**Strategic HR: Getting and Keeping a Seat at the Executive Table**

More and more stakeholders rely on the HR profession for wide ranging types of services – strategic, transaction and anything in between. The challenges and opportunities placed on the HR profession will thus continue to grow. All this is good news. It means that HR professionals are in demand more than ever before. Exercising HR power in service of learning and performance will go a long way in ensuring the long term success of organizations.

I present some examples of new and emerging research on the role and strategic value HR professionals are bringing to their organizations.

Do you want to assess and measure the extent of HR contributions to your company’s performance?

Would you like to play a bigger role in deploying your company strategy?

**1. The strategic value of HRD in Lean strategy implementation, Alagaraja & Egan (2012)**

*Central to the relevance of HR in organizations is the inclusion of HR professionals in organizational strategy. Understanding how HR professionals contribute to organizational strategy is important for the profession. We describe an organizational case in which a systemic strategic initiative involving “Lean strategy” is deployed and the specific contributions by HR. An empirically derived model framing the strategic value of HR in Lean strategy implementation highlights HR contributions for organizations involved in strategy implementation.*

**This case study offers multiple approaches and pathways for enabling HR involvement in Lean strategy.**

**Significance: S**everal competencies relevant for HR practitioners emerged from this study. HR practitioners need to understand the strategic goals of the organization, must establish credibility regarding their interest and understanding of the business, and take overtly aligned actions toward achieving organizational objectives.

**Mobilizing organizational alignment through strategic human resource development, Alagaraja (2013)**

*This study examines the pivotal role of strategic HR in mobilizing organizational alignment. I trace the implementation of core competency development as a companywide initiative. The operating environment (global market, industry space) and firm specific factors (e.g. demographics and new leadership) accelerated the adoption of strategic HR. HR displayed a high level of resourcefulness to become a strategic asset in the organization. I argue that the relevance and power of HR lie in its ability to engage and respond to stakeholder expectations and involvement in organization change efforts.*

**This case study uses a visual organizer so that readers can “see” and replicate ways in which they can establish the strategy-performance linkage for their organizations.**

**Significance:** The findings suggest the importance of strategic HR in achieving company performance. The study demonstrates the strategy and performance linkage for HR professionals and how this linkage is useful for getting and keeping a seat at the executive table.

**3. The strategic value and transaction effectiveness of HR, Alagaraja (2013)**

**This case study shows ways in which HR practitioners can become intentional about how they select and develop potential business partners in the organization.**

*The study suggests that transactional responsibilities influence customers’ perceptions of HR’s capacity for a strategic role in the organization. Effectively performing transactional responsibilities not only enhances HR effectiveness but also offers opportunities for increasing HRD’s added value to the organization. A new finding from the study also suggests that a focus on the strategic value enhances HR effectiveness in organizations.*

**Significance:** Communication of role expectations between organizational group members (HRD and internal customers) reduces the level of disagreement, potential conflict and enhances the value and effectiveness of HRD. The study shows how HR and Operations executives sometimes get it wrong and presents ideas of preventing this from becoming your organization’s experience.

I would be happy to partner with you in developing cutting edge tools and practices that will continue to elevate our contributions and improve performance in diverse organizations

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# **strategic value and transaction effectiveness Survey**

|  |  |
| --- | --- |
| Name: | Company/ Industry: |
| Email address |

**For each item identified below, circle the number to the right that best fits your judgment as HR professional in your organization. Use the rating scale to select a number. Please return form after completion**

Your departments approach to working with organizational level goals or interacting with customers may indicate whether you thrive as a HR department that enjoys credibility and reputation for adding value. Answer the following questions about your department preferences. Please answer whether each item is Mostly False (1) to Mostly True (5)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| We co-allocate employees to facilitate cross-functional integration on key Operational metrics | 1 | 2 | 3 | 4 | 5 |
| We coordinate joint planning committees with Operations | 1 | 2 | 3 | 4 | 5 |
| We encourage teamwork between Operations and us | 1 | 2 | 3 | 4 | 5 |
| We share ideas and information with our Operations through cross-functional teams | 1 | 2 | 3 | 4 | 5 |
| There is little involvement of marketing, quality and other departments in the early design of HR products and programs before it is implemented in the organization. | 1 | 2 | 3 | 4 | 5 |
| SUB TOTAL (Strategic Value Score) = |  |  |  |  |  |
| We frequently are in close contact with our customers  | 1 | 2 | 3 | 4 | 5 |
| Our customers give us feedback on quality and delivery performance  | 1 | 2 | 3 | 4 | 5 |
| Our customers are actively involved in the important HR initiatives | 1 | 2 | 3 | 4 | 5 |
| We strive to be highly responsive to our customers’ needs  | 1 | 2 | 3 | 4 | 5 |
| We regularly survey our customers’ requirements | 1 | 2 | 3 | 4 | 5 |
| SUB TOTAL (Transaction Effectiveness Score) = |  |  |  |  |  |

**Scoring:**  Your score indicates your assessment of HR departments focus on adding strategic value and transaction effectiveness in the organization. If you scored 15 or fewer points, your assessment definitely suggests that your HR department has much to do to improve its reputation and credibility in the organization. A score of 35 or above suggests that your HR department has established a strong reputation and is sought after by other departments in the organization. A score of 15-25 indicates comfort of working well in the organization.