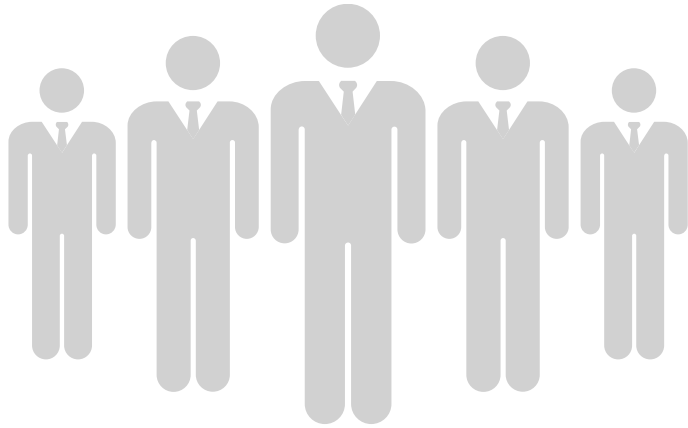# WHY ISN'T HR MORE INFLUENTIAL?

At the very least how can it become less unpopular?

DON'T OUR ORGANIZATIONS BELIEVE THIS?

- People are our only **asset**

- Human capital is the only **differentiator**

- Learning organizations are the **key to success**

WHY THE HATE?
It's not new

- Ram Charam's **"Blow up HR"** 2014

- Fast Company's **2005 "Why we hate HR"**

- Fortune's 1996 **"Taking on the last bureaucracy, HR"**

- Fortune 1930's – same article about **personnel**

In the 1960s,
which **functional area
of business**
was rated by executives
as the
"most glamorous"?

HUMAN RESOURCES

ONE CONSISTENT PROBLEM FOR HR'S POPULARITY

We make people behave, and they don't like to be **told what to do**.

Especially executives

- You can't hit on **the interns**
- Even if you think they are funny, you can't tell **sexist jokes**
- You can't hire that person just because he is **your nephew**

ONE CYCLICAL PROBLEM…

When the **labor market is slack**, people are scared: managers can be really bad, and it doesn't matter – people don't leave, they work hard

When the **labor market is tight**, it's hard to find good people and hard to keep them. Bad management is costly, and HR becomes important

ONE NEW PROBLEM

HR is **responsible** for encouraging managers to behave in certain ways **without the authority** to make them do it

- Supervisors used to be assessed based on the quality of the appraisals and developmental assignments they gave

- Now… we are pleading with them to do it

How many pleading roles can we take on before our welcome is worn out?

…AND ONE INTRACTABLE PROBLEM…
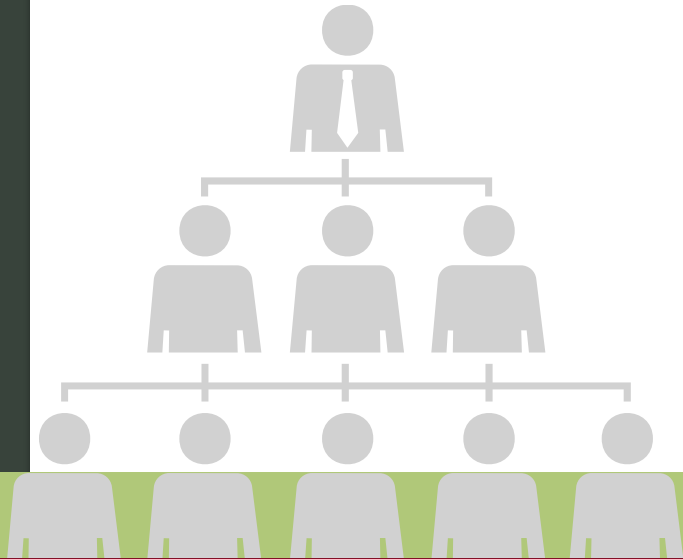
HR is a long-term play

- We head-off legal problems that take years to play out

- We develop talent that pays down the road

US business, especially in public companies, has an incredibly short-term focus

- The financial orientation to management has a bias toward costs and a need for ROI orientation

- We've been promoting best individual contributors to leadership based on financial performance

HOW TO RAISE HR'S INFLUENCE....

1st : STOP TAKING ON TASKS WHERE WE HAVE *RESPONSIBILITY BUT NOT AUTHORITY*

WHAT SHOULD WE DROP?

- **Millennials** – what problem are we solving?

- **"Wellness"** – can we make people be fit?

- **Diversity** – can we control who gets hired and promoted?

- **Performance appraisals** – unless we can make people do them well

- **Many companies are giving them up** – Accenture, Deloitte, PWC

2ND : DEVELOP *A POINT OF VIEW* THAT IS EVIDENCE-BASED ON EVERYTHING ASSOCIATED WITH HR

- Why do we let managers hire based on their own crazy interview questions?

- Many managers say that people who work from home are just goofing off. Are they right?

- Can we show executives why better employees pay off?

- Can we show why better management pays off?

- If you use them, do you know whether forced rankings work?

- Why are CIO's driving the big data efforts around people?

- Can you tell your line managers:
  – The cost of turnover in their area?
  – The cost of leaving positions unfilled?
  – Whether their employees are engaged, and the cost of disengaged employees?

Here are three – be ready!

- Why are companies dropping performance appraisals?

- What can "big data" do for us?

- What is "agile" and why is everyone talking about it?

3RD : SUPPORT THE BUSINESS

Develop a project focus as an alternative to business strategy

- Few companies have consistent, coherent strategies now

- They have projects:

    – *Entering a new market* – what are the people requirements?

    – *Launching a new project* – do we have the talent?

    – *Restructuring* – managing the change process, getting the most costs out with the least damage
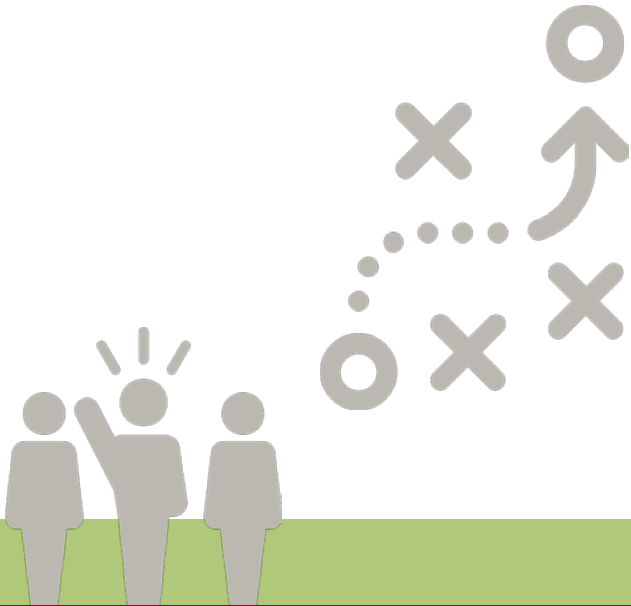
SUPPORT THE BUSINESS II

Become the human capital experts on everything

- *Mergers and Acquisitions* – are we compatible? Can we manage the people side of integration?

- *Outsourcing* – what's the business risk? (Mainly from vendor's own HR practices)

- *Getting better at managing vendors* It can't just be about costs