

How Does

THE HUMAN CAPITAL and HR STRATEGY support the
Business Strategy?

Dick Antoine

Bill Allen

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BUSINESS STRATEGY



HUMAN CAPITAL and HR STRATEGY

Where to Play

How to Win

The One Page Strategy

- Mission/Purpose: Why do we exist?
- Vision: The ten year view of what we hope to accomplish.
- Objective: What success looks like in 3 years.
- Goals: The key metrics (TSR, Revenue, Profit, Share, Cash).
- Strategies: The business choices we have made.
- Plans: What capabilities and management systems are needed?
Who is accountable?
How will we measure success?

P&G North America Laundry Strategy 1990's

Unilever
All # 1

P&G

Bold

Bonus

Cheer

Dash

Dreft

Era

Gain

Ivory Snow

Tide



Others

Arm &

Hammer

Persil

Purex

P&G North America Laundry Strategy

Drive Tide and Make Cheer #2

through Product Superiority and Superior In Store Presence

Implications for HR

Strategy Deployment

R&D capability

Sales capability



Translating Business Strategy to HR Strategy

Bill Allen, CEO Works



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Two of the most important jobs that a CEO is responsible for are the allocation of capital and the allocation of talent.

Frank Blake

Former Chairman & CEO at The Home Depot

KNOW THE POINTS OF LEVERAGE FOR VALUE CREATION



BUSINESS STRATEGY

Define the sources of value, today & tomorrow.



THE WORK

What needs to get done, in the most critical areas, to achieve the strategy.



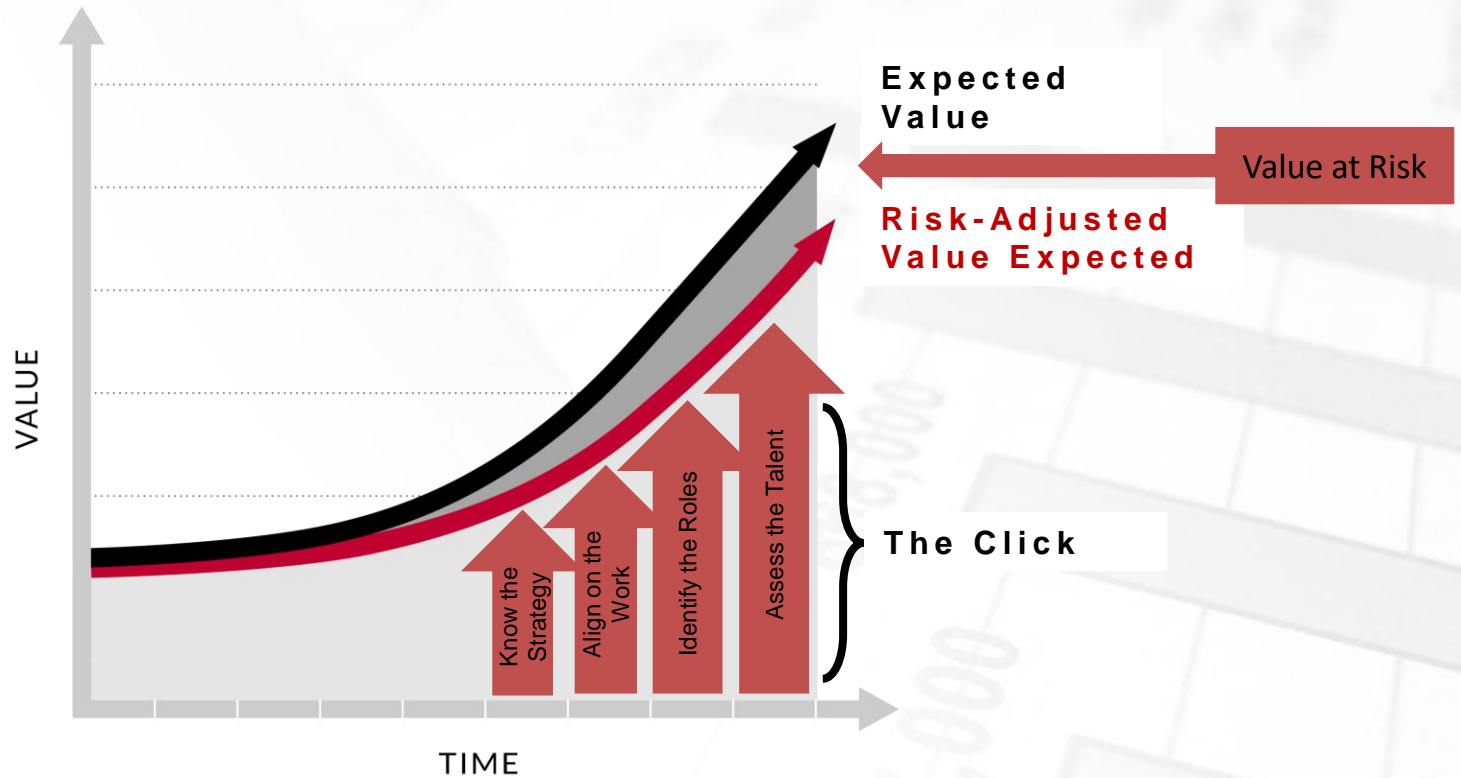
THE ROLES

The roles that have an out-sized impact on delivering the work.

THE ALIGNMENT

A cohesive leadership team on who and what will deliver the value agenda.

BUSINESS STRATEGY & HR EXECUTION RISK

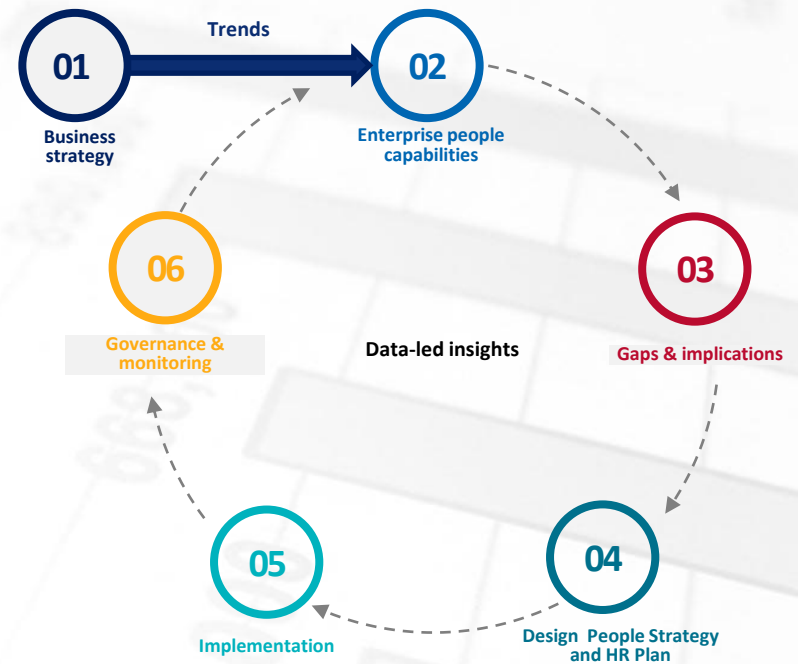


Business Strategy → Human Capital and HR Strategy

In your breakout groups please discuss the following and be prepared to share with the group:

What is the KEY driver of your business strategy?

Business Strategy Drives People Strategy and HR Plan



Unilever

Hyper-speed: How the hand sanitizer business adapted to meet global demand

Unilever went from producing ~700,000 items a month in January 2020 to producing around 100,000,000 items and increased production capacity worldwide by more than 600 times in tonnage.

Within 24 hours of the news of the Covid outbreak Unilever set up a fully empowered squad from brand teams, supply chain, R&D and Unilever international. They contacted multiple third parties and increased from two to 57 third-party partners located all over the world.

To move so quickly Unilever first had a very clear purpose and then agreed upon a framework that gave them the right teams the freedom to make decisions fast and deploy expertise where needed.



Best Buy

Flexible workforce

Best Buy's flexible workforce initiative gives employees an opportunity to learn new skills and broaden their experience. The initiative allows employees to work in different departments/roles and also gives team members the potential for working different shifts or earning a different hourly wage depending on the tasks being performed. For example, a computing specialist can take a shift in the mobile department either because they wanted the cross-training or because the company needed extra labor in that department.

Best Buy hopes to develop employees and drive operational efficiency in labor planning and costs through additional scheduling, eligibility and flexibility.

