The Strategies Necessary for Effective Strategy Execution

Differentiation

Outside

Business Strategy

- Differentiation as Competitive Advantage
  - Customer Value
  - Uniqueness

- Strategic Choice(s):
  - Product Leadership
  - Operational Excellence
  - Customer Intimacy

- Success Metrics
  - Financial
  - Customer
  - Business Process
  - Workforce

Inside

Workforce Strategy

- Strategic Culture
- Strategic Capabilities

- Strategic Positions ("A" Positions)
- Strategic Players ("A" Players)

- Workforce Philosophy (examples)
  - Position Differentiation
  - "A" Players in "A" Positions
  - Exit "C" Work
  - Exit "C" Players
  - Develop "B" Players with "A" Potential
  - Differential Investments
  - Line Manager’s Workforce Accountability
  - Employee Advocacy for "A"/

HR Strategy

- Partner vs. Player (Ulrich model)
- HR Deliverables: Workforce
  - Executes Strategy
  - Employee Impact

- Workforce Success
  - Execute Strategy
  - Behavior
  - Capabilities
  - Mindset

- HR Practices
  - Selection
  - Development
  - Performance Management
  - Rewards

- HR Success
  - Competencies
  - Practices
  - Systems

Business Model

- Financial Success
- Customer Success
- Workforce Success

HR Business Model

- Workforce Metrics
- HR Competencies
- HR Practices
- HR Systems

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