

“Strategic HR is Different”

CEO Questions

1. Are your HR systems driven by:
 - Paperwork and compliance? OR
 - How your customers are impacted by your people?

"Take care of your people, your people will take care of your customers, and your customers will keep coming back." - J.W. Marriott

2. Ask your leadership team (including HR) to evaluate your customers' experience:
 - How do our customers experience our people?
 - How do our HR systems support (or impede) our people as they impact our customers and customer experience?

Collect and measure data on this - not just anecdotes!

3. Ask yourself: Am I spending 75% of my day working on my most significant asset - my people?

Am I focusing this time on the right questions about people?

- Am I doing things like: putting out fires, schoolyard fights, misfiled paperwork, or bad hires? OR
- Am I focusing on how to use HR systems to clear the path for my people to serve my customers with excellence?

4. Do I have a process in place to develop and manage talent and leadership skills in my company? With all the multiple generations of workforce I now have (boomers to millennials)?
 - Do I know what leaders look like?
 - Do I set expectations for the skills I want leaders to have?
 - Do I invest significantly enough in training, performance management and innovation?
 - Do I have an employee value proposition?
 - Can I measure the business impacts of my human capital processes?