



STRATEGIC HUMAN RESOURCE MANAGEMENT

AN OVERVIEW OF HR STRATEGY
PERSPECTIVES

WHAT WE DO



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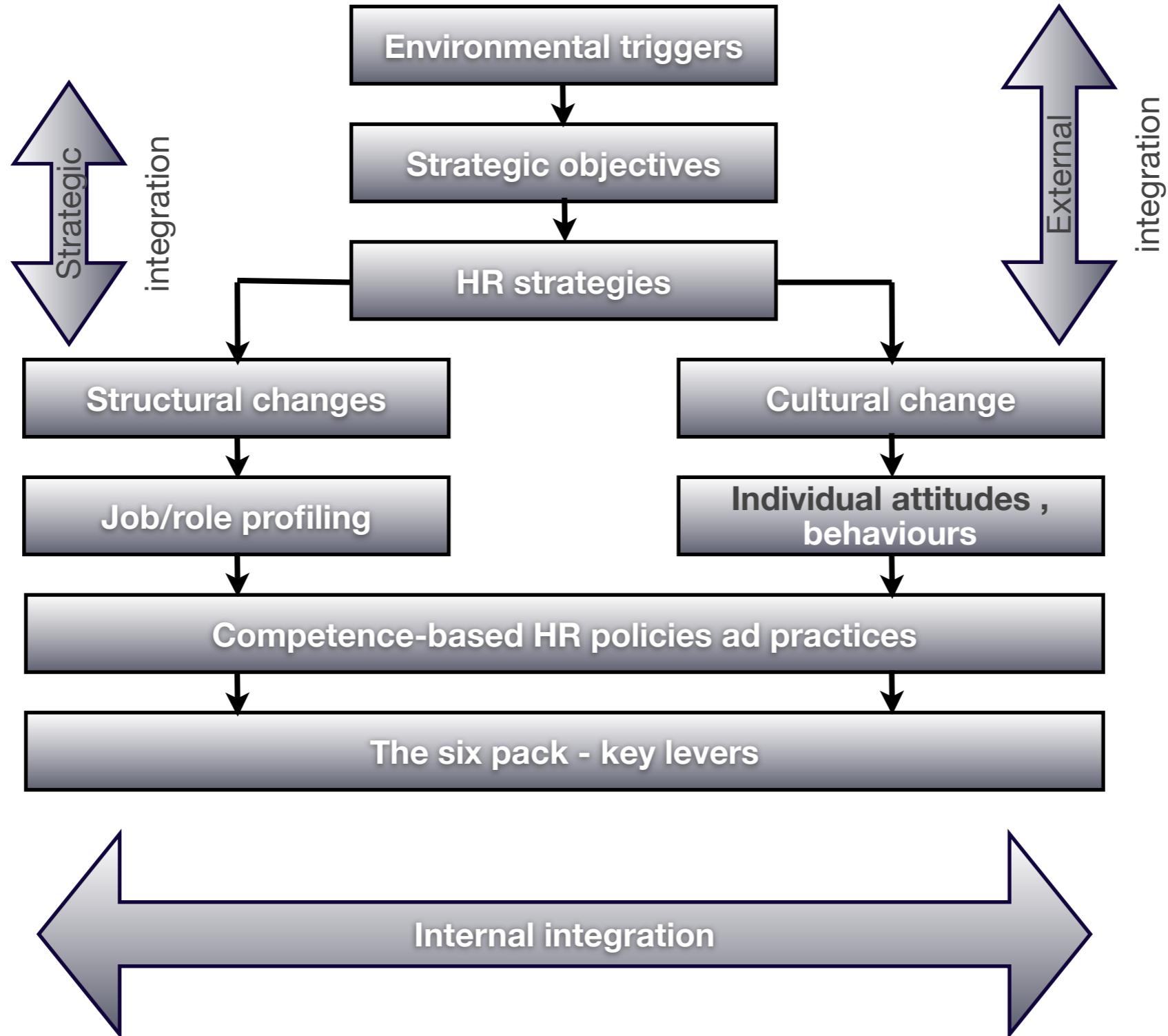


Keynote Speaking, Business
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1. BEST FIT APPROACH

- 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



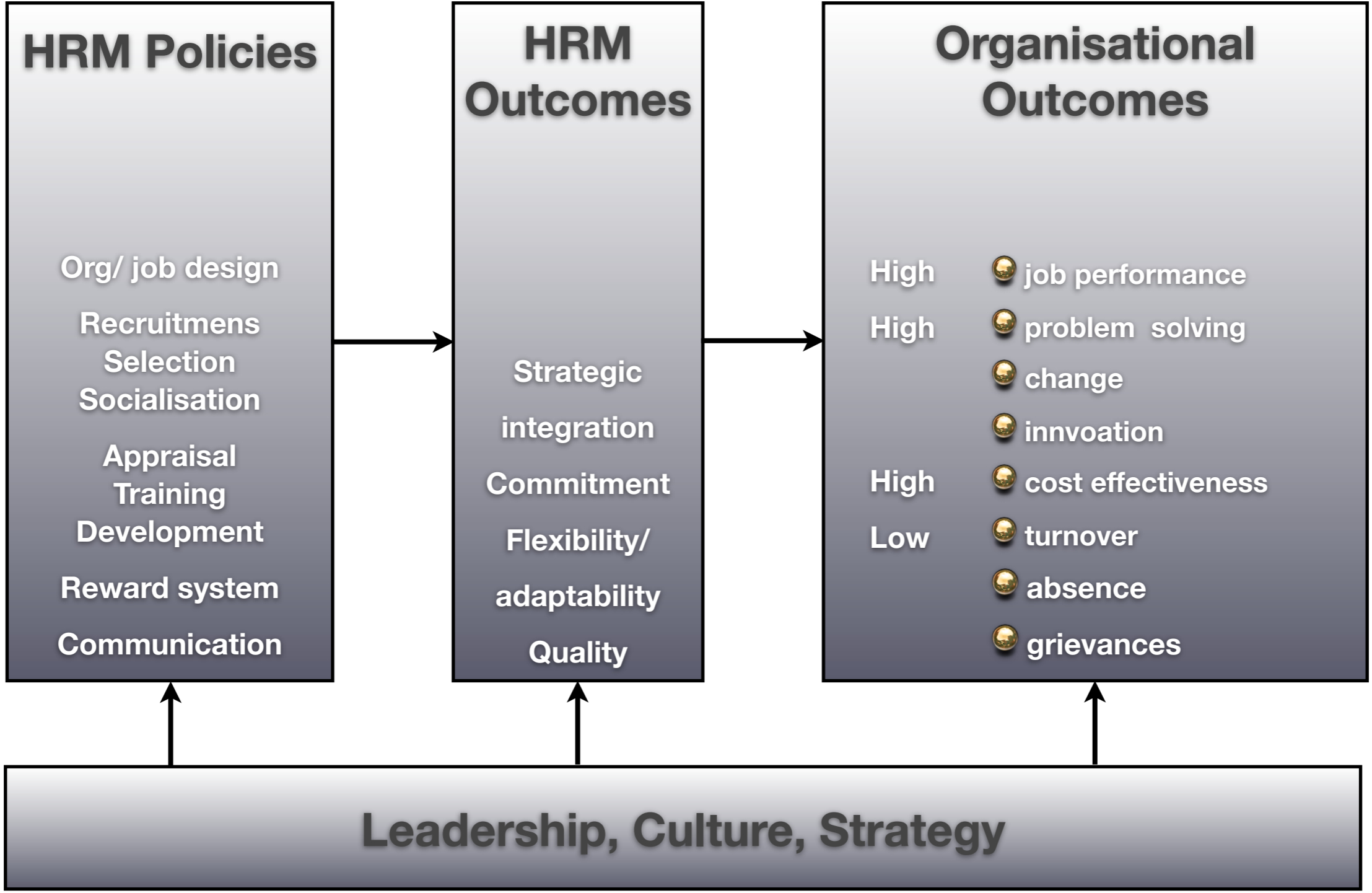
2. BEST PRACTICE APPROACH TO SHRM

- 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



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

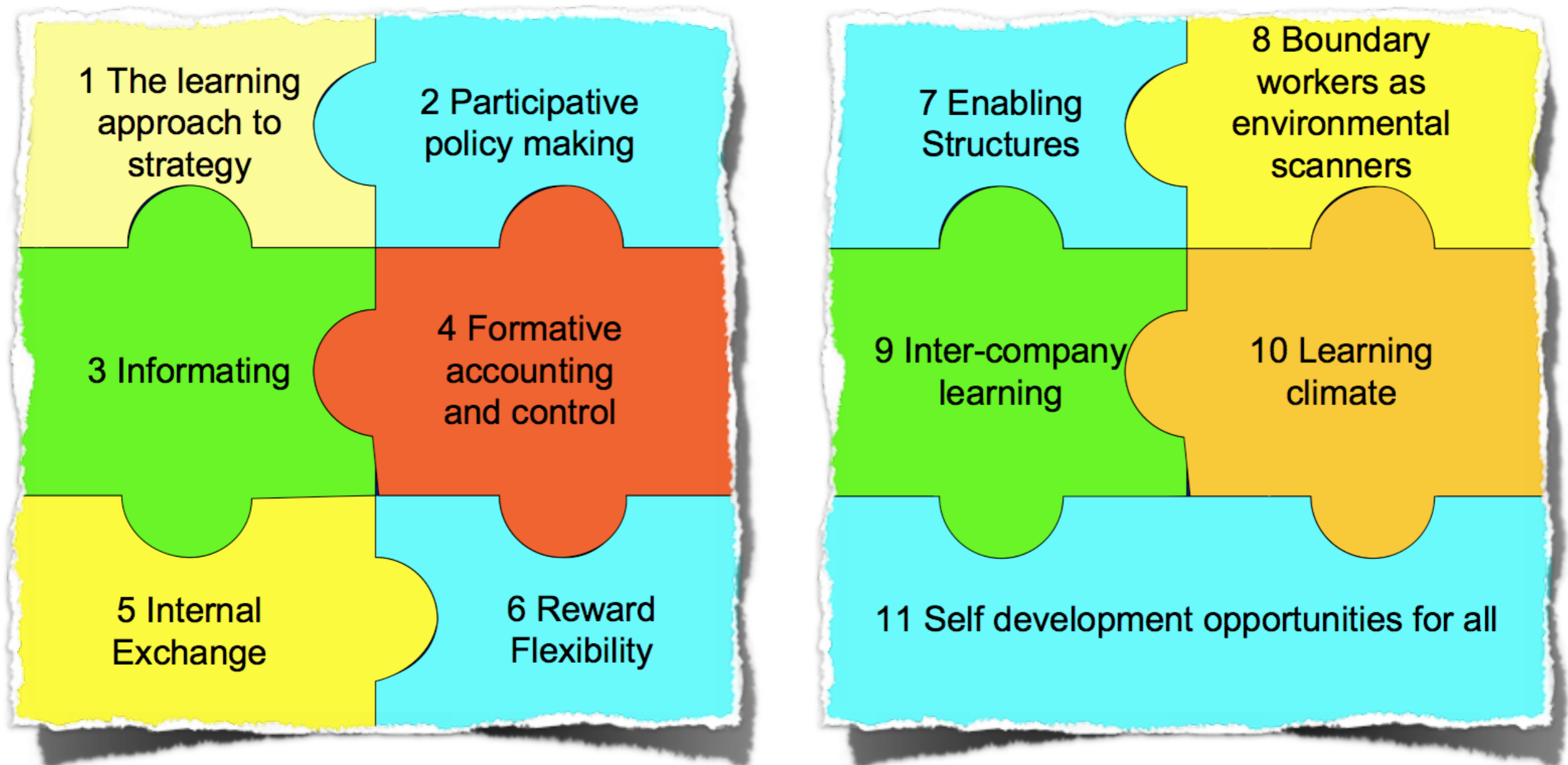
“Core capabilities do not diminish with use. Unlike physical assets, which do deteriorate over time, core capabilities are enhanced as they are applied and shared”

Hamel and Prahalad 1994

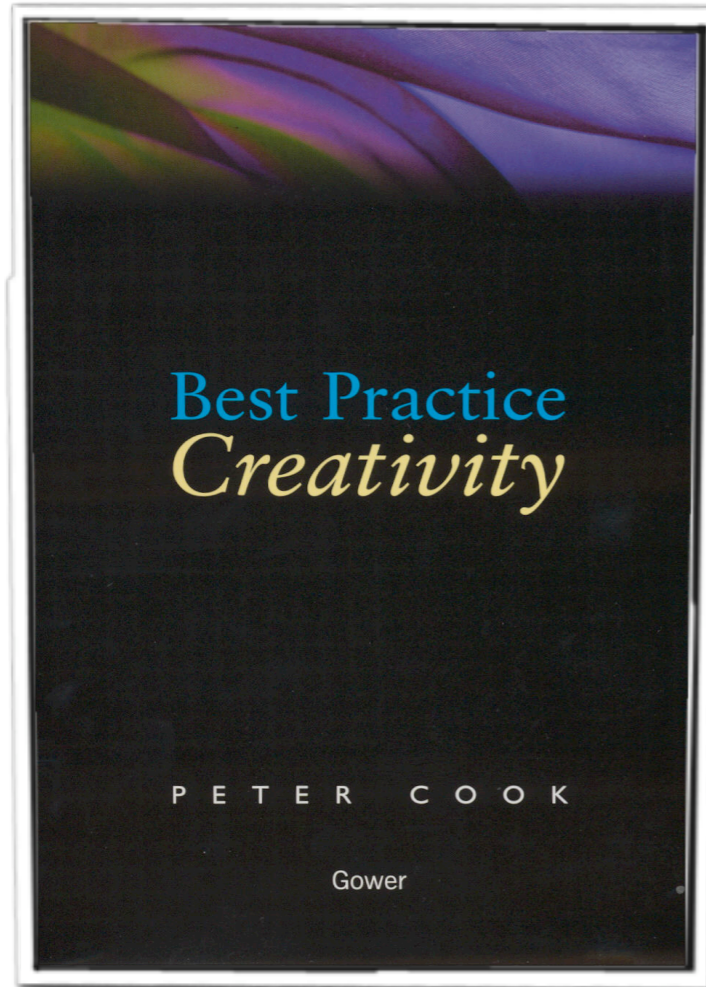
“Not fade away”

Jaggerand Richard
1964

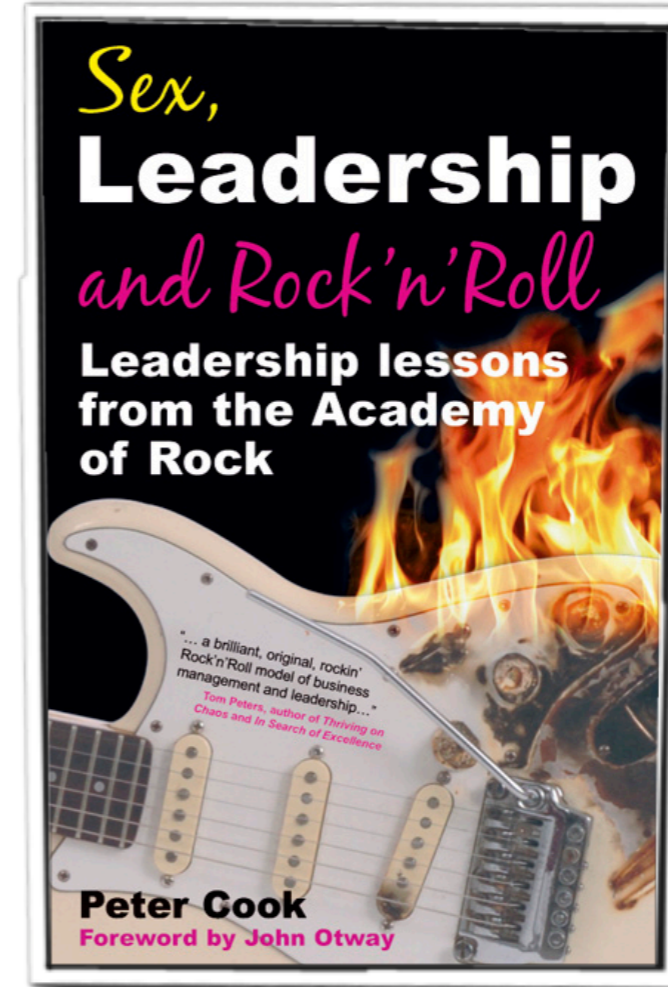
4. PEDLAR AND BURGOYNE'S LEARNING ORGANISATION 'JIGSAW'



FURTHER READING...



‘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)

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