

# **Aligning HR to Business Strategy**

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# CavinkKare



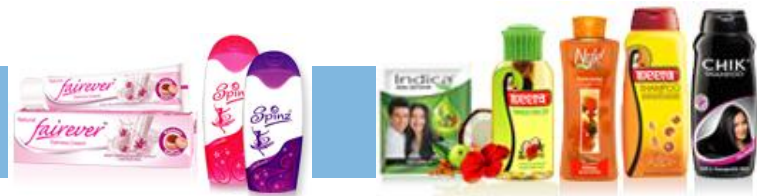
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*Started in 1983 a partnership firm, today with 1000 + crs. with 2500 employees  
Have marketing and Manufacture facilities in the group.*

*CavinKare Personal Care*



*CavinKare Foods & Snacks*



*CavinKare International Business*

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*Hemalatha Enterprises Private Limited (HEPL)*



*Trends In Vogue Private Limited*



UNISEX SALON & SPA



*United Agro India Private Limited*



*CK School of Practical Knowledge  
Jayaram Engineering college*



# HR and Business

- **Aligning employee expectation to meet Business**
- **Meeting people Goal & Business Goal**
- **War of talent**  **War of retaining talent**
- **HR action, thinking**  **Business Expectations**
- **Offer creative solutions to find, motivate and engage**

# HR with Business – Check list

## Value

- What is the Value it gives to your stack holders?

## Relevance

- Internal focus or with business?
- to the context with business, people, situation and time

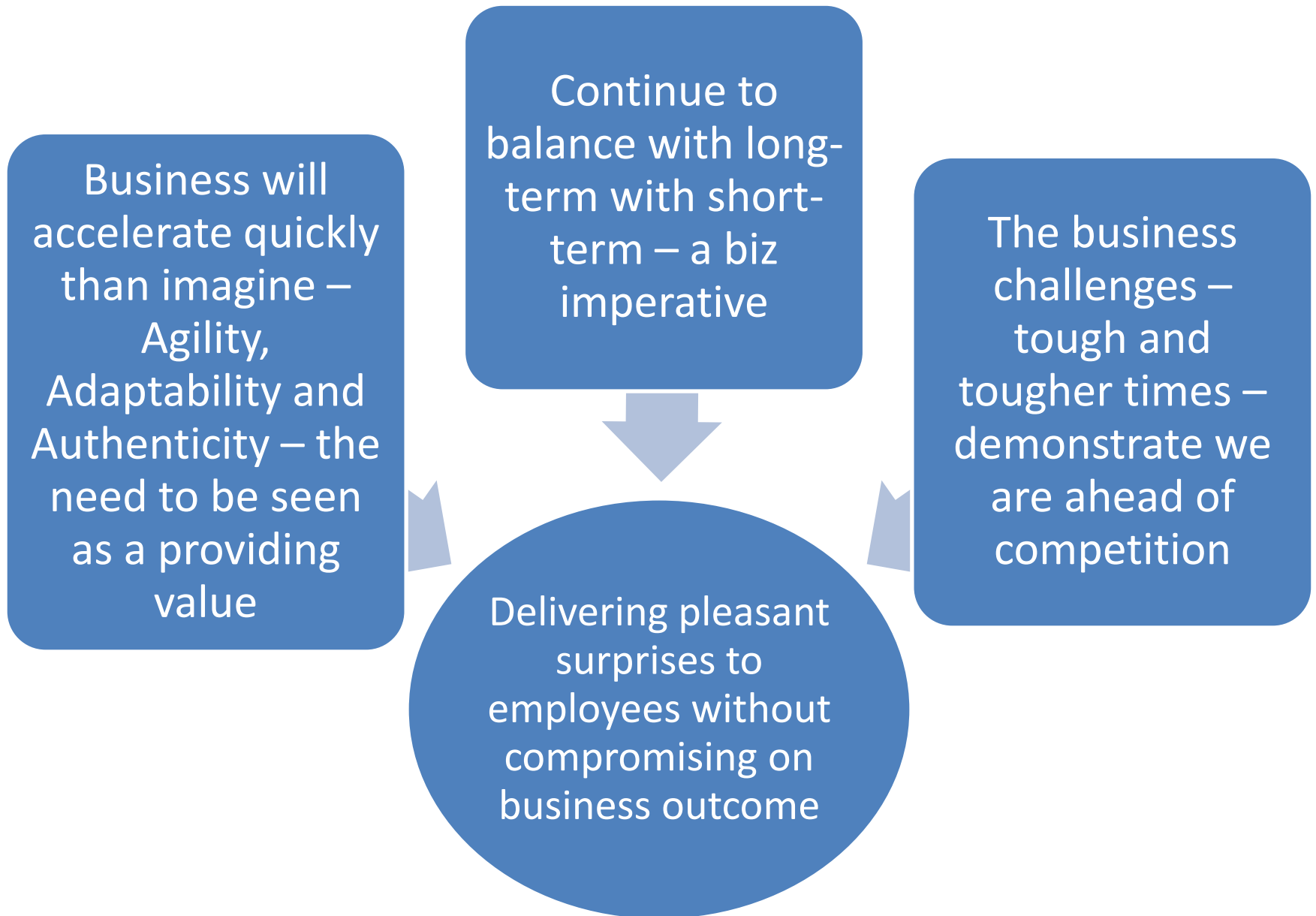
## Context

- Flexibility with business change
- with business, requirements
- Context keeps changing

## Alignment

- with BSC of the organisation
- with the need of the business, people, OCB

# Guiding Principles

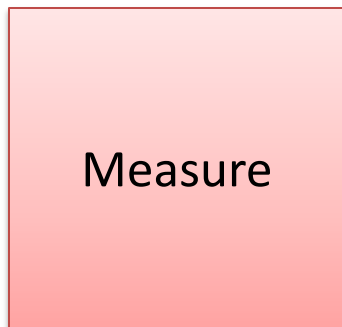
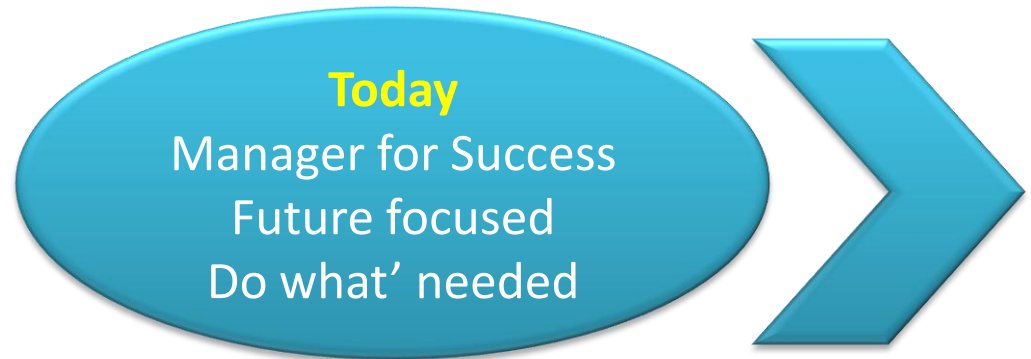


# Clarity on HR Role- where do we reach

- Co-Production to Co-Creation - (CK Prahalad)
- Two distinct function of HR
  - HR strategic effectiveness
  - HR administrative effectiveness
  - It is not an Either /or question
- Administrative – building blocks
  - Done correctly, maintain a credibility but not the end
  - Need to expand in to strategic arena
- “Organizations need HR people who know business, can influence the culture, and make positive change happen within an organization; doing so will bring personal creditability to HR” (by Ulrich).



# Evolution of the HR Role



# Paradigm shift in the HR role over the decades to address the changing business needs.

## Traditional role of HR

- Administrative /Time office /Payroll Staffing
- Evaluating / Rewarding
- Motivating / Mentoring
- Developing / Maintaining Culture
- **Managing / Controlling**

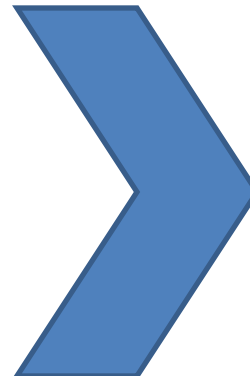
## Current Expectation from HR

- Administrative Expert
- Employee Champion
- Strategic partner
- Change Agent
- **Leadership and Value Creation**

Business Growth is tough

Motivation is questionable

Attrition

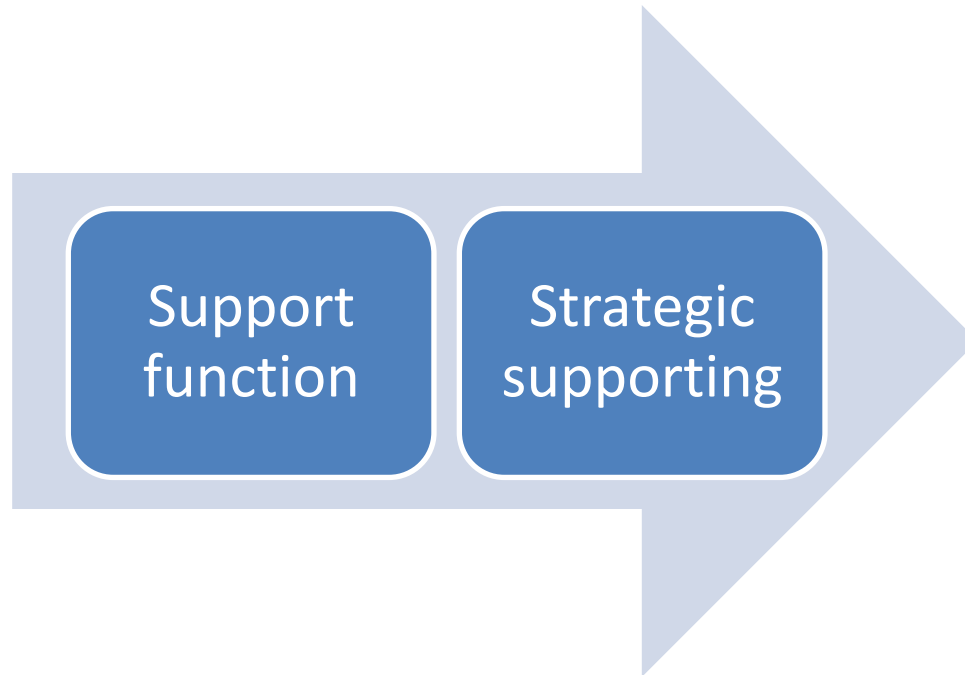


Innovation is key

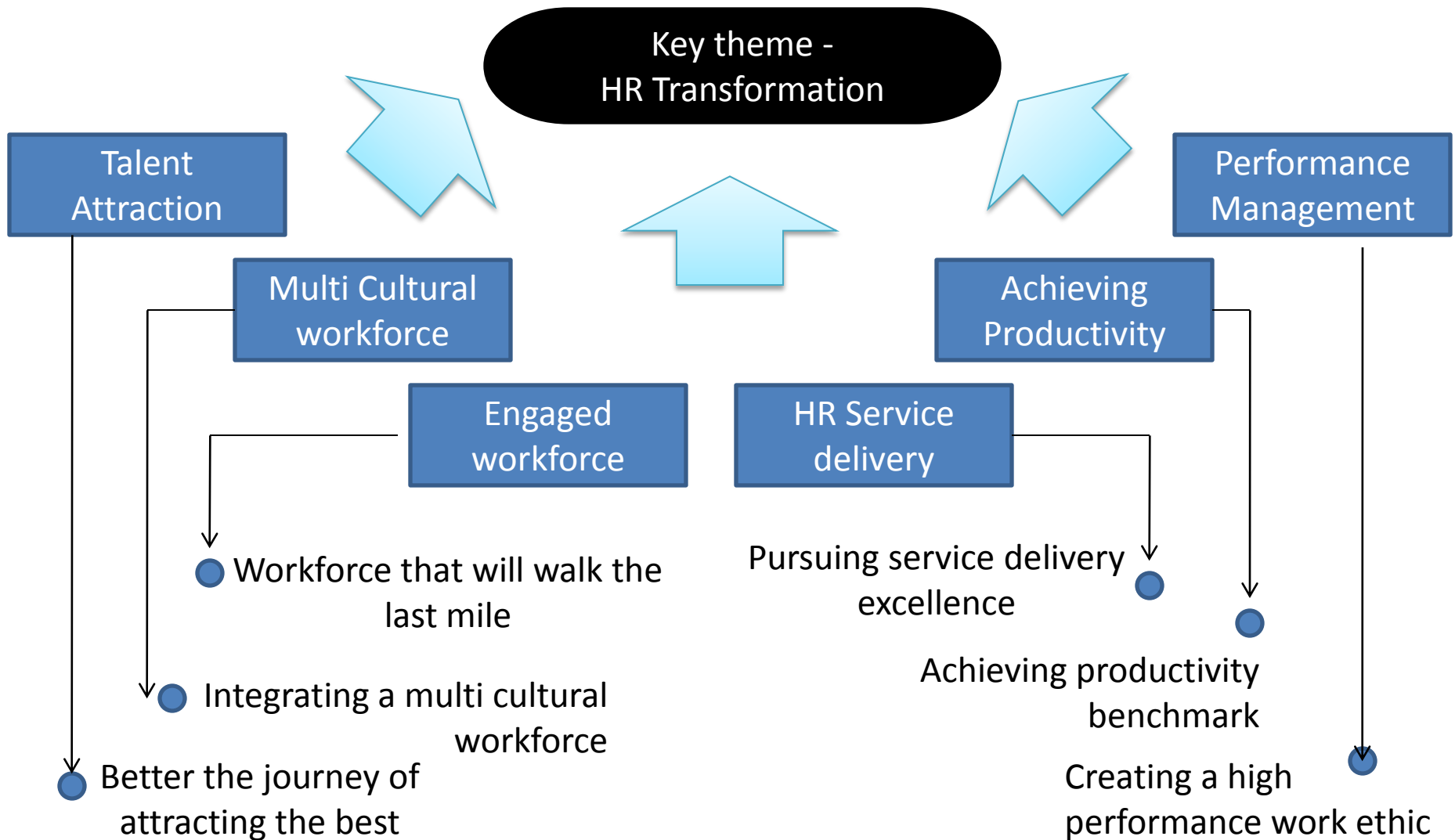
Engagement takes a new meaning

Is it for a right reason

# HR role as expected...



# HR Transaction to Transformation



Every element of HR function to be developed in order to enlarge the Human Capital in the organization

# HR Competencies



# Managing Talent

- **What is Talent:**
  - How quickly we learn, unlearn and relearn in line with business change.
- **What is appropriate, acceptable and rewarded one point of time can not be stable for another period.**
- **Break conventional hierarchy, structure and position with what required for the time and change of period**
- **External pressure on Talent:**
  - Globalization, urban and rural continuum, Highly mobile workforce
  - Talent 'demand - supply mismatch'
  - Educated but not employable
  - Intensifying war for talent not just within, but across industries
- **Internal pressure:**
  - Forecasting quantum of talent
  - Managing employee expectation
  - Make or Buy

# Horses for Courses – key to managing talent

- Defining /redefining talent at every level of the organisation as business context evolve
- Creating an appropriate employee value proposition
- Focus Dilemma: The A player or B?
- Enabling lateral or vertical mobility of talent
- Career: Breadth or Depth?
- Tracking Talent productivity with suitable matrix

# Measure HR

HR Objective	Measure of Strategic Readiness
1. Strategic Competencies: Understand what competencies needed, available, and plan to close the gap.	<ul style="list-style-type: none"><li>▪ Strategic Talent Gap</li><li>▪ Key Employee Retention</li></ul>
2. Leadership: build leadership pipeline	<ul style="list-style-type: none"><li>▪ Leadership Gap</li><li>▪ Employee Survey of Leadership</li></ul>
3. Culture: internalize a shared vision, aligned with strategy	<ul style="list-style-type: none"><li>▪ Cultural Alignment Survey</li><li>▪ % of personal understanding strategy</li></ul>
4. Alignment: personal goals linked to organisation goals	<ul style="list-style-type: none"><li>▪ % of Goal Alignment</li><li>▪ % of Incentive Alignment</li></ul>
5. Learning/Knowledge: sharing of knowledge & experience needed by the strategy	<ul style="list-style-type: none"><li>▪ Sharing across departments: best practices, key people, teams, rewards.</li></ul>



# Strategy is all about Execution

Given the business realities

HR must aim to always create Values

**How to THINK about HR**  **How to DO (TRANSFORM HR)**

- Managing Paradoxes in line with Business Context
- Managing Organisation capabilities
- Managing HR practices suitable with Individual/ organization

*Thank you*

