

SHRMTM

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Reinvent Your Organization During Tough Economic Times

Pamela J. Green, SPHR
SHRM Chief Membership Officer

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Your Employer

- ***Stop the bleeding***
Cut expenses (Food and Beverage, Consultants, Temporary Help, Freeze Non-critical Open Positions, Supplies, Major purchases)
- ***Find a way to deliver the same or comparable services less expensively***
 - > Use of technology
 - > Drive instead of fly
 - > Postpone until another time, etc.
 - > Produce in-house or use internal talent
- ***Compare what's "nice" to do versus what's "critical" to customers?***
It's nice to produce an annual mailing about stats related to drowning (and what your company can do to help) to everyone in the country when the pools open this summer, but how about instead a targeted mailing to at risk areas instead?
- ***Cut the "fat" unnecessary programs/products/services***
These are programs, products and services that offer low or no return on investment.

Anticipate change and put systems in place to rapidly align employee behaviors with evolving organizational needs

- **Align HR Strategies with Key Business Objectives**

What are your organization's top 3 business objectives? What is the HR solution?

- Increased efficiency (due to better recruiting processes, new technology in HR, advertising / marketing)
 - Cost per hire (decreases)
 - Cost Savings
 - increased retention; decreases in health care costs due to wellness programs instituted
 - e-learning solution vs. classroom
 - Product improvement/development
- Stay current and relevant on the latest news and information affecting your employer
 - Plan for the rebounding economy and implications on the workforce

- Conduct your own competitive analysis.
 - > Know your top 5 competitors and what they're doing; what's their SWOT?
 - > Would a disconnected employee view them as greener pastures? Why? Why not?
 - > Why would customers view them as better, more appetizing than you right now?
- What are employees thinking/feeling?
- Are you keeping them informed? Is there regular communication from the top? Is the communication factual, truthful, direct and relevant? Is anyone asking them anything?
- Put on your customer hat, taste test the competition and report your findings.
- What can you do different or better now that you might not have done before?

- Studies show that “while everyone prefers working with a personable superstar to an incompetent jerk, when people need help getting a job done, they’ll choose a congenial colleague over one who is more capable but less lovable.”

Casciaro & Lobo

June 2005 Harvard Business Review article “Competent Jerks, Lovable Fools and the Formation of Social Networks”

- *Be confident and cheerful*
- *Stay focused on the future by concentrating on the customer*
- *Give your leaders hope*

Managing Yourself

By Janet Banks and Diane Coutu

Harvard Business Review, September 2008

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Your State Council

What is the
definition of
insanity?

- **Facts**

- > *7.6% unemployment rate – highest in more than 10 years*
- > *Construction; finance and insurance; educational services; and accommodation and food services are the industries hardest hit by mass layoffs in 2008*
- > *disposable personal income (DPI) increased \$183.0 billion, or 1.7 percent in January*
- > *Recessions last 18 months on average (dates back to 1800's) started 12/2007*
- > *1 in 10 households are in foreclosure or arrears*
- > *Industries with the largest number of mass layoffs in January: Temporary help services, School and employee bus transportation, Light truck and utility vehicle manufacturing, Professional employer organizations, Automobile manufacturing*

People join associations:

- > *For training and professional development*
- > *Technical information*
- > *Timely information about the profession and*
- > *To connect and network with one another*

People leave associations:

- > *Because they did not receive the expected value to justify the cost*
- > *Employer stopped paying*
- > *Change of career focus*

- **Data**

- > *What is the supportive data that is relevant to these facts for your State?*
- > *Regulatory issues*
- > *Structural and cyclical changes*

- ***External Trends***
- What are current/future trends related to HR in (Name Your State) that will have most implications for our State Council?
 - > Political
 - > Economic
 - > Social
 - > Technological
 - > Demographic
 - > Legal
 - > Global
- What's your belief about the role HR (the profession) will play in the future in your State?
- What role do you believe the State Council should play in that future?
- Given this information, what major future opportunities and threats does the State Council therefore have?

Remember Your Customers' Needs

- Earn my trust
- Inspire me
- Make it easy
- Put me in charge
- Guide me
- 24/7
- Get to know me
- Exceed my expectations
- Reward me
- Stay with me

Book: The 10 Demandments,
by Kelly Mooney

1. Given this information, what can we do starting RIGHT NOW that is:

- Unique
- Creative
- Different
- Better

Your Blue Ocean

...than our competition that will meet the needs of the HR Professionals in our State?

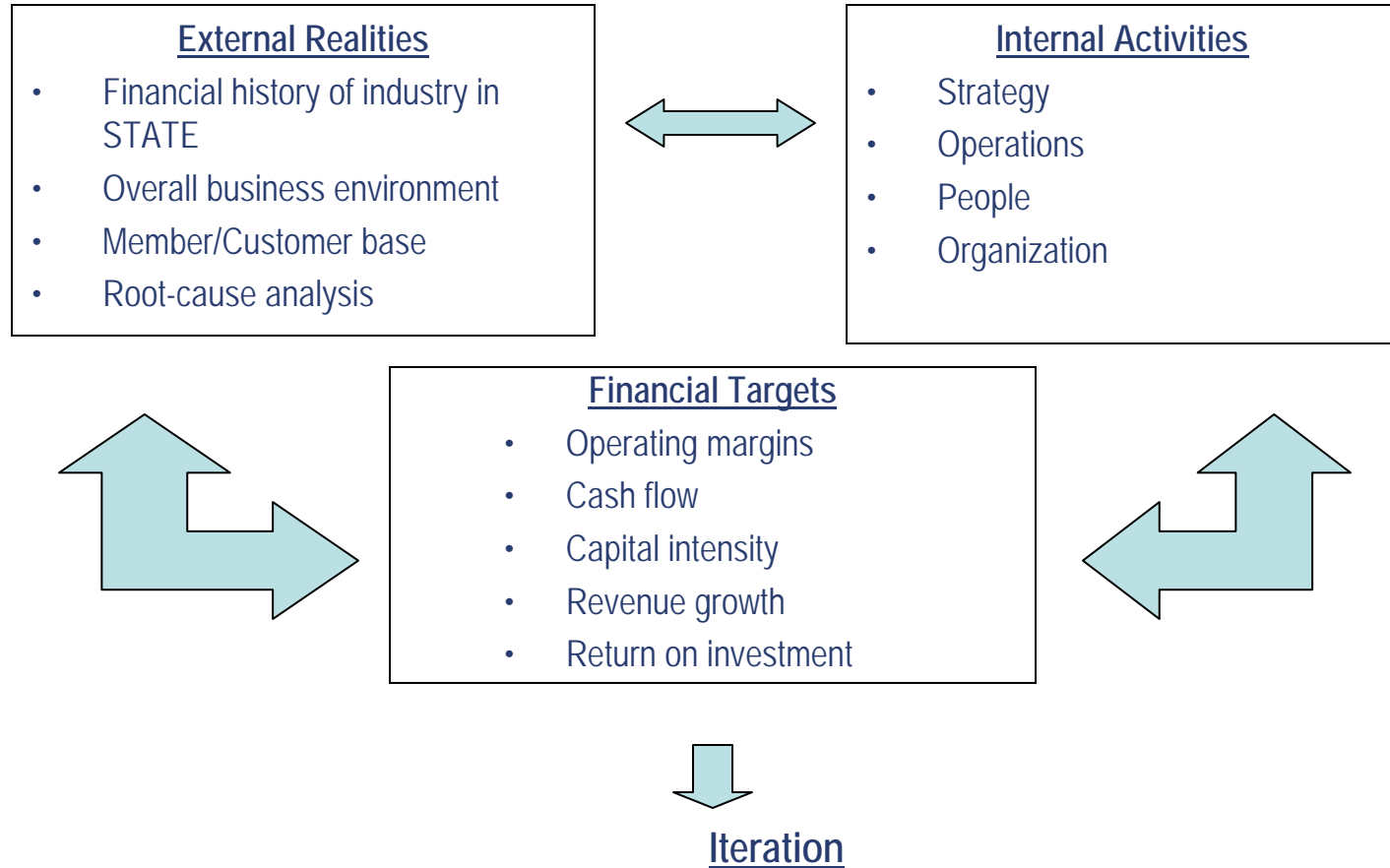
And

2. How can SHRM help?

- Don't ask after the work is done, involve your FSD in the process.
- What can you tell SHRM about the behaviors and needs of members in your State that will support what you are doing?

3. Address what if, scenarios?

4. Build your plan



Repeated iteration produces tested, actionable models (regular/routine)

** Execution -
Bossidy/Charan*

Appoint keepers of the information (may be one or several) – their role will be to stay abreast of and report on the various components: financials, economy, competition, local/national issues, member/practitioner needs, chapter support.

Meet regularly to continue dialogue (virtually or in person).

Examples of implementation:

- 1) Weekly “stand and deliver” meetings – Clear agenda, clear outcome goals and exception reporting
- 2) Complete integration and simultaneous review of:
 - a) Strategy/results;
 - b) Performance against plan; and
 - c) Talent review –
 - Assessment of critical roles and performance of key players

- HR Magazine, *SHRM*
- The Decision to Join, *by Dalton and Dignam*
- The 10 Demandments, *by Kelly Mooney*
- Boards that Deliver, *by Ram Charan*
- Leadership in the Era of Economic Uncertainty, *by Ram Charan*
- Local and National News
- Harvard Business Review
- Your company's financials
- A good cartoon...after all this you'll need a good laugh

Questions?