



Summary: HR as a strategic part of any business

Conclusion: To counter the belief that HR is not strategic, it must make some fundamental changes in how it understands the organization's business to earn the respect of the C-suite and be seen as a strategic business partner.

Reference: **Thinking Like a CEO** by C. Rosenblum; www.talentmgt.com, September 2007. Email Shrayashi Browne, M.B.A., at sbrowne@batrushollweg.com for a copy.

Why this Article is Important: HR is certainly considered a major player in providing necessary staffing functions and for maintaining compliance and administration of compensation and benefits. However, there is a long-standing perception that HR does not and cannot break through the strategic ceiling and become members of the executive suite. As such, HR needs to gain respect and credibility by thinking and acting like the CEO.

Major Findings: In order to be seen as a strategic player, HR needs to understand the organization's business; not just products and services, but where the business is headed. They must understand the industry and competitive factors that can impact the business. HR must also stay attuned to societal and environmental changes, and be prepared by understanding the impact those broad changes can have on the business. HR can then take these business challenges and translate them into HR terms to determine if human capital skills, capabilities, and management practices align with the overall strategy of the company. By first determining needs, they can attract and develop the right talent to serve those needs.

What does it mean to you?

- a. HR needs to understand what's being discussed at the executive table and its impact on growth and profitability.
- b. HR must be alert to trends in the workforce as well as in the marketplace and predict how they will affect the business.
- c. HR must be able to move beyond employee champion and administrative expert to strategic player and change agent.