

Being Strategic Planner

Challenge: **How can I/we** *How can we get key initiatives embraced and implemented successfully by all our 'clients'?*

WHAT IS

Key Strengths (internal) • <i>HR has a strong relationship with business unit</i> • <i>Initiatives help managers achieve their goals in the long term</i> • <i>Initiatives are supported by senior leadership</i>	Key Weaknesses (internal) • <i>Competing priorities for manager's attention</i> • <i>Perception of too many new initiatives rolled out in succession</i> • <i>Some managers don't see the value of changing</i>
Key Opportunities/Support (external) • <i>Communication tools available that can make implementation faster and easier</i> • <i>Ability to pull in extra resources from Corporate for roll outs</i>	Key Threats (external) • <i>Speed of market shifts makes it challenging to keep initiatives relevant and 'just in time'</i> • <i>Unique regional needs means one size doesn't fit all</i>

WHAT'S THE HOPE

Time frame (date when challenge will be addressed): *October 2020*

Most important elements of my hoped-for future:

- ***You Deserve a Break Today***
Managers see how new initiatives will support their business and personal success.
- ***Easy as Pie***
Simplified and consistent 'look and feel' make all roll outs easier to understand and do.
- ***Listen to Learn***
We listen to managers to make roll outs better now and and in the future.
- ***Make Change***
We use change management tools to support roll outs and share best practices with one another.

WHAT'S IN THE WAY

Key internal obstacles to achieving the vision

- *HR Consultants spend disproportionate amount of time fighting fires vs. initiative implementation.*
- *We're overwhelmed with lots of initiatives at once.*

Key external obstacles to achieving the vision

- *Speed of market change impacts relevance.*
- *Unique regional needs.*

Strategy #1 <i>Always build our business case for new initiatives from the manager's perspective.</i>		
Tactic	Owner	Due Date
<i>1. Hold focus groups to get input on what will motivate them to give high priority to the new initiative.</i>	<i>Connie</i>	<i>March 1</i>
<i>2. Pilot next initiative in two sales offices and use resulting data to build business case for other locations.</i>	<i>Beth</i>	<i>May 1</i>
<i>3. Create template of 'Top 10 list' which highlights the benefit to the managers of any new initiative.</i>	<i>Tom</i>	<i>May 31</i>
Strategy #2 <i>Grow the HR team's skill at guiding managers through change.</i>		
Tactic	Owner	Due Date
<i>1. Find a change management training provider and pilot class with HR Directors first.</i>	<i>Beth</i>	<i>May 1</i>
<i>2. Get HR Directors to sponsor change management workshops with their HR teams.</i>	<i>Beth</i>	<i>June 31</i>
<i>3. Create an electronic change toolkit that all HR managers can access when introducing a rollout.</i>	<i>Beth</i>	<i>July 31</i>

Strategy #3 <i>Simplify the materials managers (and HR) need when rolling out new initiatives.</i>		
Tactic	Owner	Due Date
1. <i>Create a standard communication template for all new initiatives (include: Who, What, When, Where and How).</i>	<i>Meghan</i>	<i>April 1</i>
2. <i>Create talking points for managers and HR for consistent messaging on new initiatives.</i>	<i>Alex</i>	<i>June 31</i>
3. <i>Create an intranet page to house all communication materials for new initiatives. (One-stop shopping for managers and HR to get what they need quickly.)</i>	<i>Alex</i>	<i>July 31</i>