



TOOL 4.1



HR Strategy Statement

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HR STRATEGY STATEMENT WORKSHEET

An HR strategy gives focus and direction to the HR department. There are many versions and dimensions of strategy statements in general and HR in particular. We suggest that in transforming the strategy of a specific HR department, the statement of strategy (sometimes called strategic direction, intent, or architecture) should answer three questions, in this order:

1. Who are you? (vision)
2. What do you deliver? (mission or value proposition)
3. Why do you do it? (the results HR wants to achieve)

Who are you?

Who we are represents an identity or image, which is what an HR strategy should offer those outside as well as inside the function (ie. thought leaders, change architects, facilitators, or coaches). We have found a simple

Directions:

Brainstorm individually, then refine with the entire HR transformation team. Putting the three statements together creates your HR Strategy Statement (you will likely select more than one result for each question but should have enough focus to select no more than three).

question helps frame the definition of identity: What are the top three things we (in HR) want to be known for by those who use our service?

What do you deliver?

What we deliver is the set of outcomes described in Chapter 3 of "HR Transformations." Defining HR deliverables comes from doing organization audits as described in Chapter 3.

Why do you do it?

This question links back to the business context (Chapter 2) and specific business results tied to key stakeholders. These "so that" statements should imply measures that allow you to monitor the progress HR makes and the impact it has on the business.

Example Worksheet

WE ARE thought leaders, change architects,

AND facilitators WHO build individual talent,

increase speed, AND ensure productivity

SO THAT we increase revenue, customer share,

AND customer loyalty.

Individual Worksheet

WE ARE _____ , _____ ,

AND _____ WHO _____ ,

_____ , AND _____

SO THAT _____ , _____ ,

AND _____ .

Group Worksheet

WE ARE _____ , _____ ,

AND _____ WHO _____ ,

_____ , AND _____

SO THAT _____ , _____ ,

AND _____ .

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