

HR Dreams

Where HR is Headed to Deliver Value

Dave Ulrich

These dreams are rooted in the challenges of businesses today and how HR professionals should respond. They also highlight the hopes and aspirations of HR professionals.

My psychologist wife has taught me that to understand our past, we can read our journals. To understand our present, we need to look honestly and seriously in a mirror. And, to understand our future, we need to examine our dreams. Dream analysis has two parts. One part focuses on our daytime dreams which symbolize our hopes and aspirations and define where we want to go. For organization leaders this focus implies having a vision, mission, or purpose statement that sets a direction for where their organization is headed. The other part of dream analysis examines the subconscious elements of our nighttime dreams. These dreams often deal with the implicit challenges we face and give our mind a way to ponder what challenges we face and how we might deal with them through our

dreams. So by analyzing our nighttime dreams we can begin to accomplish our daytime visions.

The same logic may be applied to the HR profession. We can look to our past in text books and articles; we can grasp our present by looking in the mirror of what we do; but we create our future by examining our dreams. These dreams are rooted in the challenges of businesses today and how HR professionals should respond. They also highlight the hopes and aspirations of HR professionals. This essay begins with a brief overview of the context of business, then suggests an over-arching vision for our future, reports 12 capabilities HR must be prepared to help their organizations build, and concludes with implications for both the structure of the HR organization and the personal requirements for HR professionals.

Context of Business

In conference after conference focused on “the world of business” similar themes surface. Technology has increased access, accessibility, visibility, and connection. The connected world is smaller, changing rapidly, and has more open information. Customers have become increasingly segmented and pernickety. Investors have become increasingly attuned to and actively concerned about not

only financial results, but intangibles. Employees represent increasingly diverse demographic backgrounds including not only race and gender, but personal preferences, global or cultural backgrounds, and orientation to work. Competitors come from both traditional large global players and increasingly smaller innovators. And, all of these themes occur in the context of global business where what happens in one corner of the world affects business throughout the world.

Many spend enormous time specifying these trends and their implications on business. Most of these trends are outside the control of any one individual or any one company. They occur in both predictable and unpredictable ways. They affect all aspects of business from how to fund a firm, to how to position the firm in customer minds and how to engineer and deliver products. They also affect Human Resources. HR’s legacy was to monitor terms and conditions of work through industrial relations, then to design systems and practices that shape how people are treated in an organization theory personnel administration. With this orientation, HR professionals had little reason to be more than casual observers of business trends. Now, the HR profession is being asked to help businesses compete and to do so, HR must not only observe, but

understand and adapt to these business trends.

Vision for HR's Future

Some write about why they “hate” HR because it does not respond to the opportunities of today's business challenges. It is probably more useful to figure out how to adapt HR so that it can thrive in the business context facing most companies. Thinking about how HR can and should respond to these business challenges, evokes a number of new demands on HR. In seminars, I often stipulate the changing business conditions HR professionals must master, then ask participants to identify what HR should focus to respond to these conditions. The lists often include:

- Talent: getting and keeping good talent.
- Change: making sure that organizations change and adapt.
- Governance: building governance processes that ensure confidence.
- Intangibles: identifying and delivering intangible value to investors.
- Leadership: ensuring the next generation of leadership within a company.
- Execution: making sure that strategies are delivered as planned.
- Globalization: adapting HR practices to a worldwide setting.
- Performance management: driving performance and results throughout the company.
- Communication: learning to share information with those inside and outside the company.
- HR transformation: figuring out how to transform the HR function from a traditional administrative service to more strategic.

These and other demands redefine what HR professionals should pay attention to, how HR practices should be designed, and the focus of HR functions or departments. As we reflected on these types of demands, we concluded that there is an underlying theme, that of creating value. In changing times, HR professionals, practices, and functions address these demands to create value.

Value is defined by the receiver more than the giver, so a focus on value means that HR must identify the receivers of HR services and prescribe what they receive from insightful HR work. These receivers, or stakeholders, and the value they receive include:

- Employees who receive value from their contributions at work. This value may be

framed in terms of an employee value proposition where employees who contribute to their organization's success receive value from their organization. This value may come in the form of a vision that gives the employee meaning or purpose, opportunities to learn and grow, impact by doing work that has meaning, community by being part of a team of like minded and committed individuals and working for a respected leader, flexibility in terms and conditions of work. These dimensions of the employee value proposition may be enhanced by HR.

- Customers who receive the products or services that lead them to purchase more from the organization. Customer value may be assessed by tracking customer share, or the percent of a customer's total revenue spent with the target firm. Organizations build customer share by connecting strategy, products, services, management practices, and value with target customers.
- Investors who receive confidence in a firm's sustainable performance. Increasingly, a firm's financial results (profits, earnings) explain about 50% of a firm's market value with the other half being determined by what is called intangibles. Intangibles represent confidence investors have in a firm's future and sustainable earnings. They might include predictability of results, clarity of strategy, core functional competence (marketing, manufacturing, technology), and key organization capabilities (speed, culture, accountability, leadership, talent, etc.).
- Line managers who receive the tools and processes need to make sure that espoused strategies happen.

As HR focuses on the creation of value, these four stakeholders become critical to HR's success. They determine how well HR practices, professionals, and departments are making wise investments.

12 Capabilities

A value focus for HR raises new challenges and opportunities HR must be prepared to help their organizations address. These capabilities are things that HR professionals should understand and help manage to create value. Most of the capabilities come from research on what is known about how organizations can compete in dramatically changing markets. Below are 12 capabilities HR professionals should master and what HR professionals

should know and do to turn the principles into practices (see summary in Figure 1).

- 1. Talent:** We are good at attracting, motivating, and retaining competent and committed people.

Assuring talent means going beyond the platitudes such as “people are our most important asset” and “strategy follows people” and investing time and resources in securing superior talent. Employees must be both competent and committed. Competent employees have the skills for today's and tomorrow's business requirements.

Committed employees deploy those skills regularly and predictably. HR professionals may assess the extent to which their organization regularly attracts and keeps top talent and the extent to which that talent is productive and focused. Assuring competent employees comes as organizations buy (bring in new talent), build (develop existing talent), borrow (access thought leaders through alliances or partnerships), bounce (remove poor talent), boost/bound (promote the right talent), and bind (keep the best talent).

Competence of employees may be tracked by assessing the percent of employees who have the skills to do their job today and in the future, by benchmarking current employees against competitors (it is good that employees are targeted by search firms because it suggests a reservoir of talented employees), and by productivity measures that track employee output per unit of employee input. One firm invited investors to visit and ask any employee any question about the firm's strategy, product, or financial position. This test of business literacy impressed investors who were able to determine first hand the competence of employees. Assuring commitment comes when leaders build an employee value proposition that ensures that employees who contribute more will in turn receive more of what matters most to them. HR professionals may track commitment through retention of the top employees (we often suggest that the most strategic human resource decision a company can make is to place its worst performer in a competitor), by employee attitude surveys done frequently as pulse checks, and by direct observation as executives can intuitively sense the engagement level of employees. HR professionals who build both competent and committed employees ensure a flow of talent that helps the organization

perform well over time.

2. Speed: We are good at making important changes happen fast.

Gaining speed goes beyond change to fast change. Speed means that the organization has an ability to identify and move quickly into new markets, new products, new employee contracts, and new business processes. Leaders embed this capability into the organization by being focused on making decisions rigorously, by implementing change processes throughout their organization, by removing bureaucratic barriers to change, and by eliminating change viruses. Changing the capacity to change takes time because the laws of entropy keep change from happening, but when large firms act like small nimble firms, they master the speed capability.

Speed may be tracked in a variety of ways, all involving time. Time may be tracked from concept to commercialization of an idea, from changeover of an assembly line to a new product, from collecting customer data through market research to making changes in customer relations, from proposing an administrative change to fully implementing that change. Just like increasing inventory turns shows physical assets are well used; saving time demonstrates both financial savings in terms of labor productivity, but also increased enthusiasm and responsiveness to opportunities.

3. Shared Mindset: We are good at ensuring that customers and employees have positive images of and experiences with our organization.

Gaining a shared mindset, or firm brand identity, becomes a vital capability. Many firms have moved from individual product brands to firm brands. The Marriott name on a hotel adds value because it gives the traveler confidence in the product. Being affiliated with the Olympics brand is worth millions to companies who want to be associated with the positive image of the Olympics tradition. HR professionals may help identify and shape their Shared Mindset, or firm brand, by building a consensus among their management team of what they want the firm to be “known for” by its best customers in the future. Once a consensus is reached on this identity, they may invest in a series of actions to make the identity real to both customers and employees.

Shared Mindset may be measured with a simple exercise. Ask your team to answer the

question: “What are the top three things we want to be known for by our best customers in the future?” Collect the responses to this query and measure the degree of consensus as the percent of responses that fall into the most common three categories. We have done this exercise hundreds of times, often to find a Shared Mindset in the 50-60% range. Leading firms score in the 80-90% range because they have a clear sense of what they want to be known for by customers. The next step in the exercise is to invite key customers to answer the same question. They will monitor the extent to which the internal and external mindsets are shared and be the ultimate determinant of the value of the culture.

4. Accountability: We are good at the disciplines that result in high performance.

Some firms have developed accountability habits. It is just not acceptable to miss goals. Performance accountability becomes a firm capability when employees realize that they must meet their performance expectations. Accountability comes when strategies translate into measurable standards of performance, then when rewards are linked to the meeting or missing of standards. When there is a line of sight between rewards, appraisals, and strategies, accountability is more likely to follow. When HR professionals design an employee's performance appraisal form, it should reflect the strategy the employee is attempting to accomplish and what specific actions the employee should take to help accomplish the strategy. Rewards, both financial and non-financial, then reinforce the strategy and enable employees to receive clear and definitive feedback on their performance.

Accountability can be monitored. By looking at a performance appraisal form, can you derive the strategy of the business? Are the items measured on the appraisal indicative of the strategy? What percent of employees receive an appraisal each year? How much variance is there in compensation based on employee performance? What percent of employees feel they have received a helpful feedback session in the past year? Some firms have a pay for performance philosophy, but their annual increases range from 3.5-4.5%. They claim an accountability culture, but they are mistaken.

5. Collaboration: We are good at working across boundaries to ensure both efficiency and leverage.

The whole needs to be greater than the sum of the parts. Some organizations have more value broken up than held together. These organizations do not understand collaboration as a capability. Collaboration may come when the combined organization gains efficiencies of operation through shared services, technology, or economies of scale. Collaboration may also come when the combined organization accomplishes more together than it could separately through learning and sharing ideas across boundaries, allocating resources to key areas, and creating strategies that leverage products and customers. HR professionals build collaboration by seeking both efficiencies and leverage throughout the organization.

Collaboration may be tracked at both the institution and team levels. Institutionally, you may determine your break up value and compare it with your current market value. If the break up value is 25% more than the current market value of the assets (rule of thumb), collaboration is not occurring the way it should. Within the organization, collaboration may be tracked by monitoring the flow of talent and ideas across boundaries. Are people moving from one area to another? Are ideas or practices in one part of the firm being done in another part of the firm? Finally, collaboration may be measured by administrative cost savings through shared services. For example, shared services have been found to produce from 15-25% cost savings in employee administrative costs. The average large firm spends about \$1600 per employee per year in administration, thus you can calculate the probable cost savings of shared services: $(\$1600 * .2 \text{ (cost savings)}) * \text{number of employees}$.

6. Learning: We are good at generating and generalizing ideas with impact.

Generating new ideas comes from benchmarking (seeing what others have done and adapting it), experimentation (trying new things to see if and how they work), competence acquisition (hiring or developing people with new skills and ideas), and continuous improvement (improving on what was done through suggestion systems and process analysis). Generalizing ideas means that the ideas move across a boundary of time (from one leader to the next), space (from one geography to another), or division (from one business unit

to another). Sharing ideas across boundaries may be done through leveraging, technology, creating communities of practice, or moving people. HR professionals who encourage individual and team learning can also create organizational learning through these practices.

Tracking learning may come at individual or organization levels. For individuals learning means letting go of old practices and adapting new ones. You may ask employees “What is the half-life of knowledge in your current job? When is 50% of what you know how to do out of date?” This question explores the extent to which employees are focused on generating and generalizing new ideas for their work. Learning within the organization shows up in continuous improvement. Are we getting better at production? Marketing? Customer service? Employee engagement? By establishing baselines and tracking results, learning becomes a part of the organization’s improvement effort.

7. Leadership Brand: We are good at embedding leaders throughout the organization who deliver the right results in the right way—who carry our Leadership Brand.

Some organizations produce leaders. These organizations generally have a Leadership Brand, or clear statement of what leaders should know, be, and do. A Leadership Brand exists when the leaders from top to bottom of an organization have a unique identity. These leaders are identifiable. They are focused. They possess attributes of success and deliver results. HR professionals have the responsibility to produce the next generation of leaders by helping establish the Leadership Brand, assessing the gaps in the present leadership against this brand, then investing in future leaders.

Leadership Brand may be tracked by monitoring the pool of future leaders. How many backups do we have in place for our top 100 employees? In one company, this figure dropped from about 3:1 (3 qualified backups for each of the top 100) to about 0.7:1 (less than one backup). This company discerned that the downsizing had impaired the leadership bench to a serious level.

8. Customer Connection. We are good at building enduring relationships of trust with targeted customers.

Many firms have discovered through customer value analysis that 20% of customers account for 80% of business performance. These target customers become absolutely critical for a firm to compete and win. Creating customer connectivity may originate in a variety of practices. It may originate in databases that identify and track each individual customer’s preferences. Customer connectivity may also come from dedicated account teams who build long-term relationships with targeted accounts or from involving a customer in the firm’s HR practices. To leverage such opportunities, many firms are including customers in staffing, training, compensation, and communication practices. The net result of these activities is customer intimacy and a resultant increase in sales. Customer connectivity may also be enhanced when large proportions of the employee population have meaningful exposure to, or interaction with external customers. All of these result in an information and mindset convergence between employees and customers.

Customer connectivity and service may be tracked through share of targeted customer rather than market share. This means that you identify your key accounts, then track the share of those key accounts over time. In addition, regular customer service scores may offer insight on how well the customer perceives your connectivity.

9. Innovation: we are good at doing something new in both content and process.

Innovation focuses on share of opportunity by creating the future rather than relying on past successes. Innovation matters because it fosters growth. It excites employees by focusing on what can be, anticipates customer requests and delights customers with what they did not expect, and builds confidence with investors by creating intangible value. HR professionals who focus on innovation constantly ask, “What’s next?” This is asked in all domains of their business. Innovative product offerings include revolutionary new products or product extensions (that is, added features, performance, or functionality). Business strategy innovation changes how the enterprise makes money (as with the current emphasis on services), where the enterprise does business (opening up new geographies), how the enterprise goes to market (via new channels), how the customers experience the firm (its brand identity), or how the firm serves

customers (as when eBay discovered it could grow by helping customers sell things to each other). Administrative innovation occurs when new processes are introduced in finance, IT, marketing, HR, manufacturing, or other staff systems.

Innovation may be tracked through a vitality index such as revenues (or profits) from products or services created in the last three years. Innovation may also be monitored through the introduction and deployment of new processes in the organization.

10. Strategic Unity: we are good at articulating and sharing a strategic point of view.

Most organizations have strategies but do not accomplish them. Often this comes because there is not a shared understanding of the desired strategy. Three agendas go into creating strategic unity. An intellectual agenda assures that employees from top to bottom share both what the strategy is and why it is important. This agenda is delivered through simple messages repeated constantly. A behavioral agenda assures that the ideas in strategy shape how employees behave. This comes less by telling employees what to do and more by asking employees what they will do given the strategy. By allowing employees to define their behaviors relative to strategy, they become committed to it. A process agenda ensures that the organization’s processes (e.g., budgeting, hiring, decision making) align with strategy. These processes may be reengineered to ensure that they create unity. When all three agendas are in place, strategic unity likely follows.

Tracking strategic unity comes when employees have strategic literacy as evidenced to a common answer to the question, “What is the strategy of this business which sets us apart from competitors and helps us win with customers?” The behavioral agenda for strategic unity is measured by asking employees what percent of the time they felt they were doing work that facilitated the strategy and by asking them if their suggestions for improvement were heard and acted on.

11. Efficiency: we are good at managing costs of operation.

In competitive markets, managing costs efficiently increases flexibility. HR professionals may reduce costs through process, people, and projects. Process improvements come

through kaizen or other productivity improvement efforts that reduce variance, remove steps in getting work done, reduce inventories and work space, and assure a flow of products and services. People improvements come from doing more with less through technology, teams, and more efficient processes. Project investments come from managing capital spending to allocate money wisely for future investments. HR professionals who only pay attention to costs and ignore growth fail because you cannot save your way to prosperity; but HR professionals who avoid costs and efficiency improvements will not likely have the opportunity to grow the top line.

Tracking efficiency may be the easiest of all. Measuring cost of goods sold, inventories, direct and indirect labor, and capital employed may all be tracked from the balance sheet and income statement.

12. Corporate Social Responsibility: we have a strong reputation for sustainability, philanthropy, and employability in our industry and community

In Europe many firms now rely on what they call the “triple bottom line” where they measure the extent to which an organization meets high social responsibility standards. Social responsibility shows up in various ways. Corporate giving, or philanthropy, represents a commitment to serving the community in which you operate. One company wanted to be known as a “corporation with a giving heart” and committed to donate to worthy community causes. Sustainability, or reducing the carbon footprint, is another form of social responsibility. Many firms are managing facilities (lighting, energy use, space, etc.), product features (reducing packaging and using green products), and auditing energy consumption. Worker-friendly practices like family-leave and flexible work arrangements help companies demonstrate their social responsibilities. Being sensitive to the needs of local populations whose land contains substantial resource is an increasingly important aspect of corporate social responsibility. All of these socially responsible activities are woven around shared beliefs and values in a commitment to the community in which you operate.

Social responsibility may be tracked by both activity and reputation. Activity means that you have designed and implemented sustainability, philanthropy, and employability policies that communicate your social

responsibility values. For example, some firms commit a portion of earnings to charity and also report the amount of employee time donated each year to serving others. Social reputation may be measured by indices like “Best Managed Companies” where external bodies assess a firm’s reputation. Clearly, these are not the only capabilities that HR professionals working with leaders may instill into an organization. But, they are indicative of the types of capabilities that make intangibles tangible. They delight customers, they engage employees, they establish reputations among investors, and they provide long-term sustainable value.

Two Implications for HR

HR Structure

The business context sets the agenda, the HR vision of value focuses on the outcome, and the 12 capabilities define the capabilities HR professionals can and should create. To create these capabilities and deliver value, HR departments and functions are evolving how they deliver HR. Increasingly, HR departments are being split in half, one half focusing on HR transactions and operations, the other on HR transformation and strategic work. Both parts add value, the transaction work ensuring efficiency, costs, and error free work; the transformation work enabling strategies to be executed.

HR transactions must be done to ensure that employees’ administrative concerns are treated quickly and accurately. But, they should also be done to minimize costs while maintaining quality. The production of administrative efficiency comes through establishment of service centers where HR work is consolidated, through eHR where employees become self-reliant and connected through technology, and through outsourcing HR to a service provider who can ensure consistency and efficiency. This mix of processes helps streamline and reduce the cost of HR operations. It also reduces the number of people who work in HR by automating, standardizing, and reengineering HR processes.

HR transformation means investing in HR practices that help make strategy happen by delivering the 12 capabilities discussed above. These capabilities become the outcomes of HR practices, the deliverables of HR. To build sustained value, HR professionals must work as a unified team. Embedded HR professionals may be called generalists, partners,

relationship managers, or business-based HR. Regardless of title, they are assigned to work with organization units (business, geography, or functional unit). Their task is to participate in the strategic planning process and to ensure that strategies happen through building the right organizational capabilities. They sit on the management team of their unit; they do organizational audits; they set organizational priorities; and they source HR expertise from centers of expertise. They are measured by the extent to which they can help make strategies happen.

HR professionals in centers of expertise are known for their technical acumen and are known as specialists in delivering key capabilities. They are current in their specialty area but are also able to tailor and adapt ideas to the requirements of the business units. They contract their knowledge to the embedded HR professionals to help solve problems. They create menus of choices for how to deliver state of the art HR. They share knowledge from one unit to another. They also represent some of the corporate initiatives sponsored by the executives. They are measured by the application of innovative HR practices throughout the company and the extent to which the company shares experiences across units.

HR professionals at corporate have responsibility for HR philosophies that permeate the entire organization. They represent the firm to external stakeholders (regulators, investors, communities) and need to help establish a corporate brand or reputation. They also help senior executives select HR initiatives that will permeate the entire organization. They work with Boards to ensure effective governance and with senior executive leaders as coaches and team facilitators.

The culmination of embedded HR, center of expertise, and corporate HR professionals ensures that the HR organization operates as a unified team that creates value through transformation.

HR Professionals

HR professionals have evolved in recent years. From just doing administrative processes, they are increasingly being asked to help create value and contribute to business success. We have identified three dimensions to describe these changes: what HR professionals do (actions), why they do it (roles), and how they do it (competencies).

We have talked about actions HR professionals may undertake to deliver value. With

business leaders, they can coach by providing candid feedback and feed-forward. As coaches, they help leaders align their intent with their behaviors. With strategists, they can become architects of the organization required for the future. As architects, they create blueprints for delivering critical capabilities. With business teams, they facilitate the process of change and implementation. As facilitators, they are attuned to the process of change and the dynamics of large scale system change. Within HR, they are gifted at delivering and doing what they promise. As deliverers, they accomplish results by building HR plans and delivering HR practices. These four actions give HR professionals specific guidelines on what they should do to deliver value.

HR roles focus on the identity and reputation of HR professionals. In previous years, we have talked about four roles for HR professionals: Employee Champion, Administrative Expert, Strategic Partner, and Change Agent. Because of the business context, value HR should create, and 12 capabilities HR professionals can build, we presented, these roles have morphed. Employee Champion is so important is can be divided into the Employee Advocate who cares about employee requirements today and Human Capital Developer who cares about building for tomorrow's employees. Administrative Expert has shifted to functional expertise since it requires detailed knowledge of HR theory and research. Strategic Partner and Change Agent merge since without change, strategy does not happen. And, we envision HR professionals as Leaders who embody the Leadership Brand and communicate it throughout their organization by word and by policy. These five roles: Employee Advocate, Human Capital Developer, Functional Expert, Strategic Partner, and Leader become the roles that HR professionals should play to add value.

HR competencies focus on the knowledge and skills required to make sure that actions and competencies occur in the right way. We have done research since 1988 on the required competencies of HR professionals. Our data set now includes over 30,000 individuals and suggests six domains for HR competencies that HR professionals must master to be seen as competent. Strategic contribution refers to an HR professional's ability to make strategy and change happen by encouraging customer input to decision making. Personal credibility refers to the HR professional's ability to build

relationships of trust with business leaders. Knowing the business ensures that HR professionals can discuss strategic, marketing, operational, and financial issues with clarity. Mastering HR practices ensures that HR professionals know the theory and research of HR and can adapt this knowledge to their specific organization requirements. Learning to leverage HR technology will help HR professionals demonstrate the technological literacy that business require.

As HR professionals master the actions, play the roles, and demonstrate the competencies, they become valued contributors to their organizations.

Conclusions

We end where we began. The business world is changing. It requires that HR professionals contribute by creating value. This value is created when HR professionals master the 12 capabilities and can turn that knowledge into a set of organizational capabilities. HR professionals are more able to do this value-added work when the function is accurately structured and when HR professionals act, play roles, and demonstrate the right competencies.

This roadmap is a day-dream for HR. It lays out where HR can and should be headed. And, as a night-dream, it lays out challenges ahead and how HR can respond to those challenges. Night-dreams that alert us to our deeper and hidden concerns can be turned into successful day-dreams by doing the things talked about in this paper.

About the Authors

Dave Ulrich has consulted and done research with over half of the Fortune 200. Dave was the editor of the Human Resource Management Journal from 1990 to 1999, has served on the editorial board of 4 other journals, is on the Board of Directors for Herman Miller, is a Fellow in the National Academy of Human Resources; and is co-founder of the Michigan Human Resource Partnership.

FIGURE 1: 12 CAPABILITIES HR PROFESSIONALS SHOULD MASTER TO CREATE VALUE

| Principle: We are good at... | Capability: An organization is known for and successful if... | HR professionals should be able to... |
|--|--|---|
| Talent: Assuring competent and committed people | It is able to attract, motive, retain and engage competent employees | <ul style="list-style-type: none"> • Do talent audits of what is and what isn't necessary • Build an employee value proposition that engages talented employees |
| Speed: Making important changes happen fast | It is able to change and change quickly to align with customer needs | <ul style="list-style-type: none"> • Build and enact a disciplined change process • Assimilate change into a new identity |
| Shared Mindset: Turning customer reputation and identity into employee actions | It is able to build a culture that reflects customer expectations and turns them into employee actions | <ul style="list-style-type: none"> • Perform a cultural audit • Make customer reputation real to employees |
| Accountability: Implementing disciplines that result in high performance | It is able to meet commitments and do what it says it will do | <ul style="list-style-type: none"> • Build and implement a disciplined performance management system • Follow up to ensure consequences |
| Collaboration: Working across boundaries to ensure leverage and efficiency | It is able to make the whole more than the sum of the parts | <ul style="list-style-type: none"> • Increase efficiency through productivity improvement efforts • Increase leverage by sharing ideas, people, products, services |
| Learning: Generating and generalizing ideas with impact | It is able to generate new ideas and then generalize those ideas across boundaries | <ul style="list-style-type: none"> • Generate new ideas by experimenting, acquiring skills, continuous improvement, benchmarking • Generalize ideas across boundaries |
| Leadership Brand: Embedding leaders throughout the organization who embody the Leadership Brand | It is able to identify a Leadership Brand that connects customer reputation and employee behaviors | <ul style="list-style-type: none"> • Ensure that leaders demonstrate leadership basics, or the Leadership Code • Prepare a statement of Leadership Brand and invest in it |
| Customer Connection: Building relationships of trust with targeted customers | It is able to create a variety of practices that creates customer connectivity | <ul style="list-style-type: none"> • Track share of targeted customers • Create plans that result in a convergence between employee and customer mindsets |
| Innovation: Doing something new in both content and process | It is able to innovate and create new ways to do things | <ul style="list-style-type: none"> • Establish an innovation protocol that helps shape new ideas • Instill a spirit of innovation among all employees |
| Strategic Unity: Articulating and sharing a strategic point of view | It is able to create a unity of shared understanding of the desired strategy | <ul style="list-style-type: none"> • Create an intellectual, behavioral and process agenda • Track strategic unity |
| Efficiency: Managing costs of operations | It is able to manage costs efficiently | <ul style="list-style-type: none"> • Use the balance sheet and income statement to track efficiency • Reduce costs through process, people and projects |
| Corporate Social Responsibility: Developing a reputation for sustainability, philanthropy and employability | It is able to track social responsibility by both activity and reputation | <ul style="list-style-type: none"> • Decide how you want to be known in the community in which you operate • Invest in your social reputation |

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rblmail@rbl.net