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Powering Strategy
Through People.

Strategic HR Leadership:
Turning People Insights into Business Impact



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Session Outline

The Reality Today

People Leadership and Organisational Value

Strategic HR Leadership

The Strategic HR Leader

From Insight to Impact: HR in Action

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The Reality Today

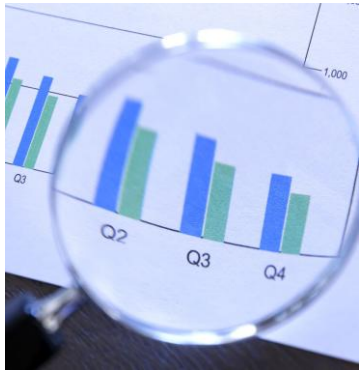
Getting to grips with the reality and challenges faced by organisations today

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The Context



ECONOMIC

- Cost Pressures
- A Focus on Productivity
- Competitiveness



TECHNOLOGY

- AI
- Robotics
- Internet of Things
- Digitalisation
- Cybersecurity



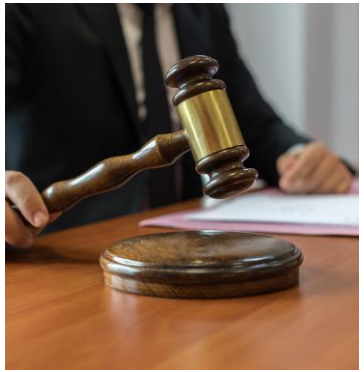
PEOPLE

- Talent Shortage
- Skills Gaps
- Employee Expectations
- Demographic Changes

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The Context



REGULATORY

- Legislation
- Compliance
- Transparency & Accountability



GLOBAL

- Geopolitical uncertainty
- Supply Chains
- Migration
- Climate Change



ORGANISATIONAL

- Agility
- Transformation
- Resilience
- Doing more with less

STRATEGY

NAVIGATING

OPPORTUNITIES, CHANGE AND CHALLENGES

TO DRIVE ORGANISATIONAL PURPOSE AND GROWTH

IN TODAY'S CONTEXT



Business Strategy

Do all businesses have a clear strategy?

What is the role of HR within this context?

Strategic HR Leadership

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People Leadership and Organisational Value

Connecting the Dots

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People
Work
Organisation

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People

- Human nature and behaviour
- Backgrounds and capabilities
- Roles and career aspirations



Work

- Evolving Work and Jobs
- Knowledge, skills and competences
- Compensation and Reward



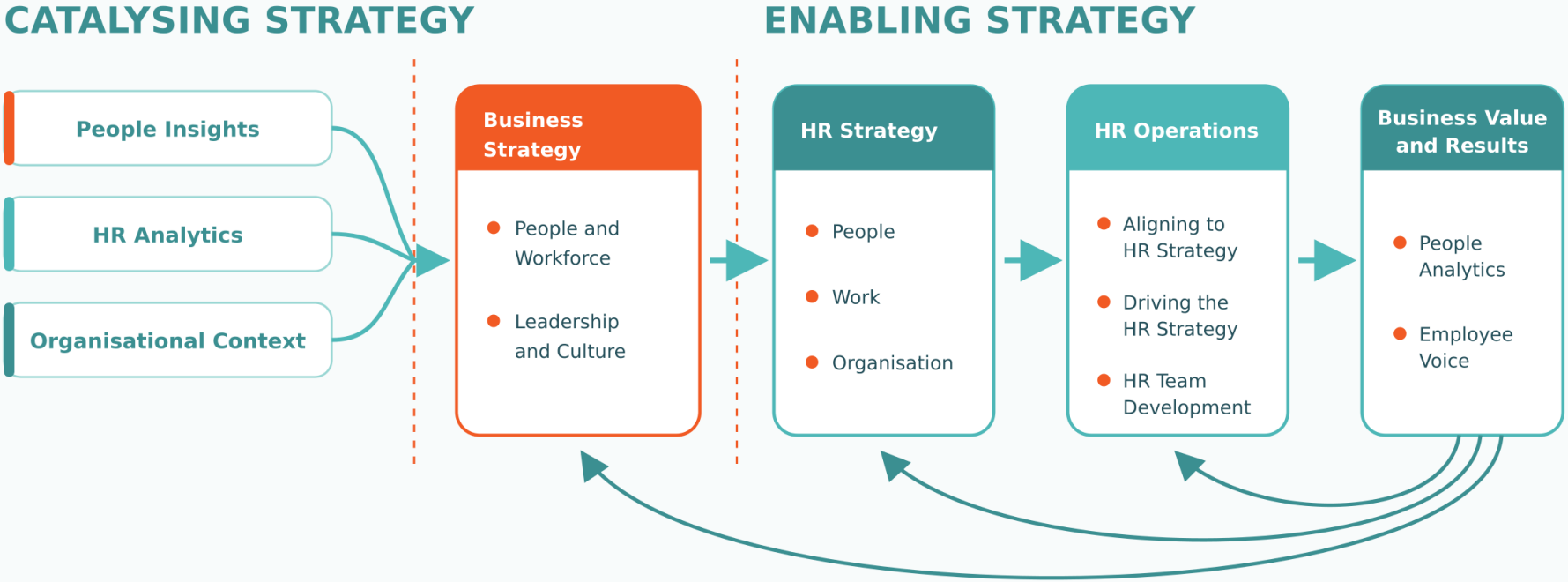
Organisation

- Shared Purpose and Vision
- The right people in the right roles
- Understanding contribution to purpose

People and Culture Leadership

CATALYST and ENABLER

Organisational Strategy



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Evidence Based Approach using

HR Analytics and People Insights

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Sources for People Insights



Regulations & Compliance



HR Analytics Data



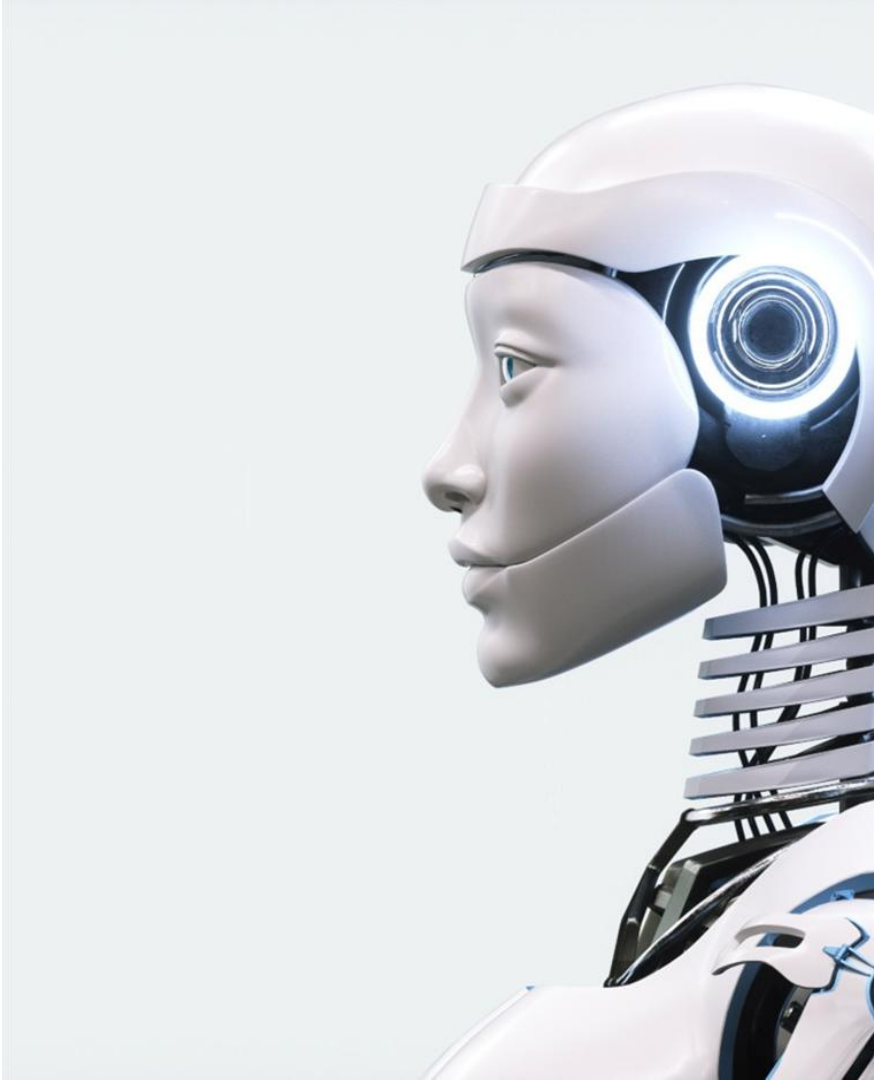
Human Centric Values



Informed Intuition

Human-Centric Work in the Age of AI

- Human oversight for responsible decision making
- Technology combined with human skills and creativity
- Automation that improves productivity and workforce management
- Stronger employee engagement and stakeholder connections
- More agile, competitive and future-ready organisations



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Strategic HR Leadership

What does it look like?

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Strategic HR Leadership

Weaving Insights on

People
Work
Organisation

To create the right strategy for the organisation in a specific context and time



Translating People Insights into Strategy

Digital Transformation



Translating People Insights into Strategy

Succession Planning



Challenges in Designing and Implementing HR Strategy

- Using reliable people data
- Connecting HR priorities to Business Strategy
- Changing strategy to practical action
- Operational Demands
- Limited resources and HR Capability
- Securing Leadership Commitment
- Engaging managers in implementation
- Resistance to Change

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The Strategic HR Leader

A Snapshot

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The Strategic HR Leader

- Open-minded and Forward Looking
- Focused on continuous improvement and learning
- A strong listener
- Business and purpose focused
- Values-led - Human-centred
- Applies ethical judgement
- A critical and creative thinker who challenges the status quo
- High technical competence – deeply knows HR
- Data-informed, analytical and solution-oriented
- Balances short-term priorities with long-term vision
- Agile, adaptable and operationally organised
- Mentors and coaches leaders, managers and people



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Strategic HR Leaders – Key Skills

Technical and Technological

- Digital and Technological Skills – proficiency
- HR reporting – to be related to business impact
- Development of HR strategic skills, and mindset for all levels of HR team
- Measure HR success outcomes not activity
- HR technical knowledge
- AI and automation
- Coaching skills
- Data literacy

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Strategic HR Leaders – Key Skills

Strategic Business Acumen

- Business literacy and using business language
- Understanding operational aspects of the business
- The ability to design future-ready organisational structures, skills and ways of working
- Strengthen leadership capability to manage uncertainty, communication and employee trust.
- Creating talent strategies and value drivers for the business

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Strategic HR Leaders – Key Skills

Cognitive Interpersonal Leadership

Cognitive and Strategic Skills

- Critical thinking and analysis
- Problem Solving
- Understanding organisational dynamics
- Relating people decisions strategically to business decisions
- Ethical judgement

Interpersonal Skills

- Emotional Intelligence
- Communication

Leadership and Developmental Skills

- Leading HR with a developmental mindset

Strategic HR Leadership

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From Insight to Impact

HR in Action

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Working with Business Leaders

- Understanding their role and responsibility
- Adapting to their leadership style
- Challenging where required
- Listening and asking questions
- Strategy can only be enabled as part of a team - Build the trust
- Support and Coach leaders and managers
- Have the courage to speak up and to speak the truth



Rise to the opportunity to become a trusted, influential and strategic insight catalyst in your organisation, shaping and enabling business strategy and the workforce of tomorrow.

Thank you!

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