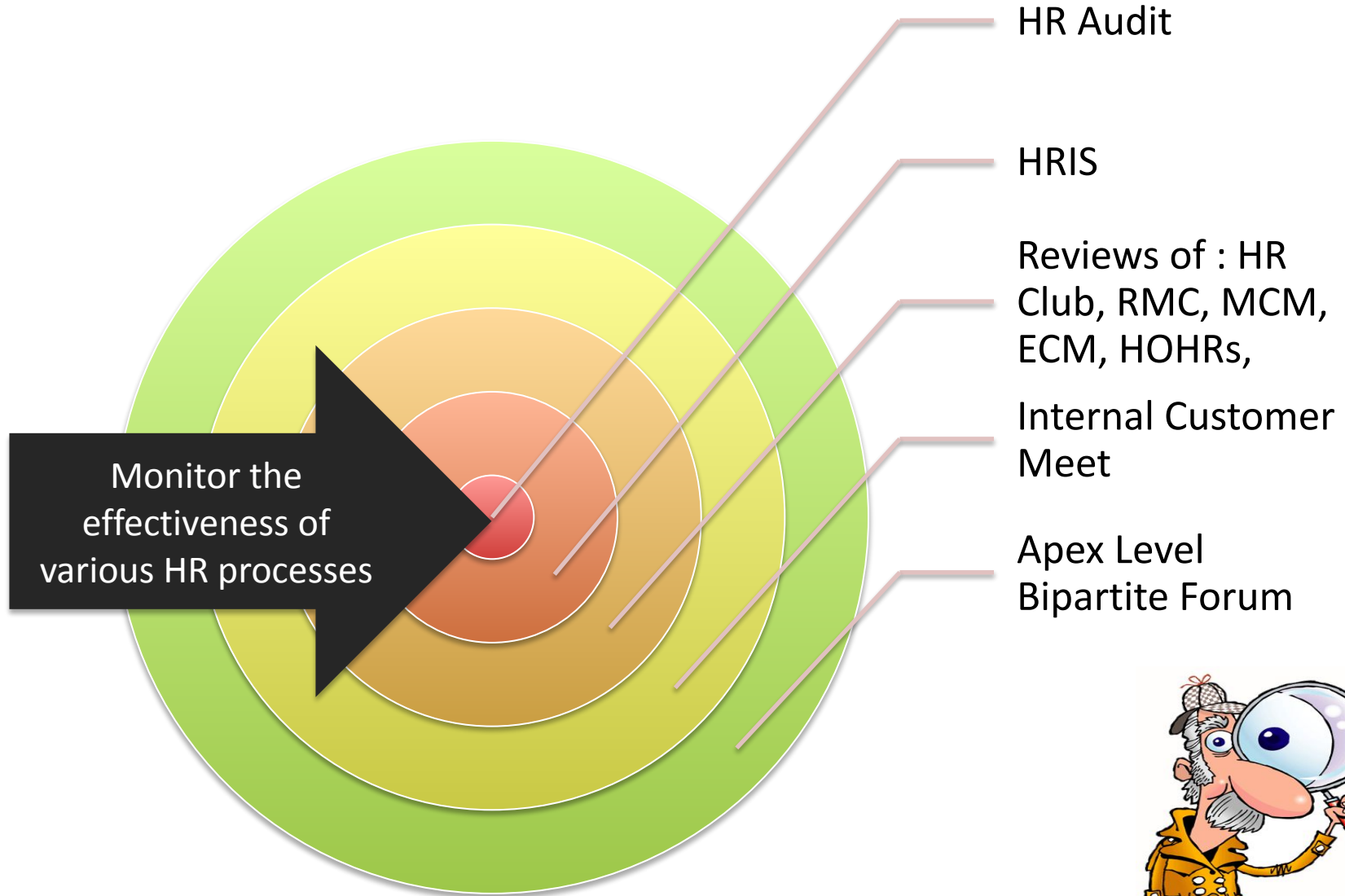
Strategic advantage that the Organization has over its Competitors



Strategies adopted

- Cost Leadership
- Differentiation
- Developing Human Resources as a unique strategic asset.

# HR SYSTEMS MONITOR



Let us Embrace **the Future**





**The Journey must Continues..... to transform  
People, Communities & Organization**



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