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Strategic HRM

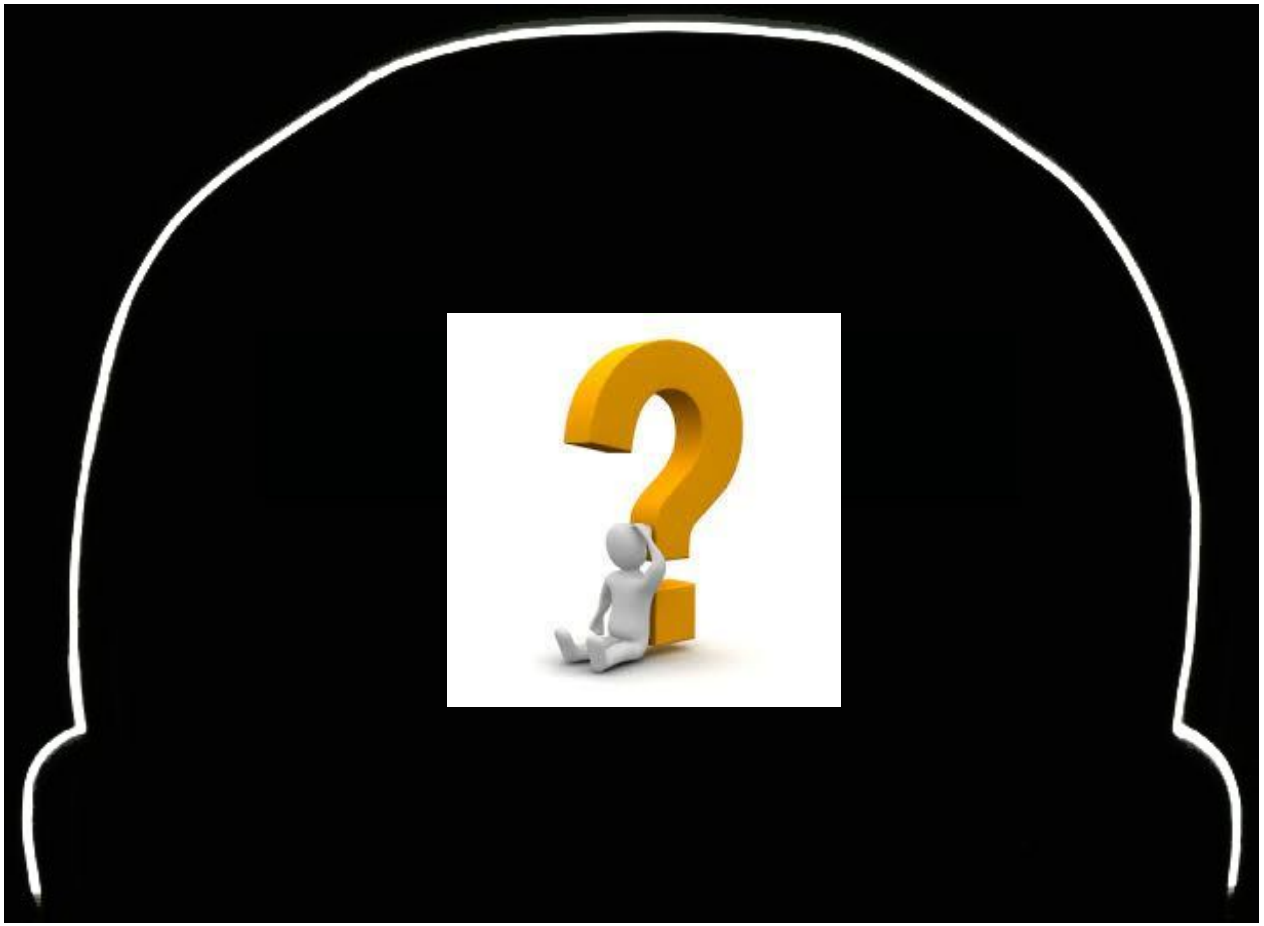
By Deepak Bharara



LEVERAGING PEOPLE FOR TOMORROW...

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



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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



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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



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What CEOs Want from HR….. ???



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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**



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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… ??



Strategy is unified course of action to achieve organization Goal

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Strategic HRM Planning

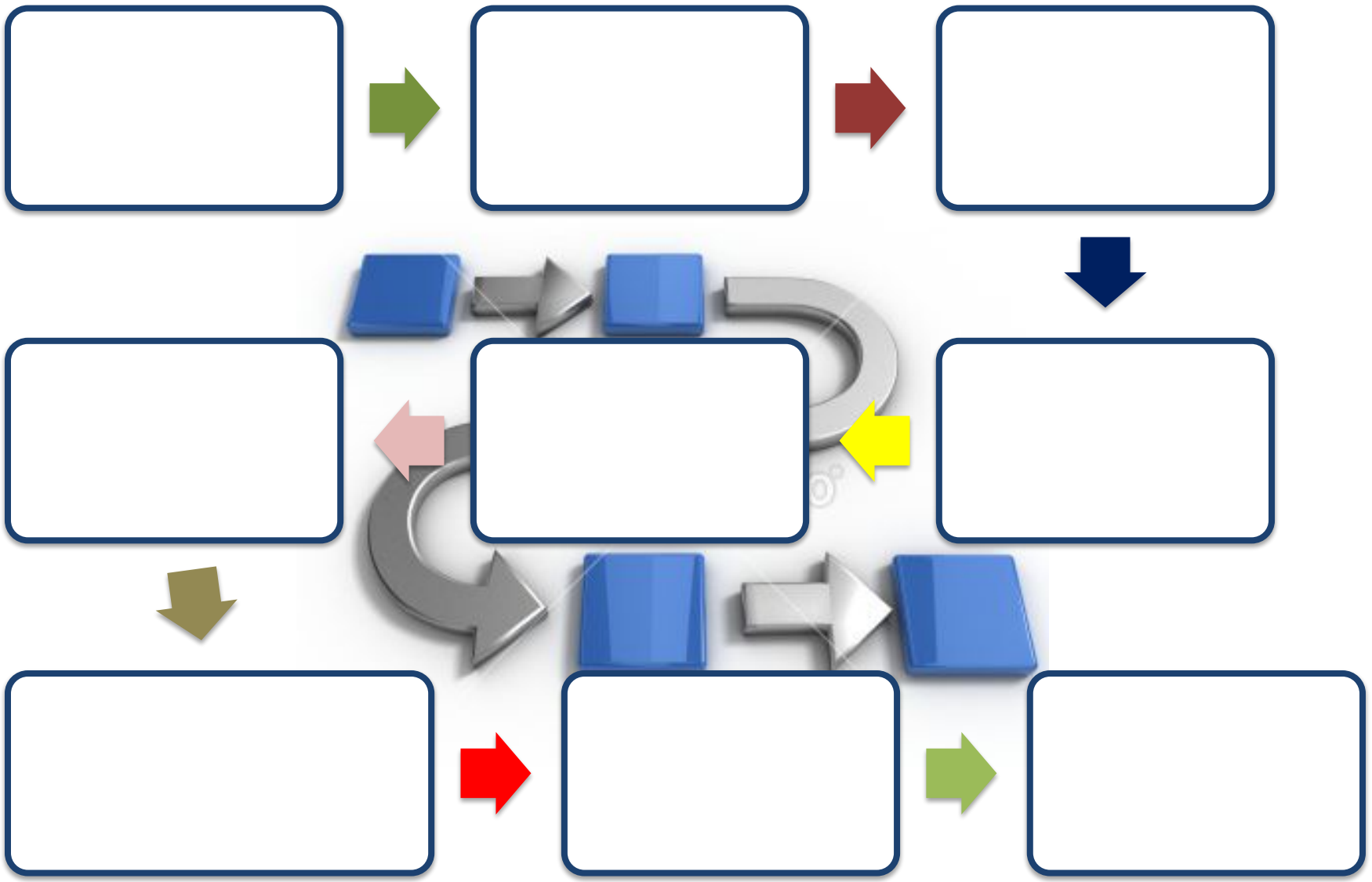
SHRM Planning involves aligning HR activities with the organization overall strategic goals, ensuring the workforce is equipped to meet future needs & contribute to long term success. It is a proactive process that focusses on attracting, developing & retaining the right talent to drive business objectives.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

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

Strategic HRM Process

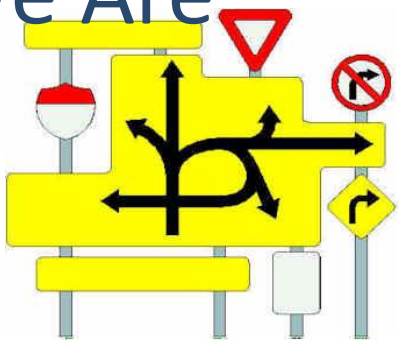


Questions to Ask for Development Of Strategy



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Strategy As Learning Process: Who We Are



Understanding Who we are and where we want to go

Assessing Where we are

Your Industry

- Markets
- Competitors
- Nature of Industry
- Government al Influences
- Economic and social influences

Your Company

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

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

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Formulating HR Strategy

Formulate Business Strategy, "What are the strategic goals of the business?"

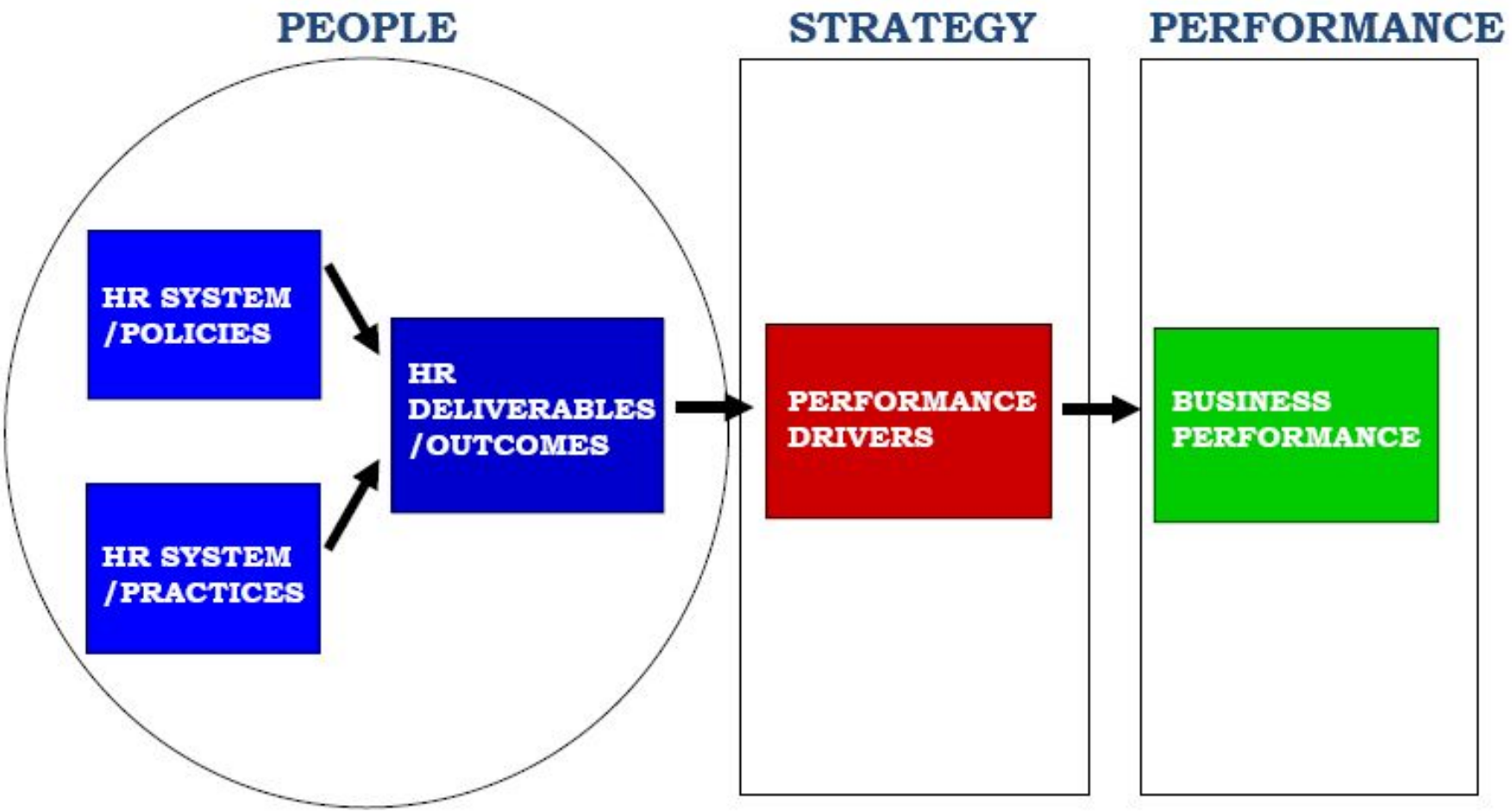
Identify Workforce Requirements "What employee competencies and behaviours must HR deliver to enable the business to reach its goals?"

Formulate HR Strategic Policies and Activities -"Which HR strategies and practices will produce these Employee competencies and behaviours?"

Develop detailed HR scorecard measures- "How can HR measure whether it is executing well for the business, in terms of producing the required workforce competencies and behaviours?"

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Linking People Strategy & Performance



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Example of Strategic HRM Response

Business Challenge	Strategic Human Resource Management Response		
Keep Costs Low	Recruit cheap labor and	Control managerial costs	
Keep Productivity & Quality high	Right size with right people	Balance technology, training And reward	Replace expensive underperformers



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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

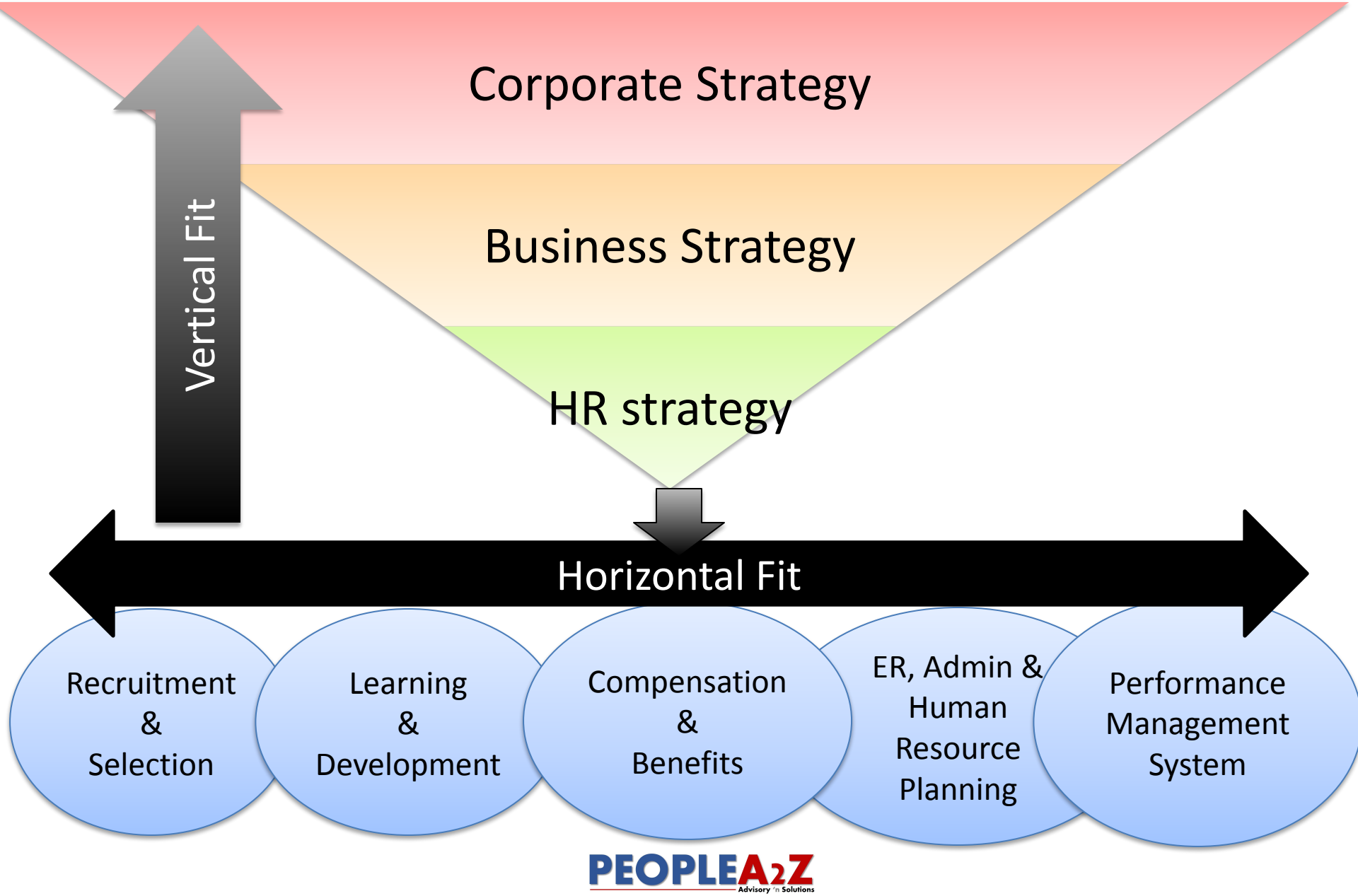
Dell

- 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



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Challenges in SHRM Development

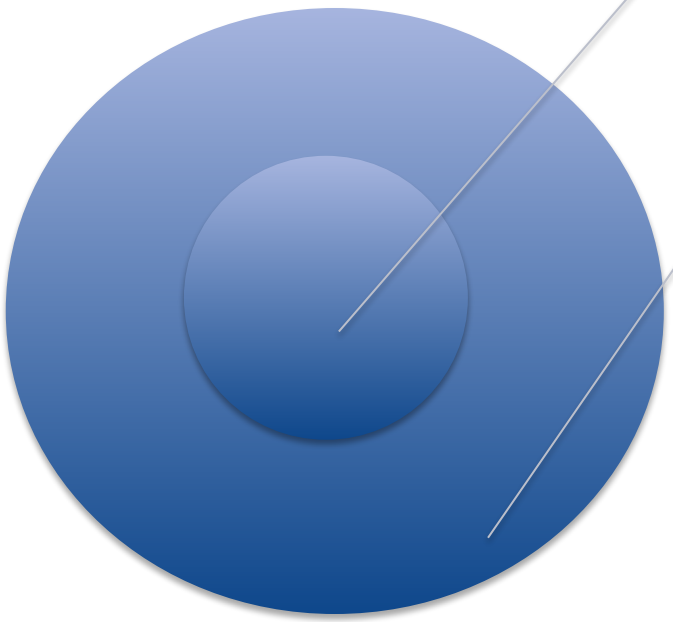


Barriers of SHRM

- 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





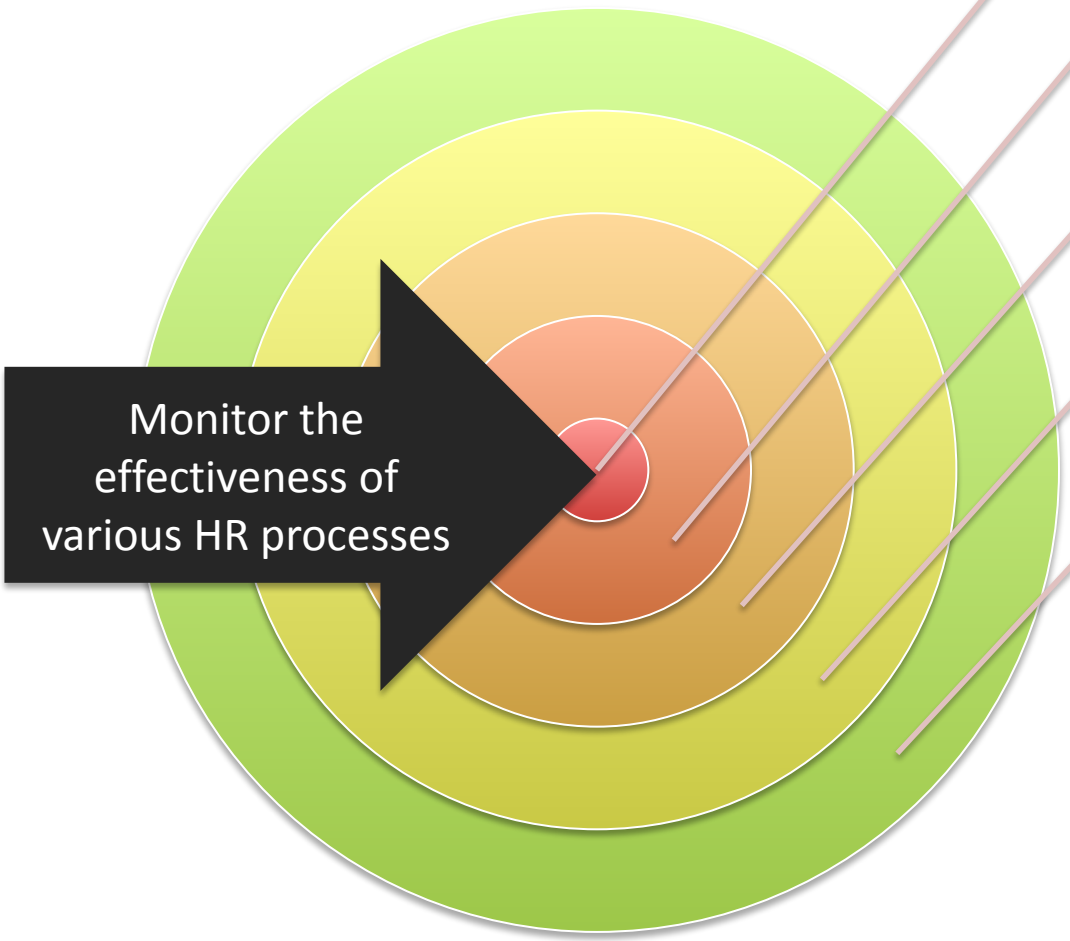
Strategic advantage that the Organization has over its Competitors

Strategies adopted

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

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HR SYSTEMS MONITOR



HR Audit

HRIS

Reviews of : HR Club, RMC, MCM, ECM, HOHRs,

Internal Customer Meet

Apex Level Bipartite Forum



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Let us Embrace the Future



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

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