



# DEMISTIFYING STRATEGIC ALIGNMENT:

Putting the *strategic* in  
workforce planning

# THE EVOLUTION OF HR

Polite

Police

Partner

Player

“The shifting role of HR comes from changing business demands... To meet these increased expectations, HR must be more than partners; they must be players.”

**Dave Ulrich & Dick Beatty**

*From HR Partners to Players:  
Extending the HR Playing Field*

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## Research from Gartner®

*Becoming a World-Class CHRO:  
A Practitioner-Defined, CEO-  
Validated Model*

70% of CEOs expect their CHRO to be key players in enterprise strategy, but only 55% say their CHRO meets this expectation. Even fewer CFOs agree (30%).

Strategic workforce  
planning is how we play.

Fundamental to strategic workforce planning is the concept of strategic alignment.

# STRATEGIC ALIGNMENT



*“Although it’s helpful for the talent strategy to be based on best practices, research has found that aligning HR practices to business strategy had a stronger impact than best practices in achieving positive outcomes.”*

“Talent Management Best Practice Series: Strategic Alignment”  
The Korn Ferry Institute

# **TO GET & STAY ALIGNED TO STRATEGY, HR PROFESSIONALS MUST:**

- Understand what business strategy is (conceptually)
- Understand our client's specific business strategy
- Confidently talk about strategy with business leaders
- Identify and articulate the talent implications of business strategy



# STRATEGY

WHAT IS IT?

VALUES?

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?

!

VISION?

?

??

?

!

MISSION?

!!

HOW DO I  
MAKE IT WORK?



# KEY ELEMENTS OF A GOOD STRATEGY

## Landscape

- Industry trends
- External forces
- SWOT Analysis

## Vision

- Market position
- Key differentiators
- Products/Services
- Customers
- Culture & Values
- Infrastructure & Operations

## Strategic Goals

- Key objectives
- Key metrics and data sources
- Near-term initiatives



## WHERE TO FIND INFORMATION ABOUT STRATEGY

- Strategic plan
- Quarterly or annual reports
- Other communications from leaders

# COMMON CHALLENGES



NO (OR UNCLEAR)  
STRATEGY



LEADERS ARE NOT  
“STRATEGIC.”

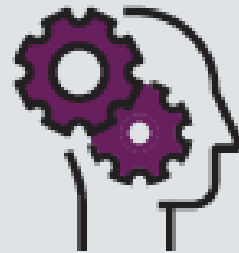


STRATEGY KEEPS  
CHANGING

## What You Do



## How You Do It



**Know the Business**



**Consult and Collaborate**

# QUESTIONS TO ASK BUSINESS LEADERS

- What strategic initiatives are you and your team working on right now?
- What industry trends are emerging and how do they impact our business? Do these trends help or hurt some businesses more than others?
- What are our strengths, weaknesses, opportunities, and threats?
- What data/metrics do you pay the most attention to?



# TALENT IMPLICATIONS OF STRATEGY

Describe the talent that will be needed to execute on strategic goals (capacity and capability). Do we have access?

What does the organization need to excel at? Which roles are most associated with our competitive differentiators?

Where is the strategy most at risk due to talent issues? What talent issue, if resolved, would most help the organization achieve its strategy?

How might organizational structure need to change to better align to strategy?

*It's important to keep in mind that there are no right answers... For any organization, what works best is contingent upon the situation and the strategy. For this reason, the strategic alignment process is a process of discovery that is unique for every organization.*

Talent Management Best Practice Series:  
Strategic Alignment”  
The Korn Ferry Institute

**TRUST THE  
PROCESS!**



# QUESTIONS