

People First Productivity Solutions is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP recertification activities.





## Enlisting Support For HR Initiatives

1

---

---

---

---

---

---

---

---

- DISCOVER Questions® for Connections, Clarity & Control
- Leadership Development Program Architect
- Certified Master of The Leadership Challenge®
- Certified Executive Coach, CEC, ICF
- Management, Soft Skills, Personal Effectiveness
- Former HR Director: Fortune 500 Media Company
- Founder of People First Productivity Solutions and People First Leadership Academy

[deb.calvert@peoplefirsttps.com](mailto:deb.calvert@peoplefirsttps.com)  
[www.peoplefirsttps.com](http://www.peoplefirsttps.com)  
[www.peoplefirstpotential.com](http://www.peoplefirstpotential.com)



**Deb Calvert**

Copyright 2023. Do not reproduce or distribute without express written permission from People First Productivity Solutions and Deb Calvert.

2

---

---

---

---

---

---

---

---

## Why HR & People Practices Struggle to Get C-Suite Support

3

---

---

---

---

---

---

---

---

## HR Isn't...



- ☉ Revenue-generating
- ☉ Positively impacting the profit margin (*highest expense!*)
- ☉ Driving business results
- ☉ Solution-oriented (*visible when big problems arise*)
- ☉ Customer-facing

4

---

---

---

---

---

---

---

---

## CEOs Say

- HR has no accountability for strategic initiatives, vision, mission
- HR leaders don't have a comprehensive understanding of business operations, income streams, challenges, and strategy
- HR doesn't have responsibility for KPIs and business performance
- HR doesn't use analysis and data to forecast employment needs and allocate appropriate human capital resources
- People-related expenses are the greatest cost to the business. HR doesn't manage these expenses well.

5

---

---

---

---

---

---

---

---

## HR Doesn't Get Resources Because



“

**HR professionals cite a vicious circle:**  
 Because they're perceived as reactive and not strategic, they aren't given the resources they need to change that perception. And with shrinking staffs, they say they have no choice but to focus on compliance, compensation, recruiting and other pressing daily concerns.

- How HR Can Earn the CEO's Trust, Tony Lee & Dana Wilkie, SHRM, 10/29/18

6

---

---

---

---

---

---

---

---

## Limiting Perceptions about HR

HR is not connected to the business

Workforce design and HR initiatives are not aligned with support for the company's vision and future

HR is only able to focus on compliance and personnel issues

HR is solely responsible for people problems and programs

HR is the "keeper of the culture"

---

---

---

---

---

---

---

---

7



8

---

---

---

---

---

---

---

---

## The Long View

“

**If HR wants to be seen as a strategic business partner in the C-suite, they need to go beyond just carrying out the business needs of today.** They need to prove that they are basing their strategy and decisions on solid data, and they need to demonstrate—often using visualization and storytelling techniques—how those decisions are linked to better business results and financial performance.

- Evan Sinar, DDI. Survey of 25,000 business leaders and 2,500 HR professionals



---

---

---

---

---

---

---

---

9

## Earning Trust by Demonstrating an Understanding of C-Suite Priorities

### Top 6 Priorities of CEOs

- 1 Finding growth
- 2 Taking on risk
- 3 Managing regulatory changes
- 4 Leveraging technology
- 5 Pursuing innovation
- 6 People and culture

- Workday Report "6 Top CEO Priorities and How to Address Them"



10

---

---

---

---

---

---

---

---

---

---

## Linking Your Ideas to Business Results

- Put yourself in the CEO's shoes
- What is he/she talking about? Measured on? Worried about?
- What changes does the CEO want to see in the business?

### 5-Step Process

11

---

---

---

---

---

---

---

---

---

---

## Understand the Need



- Don't Assume
- Be Current
- Be Specific

12

---

---

---

---

---

---

---

---

---

---

## State the Business Need



2

It's about getting business results.

13

---

---

---

---

---

---

---

---

## Make Clear Links



- Link Need to Solution
- State the Obvious
- Connect the Dots

14

---

---

---

---

---

---

---

---

## Concise & Compelling



- Simplify
- Connect Dots
- Elaborate Later

15

---

---

---

---

---

---

---

---

## Personalize the Why



- Inspire with Emotion
- Convince with Logic
- Weave in WHY

---

---

---

---

---

---

---


---

16

## Linking Your Projects to Financial Performance

- What dollar amount can you save in expenses with your project?
- What revenue could be generated if your project were implemented?
- What risk does your project minimize?

EX: quantify the costs of employee turnover, safety violations, HR reporting, overtime, settlements or severance paid to departing employees, benefits, etc.



---

---

---

---


---

---

---

---

17



**Leverage this Important Building Block to Get Support**

---

---

---

---

---

---

---

---

18

## Employee Engagement & the Bottom Line

More than a survey

Using data from the survey to impact business results

Why engagement matters



19

---

---

---

---

---

---

---

---

## Employee Engagement

"a **heightened emotional connection** an employee feels toward their organization that influences them to apply **additional discretionary effort** to their **work**."

*Corporate Executive Board*

20

---

---

---

---

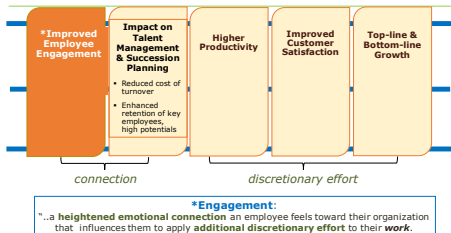
---

---

---

---

## Why Engagement Matters



21

---

---

---

---

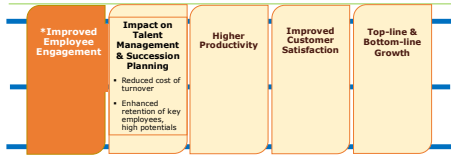
---

---

---

---

## Why Engagement Matters



**"Engagement is the key to performance and retention. Highly committed employees try 57% harder, perform 20% better, and are 87% less likely to leave than employees with low levels of commitment."**  
- The Corporate Executive Board

22

---

---

---

---

---

---

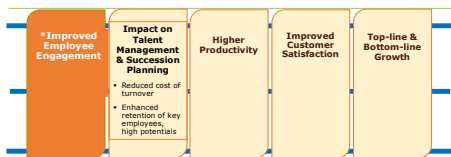
---

---

---

---

## Why Engagement Matters



**"...More than 50% significantly improved productivity as a result of engagement initiatives."**  
- DDU/Melnrum (UK)

23

---

---

---

---

---

---

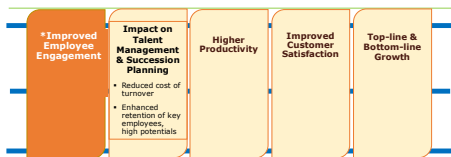
---

---

---

---

## Why Engagement Matters



**"... More than 50% reported improved customer retention and satisfaction as a result of engagement initiatives."**  
- DDU/Melnrum (UK)

24

---

---

---

---

---

---

---

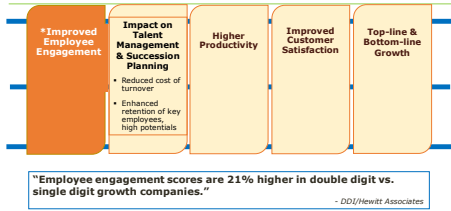
---

---

---



## Why Engagement Matters



25

---

---

---

---

---

---

---

---

---

---

## Engagement = Success



26

---

---

---

---

---

---

---

---

---

---

## Make the Link between Talent Review & Strategic Initiatives

- Resource allocation appropriate to strategic initiatives
- Why should managers take time to review talent?
- How is hi-po and hi-per used?
- What will talent review do for the company?

27

---

---

---

---

---

---






---

---

---

---

## Make the Link between Talent Management & Strategic Initiatives

-  What talent resources are required to get the company where it wants to be?
-  How can these talent resources be sourced or developed and placed quickly?
-  How many people are needed? What will it take to increase productivity and efficiency?
-  What do managers/supervisors need to maximize contributions of employees?
-  Are expectations clearly communicated and understood? What waste can be eliminated with improved management practices?

28

---

---

---

---

---

---

---

---

## Great Places to Work

"Great places to work have high levels of **trust and engagement**.

**Trust goes both ways:** Employees have an implicit trust in leaders to make the right decisions for the organization - including its people - while leaders trust employees to put the organization's needs first as they interact with customers, vendors and partners.

Leaders demonstrate that trust by clearly communicating about the company's challenges as well as its successes and **by pushing decision-making power downward**. That trust contributes greatly to a sense of engagement. Armed with a clear view of the state of the business, invested in the company's success and loyal to their colleagues, workers see themselves as being a part of something greater—the **company's mission and its values**.

- Mark Feffer, SHRM, What Makes a Great Employer?

29

---

---

---

---

---

---

---

---

## Make the Link between Succession Planning & Strategic Initiatives

Employee retention and engagement are essential for succession planning	Onboarding is the first step in retention and engagement	Shift from "replacement" paradigm to "expansion" paradigm	What will it take to get tomorrow's work done and remain competitive?
---	--	---	---

30

---

---

---

---

---

---

---

---

### Make the Link between Learning/Development & Strategic Initiatives

- Employee development as a retention tool
- Preparing talent for future contributions
- Outcomes of training vs. delivery of training

31

---

---

---

---


---

---

---

---

### Make the Link between Total Rewards & Strategic Initiatives



- Investment vs. expense
- Use data! Know the market comps
- Link to values and workplace culture
- Develop a compensation philosophy
- Think beyond benefits and pay

32

---

---

---

---

---

---

---

---

### Make the Link between Recruiting & Strategic Initiatives

- Proactively find, attract and retain top talent... Goes beyond posting job openings
- Marketing the company in a way that attracts talent and affirms employees' decisions to stay
- Recruiting is a sales process. Are HR team members selling?
- Do HR recruiters and BPs understand what makes functional area employees successful?
- What competencies are needed in each job for strategic initiatives to be met?

33

---

---

---

---

---


---

---

---

## The Business Case for HR Systems & Tech

- Save time (*ROI first seen in time vs. cost savings*)
- Accuracy
- Ability to determine benchmarks and set goals based on data
- Reduce risk of litigation due to inconsistencies
- Support managers to enhance business performance
- Improved processes and access to information
- Eliminate waste and expenses related to human capital needs
- Boost retention rates and engagement levels



34

---

---

---

---

---

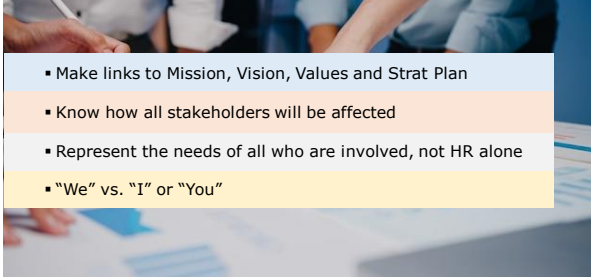
---

---

---

## Getting Executive Sponsorship for Impact

- Make links to Mission, Vision, Values and Strat Plan
- Know how all stakeholders will be affected
- Represent the needs of all who are involved, not HR alone
- "We" vs. "I" or "You"



35

---

---

---

---

---

---

---


---

## Take a Deeper Dive!

Research, examples & tools for building the soft skills needed for influence.

**Build connections.  
Create clarity.  
Reclaim control.**

New release! Now available on Amazon.



Copyright © 2023. Do not reproduce or distribute without express written permission from People First Productivity Solutions and Deb Calvert.

36

---

---

---

---

---

---

---

---