STRATEGIC HUMAN RESOURCE MANAGEMENT

AN OVERVIEW OF HR STRATEGY PERSPECTIVES
WHAT WE DO

Serious business consultancy, better training, executive coaching, project management – www.humdyn.co.uk

Keynote Speaking, Business satire, TV, Radio – www.academy-of-rock.co.uk
1. BEST FIT APPROACH

HR practices must fit well with other aspects of the organisation to be effective.

The strategic position of the organisation may determine which practices to adopt.
BEST FIT MODEL

Environmental triggers

Strategic objectives

HR strategies

Structural changes

Cultural change

Job/role profiling

Individual attitudes, behaviours

Competence-based HR policies and practices

The six pack - key levers

Internal integration

External integration

Strategic integration
Greater use of the same HR practices, pursued collectively and consistently, will always result in better performance

All organisations would benefit from adopting these practices
BEST PRACTICE HR ELEMENTS

- Careful recruitment and selection
- Extensive use of communications
- Teamwork with flexible job design
- Strong emphasis on training
- Involvement in decision-making with responsibility
- Performance appraisal with links to pay
- Fluid and adaptive organisational structure
- High quality staff and internal practices to achieve high quality products
- Optimal employee commitment to enterprise goals
GUEST’S BEST PRACTICE MODEL

HRM Policies
- Org/ job design
- Recruitment
- Selection
- Socialisation
- Appraisal
- Training
- Development
- Reward system
- Communication

HRM Outcomes
- Strategic integration
- Commitment
- Flexibility/adaptability
- Quality

Organisational Outcomes
- High: job performance
- High: problem solving
- High: change
- High: innovation
- High: cost effectiveness
- Low: turnover
- Low: absence
- Low: grievances

Leadership, Culture, Strategy
3. RESOURCE-BASED VIEW OF SHRM

- Valuable, inimitable, non-substitutable, scarce, organisationally-specific
- Long-term solutions
- Develop mutually reinforcing HR policies
- Nurture tacit knowledge, informal learning and attitudinal ‘buy-in’ by staff
- Reward ‘constructive deviance’
CORE CAPABILITIES DEFINED

Provide access to a wide variety of (internal) markets
Make a significant contribution to perceived client benefits
Are difficult for competitors to imitate

“Core capabilities do not diminish with use. Unlike physical assets, which do deteriorate over time, core capabilities are enhanced as they are applied and shared”

Hamel and Prahalad 1994

“Not fade away”

Jagger and Richard 1964
4. PEDLAR AND BURGOYNE’S LEARNING ORGANISATION ‘JIGSAW’

1. The learning approach to strategy
2. Participative policy making
3. Informating
4. Formative accounting and control
5. Internal Exchange
6. Reward Flexibility
7. Enabling Structures
8. Boundary workers as environmental scanners
9. Inter-company learning
10. Learning climate
11. Self development opportunities for all
‘It is a splendid piece of work and you have set it out very well’
(Professor Charles Handy)

‘Sex, Leadership and Rock ‘n’ Roll is a marvelous book, which closes the door on the tidy, hierarchical, know-your-place ‘Orchestral Age.’ Hooray!’
(Tom Peters)
Human Dynamics 0044 1634 855267 / 573788
Mob 0044 7725 927585

E peter@humdyn.co.uk
E dean@academy-of-rock.co.uk

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