

Building the high flex/ high value HR Team

You certainly don't need anyone to tell you that these are turbulent times, but you do need help with how to cope with them! Professor Doug Ready from London Business School led a seven member team sponsored by the International Consortium for Executive Development Research (ICEDR) that looked at over 40 companies to help determine how best HR can navigate through such magnitudes of change.

Professor Ready is the founder and CEO of ICEDR, a global network of leadership and executive development professionals from many of the world's leading companies and business schools.

The responses from the participating companies were compelling. There is a mega storm of change and many are not sure if the old rules apply anymore.

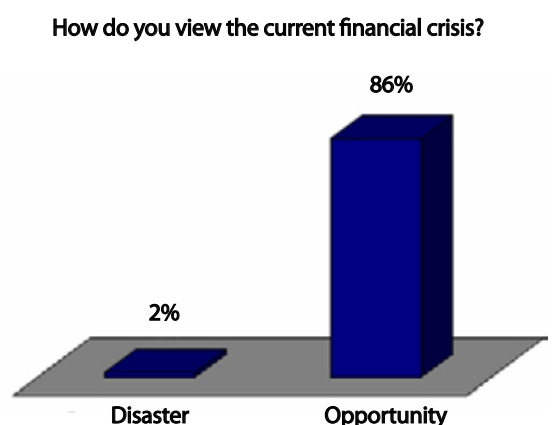
The objective of the ICEDR-supported study was simple: to help companies figure out how to lead through this mess, and come out stronger- both as an HR function and as a company. One of their simple, but powerful conclusions: *This is not a time for careful planning or proposals- this is a time for bold action and leadership for the HR community.* In order to help HR professionals navigate through these fast changing times, Professor Ready and his team developed frameworks based on a combination of stages of value-added contributions and critical time horizons that will help HR leaders to be more effective.

Background:

The data from the study were in some cases surprising, but in all cases compelling:

There's little doubt that companies are facing conditions they haven't witnessed in generations. But, the good news is that an overwhelming majority of respondents have embraced this crisis as an opportunity to either make the tough calls that they have been avoiding due to prosperity, or to dig even deeper by reshaping their companies' business models and competitive dynamics.

Professor Ready and his team talked with many HR professionals during the course of this project that gave them a great deal of encouragement that excellent work is being done to contribute value to companies in these turbulent times. As Ready put it: *"Some were leading enterprise-wide productivity improvement projects, some were accelerating the off-shoring of transactional services; while others were conducting strategic talent sourcing campaigns, taking advantage of more vulnerable competitors. I talked to a few companies that were using organizational effectiveness expertise to lead structural redesign efforts, and others who were facilitating large scale engagement efforts by using the crisis as an opportunity for their CEO and top team to rearticulate their company's purpose, ambition, strategy, and culture".*

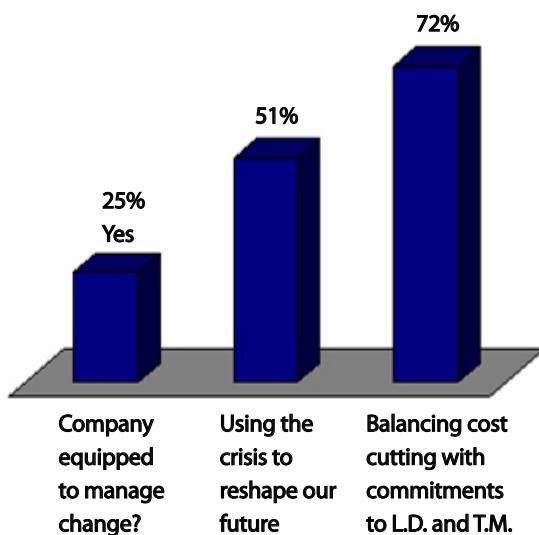


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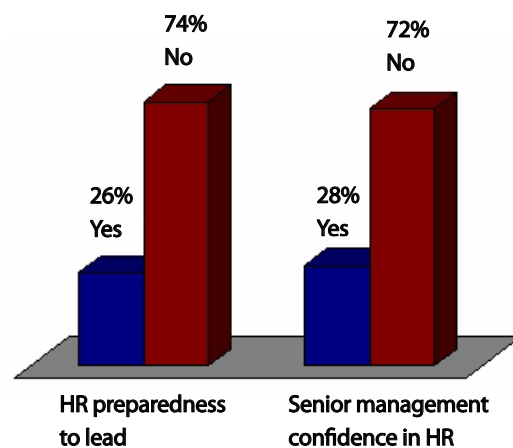
Many well thought out efforts such as those listed above are underway and in various stages of implementation.

But, at the same time that much is happening, many are worried that the depth and scope of this crisis is beyond what most HR professionals have encountered before. Understandably, they are worried about whether the function is up to the challenge at hand, and whether top executive teams will continue to support the many outstanding accomplishments that have been achieved over the past decade in leadership development and talent management. The data points to this in dramatic fashion.

Your company's most pressing challenges?



Is there trouble for HR?



Important Developments in the Making - The HR Value Matrix

The team is developing an HR Value Matrix that will serve as a guide for HR teams to determine how to best contribute to their companies' most pressing challenges... and in time horizons that will optimise HR's value-added. The Matrix will consist of three stages:

Stage 1: Flawless delivery of transactional services

Stage 2: Building organisational capabilities and strategic alignment

Stage 3: Breakthrough contributions with transformational impact

Professor Ready and his team will be presenting the findings of their research at the next ICEDR Forum in June.