

Published by:  
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# People Insights

*"A Thought Provoking Perspective on your People"*

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## Integrating HR into the Strategic Plan

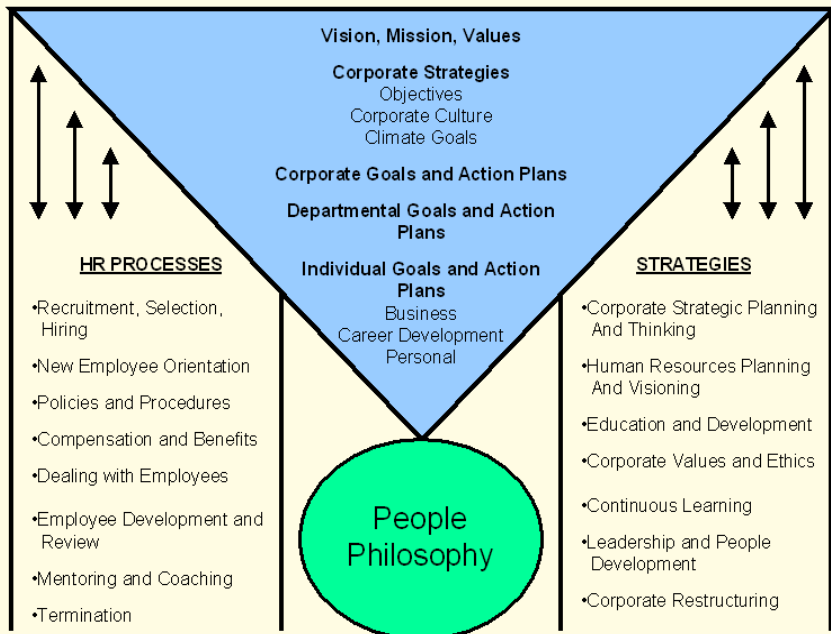
*How does Human Resources support the company's strategy?*



By **Neil B. Zambik, CHRP**  
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In this issue of *People Insights*, we will discuss a model for integrating the Human Resources function in to the company's strategic plan. This model has been utilized with several organizations to increase their effectiveness and profitability. Integrating all Human Resources processes in full alignment with the corporate strategy will help ensure corporate success. Many organizations fail in this area by implementing HR processes that either don't meet the needs of the organization or are counterproductive to the company's strategy.

### Human Resource Management Process For Cultural Development and Change



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This model outlines the process for Cultural Development and Change. It was designed to graphically outline effective and fully functioning organizations. Companies must incorporate the premises of this model to be truly successful, leading organizations that operate efficiently and with integrity. Missing elements will increase the chances of failure.

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## **People Insights, Inc.**

has been in business since 1999 and has assisted a variety of organizations by helping them to maximize their people potential and, thus, increase their bottom lines. Contact us to see how you and your organization can benefit from our experience.

*"An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success."*

**Stephen R. Covey**

*"The vision must be followed by the venture. It is not enough to stare up the steps - we must step up the stairs."*

**Vance Havne**

## **Human Resources effectively supports the company Strategy**

### **The Blue Triangle**

The blue triangle depicts the actual operation of the business. This is where the business functions. It requires that all aspects of the operation (including the HR functions), be fully aligned with the corporate strategy. In other words, all stakeholders must be operating with the same understanding of the business direction. Starting from the top of the triangle, the organization must have a strong Mission, Vision, and Values clearly articulated and understood throughout the company. From that point, Corporate Strategies must be developed to support the Mission, Vision, and Values. These Corporate Strategies become operational through the organization from the Corporate level to the Department level, right down to the individual employee. To truly have an effective organization, each individual employee should be able to clearly articulate the meaning of the Mission, Vision, and Values of the organization and how his/her role fits in to the entire operation of the company.

### **The Pillars**

The two pillars supporting the triangle represent the Processes and Strategies from Human Resources Management and Strategic Management perspectives. The HR Processes pillar represents the minimum level of systems and structures that need to be in place from a Human Resources Management perspective to allow the company to function. Once these processes have become instilled in the culture, focus of energy and resources can turn to the Strategies pillar. This pillar represents the types of activities that leading organizations participate in to help them outstrip their competition. These activities define the success of the company and help ensure that the company reaches its true potential. Of course, every process must be developed in alignment with the corporate strategy to ensure it is fully effective. It is important to note that both pillars are equally necessary to have in place in order to fully support the operations of the business (i.e. the blue triangle) and ensure that the company becomes a leading organization that is viewed as "best in class".

### **The People Philosophy Balloon**

The entire model rests upon the People Philosophy Balloon. In order to make an organization fully successful, it strongly depends on the organization's People Philosophy. A People Philosophy is a statement that outlines how people associated with the organization will be treated and dealt with. The statement must be a public document that is known by all stakeholders to the business. A strong people philosophy will support the business and determine how business decisions are made. It is, however, critically important that the People Philosophy is "lived" at all times. Otherwise, the whole structure of the organization will quickly crumble. This will impact the business success in many ways. Therefore, the whole model of a highly effective operating organization relies on the strength of the organization's People Philosophy and how well it is utilized in all business decisions.

## ***Suggested Next Steps***

If this has stimulated interest for you, the suggested next steps would be:

1. Review our website for further details on typical client issues, our client list, past issues of *People Insights*, and our FREE People Practices Audit.

[www.peopleinsights.com](http://www.peopleinsights.com)

2. Contact us for a free on-site initial consultation to discuss how **People Insights, Inc.** can help make your business even more successful.

Contact the President, Neil Zambik at:

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**E-mail:** [neil@peopleinsights.com](mailto:neil@peopleinsights.com)