

A PEOPLE STRATEGY

Introduction

Creating a strategic foundation and aligning those strategies with your business outcomes can be the second best thing an organisation will ever do. The smartest move is to underpin your business outcomes with a sound people strategy.

The development of human capability, not the unfortunate term human capital, is concerned with three related principles:

1. People are much more than a resource – personal and organisational success starts, continues and ends with people.
2. People, their beliefs, values and behaviour – personal behaviours and collective behaviour.
3. People, releasing their full potential – combining principles, intent and purpose with people, information and processes.

The ability to change behaviours may be the key ingredient for success. Creating a climate where people strive to achieve success and the motivation of individuals are crucial rules of any manager and are a central part of their involvement in their organisation's strategy.



How your people will help to deliver and achieve what the business has set out to do.

Scope

Too often business plans, aims and goals are devised without enough expertise, energy, effort and expense being devoted to describing how people will help to deliver and achieve what the business has set out to do.

This outline document introduces the beginning of the development of a great people strategy and should not be confused with an HR strategy. The associated people strategy programme enables an organisation to create and deploy a sound people strategy on the journey from good to great to greater success.

Aligning business strategies ensures the right people in the right roles deliver the right outcomes, in the right time. A great people strategy will not only increase the odds of, but also accelerate the speed of, improvement and success.

Content

Working through seven strategic principles will enable your organisation to focus on what is needed to create a great people strategy.

1. Over the horizon

The helicopter view informs a strategic development and offers a rare insight above and beyond the ground level of an organisation. Looking beyond the horizon identifies opportunities and threats at the earliest moment. The STEEPLE approach offers a cultural analysis internal and external to an organisation, and when coupled with a regular SWOT analysis makes the combination informative.

2. Know the business and the people

The next stage of the development of a great people strategy covers the understanding of the capacity, capabilities and current potential of a workforce. The PIP (principles, intent, purpose) and PIP² (people, information, processes) analysis of an organisation's human potential covers the full gambit of the physical, mental, emotional and spiritual needs of people.

3. The top five priorities

Establishing the top five people priorities significantly informs the final form of the people strategy or the strategy for people, as this will shape and sharpen expectations around outcomes and timelines.

4. All own it

Your strategy for your people must be the property of everyone and must reflect the inclusivity of your organisation. Using focus groups, social media, employee surveys and customer feedback is a very effective way to capture crucial information; it is the link between people and outcomes of an organisation.

5. Black box thinking

ExemplaHR believes that the degree of success is directly linked to seven 'Proper Charlies' or the 7Cs approach to developing and releasing the full potential of people. Some of the quietest employees hold the best ideas, it's just a matter of building the 7Cs

into your strategy for your people and growing people's confidence. The seven 'Proper Charlies' cover core values, culture, community, connexion, contribution, creativity and care. The final two Cs directly improve when these seven are embedded in work, workplace, workforce and wellbeing of a great people strategy – confidence and commitment.

6. Monitor and measure

Set specific, measureable, attainable, relevant and timely (SMART) indicators into your people strategy to measure the degree and rate of success. This strategic approach should link people outcomes directly with key performance indicators (KPIs) and business outcomes.

7. Produce an aide-memoire

Produce, present and publish the final people strategy with as much glitz as possible. Make a small aide-memoire available to everyone connected with the business or organisation, internally and externally. The more people understand the strategy for them, the sooner performance improvement will be enjoyed. Just as a core values acronym can be abbreviated to a single easily understood and remembered word such as RISE (Respect, Integrity, Service and Excellence) or VITAL (Values, Integrity, Teamwork, Accountable and Loyal) the sooner greater success will come.



Organisational high performance does not just happen overnight but needs to be worked at continuously.

Outcomes

Success largely depends on your people outperforming the people who compete against you for business. Such a strong, stable strategy, clearly communicated and understood offers a foundation for business in good times and bad.

A strategic approach to people aids the development of human capacity and capabilities, and also:

- Clearly describes what human capability adds to an organisation and how it connects to business outcomes.
- Monitors, measures and manages human capability development.
- Enables people to learn from experience and make the right, informed choices for the best of everyone.

In addition, a great people strategy enables a distinctive approach to:

- Recruit and retain talent.
- Organisational culture.
- Leadership development.
- Performance management.
- Strategic alignment.
- Resilience.
- Employee wellbeing.
- Nurture innovation.



Great people strategies can make you feel very uncomfortable.

High performing organisations display the following:

- Their strategies are aligned, consistent, clear and understood.
- They strive for excellence in everything they do.
- Believe and practice high ethical standards.
- Leaders are accessible, approachable and available.
- Work to clear KPIs, train and develop people to do their job and work well together.
- Employees think this is the best place to work.
- Employees use their skills, knowledge, experience and creativity to provide optimum outcomes.
- Nurture a culture of learning, innovation and development, and reward best practice.
- Adopt a coach and mentor (iCoach, uMentor) approach to people.

Great people strategies will produce some discomfort before opportunity, but from this pain an organisation gains ideas and innovations that energise an organisation to make changes and gain a competitive edge.

Your great strategy for your people could:

- Be proactive, positive, bold, and forward-looking when aligned with business strategies.
- Build on a sound strategic foundation, organisational core values and culture.
- Clearly outline what the organisation expects from and offers to its people.
- Focus on the human factors required to meet the organisation's business goals.
- Outline the important personnel issues in your organisation.
- Assist in mapping the way forward to greater success.



Be bold, be very bold

The ExemplaHR approach works because it works with you and your people to achieve greatness.

ExemplaHR works, because we ask the most searching questions:

What does the business expect of its people?

What human capability resources exist within our workforce?

What are the burning people issues here?

How can we overcome obstacles, fear of change and reduce risk?

Is it possible to achieve greater success here?

The Way Forward



Working to success

We will identify your team of champions and work with them to release the human potential in your people.

Armed with the understanding of where the business wants to go, how it wants to get there, the obstacles and risks expected on the way, and the willingness to improve performance, we will work with you to close gaps, reduce risk and move forward.

We will deliver the following:

- A clear and sound people strategy, fit for purpose, outlining the strategic direction and the desired results.
- An assessment of risk and how this will be managed.
- The required human capability programme to meet expectations.
- The top five people priorities linked to the corporate business plan.
- Recommended action plan linked to each of the human capability priorities.
- A draft Employee Value Programme.
- The appointment of People Champions across your organisation and a Steering Group to drive performance improvement.
- Appropriate recommendations to deliver a great people strategy.
- A road map to greater performance, success and the competitive edge.