



Human Resource Strategy

making the most of people

What is an HR Strategy?

An HR Strategy is the process by which we find, keep and engage the people we need to achieve our corporate purpose and strategic goals.

It addresses what is necessary to engage people positively and successfully in utilising their talent, knowledge, experience and imagination to achieve those goals.

For the strategy to be effective, the goals will include satisfying the needs of the business, the needs of customers and the needs of employees, all at the same time. If these goals are seen as alternatives, the organisation will be pulling in different directions, contradicting itself and wasting time and resources.

An effective HR Strategy is an integral part of corporate strategy. It is led by the same business or operational goals, driven by the same values, informed by the same data and managed by the same people.

It engages people in the pursuit of common goals and gives a clear sense of what is required of everyone. It builds on people's talent, knowledge and experience. It reinforces drive, enthusiasm and motivation. It sends clear signals about what behaviour is acceptable in the organisation and what is not.

It may also involve the articulation of the leadership and management practices and behaviour that the organisation believes are necessary to achieve those goals. This model becomes the standard against which individual and corporate behaviour is judged - whether people are 'walking the talk'. Every organisation has a leadership and management model; the question is whether it is relevant, consistent and honoured in practice.

An HR Strategy is unique to a particular organisation and is derived from its purpose and goals, its values and priorities, its image and reputation and its business strategy. It requires support from good HR processes, policies and practices that are relevant to the particular enterprise and which reinforce the chosen leadership and management model.

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