
HR Strategy for the Future

Adding VALUE no
matter your role in
the organization

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**HR Strategy of
the Future**

=

**Strategic
Thinking**



CULTURE is the sum of
what you **PERMIT** and what
you **PROMOTE**

PERMIT + PROMOTE = CULTURE





HUMAN RESOURCES
COLORADO STATE UNIVERSITY



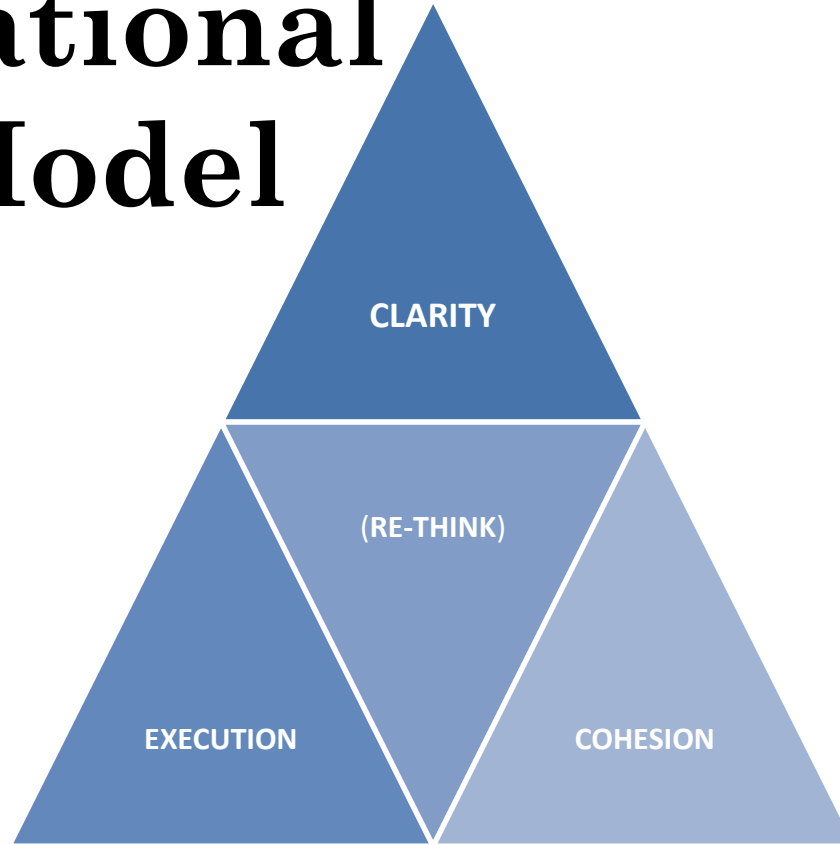
HEALTHY vs UNHEALTHY ORGANIZATIONS





Health is how the ship is run, no matter who is at the helm and what waves rock the vessel.

Organizational Health Model





CLARITY

Team members have firm grasp of the guiding principles, strategy, values. They know where we are going and why!



COHESION

WE BUY-IN

We are committed
to working
together to make
this work.

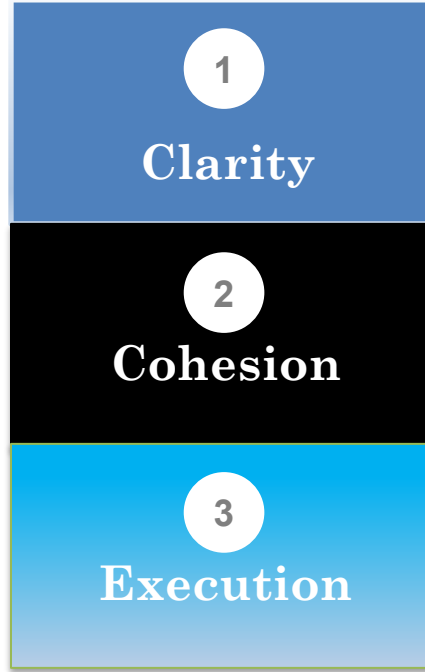


EXECUTION

Teams are efficiently aligned to achieve meaningful goals, they know their progress and hold each other accountable. They get it done.

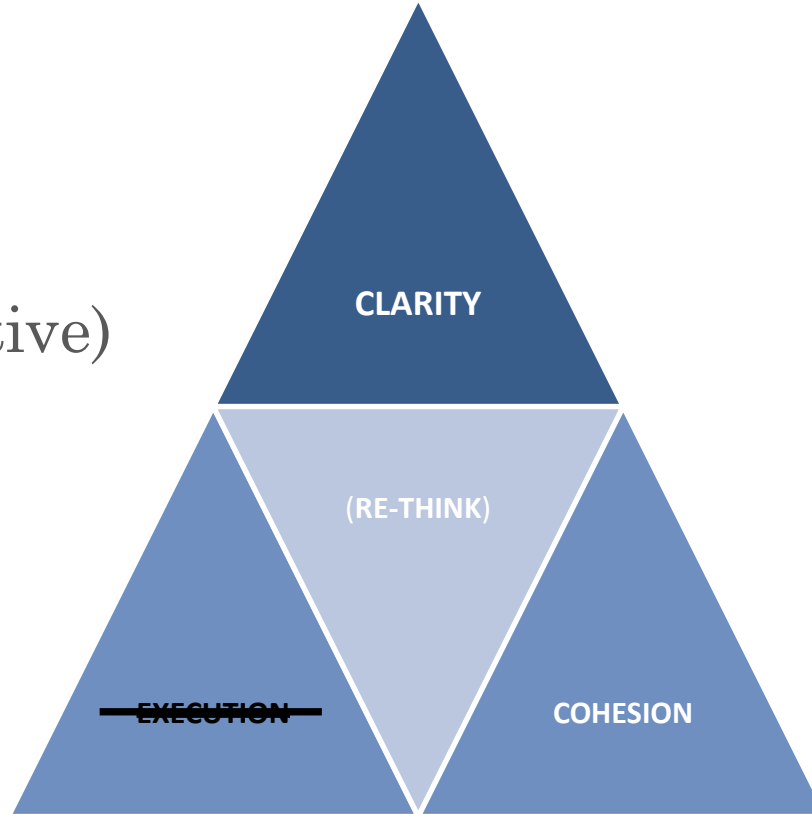
ORGANIZATIONAL HEALTH

Rank 1 - 3



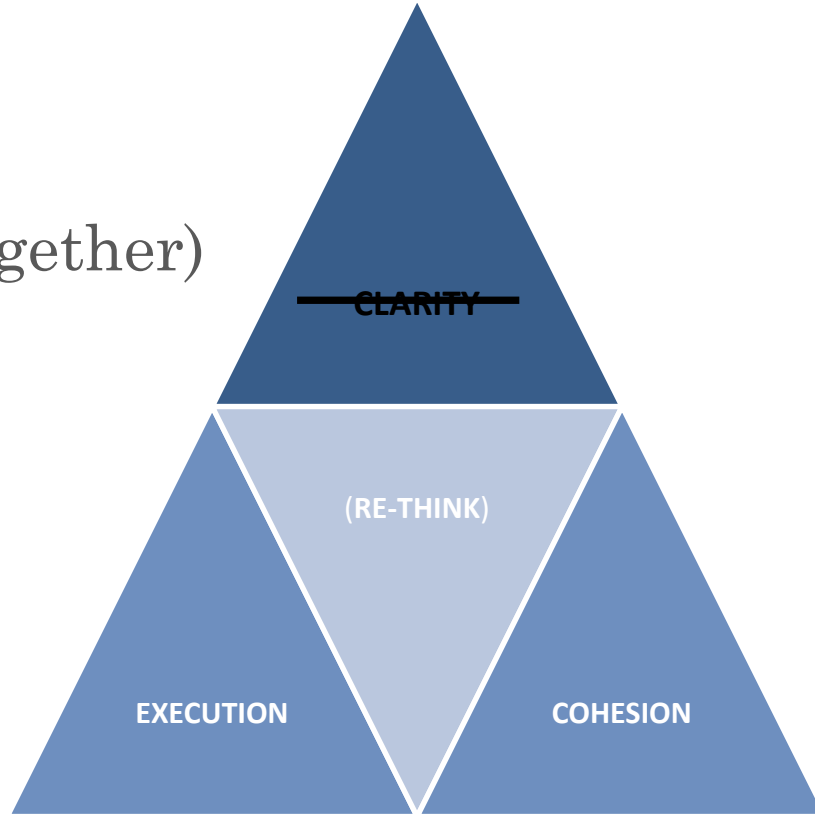
CLEAR & COHESIVE

FUN (but not productive)



COHESIVE & EXECUTE

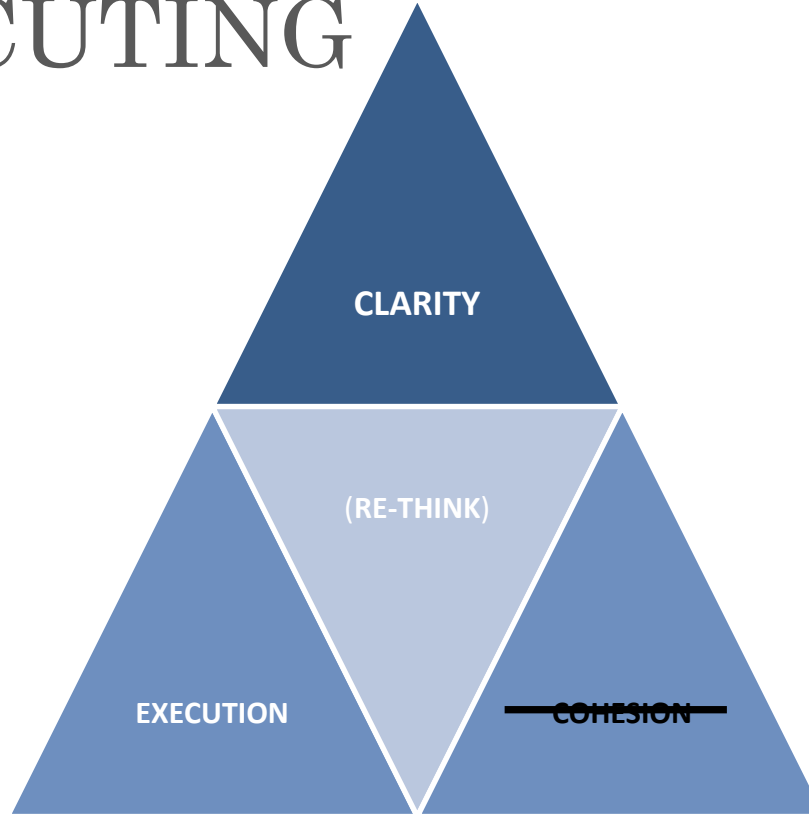
MISGUIDED (but together)



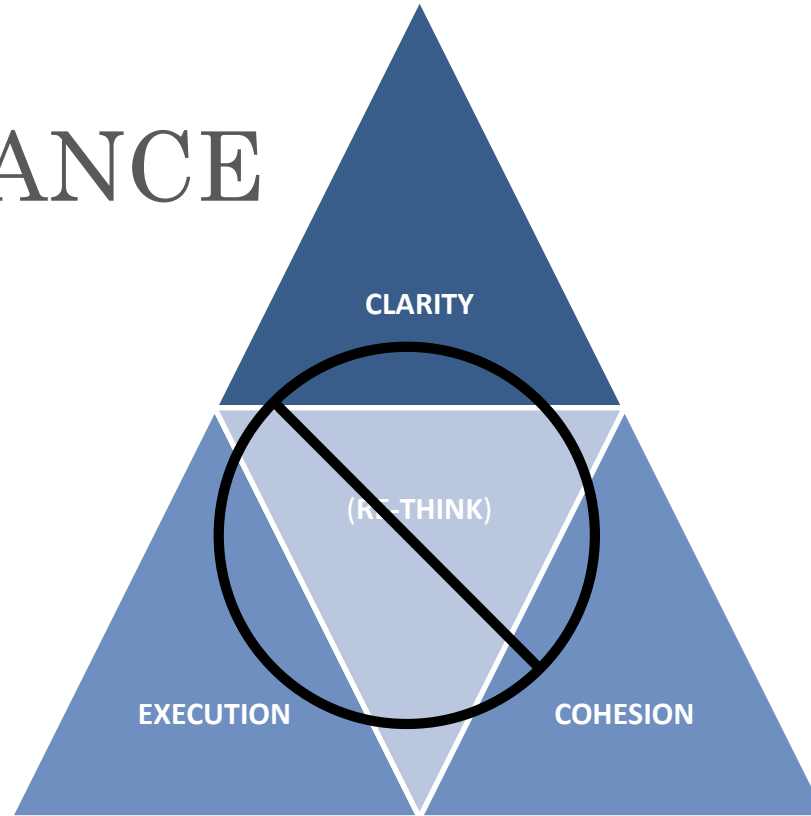
CLEAR & EXECUTING

QUICK RESULTS

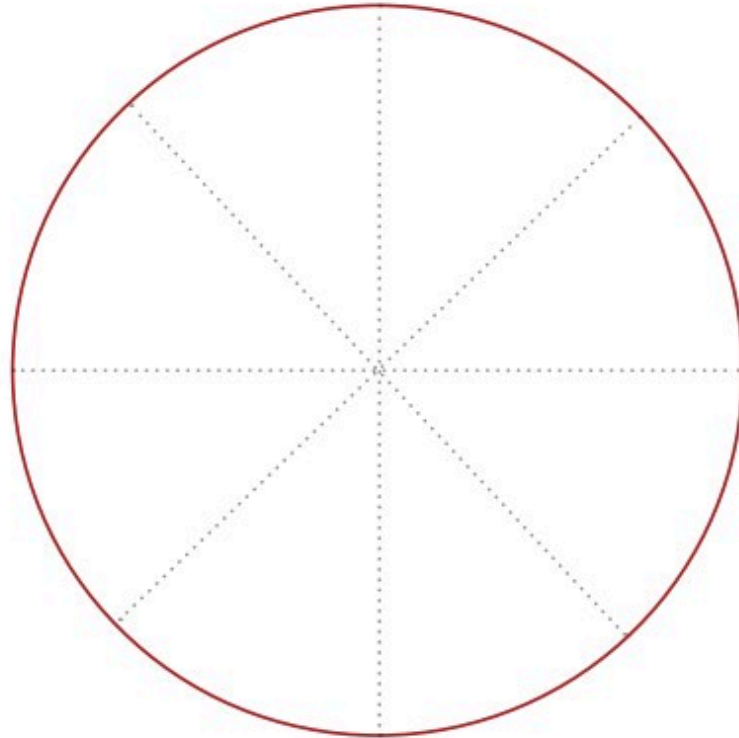
(but not long-term)

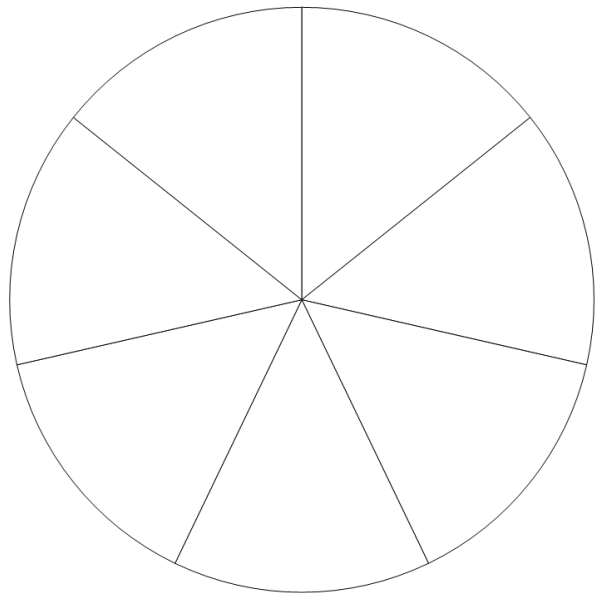


PATH TO IRRELEVANCE



Management vs. Leadership

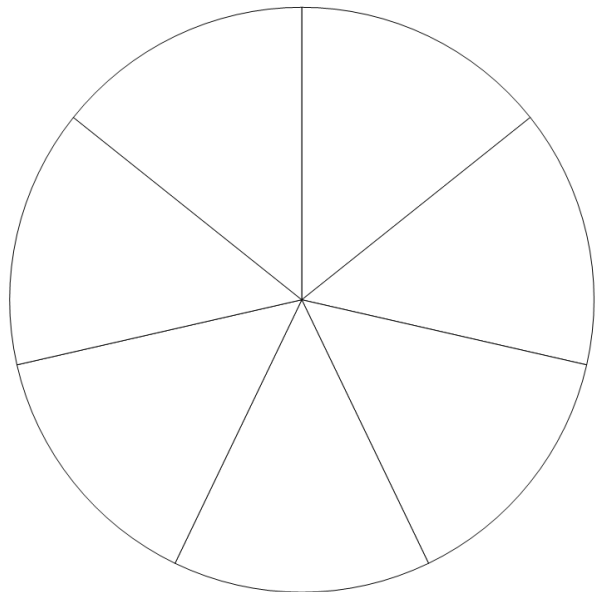




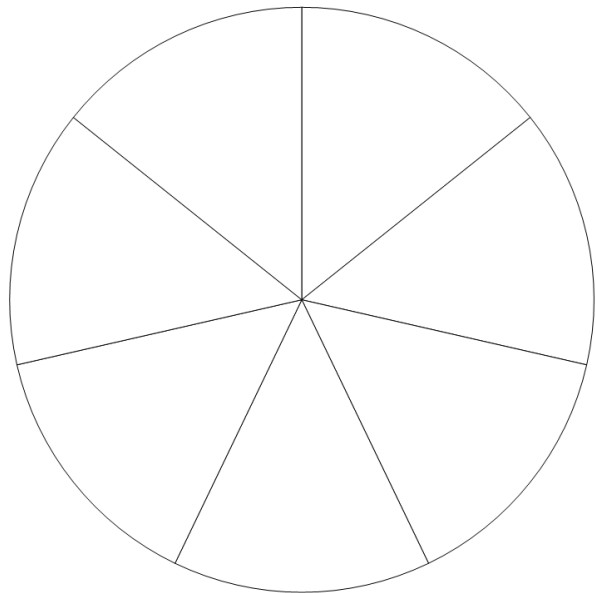
ORDER

VS

DISRUPTION



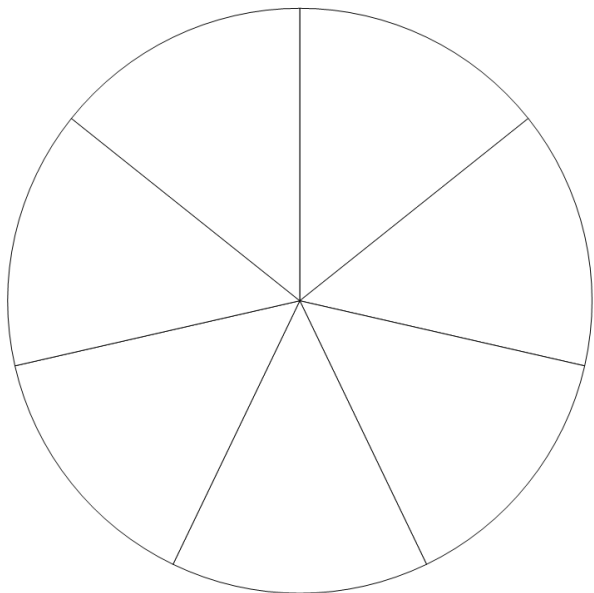
TACTICAL VS STRATEGIC



RIGHT NOW

VS

THE FUTURE



TASKS

VS

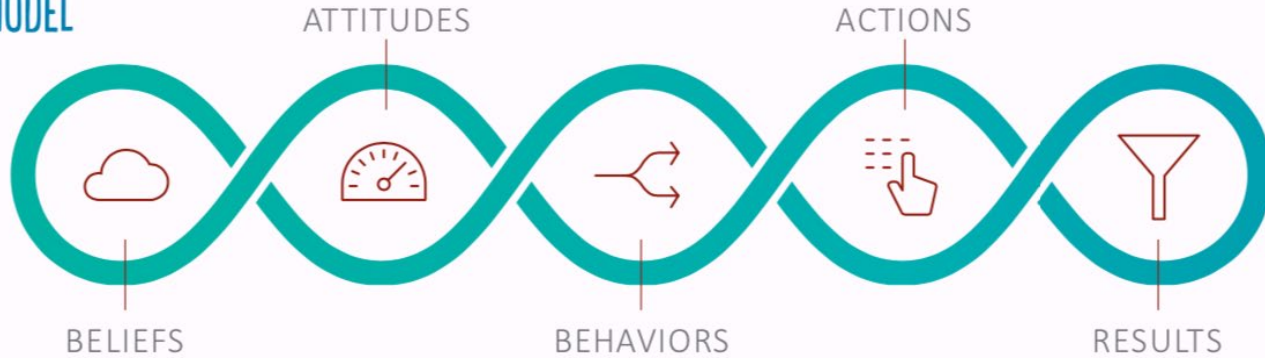
PEOPLE

“

What is needed
from me
RIGHT NOW?

”

MODEL



MINDSET MODEL

ATTITUDES drive **ACTIONS**



WORDS THAT DESTROY

progress | joy | self | others

WORDS THAT BUILD

progress | joy | self | others

A SOUNDTRACKS

NOISE REDUCTION
 ON OFF

CDX 60

MINI CAS 90-10



SOUNDTRACK:

- 1. Story you are telling YOURSELF about YOURSELF ?*
 - 2. Story you are telling YOURSELF about SOMEONE ELSE ?*
-

EVERYONE NEEDS A
C.P.A.

“

You can tell whether a man
is **CLEVER** by his answers.
You can tell whether a man
is **WISE** by his questions.

Naguib Manfouz

”

Strategic **THINKING** Questions



Four Action Framework



Strategic **THINKING** Questions

- What needs to be true for this to work?
- What important topic are we **NOT** talking about right now?
- What's different **THIS** time?
- What's the **WISE** thing to do?
- Why? Why? Why? Why? Why?
- What's the 1 thing...?

Strategic **THINKING** Questions

- And what else?
- What's the evidence of that?
- What would you do?
- What's the real problem for you?
- In what areas are we “UNDER” or “OVER” served?
- How would you destroy this team in 3 easy moves?

Post Meeting: Questions to Ask

- How effective was this meeting?
- How strategic were our discussions?
- Did we get thoughtful input from everyone?
- How prepared were you for this meeting today?
- Did we have good resources to make this a healthy and effective meeting? If so...? If not....?
- What was the best thing that happened today?
- What could have been/gone better today.
- What would you have missed had I not been here?

Polarity Management





CLEAR



FLEXIBLE



1. Does this problem or tension keep **RESURFACING**?



2. Are there **MATURE ADVOCATES**
on both sides of the issue?



3. Are the **two sides** of the
tension **INTERDEPENDENT?**

“

The truth is that the best leaders don't resolve ALL the tension. They learn how to USE TENSION For the sake of progress. Every organization, therefore, has problems that shouldn't be solved.

”



Focus Efforts **UPSTREAM**



*Whose job is it to make sure that certain things **DON'T***

- Whose job is it to prevent **GOOD PEOPLE** from leaving?
- Whose job is it to make sure the **CULTURE** doesn't slowly creep away?
- Whose job is it to make sure **POLICIES** don't have unintended consequences?
- Whose job is it to ask the tough **QUESTIONS**?

What do you need to **Unlearn?**



Time to **Unlearn** Some Things

Your Choice...

LEADER > EXPERT

Choose **LEADER** over expert

Your Choice...

- Choose **CLARTY** over **MORE**
- **SURRENDER** vs. **PROTECT** rights
- Do the **RIGHT** thing
- Stop hiding behind **POLICIES**
- Rules without **RELATIONSHIP** leads to **REBELLION**
- Show up **STRONG**

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