The Strategies Necessary for Effective Strategy Execution
Differentiation

Outside → **Inside**

Business Strategy ➡ **Workforce Strategy** ➡ **HR Strategy**

Business Strategy

❑ **Differentiation as Competitive Advantage**
- Customer Value
- Uniqueness

❑ **Strategic Choice(s):**
- Product Leadership
- Operational Excellence
- Customer Intimacy

❑ **Success Metrics**
- Financial
- Customer
- Business Process
- Workforce

Workforce Strategy

❑ **Strategic Culture**
❑ **Strategic Capabilities**

World Class — | | | | |
Abysmal — | | | | |

Leadership | Mfg./ Op. Excellence | Channel Management | Consumer Insight | Acquisitions

❑ **Strategic Positions ("A" Positions)**
❑ **Strategic Players ("A" Players)**
❑ **Workforce Philosophy (examples)**
- Position Differentiation
- "A" Players in "A" Positions
- Exit "C" Work
- Exit "C" Players
- Develop "B" Players with "A" Potential
- Differential Investments
- Line Manager's Workforce Accountability
- Employee Advocacy for "A"/"A"

HR Strategy

❑ **Partner vs. Player (Ulrich model)**

Market Connected Strategic Decision Making | Cultural Development Fast Change

| SE | CC |
| AE | EA |
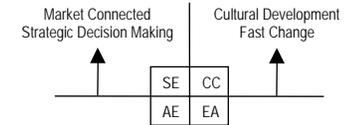
❑ **HR Deliverables: Workforce**
- Executes Strategy
- Employee Impact

❑ **Workforce Success**

Deliver ↑ Do ↑ Able ↑ Understand

- Execute Strategy
- Behavior
- Capabilities
- Mindset

❑ **HR Practices**
- Selection
- Development
- Performance Management
- Rewards

❑ **HR Success**
- Competencies
- Practices
- Systems

Business Model

Financial Success ← Customer Success → Business Process Success → Workforce Success

HR Business Model

Workforce Metrics
- Mindset
- Capability
- Behavior

HR Competencies → HR Practices → HR Systems → (Workforce Metrics)