

BECOME THE DRIVING FORCE FOR PERFORMANCE & PRODUCTIVITY

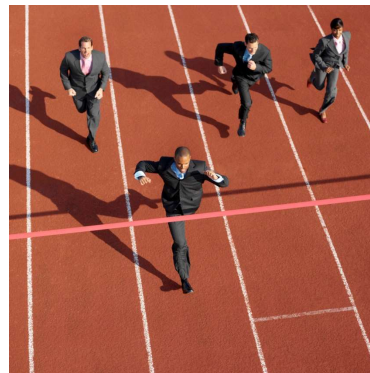
ESTABLISHING HR IN BUSINESS OPERATIONS

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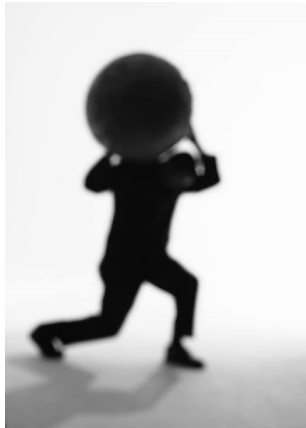


HR vs. Business Operations

- HR
 - Transactional
 - Cost Center
 - Compliance
 - Department of No
- Business Operations
 - Sales
 - Customer Focused
 - Productivity
 - Profit center



Company & Management Responsibilities



- Serve Customers
- Serve Company
- Serve Employees
- Work with Others
- Grow Business
- Work on Business
- Compliance
- Continuous Learning

HR's Responsibilities



- Serve Customers
- Serve Company
- Serve Employees
- Work with Others
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Step 1 – Understand the Business

- How does the organization make money and sustain growth?
 - *What business are we in and why?*
- Who are the largest/most important clients and what challenges do they face?
 - *What does our sales force care about?*
- What are the biggest challenges to our company and what is needed to overcome those challenges?
 - *What does the executive management and board care about?*
- How can we partner with business operations to ensure we conquer the obstacles through increased performance and productivity of the staff?
 - *What does HR care about?*

Organizational Knowledge

- Products & Services
- Financial Statements
- Profit Margins
- Growth Plans

How does the organization make money and sustain growth?
What business are we in and why?

Customer Profile

- Name your 5 most important customers
- Why do customers buy from you?
 - AKA – why do patients choose your firm?
- What is the biggest concern for your customer?
- Why do customers leave you?

Who are the largest/most important clients and what challenges do they face?
What does our sales force care about?

Us vs. the Industry

- Competitive Rankings – who are your 5 biggest competitors and what are they doing
- Industry Trends – how are you keeping up with your company's industry
- Biggest challenges – what is your C-Suite losing sleep over?
- Gap Analysis – How will you overcome the gaps

What are the biggest challenges to our company and what is needed to overcome those challenges?
What does the executive management and board care about?

HR Leadership

- Seek out opportunities
- Don't be a wallflower
- Speak up – but be knowledgeable
- Work “with” or Work “for”

How can we partner with business operations to ensure we conquer the obstacles through increased performance and productivity of the staff?

What does HR care about?

Step 2 – Involve HR in the Business

- Building Key Relationships with C-Suite and Department Heads
 - Relationship building
- Participating in the Operational Meetings of the Company
 - Intimate understanding of business needs
- Speaking the Language of Business
 - If you talk about HR Metrics, put them in terms of \$\$\$
- Become the Go To Resource for the Business Units
 - Not only become a partner, but an invaluable partner

Relationships

- Who
- Why
- How
- Desired Outcome



Business relationships are tricky. While a handshake may not always seem enough, a hug is always too much.

Operational Meetings

- Informational to start
- Know your numbers
- Ask, Ask, Ask
- Look for Opportunities



Speaking in Tongues (Speaking the Language of Business)

- HR Metrics – Yes
- HR Speak – No
- Business Speak - Yes



Trusted – Valued – Needed Partner

- Think big picture
- Become their first stop
- Valued Opinion
- E.F. Hutton



Step 3 – Drive Strategy in the Business

- Develop Key Metrics for HR and Other Departments
 - If you measure productivity and performance, you can improve on it
- Work with Business Leaders to Establish Performance Targets
 - The goal is measurable progress toward targets
- Develop an HR Strategic Plan that Focuses on Assisting the Company Reach its Strategic Goals
 - You are there to serve your customers – the business leaders and employees
 - Measure everything you do against your strategic plan
- Establish the Culture of Productivity and Performance in HR
 - No more Department of No – instead Department of Let's Make this Happen!

Creating Your Culture

- How do you want your company (YOU) to be known?
- What do you want your employees to say about your company (YOU)?
- What reaction do you want from your vendors and customers (Management)?
- Defining culture through communications

Culture

- High aspirations
- Desire to win
- Think like an owner
- Bias to action
- Individuals who come together as a team
- Passion and energy
- Intolerance for poor performance



adapted from John Spence

Wrapping it Up

- Know what you are talking about from the business side
- Inject yourself into the conversation, but have a point
- Focus on driving performance and productivity from an outside view – develop the strategy to get from point A to point B

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