

HEALTH WEALTH CAREER

# YOUR FIRST 100 DAYS AS CHIEF HUMAN RESOURCE OFFICER:

MAKE A GOOD FIRST  
IMPRESSION FOR  
LASTING SUCCESS



MAKE TOMORROW, TODAY



A blurred photograph of a woman with blonde hair, wearing a blue dress, walking from left to right in front of a white wall. The image is out of focus, creating a sense of motion.

# **YOUR FIRST 100 DAYS AS CHIEF HUMAN RESOURCE OFFICER:**

## MAKE A GOOD FIRST IMPRESSION FOR LASTING SUCCESS

Your first 100 days as the new Chief Human Resource Officer (CHRO) provides a window of opportunity to build a solid foundation for long-term success. It's a time to gain the confidence of the CEO, the executive team and those in the HR function, and to secure an in-depth understanding of your new environment.

This is a unique opportunity ... one you will never have the chance to do over. How can you make the most of it? We suggest you spend these critical first 100 days at the strategic level, focusing on the development of connected strategies for both the organization's workforce and the HR function itself. You should strive to:

- **Connect the goals of the HR function to the goals of the business.** By starting with the broad business challenges and strategy, you'll convey to senior executives that you understand the need to link workforce investments to business results. It will take some time before you can measure the impact of your HR leadership, but you can set the standard in the first 100 days as you identify new goals and measures for HR.
- **Identify the greatest sources of pain for immediate attention and prioritize longer-term issues.** While you won't be able to address all of the organization's workforce or HR issues in the first 100 days, you can identify the most critical ones, assess the available resources and develop a plan of action. You can also take advantage of smaller issues where quick action will result in immediate benefits.
- **Create a plan that will guide your function and your business partners.** After you identify your goals, you can create a vision of success and a roadmap to get there. Your action plan will clearly articulate the activities, timing and required resources. Your plan should engage stakeholders throughout the organization to ensure a solid connection between business and workforce strategies.
- **Build the case for change within the function and throughout the organization.** The scope and magnitude of change will be different in each organization, but there's no question that people will expect action – and business challenges will demand it. Your new role will provide momentum for change, and the CEO's agenda may add additional urgency. Your demonstrated ability to make a persuasive case for change in the first 100 days will highlight your value to the executive team.
- **Create a powerful personal brand as a business leader and change agent.** What you do – and what you choose not to do – will communicate the value and character of your personal brand. Partly it's a matter of substance: what you have to say. But it's also a matter of style: how well you say it. While you will undoubtedly be influenced by aspects of your new organization and its culture, it's important to express your personal views on what HR must do – and how it must be done – to help the organization succeed. Expect some healthy debate as you posit views that others in your organization may not immediately agree with – including other business leaders and even your own HR team. This can be very constructive as you discuss the business, its future course and the implications for the workforce and the HR function.

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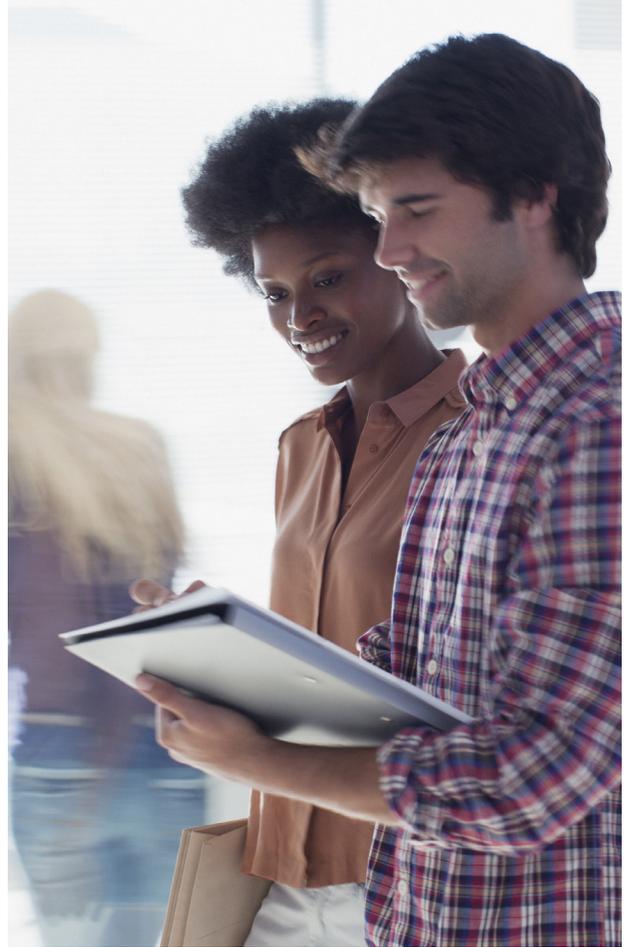
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# PUTTING A PLAN IN PLACE:

## A THREE-STEP PROCESS

Admittedly, each HR leadership job is different – greatly affected by market conditions, business strategies and the current state of the function. But regardless of the specific job situation, you will need to gather and synthesize facts and opinions about the organization’s unique business and workforce challenges and translate this information into a comprehensive set of actions. This paper outlines a three-step process you can use to make a strong start and exceed the expectations of those around you:

**Step 1:** Understand the business and workforce issues. Identify the current and changing dynamics of key markets and customers ... and their impact on the organization’s business strategy, brand and workforce priorities.

**Step 2:** Develop workforce and HR function strategies. Identify the important segments and characteristics of the organization’s workforce that will drive strategic competitive advantage. Determine the operational consequences of both the business

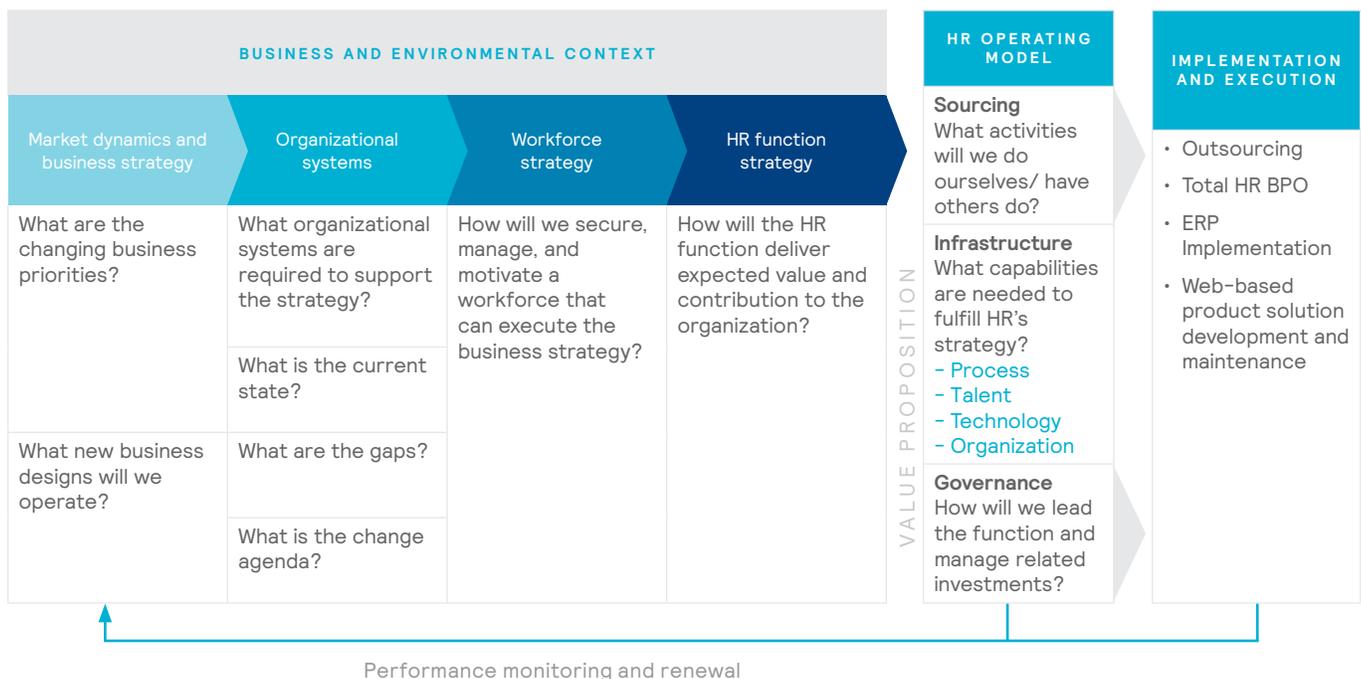
and workforce requirements on the design of the HR function. Then spend some time developing a concrete plan – including priorities, important decision points and milestones, accountability and critical resources.

**Step 3:** Promote and lead change. Identify what needs to change, potential barriers and the activities required to support and sustain effective implementation – including productive new workforce behaviors supported by world-class HR. (See page 16 for a 100-day timeline for success that encompasses these three steps.)

Exhibit 1 provides an organizing framework that integrates an understanding of the business, workforce and HR operating issues. The process described above will help you address all of the key elements of this framework comprehensively.

### EXHIBIT 1

A framework for linking business, workforce and HR function strategies



# STEP 1. UNDERSTAND THE BUSINESS AND WORKFORCE ISSUES

One of the few constants in today's business world is the expectation for sustained growth. The HR function plays a critical role in meeting these expectations by finding and nurturing the best hires, deploying talent effectively and fostering a productive work environment. Aside from perseverance and commitment, getting and staying connected to the growth and other strategic requirements of the business requires a disciplined process grounded in three essential principles:

- **Systems thinking.** Your business is like no other, and that means you need to consider your own unique market dynamics, business strategy, workforce and HR function requirements simultaneously. Only when these elements are understood and aligned can your organization get and keep the talent that will enable it to win in today's dynamic economy.
- **Using facts instead of intuition.** HR decisions should be based on detailed data about the characteristics of your workforce and the effect of your HR policies and practices – and their connection to business performance. This requires going beyond best practices and benchmarking to create HR solutions that uniquely fit your organization's business and workforce needs. Organizations are complex and ever-changing, and intuitive workforce solutions – based on hunches, not data – can often have significant, unintended consequences.
- **Focusing on value and return.** Focusing on cost alone when developing workforce and HR function strategies may lead to decisions that could destroy rather than create value. Keep your eye on the relationship between specific segments of the workforce and business outcomes such as revenue, profit, customer retention and quality.

## Voice of experience\*

“The initial phase should be a diagnostic phase to understand the needs of the organization and the needs of the leadership team, balanced by the needs of the HR organization. You need to get an early fact pattern’ to guide your thinking and decisions.”

An organization's workforce strategy may be explicitly defined or merely the unplanned outcome of a series of disconnected decisions about people. But either way, it most definitely exists. Because the drivers of competitive advantage have shifted from money and machines to minds, business leaders are demanding more sophistication and clarity from their HR partners as they make critical decisions about their workforce that affect both growth and profitability.

As the HR leader, your responsibilities are two-fold:

- 1) to work with other business leaders to create a workforce strategy that supports the business' goals and objectives and drives performance.
- 2) to ensure the efficiency and effectiveness of the HR function. This integrated view of the organization's approach to managing the workforce will improve the ability of the leadership team to make decisions that reinforce the alignment of the organization's assets. The workforce strategy is the foundation for the HR function strategy, and your discussions about what is required of the workforce to deliver on the business strategy will surface opportunities and challenges that HR can support.

\* “Voice of experience” quotes reflect the observations of senior HR executives who provided input throughout the development of this paper.

## GETTING STARTED: WHAT INFORMATION TO GATHER AND WHY

Knowing where to start in any new situation can be overwhelming. We suggest you begin with a comprehensive assessment of the organization – including the HR function. The data and insights from this diagnostic should lead you to the development of strategic and measurable action plans.

The development of workforce and HR strategies that flow from your assessment should be an iterative process among members of the executive team and key players in line and functional management. Done correctly, this process can be energizing and empowering – signaling your ability to be a trusted adviser and business partner as you build the new HR function around the talent, flexibility, performance and growth requirements of the business. To this end, be sure to take full advantage of the different perspectives your stakeholders offer on the organization, its business and the HR function.

**The CEO and the executive team.** Start here to understand the view from the top – where is the business headed and what are the challenges in getting there? What do they expect from HR? You may be surprised at what you hear.

- Structured one-on-one interviews with the senior executive team – including leaders of business lines and key functional areas – will provide a high-level look at the organization’s implicit strategy for managing its workforce. This will help you build trust with a key constituency while you learn about current and projected market conditions, competitors, strategic shifts, culture, brand aspirations and personal views from key executives regarding the organization’s biggest challenges to inform the explicit action planning.

- You’ll also want to understand senior executives’ perception of the current HR function. They may identify issues that need to be addressed in the short-term – opportunities for you to demonstrate your ability to listen, act and show results in the first 100 days.
- Also pay attention to the meetings you are not attending; these may represent opportunities for HR to contribute a needed perspective that has been absent in the past.
- Consider what the CEO may personally need from you as the chief HR officer. It’s lonely at the top, and the CEO may be looking for personal coaching and honest feedback for himself or herself as well as for the senior executive team. As a newcomer, you can provide fresh insights. You may have been recruited to the organization because the CEO wants assistance in facilitating and supporting change throughout the organization. Of course, the CEO is looking to you and the HR function for effective and efficient administration, compliance and employee service delivery. See page 7 for a list of questions you can use in these discussions with executives to probe about market conditions, business direction, the HR function and the workforce.

### Voice of experience

“I tell people that the most important thing is to understand the business model. You need to understand what the organization does for a living and how money flows to the bottom line. You need to understand the economics of it. You need to be able to converse with people about the business.”

**The HR organization.** Your HR team is a good source of information about the challenges facing the HR function – after all, they are close to the customers, tools and processes, and they likely can identify the function’s strengths and weaknesses.

- Talk to your HR leadership team about the organization’s business challenges and strategic initiatives and how HR connects to them. You will need strong individuals to lead compensation and benefits, employee relations, recruiting, payroll, organizational effectiveness, leadership development and training, and other functional areas, so you need to understand what resources you have and where there may be existing competency, staffing or credibility gaps. Find out what is already on the internal agenda for HR: what day-to-day operating issues need to be addressed, and where partnerships (with vendors, leadership and line managers) need attention.
- Learn how HR resources are used. You can survey all HR staff to determine how they spend their time and what they think of process efficiencies. Understanding the time and the cost required for all HR activities will show where process changes (including outsourcing or technology) can improve effectiveness and free up resources to satisfy unmet needs.

One caveat: Don’t assume that the HR team will automatically be on board with proposed changes. At times, the strongest resistance to change comes from within the HR function itself. Your plans for change may be pushing them outside of their comfort zones or traditional roles.



## Voice of experience

“It’s so important to get out and talk to as many people as you can early on. If I were to do it over again, I would do even more of that. It’s easy to be overwhelmed by all there is to do, but this really is a unique opportunity to build credibility and establish understanding before moving to tactical issues.”

**Employees and the enterprise at large.** In gathering input for this important constituency, you will want to consider not only what employees say, but what they do as well.

- Review recent all-employee surveys to see what they reveal about employee attitudes and opinions regarding the overall organization, its culture and the HR function, its programs and policies.
- If you want additional insights, conduct your own employee/manager survey or focus groups to capture what employees think about specific workforce issues and performance of the HR function. For a continuous flow of feedback, build a customer satisfaction survey into realtime service delivery. For example, you can ask employees if they found the information they were seeking after they have called your service center or searched your HR portal.
- Scrutinize data in the HR information system (HRIS). It contains valuable information about workforce movement – who leaves, who stays and who succeeds (determined by pay increases and promotions) – along with demographic information such as gender, tenure, education, career paths and pay levels. Organizations are often surprised at what this data can reveal about their implicit workforce strategy.

For example, one large manufacturing company discovered that it was rewarding employees (with pay and promotions) who moved around the organization a lot. In fact, the frequent lateral moves of these high-potential employees were having a dramatic negative impact on product quality and accountability, since few project leaders saw a project through from start to finish. This quantitative approach is key to making fact-based decisions, and it will mark you as a pragmatic leader who goes beyond hunches and intuition.

- Spend time on the front line with your employees – whether that front line consists of retail stores, manufacturing plants, research labs or office facilities. You can learn first-hand what’s going on in the business, and your interactions with employees can provide you with valuable insights regarding employee morale and attitudes. Be sure to select areas of the business with the highest concentration of employees and areas with strategic importance.

Consider other sources of valuable information, such as key external HR service providers. Your contacts there have experience with members of your staff and perhaps with your employees, and they can provide a perspective on your HR function’s effectiveness.

Finally, don’t forget to talk to the business’ customers. You can learn about their evolving needs and expectations and the implications for your workforce.

By reaching out to all of these vital audiences and stakeholders, you will gain a well-rounded view of the challenges and opportunities that lie before you and the organization.

Expect the assessment process to last at least 30 to 45 days. But given the importance of gathering and analyzing this input, it’s a highly worthwhile investment to make. Once you have completed a thorough assessment, you will be ready to move to the second step in the process – developing your workforce and HR function strategies.

## Voice of experience

**“We created process flowcharts to see how we get things done (in HR). We were even able to eliminate some processes.”**

## KEY QUESTIONS TO ASK

During the initial assessment phase, you are investing time in critical reflection with other senior leaders in your organization. These analyses will help you understand the difference between what the HR function is providing now – and what the organization needs from HR moving forward. This dialogue will reveal the kind of talent the business must buy or build to meet its immediate and long-term objectives. Consequently, it also will provide important insights into how the HR function's resources should be organized and deployed to deliver measurable business and workforce performance. While you will undoubtedly tailor your questions to reflect your knowledge of current markets and the organization's strategic direction, the following list should provide a good framework:

For each question, ask not only about the current state but also whether the situation will change in the next three to five years. If so, why and how?

### ABOUT MARKET CONDITIONS AND THE BUSINESS

- How would you describe the organization's current business environment and external market conditions?
- What are the short- and long-term objectives of the business strategy?
- According to this business strategy, which customers are the organization focused most on?
- How are the buying patterns of customers changing, and why?
- Are there specific business units that are more critical to long-term success than others? Why? What factors will drive their growth and profitability?
- Are there specific business units facing declining/maturing markets? Why, and what are we doing about them?
- What organizational systems (for example, structure, governance, leadership, talent management) are required to support the business strategy? What systems are currently in place? Which are functioning well and which need attention?
- To what extent is M&A or divestiture activity central to our strategic plan?
- Who are our primary competitors? How well are we doing compared to them? How would you describe our unique competitive advantage(s)?

### ABOUT MARKET CONDITIONS AND THE BUSINESS

- How would you characterize our labor markets?
- What skills and capabilities do we need from our workforce that we currently lack? What skills and capabilities are becoming obsolete?
- How would you characterize our investments in training and development? Is this adequate?
- How effective are we at leadership development and succession planning?
- To what extent has the organization engaged in re-engineering of work processes in the past five years? To what degree have we implemented new technology to support these efforts?
- In terms of management structure, to what extent is the organization hierarchical?
- How important is intellectual capital to our business?
- How much do we invest in R&D?
- Compared to our competitors, how would you describe our pay and benefits package? Our culture and work environment?
- What are the current perspectives on HR service delivery from senior management? From managers? From employees?

# STEP 2. DEVELOP WORKFORCE AND HR FUNCTION STRATEGIES

## WORKFORCE STRATEGY

Day in and day out, the HR function needs to support corporate success and customer satisfaction through its own effectiveness and efficiency and by having the right workforce doing the right things. Your new HR function will have immediate operational and organizational issues to address. But we recommend staving off major functional changes until you have a well-socialized workforce strategy that will guide how HR resources should be used and measured.

While it is not the intention of this paper to provide a how-to guide for workforce strategy development, it is important to remember that, in isolation, workforce management practices do not constitute a strategy. They are simply instruments for influencing workforce characteristics – a means to an end. To be effective, individual workforce practices (see Exhibit 2) must be consistent, mutually reinforcing and aligned with the business strategy. The true value of these practices is their impact on

your business outcomes, not how well they conform to external benchmarks or the best practices of other organizations.

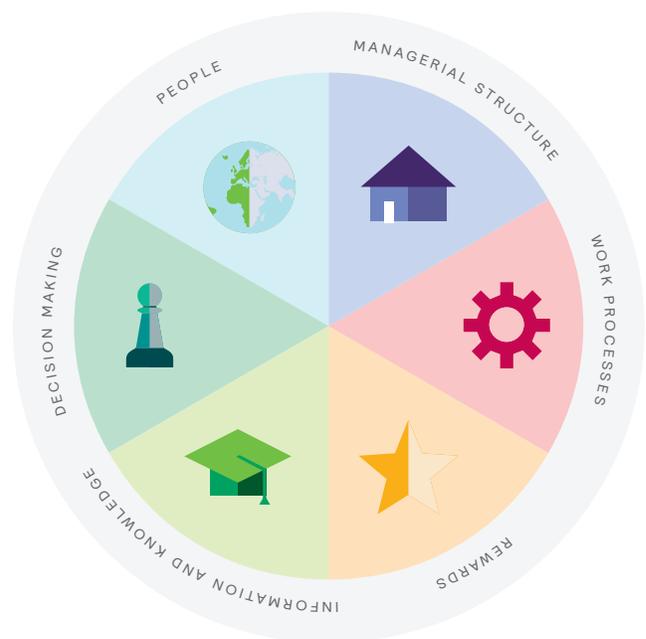
When completed, a workforce strategy will provide direction for developing and implementing workforce solutions that will address specific tactical issues and needs – such as where to locate labor, how to build effective performance management programs, and how to retain key talent.

Increasingly, workforce strategies are also becoming an intentional component of corporate branding efforts. Traditionally viewed as a powerful marketing tool to create positive customer perceptions and loyalty, branding also is being applied to employee recruitment and retention initiatives. Branding also has other relevance to HR: Without the proper people resources in place, aligned with the business strategy, the organization will not be able to deliver on its overall brand promise.

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### EXHIBIT 2

A framework for linking business, workforce and HR function strategies



A brand is an external manifestation of several internal processes of a company – including the workforce strategy and HR processes. The stronger the internal processes, the better the chance of enhancing the brand.

In essence, this puts you, the new HR leader, on par with traditional brand champions such as the head of marketing, the CEO and senior brand managers. During your efforts to understand the business and its future course, critical brand identities and aspirations will emerge. Dig deep to understand how actualized these have become among key markets and customers. Take extra care to think about the implications for the skills and behaviors of the organization's workforce. Is your brand defined by innovation? Quality? Global reach? To what degree is your workforce capable of and motivated toward delivering the promises the organization sells to its customers and shareholders?

## Voice of experience

“You need to be clear with yourself regarding your plan to keep from being distracted.”

## HR FUNCTION STRATEGY

While the workforce strategy defines the people requirements of the business strategy, the HR function strategy defines what HR will deliver: the services, outcomes and performance standards that will deliver workforce and business results. It should also specify priorities, roles and detailed deliverables. HR policies and practices that affect workforce characteristics – such as reward systems, employee training and hiring processes – are tools for implementing the workforce strategy.

An HR function strategy addresses questions of what and how:

- What are the programs and services that HR must provide to execute the company's business strategy?
- How should HR be organized to most effectively do that work?

Both answers must align with the organization's business and workforce strategies.

With an understanding of the current state of HR and the business' goals and objectives, you need a plan that translates these goals and priorities into action. This plan will direct and mobilize the HR function, engaging other parts of the organization as needed. Your plan should link to what you learned during the assessment process. Don't forget to circle back with the leaders you interviewed so they can validate your rationale and see that the plan is based on facts and solid knowledge of the organization's context, business and workforce strategy.

Start by determining your short- and long-term HR function objectives, using the following framework:

- Immediate functional issues. What basic, day-to-day HR requirements are not being met and how can we meet them? What is broken and how can we fix it?
- Current and critical capability gaps. What do stakeholders believe that HR should do but cannot do or has not been doing until now?
- Longer-term strategic opportunities. What critical value can HR bring to the management of our workforce?

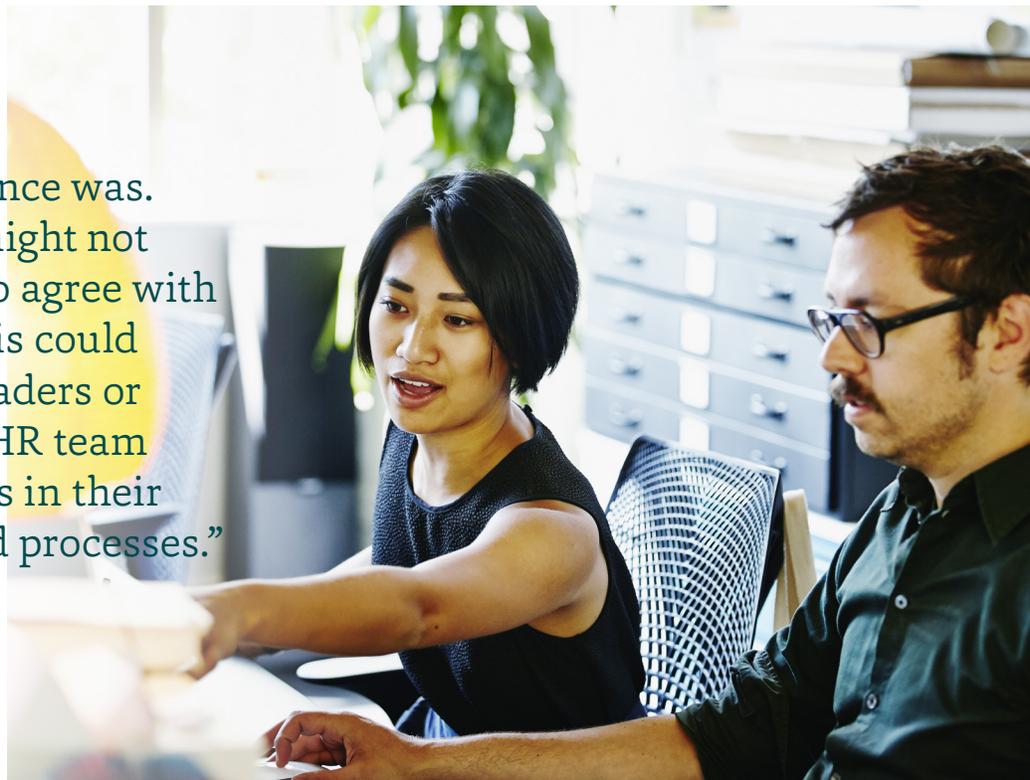
The plan should spell out and prioritize initiatives. It should also address any immediate risk concerns, such as compliance with employment law (FLSA, discrimination, etc.), policies and procedures to address employee issues around harassment and ethics concerns, and internal controls related to the administration of pay and benefit plans.

You will want to identify the information and resources required to develop and execute the plan – for example, senior executive or business unit input, additional or specialized HR staff, or hard dollars for technology, outsourcing or consulting support. Be sure to factor in time and resources to engage stakeholders, communicate and otherwise manage change throughout the plan. It's also critical to communicate what you realistically expect to deliver, so that you do not over-promise.

Remember to capture some quick wins to build confidence in the HR function and to demonstrate success. Finally, ensure that all stakeholders understand the priorities you have set and the metrics that will identify success. These metrics should be relevant to how your organization makes decisions and conducts business.

## Voice of experience

“HR today isn't what it once was. In your new role, you might not have a lot of people who agree with you about HR's role. This could include managers or leaders or members of your own HR team who don't want changes in their day-to-day routines and processes.”



## HR OPERATING MODEL

We find it helpful to view the activities of the HR function through a framework we call the HR operating model (see Exhibit 3). Its primary purpose is to define how the function will translate workforce strategy into HR strategy and action. It has three interrelated elements:

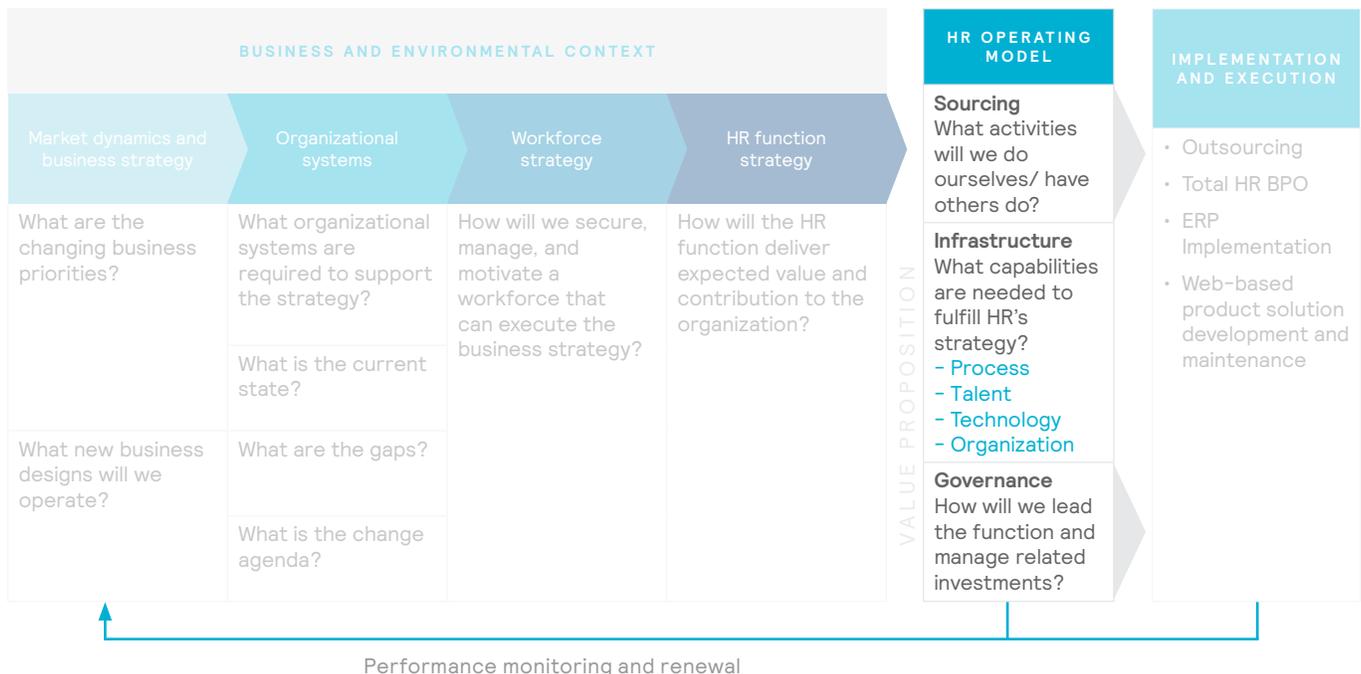
- Sourcing. Articulates the activities that are insourced, outsourced, co-sourced or centrally-sourced.
- Infrastructure. Defines what the function looks like and how it will deliver services.
- HR governance. Identifies the necessary structures that will allow HR leadership to guide, manage and control the HR function and its results.

As the HR leader, you will not be responsible for managing the day-to-day activities of what gets done within the operating model. But you will be intimately responsible for creating the linkages between its detail and the organization's workforce strategy. Exhibit 4 (see page 12) provides a brief description of the issues and opportunities for each element of the HR operating model.

### Voice of experience

“To get traction and buy-in to achieve your goals, you need to have some form of governance in place.”

**EXHIBIT 3**  
The HR operating model



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## EXHIBIT 4

### HR operating model issues and opportunities

#### SOURCING

Your HR sourcing strategy – essentially the “make versus buy” decision – provides the greatest opportunity for HR to reposition itself and leverage scarce talent. A sound sourcing strategy will:

- Maximize the return on internal resources by focusing on core competencies and activities that differentiate the organization
- Leverage external suppliers’ investments, innovations and specialized capabilities
- Allow you to scale capacity to meet changing organizational needs

You should learn what vendors are currently providing, the associated costs, the process in place to manage vendor relationships and any current vendor issues. If little has been outsourced or if current vendors are problematic, HR may have significant opportunities to improve service, reduce cost and, most importantly, free up resources (including your time and attention) to focus on higher-value activities.

Sourcing decisions should be grounded in rigorous business analysis. HR should determine the strategic relevance of each activity being considered for outsourcing or co-sourcing; the organization’s own ability to deliver high quality in a cost-effective way; and the costs (both obvious and hidden) and benefits of available offerings

#### INFRASTRUCTURE

Once sourcing decisions have been made, HR must often alter its infrastructure – the talent, technology, processes and organization that deliver services to HR customers. The infrastructure elements are highly interdependent and must reflect the organization’s unique sourcing model and HR strategy. Consider all four of these elements together and recognize that changes in one will have implications for the others.

**Process.** The HR function is process-intensive. In some cases, business units have different needs that require process variation, but inefficiencies and random variations can prevent the organization from taking advantage of economies of scale and information technology. Although process re-engineering is no longer a hot management trend, do not underestimate the value of reviewing your HR function’s “back room” operations. HR processes connect the function with its employee and line management customers, and best-in-class processes can build credibility for HR and improve employee and manager productivity.

**Talent.** As the HR function is challenged to take on new responsibilities – from creating workforce strategy to mining HRIS data – new skills are required. Does your staff have the skills to carry out the HR function strategy and support the human capital strategy? Feedback from HR customers may be the best way to identify talent gaps.

**Technology.** While you may not need to know how to change an employee address on the HRIS, you do need to understand what systems are in place and how are they being used. There is sufficient evidence that HR technology can dramatically improve both the efficiency and effectiveness of HR, but many HR functions have failed to maximize the value of technology investments. Senior executive feedback regarding the level of satisfaction with HR technology investments will provide clues, as will an examination of HR activities and processes.

**Organization.** Traditional HR structures were not equipped to deal with the increasing pace of change and competition in business. As a result, many HR organizations have already been redesigned to deliver both administrative excellence (usually through a shared services component) and strategic solutions (through a business-partner component). The challenge for HR leadership is not in determining the fundamental design of HR, but in discerning how the design must be tailored to meet the organization's specific needs.

## HR GOVERNANCE

Historically, HR leadership has not been challenged to think formally about governance. But as organizations try to understand the return on significant investments in HR and workforce management, HR leaders need to develop an explicit model for functional governance and to communicate this model proactively to stakeholders.

Consider creating a charter for the HR function that explicitly defines these interdependent elements of your governance system:

- Structure and accountability. Identify the group responsible for HR leadership and governance, its roles, its relationships with stakeholders, and strategic, operational and functional accountabilities.
- Effective leadership. Consider ways to ensure the effectiveness of the HR leadership team, including group dynamics, process management, employee communication, stakeholder engagement and the use of technology. Also consider your own leadership style.
- Philosophy and operating principles. Articulate the function's risk tolerance, approach to delegating authority and expected level of autonomy at business unit or geographic levels.
- Core management activities. Outline what HR will do to manage itself, including HR strategy development, business planning, oversight of rewards plans and programs, HR resource allocation and HR staff development/leadership. Through these core management activities, HR leadership sets direction and priorities, ensures effective execution over time and enforces internal controls.
- Performance monitoring. Define the framework and metrics you will use to evaluate and communicate the function's operational effectiveness, compliance and contribution to business success.

## MEASURING SUCCESS

Increasingly, one of the keys to HR effectiveness is accurate workforce metrics and measurement. The HR function must move beyond qualitative assessments to quantify the impact of its policies and programs on business performance. Measuring HR performance – the overall function as well as specific HR programs – is an increasingly important concern for HR leaders, particularly as senior executives view all initiatives from the bottom line perspective. You will be asked to quantify HR's contribution to the organization's success. In the past, HR relied on benchmark comparisons of cost and other efficiency-based measures related to HR activities. But relying on these measures encourages a counterproductive focus on cost and ignores the links between HR activities and business performance. Today, HR professionals should judge their performance relative to the organization's strategy, rather than the HR efficiency of other organizations. HR's real value is in helping the organization differentiate itself from its competitors, not copy them. Thus, the measures of HR's strategic contribution will be internal and unique to that organization.

As you outline the actions HR should take to motivate desired employee behaviors, keep competitive advantage top of mind. For example, suppose a retailer's strategy is to grow revenue by improving customer satisfaction, which they know is driven by the quality of the buying experience, which in turn is driven by the quality of the front-line sales staff. The company needs helpful, knowledgeable and proactive employees. Is HR delivering this kind of sales staff? Notice that the measure of HR's contribution now comes as far down the value chain as possible. Rather than measuring HR's cost per hour of sales training, you want to measure the impact of that training on the organization's goals. In this example, HR could share responsibility – and credit – for customers' ratings of a "quality buying experience."

With the right success measures, HR can keep its activities in line with the organization's needs, trace the effectiveness of its practices and programs, and demonstrate its strategic relevance. New HR measures should be:

- Business driven. Instead of arising from what makes sense to HR professionals, the measures should be determined by the needs of senior and line managers.
- Impact oriented. Instead of addressing what and how much HR does, measures should address how and how much HR improves business results.
- Forward looking. Instead of looking only at what has happened, measures should allow managers to assess and diagnose the processes and people capabilities that can predict future success.
- Integrated. Instead of focusing on individual HR practices, measures should reflect the impact of the entire HR system, taking into account the synergies among HR practices.

As you take over leadership of the HR function, consider how to integrate these new measures of HR's contribution with the metrics that management is already using. The mix could include:

- Traditional internal operational measures, such as efficiency, speed and quality of HR processes, along with the management of the HR function.
- Internal strategic measures of the effectiveness of HR practices in building organizational capabilities; for example, the effectiveness of a workforce competency initiative is measured by job performance results.

- External strategic measures of the effectiveness of HR practices in satisfying customers and shareholders, such as increased customer satisfaction and incremental sales to them.

In addition to developing the “right” measures for the HR function in its role as strategic partner, HR professionals must be clear on how they will use measurement data. The function must plan change and follow through on what they've learned, resulting in ongoing redesign of HR offerings and processes.

## Voice of experience

“You need to understand the political and cultural landscape. Don't underestimate the importance of this. You need to understand where the political powers reside within the organization.”



## STEP 3. PROMOTE AND LEAD CHANGE

As you endeavor to execute the action plan you have developed, here are some ideas on what you can do to ensure a solid foundation for effective change.

### COMMUNICATE EARLY AND OFTEN TO BUILD YOUR CREDIBILITY

Share your persuasive case for change with a broad audience. Recognizing that most people fear change, focus on the benefits to everyone who will be affected, and let them know that they will receive support and training to carry out new activities. In addition, seek their input. Set up processes for two-way communication with key stakeholders to make you aware of concerns about the change or the change process that you will need to address. In such discussions, remember that your ability to listen is as important as your ability to advocate. As you learn more about the organization, your plans may need to be modified.

While it is easy to become enmeshed in the details, be sure to connect HR's efforts consistently to the business challenges and the organization's strategy to overcome them. If you look at – and talk about – the organization with a broad systems view, you will encourage others to think of organizational change as a team effort. For example, communication related to new leadership development activities (succession planning, training, development planning, etc.) could highlight the organization's need to have leadership talent to drive global expansion into new markets.

### ENSURE APPROPRIATE INVOLVEMENT OF SENIOR LEADERSHIP AND TEAM UP WITH FINANCE

Changing the organization will require significant involvement from top leadership and down the line. HR programs and policies don't add value unless they are rolled out into the business and used by people in the field. Even before you begin to implement new initiatives, you'll need to secure buy-in and support from various groups – leadership, front-line supervisors and employees. During the buy-in process, you need to transfer ownership of the initiative's success to business leaders, line managers and supervisors since they can have the biggest and most direct impact on success and promoting change.

This buy-in process takes time and resources, as successive waves of leadership must be educated and “converted” before plans can move forward. To accelerate the buy-in process, make sure your case for change is airtight, and secure a few strategic partners. CFOs are emerging as chief resource allocators, helping to direct the organization's resources to the most productive investments. Like CEOs and boards of directors, CFOs are beginning to view the workforce as a crucial source of value and are inclined to apply financial discipline to workforce investments. Successful HR executives work collaboratively with their CFOs, and the HR and finance functions should work together to design and implement a workforce strategy that maximizes the value of the organization's people.

To begin connecting HR and finance, learn the language of finance and build a personal relationship with the CFO. Your HR team needs to understand that they will be better off with the support of finance in a data-driven world. Blurring the lines between function roles can require cultural change if the environment is not already collaborative, so consider rotational or cross-functional assignments for HR and finance staff. Leadership talent to drive global expansion into new markets.

## ENGAGE AND EMPOWER YOUR RESOURCES

Given all that you need to do, you will need to make the most of all the resources you have in the first 100 days. You'll want to leverage your constituencies to aid in the communication and change management process. Your most obvious resources are those within the HR function itself. Here are some ideas to consider as you engage your HR team in the change management process:

- Conduct one-on-one meetings to set expectations
- Assess your team's capabilities
- Empower them (as appropriate) to lead alongside you – expand the influence of the function
- Challenge your team to capitalize on individual and collective learning
- Focus on team consequences

You'll need to communicate your expectations for change to your staff and be clear about their important role in it. While your first 100 days may be a bit of a roller-coaster ride, stay focused on these five basic principles and you will have made a good and lasting first impression:

## SUMMARY

- Identify the issues most critical to key stakeholders and develop plans that can derive immediate benefits.
- Strive to connect the goals of the HR function to the goals of the business.
- Create – and adhere to – a comprehensive plan for change that includes activities, timing, resources and estimated returns.
- Build and communicate a compelling, quantitative case for change.
- Hold true to your own point of view while adapting to and learning from your new environment.

Above all, remember that today's most successful HR executives are business partners first and administrators ... never. You are the steward of the organization's critical talent. Your job is to ensure that business leaders at both the executive and line levels have the tools and resources to attract, motivate and retain a winning workforce, and that the workforce is engaged and empowered to deliver the desired business results.

## Voice of experience

“It's a big challenge in the early days to stay out of the ‘weeds.’ You need to understand what you are inheriting and you need to get a line of sight on the future. A more structured process will help to get it right. This kind of opportunity comes along once in a position.”

# THE FIRST 100 DAYS: A TIMELINE FOR SUCCESS

STEP 1	Getting ready	<ul style="list-style-type: none"> <li>Identify and document your personal brand attributes, both in terms of substance and style. Be prepared to be challenged.</li> </ul>
	Day 1	<ul style="list-style-type: none"> <li>Find your parking spot and learn how to access voicemail. Note how effective (or ineffective) new-employee orientation is.</li> </ul>
	Day 2-10	<ul style="list-style-type: none"> <li>Locate and review available documentation on business strategy, culture, leadership initiatives, etc.</li> <li>Create a plan for the assessment and strategy-development phases. (including communication and change management activities).</li> <li>Identify global stakeholders, including executive leadership, HR team members, operations/line leaders, employees, customers and vendors.</li> <li>Create your own log of key business and workforce issues that need to be explored further during executive interviews. Prepare interview guides and analysis templates that will address these issues.</li> </ul>
STEP 2	Day 11-30	<ul style="list-style-type: none"> <li>Initiate structured interviews with stakeholders. Make every effort to conduct these interviews in person and on their turf.</li> <li>Conduct an activity-based costing analysis to determine where HR staff members are spending their time.</li> <li>Begin to compile data. Analyze and summarize findings according to an organizing framework (refer to Exhibit 1).</li> </ul>
	Day 31-40	<ul style="list-style-type: none"> <li>Complete structured interviews with key stakeholders.</li> <li>Perform in-depth assessments of data (including findings of activity-based costing analysis for HR). Conduct gap analysis on current vs. desired workforce and HR function strategies using the organizing framework (from Exhibit 1).</li> <li>As appropriate, collect and incorporate benchmarking data.</li> <li>Conduct follow-up interviews for clarification as required.</li> </ul>
	Day 41-70	<ul style="list-style-type: none"> <li>Review assessment findings and develop preliminary workforce strategy. Note that this will not be a one-size-fits-all exercise – strategies will vary by critical workforce segments.</li> <li>Based on workforce strategy and assessment findings, develop a preliminary HR function strategy, including:               <ul style="list-style-type: none"> <li>– HR value proposition</li> <li>– HR function brand</li> <li>– Sourcing strategy</li> <li>– Infrastructure strategy (technology, talent, process, organization)</li> <li>– Governance strategy</li> </ul> </li> <li>Identify metrics to measure implementation success and ongoing performance.</li> </ul>
STEP 3	Day 71-80	<ul style="list-style-type: none"> <li>Prepare high-level one-, three- and five-year implementation plans; a more detailed plan will be required once the final strategy is agreed upon.</li> </ul>
	Day 81-90	<ul style="list-style-type: none"> <li>Socialize findings, recommendations and the high-level implementation plan with stakeholders to gain their buy-in.</li> <li>Refine based on input.</li> </ul>
	Day 91-100	<ul style="list-style-type: none"> <li>Prepare the final strategy and action plans and gain approval from the executive leadership team.</li> <li>Identify and mobilize implementation teams.</li> </ul>





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