



How to Overcome Four Major Tension Points in the Conventional HR Model

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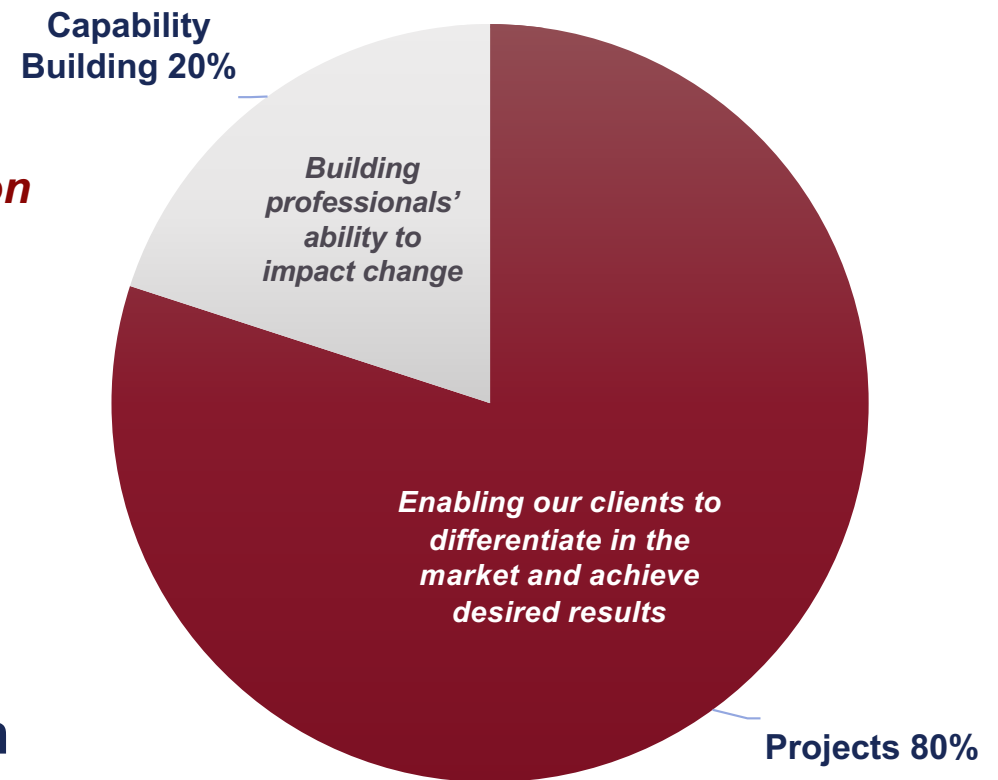


AlignOrg Solutions: What We Do

A client-focused firm specializing in...

- *Strategy & Marketplace Differentiation*
- *Diagnosis & Assessment*
- *Organization Design*
- *Change Leadership*
- *Leadership Alignment*

To drive differentiation through alignment





Agenda

Key Trends in HR

The Cube Model of Organizational Alignment

HR Operating Model Tension Points

Summary & Application

Q & A



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Key Trends That Pose Challenges to HR



Attracting the Best

Hanging On to the Team



Applying Advanced Technologies

Maximizing Hybrid Ways of Working



Creating Winning and Purposeful Cultures

Embracing Organizational Transformation



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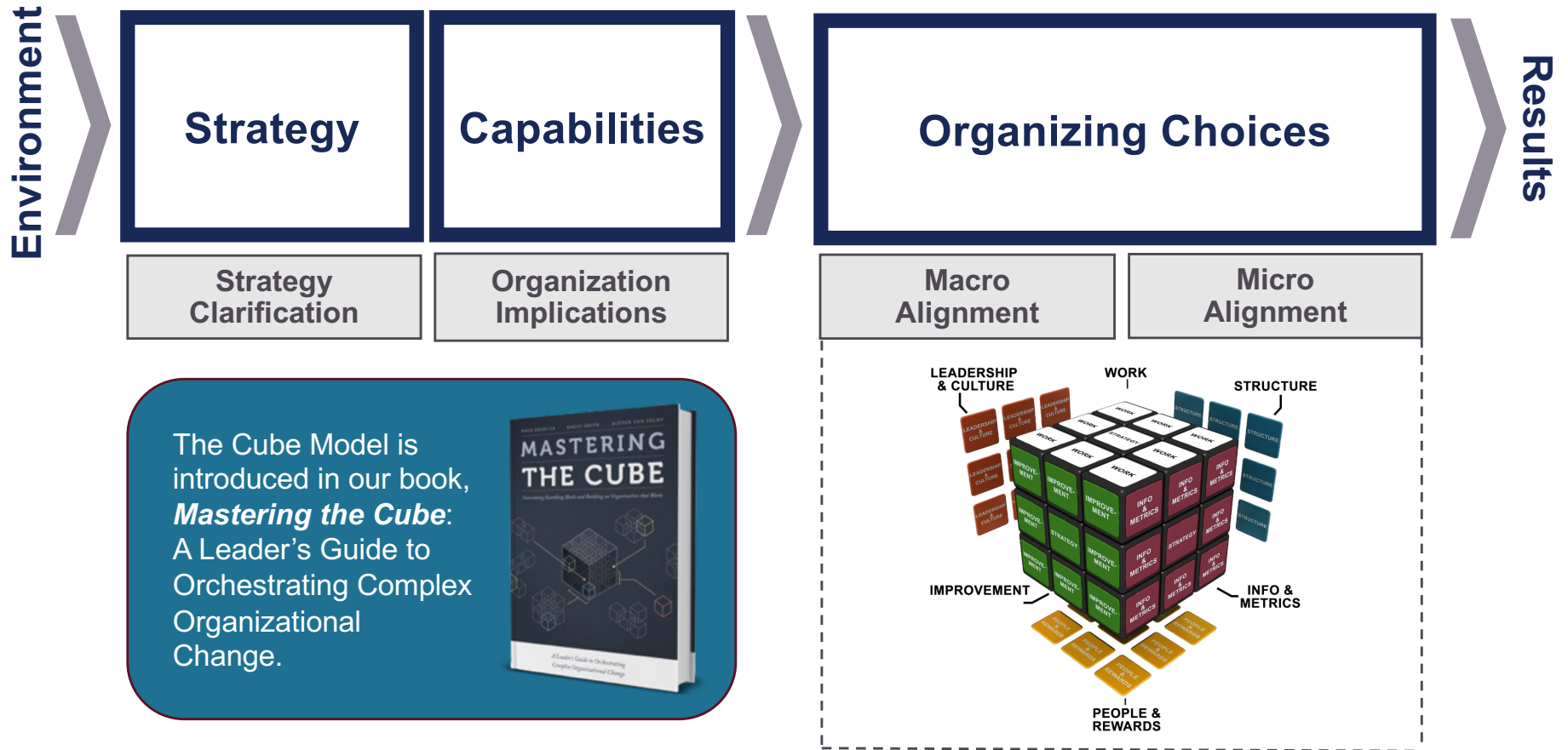
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Organizations Are Puzzles to be Solved

AlignOrg Solution's Organization Design Model



Alignment is achieved by following the design sequence



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Tension Point 1: HR Leadership Wears Two Hats



Possible Solution: Divide the top HR leader's responsibilities.

Role #1: *CHRO*

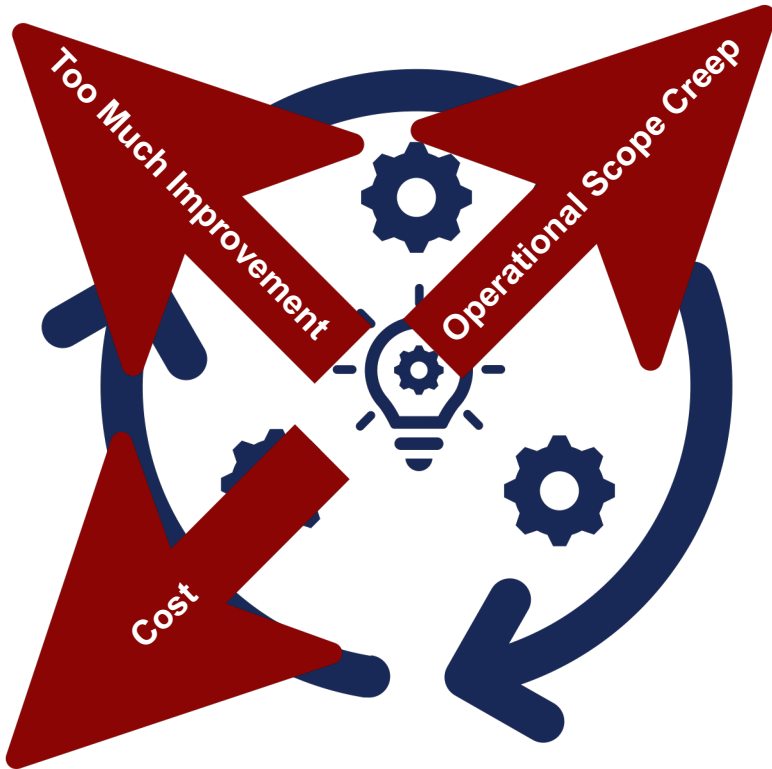
Strategic people advisor to the C-suite and key HR thought partner for the business

Role #2: *HR COO or Chief of Staff*

Functional leader role to essentially run the HR function



Tension Point 2: HR Rightsizing Overbuilt COEs

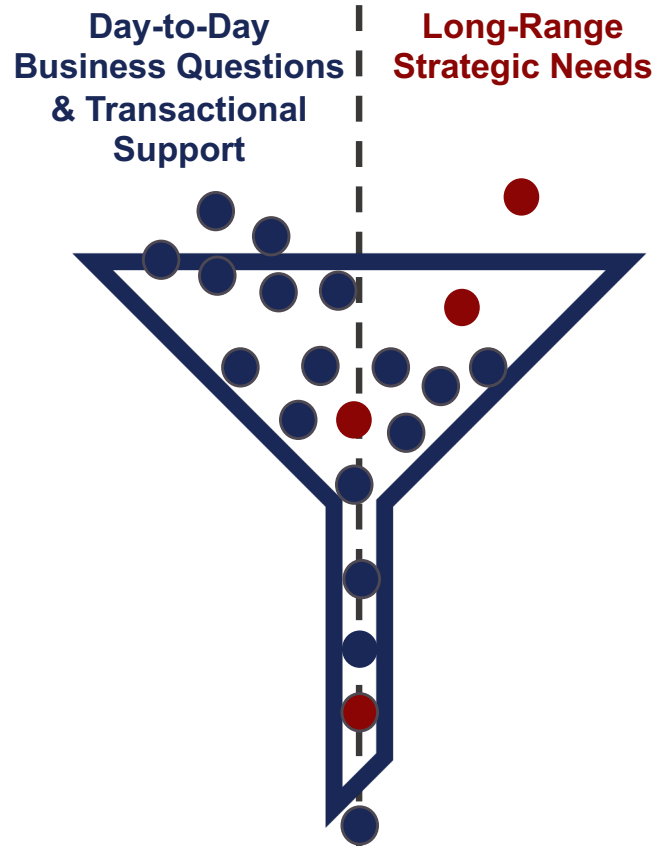


Possible Solution: Instill planning, prioritization and financial discipline.

- ✓ Utilize contract resources
- ✓ Confirm potential investments with business leaders
- ✓ Remain focused on valued and meaningful initiatives



Tension Point 3: HRBPs' Scope is Too Broad



Possible Solution: Supplement HRBPs with Employee Relations (ER) Specialists.

- ✓ Take transactional concerns off HRBP's plate
- ✓ Allows both types of HR experts to make best use of their individual skills



Tension Point 4: HR Operations & Technology are Underdeveloped

Alternative 1



Alternative 2



Alternative 3



Possible Solution: Ask: “What are we compensating for by expanding HR operations?”

Answer should:

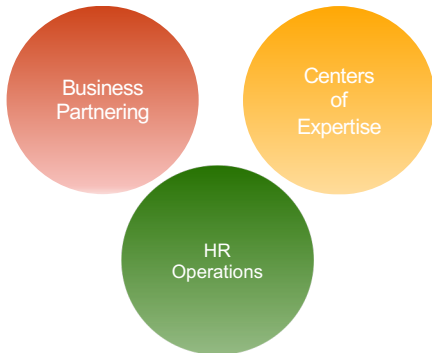
- ✓ **Point to one of the allocation models**
- ✓ **Drive how you design, build, and execute on HR processes**



Polling Question: How does your organization's HR function allocate its resources?

A.

**Balanced HR Resources
Across All HR Areas**



B.

**Strong COEs and HR
Operations**



C.

**Strong BP and HR
Operations**



D.

Strong BP and COEs





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Call to Action: Review and Address Tension Points in Your HR Model

The HR function's impact on strategy depends on how it is set-up, how it is led, and the mindset that HR professionals carry in their day-to-day work and decision making.

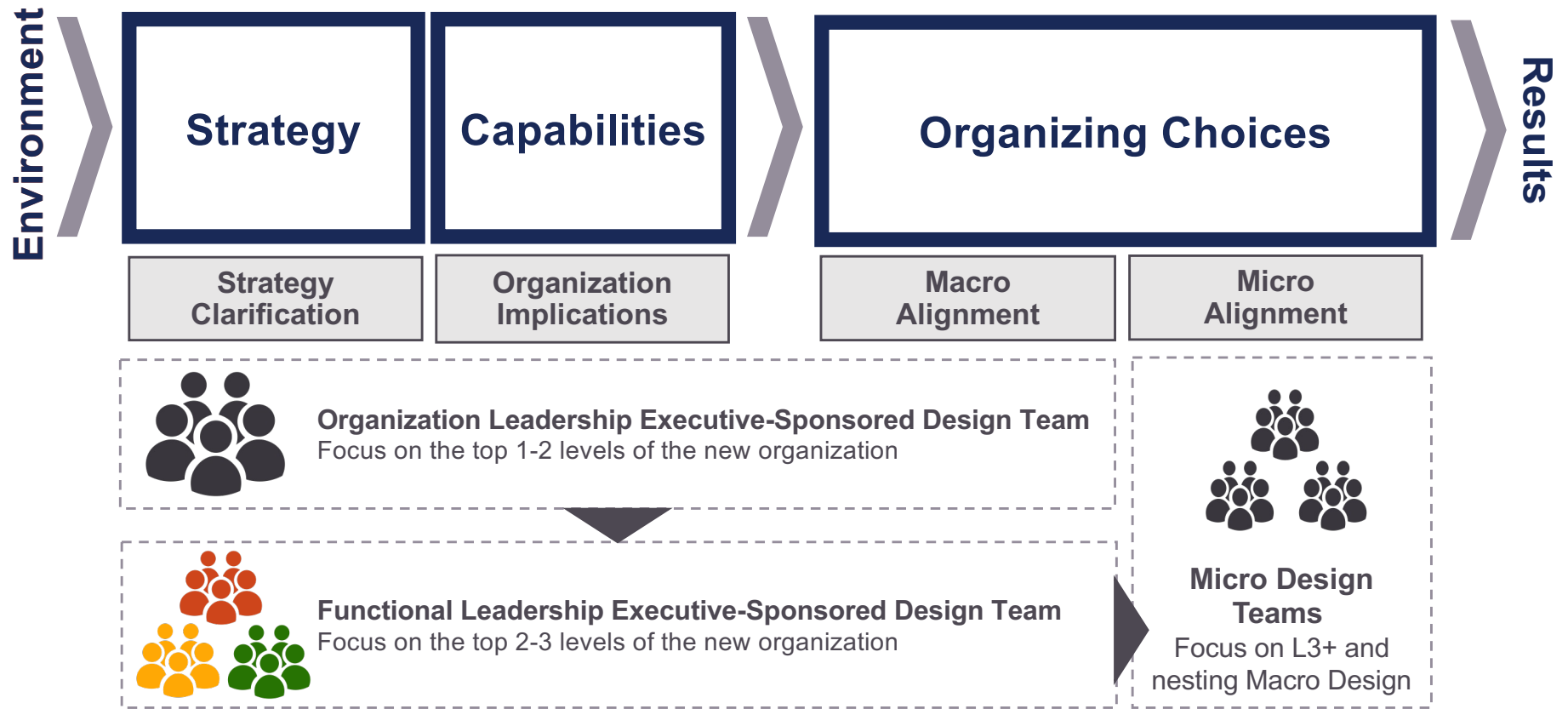


Possible Solutions

- ✓ Reallocating the functional management duties of the CHRO
- ✓ Streamlining overbuilt COEs
- ✓ Incorporating cost discipline
- ✓ Beefing up underdeveloped HR operations teams
- ✓ Finding the right resource allocation model
- ✓ Applying technology



Cascading Organization Alignment





Personal Reflection

1. What tension points can you readily identify within the HR model in your organization?
2. What approach do you take to help business leaders and HR leaders tackle the gaps in their HR Operating Model?





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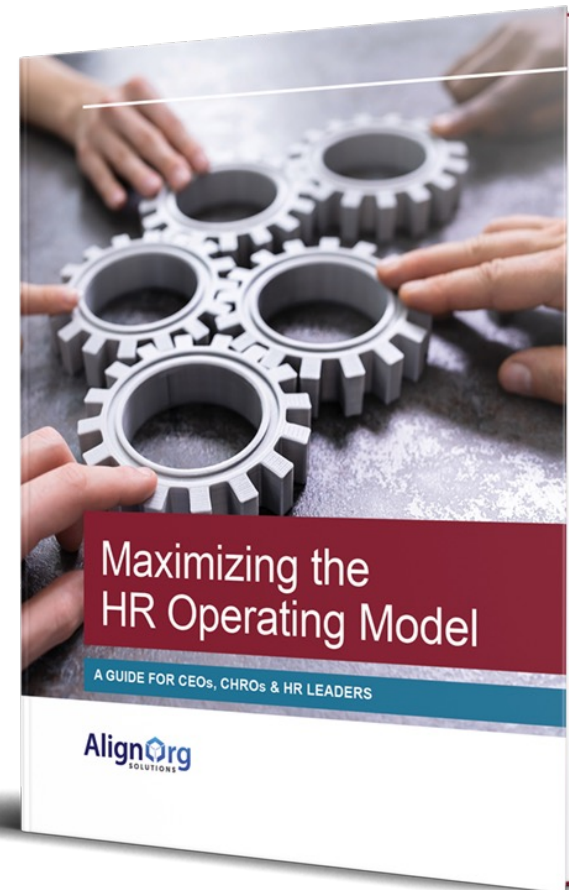
Q & A



Executive Guide: Maximizing the HR Operating Model

Maximizing the HR Operating Model: A Guide for CEOs, CHROs and HR Leaders

Watch your email for the link to this practical guide that can help you maximize the effectiveness of the traditional HR model.





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