HR Strategy for the Future

Adding **VALUE** no matter your role in the organization

Richard Fagerlin
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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
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
- (Re-think)
- Execution
- Cohesion
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.
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

1. Clarity
2. Cohesion
3. Execution
CLEAR & COHESIVE
FUN (but not productive)
COHESIVE & EXECUTE

MISGUIDED (but together)

CLARITY

(RE-THINK)

EXECUTION

COHESION
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?
MINDSET MODEL

ATTITUDES drive ACTIONS
WORDS THAT DESTROY
progress | joy | self | others
WORDS THAT BUILD
progress | joy | self | others
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?
• 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
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 happen?

- 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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