

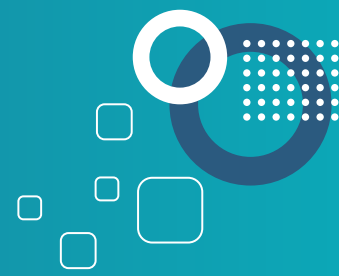


DoingHR
Differently

27

IDEAS FOR CREATING A NEW ROADMAP WITH YOUR TEAM

AND 3 REASONS WHY YOU NEED TO



You've got a business to run and people to lead.

It's always been challenging, but in this current work climate, what used to work, doesn't work the way it used to. There are long-term issues to work through and short pain to get through. You must get it right.

The COVID pandemic forced companies to react for safety reasons quickly, but now people that reaction to be an informed response. They want to work differently. In many cases, people have proven that work can be done differently without negatively impacting results and, in some cases, delivering better results. But companies are still grappling with this two years later. Why? Because a new operating model has emerged, and companies haven't fully embraced the benefits of proactively designing it.

Your organization may need to reassess how you prioritize your people based on your business reality. You need a new work roadmap that you create for and with your team. Why?

- Because your business strategy can only deliver results through the people who execute it.
- Because your organization cannot be people stagnant, it must be people dynamic.
- Because you're living your future right now.

Here are 27 ways to get started.



YOUR BUSINESS STRATEGY CAN ONLY DELIVER RESULTS THROUGH THE PEOPLE WHO EXECUTE IT

Every business develops a business strategy with the expectation that it will deliver the desired business results. But who delivers those results? YOUR PEOPLE! Where are they in your planning process?

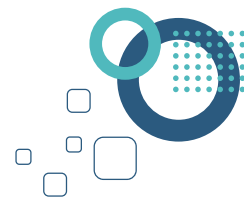
When you set your business strategy, do you also set or reset your people strategy? If not, you may be making a big assumption that it can deliver on your business strategy. Here's how you find out – your results fall short of expectations. In addition, you aren't building the organization or the team you need for the future. Are you willing to take that risk?

Your people translate your business strategy into executable action. Your job is to make it easier for them to be successful. The more information you have about the work needed to deliver on your business strategy and how people work to make that happen, the greater your chances of success.

You may need to re-prioritize your people in light of your business strategy.

ACTIONS TO CONSIDER:

- 1. Assess your People Strategy.** Review your people systems through the lens of your business strategy, from hiring to exit, from policy to process. Test your capabilities! Identify your gaps, understand why you have them, and adjust as needed.
- 2. Establish People Data as a Critical Data Point of Decision Making.** Choose a comprehensive people data framework to inform and influence business decisions. This framework is beyond the typical measures used to measure the people business. This data informs you about how people work best and how to address gaps.
- 3. View Your Business Challenges as People Challenges.** Look at your business challenges through the lens of people. Do you have missed deadlines, inaccurate forecasts, employee issues, safety issues, compliance issues, cost overruns, stagnant or receding sales, and lack of product and process innovation? Identify the gaps that hold you back, understand why you have them, and develop a plan to close them.



ORGANIZATIONS CANNOT BE PEOPLE STAGNANT. THEY MUST BE PEOPLE DYNAMIC.

THE WINNING FORMULA: RIGHT PEOPLE, RIGHT ROLES, RIGHT WORK, RIGHT RESULTS.

To get the results you want, you have to get your people right. When you do, your business accelerates! You have learned how to use people data to maximize the performance and experience of your people. Getting the right people in the right roles doing the right work to deliver the right results doesn't just happen. It happens because of a consistent, intentional process focused on meeting your business needs through effectively leveraging your people.

Your talent isn't your greatest asset. Employees are your superpower!

ACTIONS TO CONSIDER:

- 4. Put Accountabilities Before People.** Review and adjust your organization's accountabilities to align with your business strategy, then look at the people in the seats. Adjust as needed.
- 5. Integrate People Data into Business Processes.** Take a holistic approach to use people data to reassess the organization's work in light of people. Your systems should work in tandem to make it easier for people to do their work and deliver results.
- 6. Position People for Success.** When you know how work needs to be done, you can position people so they can do their best work and deliver the results you need.

FACILITATE COLLABORATIVE WORKFLOWS

Do you know what it takes to get things done in your organization? Your people know. At any given moment, they can tell you how to improve their workflow and make it easier for them to do their job and deliver the results you need.

Employees want to have a voice in how their work gets done. Simplicity is key to productivity, and collaboration is the key to organizational results. Engaging people in the flow of work within and across departments is a requirement in this new, evolving world of work.

Don't let processes become entrenched that impede organizational productivity.

ACTIONS TO CONSIDER:

- 7. Reverse Engineer.** Start from the desired results and work backward. Look for ways to facilitate collaboration within and across departments to simplify workflows.
- 8. Own It All the Way Through to Results.** Convert hand-offs to handshakes. Keep everyone invested in the outcome.
- 9. Make it Easy to Continuously Contribute.** Establish ongoing real-time opportunities for your team to contribute, such as asking in weekly huddles - "What can we do better this week?"

NAVIGATE TALENT EXPECTATIONS

Why should I choose your company? Why should I stay with your company? Do you have a compelling answer? Candidates have expectations that companies aren't fully prepared to meet. They want a great experience, flexibility in their work, transparency on how decisions are made, and the opportunity to grow and advance.

If you want to attract and retain talent, you must want what talent wants, and talents wants to be developed, contribute in different ways and be more of a partner in the business. This is a win-win for everyone! Expand your thinking. Your organization has unlimited lateral opportunities that give people experience and exposure.

ACTIONS TO CONSIDER:

- 10. Review Your Employee Value Proposition (EVP).** What are you offering? What's your differentiator? Is this a reality for your current employees? You may need to reset or remarket your EVP.
- 11. Recruit, Re-Engage, and Re-Energize Internal Team.** Ask each team member what development opportunities are important to them, and then do what you can to make it happen. Your business can't run without them, and they know it.
- 12. Create an Informal Coaching Process.** Create a simple process for leaders and peers inside and across departments to share knowledge and support development. This is a no-cost option that can yield tremendous benefits.

PARTNER UP, DOWN, AND ALL AROUND

Everyone in the organization has the same overall goal but different responsibilities and accountabilities. Working effectively alongside others is not optional; it's a requirement, and the people you work with expect it. Hierarchy is structure. Partnering facilitates progress. Developing partnering relationships up, down, and all-around benefits everyone. That's how you win together!

No matter where you are in the hierarchy, you influence people and business outcomes.

ACTIONS TO CONSIDER:

- 13. Be a Good Partner to Your Leader.** Think ahead, be prepared, keep your leader informed, be a thought partner and give a heads up on impactful things. If things get wonky between you and your leader, address it quickly and productively.
- 14. Be a Resourceful Partner With Your Peers.** Remain focused on common goals and how you will work together to achieve them. Identify and resolve issues and roadblocks faster. Build strong relationships.
- 15. Be an Effective Partner for Your Team.** Be a transparent and relatable communicator. Guide your team, trust them to do their job, resolve their issues quickly, advocate for them and celebrate with them.

MAINTAIN TRUST WITH THE PEOPLE YOU DEPEND ON

According to Stephen Covey, we move at the speed of trust. In business, you have to move fast, so you can't afford to have trust issues holding you back. You depend on people to do their jobs so you can do your job. You deliver results together.

This helpful model by Charles Green can help you understand the components of trust:

Trust = Credibility + Reliability + Intimacy

Self-Orientation

Credibility: words spoken (can increase trust);

Reliability: actions taken (can increase trust);

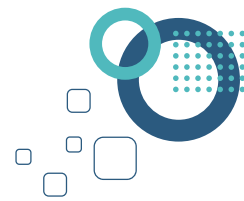
Intimacy: feelings of safety or security (can increase trust)

Self-orientation: personal focus (can decrease trust)

Another consideration is how people extend trust. Some people give trust automatically, and some require trust to be earned. When trust breaks, it can be rebuilt through work and time, but it can also be challenging. That's why it's crucial to gain and maintain trust. Don't assume you know how people trust. Don't take it for granted, and don't wait until it's broken. Ask!

ACTIONS TO CONSIDER:

- 16. Have the Trust Conversation Up, Down, and All Around.** Talk with your leader, peers, and team about the trust you need to have together. Be proactive, be open, be honest, do the required work, and keep trust in front of you.
- 17. Develop a Trustworthy Culture.** Keep trust at the center of every interaction. Make everyone accountable for gaining and maintaining trust with each other. Establish a trust agreement and actions to take if trust is threatened or lost.
- 18. Treat Trust Breaches with the Same Urgency as Data Breaches.** Take it seriously. Limit it, repair the damage and work to make the relationship stronger.



YOU'RE LIVING YOUR FUTURE RIGHT NOW

DESIGN PEOPLE SYSTEMS THAT CAN FLEX WITH THE BUSINESS

People systems support the business short-term and long-term. They should never be so entrenched that they can't flex to the needs of the business. Policies, processes, resources, and tools exist to enable the business and should not disable the business.

Keep your people systems in alignment with your business.

ACTIONS TO CONSIDER:

19. **Be an Active Partner with HR.** HR can be a powerful catalyst for the business. Immersing your HR partners in the business helps them better understand and support the business.
20. **Advocate for Capabilities in HR.** For people systems to meet current and future business needs, investments in technology, tools, and resources may be needed. Consider contract support for a limited time and specific projects. HR capabilities have an organizational impact, and the responsibility should not fall solely on HR.
21. **Establish a Cadence to Review Your People Systems.** All people systems, policies, and processes need a regular review to ensure they are enabling the business. Simplicity and transparency are vital to keeping your talent engaged and remaining focused on business needs.

PAST, PRESENT, AND FUTURE MUST CREATE THE RIGHT WORK ECOSYSTEM

Diversity is a strength unless you value conformity. The workforce is diverse in so many ways. They expect the right work ecosystem where everyone is encouraged to bring their talents to the table. They expect people to have equal opportunities to contribute and grow. They expect exclusionary behavior will not be tolerated. They expect the past, present, and future to co-exist comfortably and productively. They expect diverse voices are energized and energizing. They expect collaboration to be an SOP, and they expect to learn with and from each other.

Your talent may be further ahead on this than your organization. You may need to catch up.

ACTIONS TO CONSIDER:

22. **Do Not Treat Diversity as an Initiative.** Accepting and benefiting from diversity is the way to having a thriving business that people will support. It is the present and future reality of your business.
23. **Test Your Plans and Decisions for Exclusive.** With the speed of business, it is easy to think you're being inclusive when you're being exclusive.
24. **Encourage and Expect Accountability.** This is how everyone works and lives in your organization. It's deeper than culture. Everyone should own the ecosystem and be accountable for it.

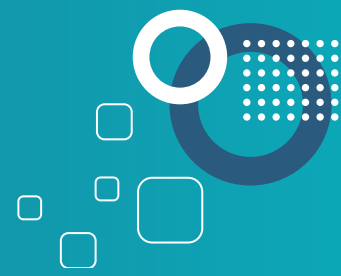
LIVE YOUR CORE VALUES OUT LOUD

A business's core values matter. They define who the organization is, and the guiding principles used when making decisions. People care about authenticity and want and need to trust the organization is who it says it is through the actions of everyone.

It's simple - Does the employee's real experience reflect who the organization says it is?

ACTIONS TO CONSIDER:

25. **Review the Organization's Core.** Assess where the core values are and are not being lived. Take proactive action to acknowledge it, correct it and communicate it.
26. **Reiterate the Core Values Often.** Don't assume people remember. Everyone needs reminders. This is a great way to help everyone be accountable for them.
27. **Ensure Your People Systems Clearly Support the Organization's Core Values.** These are the systems and processes used throughout the organization, and they significantly contribute to the employee's overall experience.



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Need a coach? Need a facilitator?**

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