

# Strategic Choice and People “Fit” -

Ulrich & Beatty, *HRMJ*, 2001

## Core Workforce Mindset

### Operational excellence - cost

- Identifies with process
- Trainable/can learn
- Follows the battle plan
- Dedicated to organization
- Shorter-term focus
- Avoid waste and cost
- Driven by incremental improvement
- High concern for output quantity
- High concern for process
- High comfort with stability

### Product leadership - innovation

- Identifies with, values, humbled by discovery process
- Challenges the possible/status quo
- Anti-bureaucratic
- Longer-term focus
- Versatile
- Driven by learning
- Higher concern for outcomes
- Higher tolerance for ambiguity
- Greater degree risk-taking

### Customer intimacy - solutions

- Identifies with customers
- Shares secrets readily, easily
- Seeks customer intelligence
- Adaptable/flexible
- Makes customer results happen
- Quick Study
- Driven by customer success
- Anticipates customer needs

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## Typical Behaviors

NOT free spirits /  
ostentatious

- Teamwork
- Working to fit in/find a role
- Relatively repetitive/predictable behaviors

NOT structured /  
streamlined

- Problem solving
- Challenging one another
- Cross-functional collaboration
- High degree of creative behavior

NOT clones

- Share ideas and solutions
- Thinks/works across boundaries
- Develops broad-based skills
- Networks effectively

## Examples

Federal Express, Dell,  
Nucor, Wal-Mart, UPS,  
Home Depot

Glaxo, Merck, 3M, Intel,  
Nike, Microsoft,  
AstraZeneca, Novartis,  
Ralph Lauren, Donna Karan

Four Seasons, Airborne,  
Roadway, Cott, Cable &  
Wireless, Price-  
Waterhouse-Coopers,  
McKinsey & Co