

Newsletter Handout

Dare to be different

Being Results Driven is HR's Engine House

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CourageousHR works with HR leaders and Communities to identify their distinctive contribution and then make it, both culturally and operationally, an organisational reality.

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HR can create more value by daring to be different

Set your sights high

When you go to a doctor the chances are it is to talk about health issues. When you go to a car mechanic it is normally to get your car fixed. When you go shopping you are on the lookout for some good bargains to buy. When people come to HR they are looking for? So what does HR do, what does it offer and more importantly are we offering the right stuff?

Unless or until HR is able to demonstrate a clear purpose and is able to demonstrate the value it brings to organisational success, HR will always be playing catch-up and trying to please the big bosses rather than being partners.

In a nutshell, Results Driven means HR being constantly on the lookout for ways to enhance organisational performance through people. Couldn't be simpler in theory but as anyone who has been in HR for longer than an hour knows it is so much more difficult to put into practice.

Delivering a distinctive contribution

At CourageousHR we contend that HR has a *distinctive contribution* to make to organisational life. By *distinctive contribution* we mean being driven by results which deliver value that is uniquely created by HR i.e. without HR it would not have occurred. This happens when;

- HR has knowledge or skills that are not available anywhere else in the organisation e.g. change management,
- HR has access to information that is either
 - Not collected elsewhere in the organisation e.g. candidate knowledge of competitor activities, or
 - In not collated (bought together) elsewhere in the organisation e.g. employee talent linked with strategic plans

Therefore, when HR is truly focused on making a distinctive contribution it is being results driven. Below are just a few examples of what a Results Driven HR Function looks like:

- HR is proactive
- HR understands the key business drivers, processes etc
- HR works as a true partner with other managers, each understanding their own and each other's purpose, roles and objectives
- HR makes contributions and builds support for its ideas based on what it sees as opportunities and threats, not waiting to be asked
- HR's contribution is not restricted to the 'people' agenda

However, as research has highlighted, HR has consistently fallen short in showing organisational leaders that it is driven by results rather than words. HR seems to have set its sights low by limiting its agenda to improved efficiencies and increased effectiveness. This is no longer good enough! People are the heart and brains of all organisations and therefore should be treated as resources to nurture and grow rather than commodities to trade and discard. HR has the potential to position itself within organisational life as the 'people experts' and through the development of such

expertise find ways to actively **create organisational value** rather than limit itself to merely *adding* value.

Over the last 20 years, HR has evolved in line with the development of organisations and is now often recognised as a contributor to organisational success. However, HR's focus has tended to be limited to refining and reconfiguring how it operates (i.e. structure and deliverables) whereas the true organisational need, and therefore opportunity, is for HR to become organisational experts in understanding and applying employee dynamics. Employees can and should be a major source of competitive advantage; who is currently better placed to maximise the return from its employee's talents than HR?

Therefore, those HR Functions which are truly results driven are those that recognise that it is people that provide the competitive advantage for their organisation and are motivated to work with the business to ensure its HR strategies and solutions are about maximising organisational results. In other words, HR is on the lookout for ways to enhance organisational performance through people and provide HR solutions which are led by the business need and informed by 'best-practice' HR.

Results are about quality not quantity

Nowadays, it is no longer acceptable for anyone in HR not to have a good grasp of the business they are working for. Business leaders expect, quite rightly, HR to demonstrate enough business acumen, while being customer focused and results driven. Research shows that when HR consistently meets these organisational needs, they develop a successful reputation based on a track record of delivering real organisational value.

So, if your CEO was the quiz master and you were the contestant would you be able to list the top five factors that are shaping and driving the changes going on in your business. Could you then explain how they impact on and inform HR's purpose?

We ask these questions as the link between business acumen and results driven is very close. Without understanding what the main business drivers are how will HR know what are the right and wrong results to go for?

From our research it seems the best HR Professionals don't actually find being results driven too difficult. Why? Because, as we've highlighted previously, the power of HR's proposition is down to the quality of the people it employs rather than any structural, operational or technology initiatives.

Quality HR Professionals recognise that it is people who provide the competitive advantage for their organisation and are motivated to work with the business to ensure their HR strategies and solutions are about maximising organisational results. In other words, they provide HR solutions which are led by the business need and informed by 'great-HR-practices'.

About CourageousHR

At CourageousHR we work with HR Professionals to guide and inspire you and your HR Community to move from being 'followers' to leaders. We bridge the gap between academic vision and consulting rhetoric to help you unlock your potential.

Our passion and thinking comes from our experiences, research and a belief that 'tomorrow doesn't have to be the same as today'. Our reach is global and we happily work with clients throughout the world and across a wide range of industries.