


# Chapter 6

## Achieving HR Excellence Through People: Strategies for Leadership- Oriented HR Applications

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### ABSTRACT

*HR's ultimate goal is achieving a state of excellence. It holds a strategic role in ensuring organizational success and people's performance for organization's success. This involves precise decision-making for the good of the organization and its people. To reach that excellence, HR leaders adopt a leadership-oriented perspective, focusing on both organizational and people strategies, understanding what each wants and aligning them. This chapter presents strategies for HR leaders, business leaders and people in organizations, that may facilitate them in reaching their goals, and ultimately achieve HR Excellence. It first begins by setting the foundation on the strategic role of HR and its focus. Later on, it poses the context, as to what organizations want and what people want, within business and strategic settings. It finally suggests the three simple strategies, through which HR may level-up itself to a leadership role, in its pursuit to achieving excellence in managing people. These are mutual gains perspective, growth and development mindset, and every person matters principle.*

### INTRODUCTION

Human Resources department (from now on HR) and professionals or leaders pursue *excellence*. They want to deliver the utmost quality of management, so that the organization and the people may reach their goals. HR's ultimate goal is achieving a state of excellence, because crafting an outstanding talent management, fashioning employee and employer branding, and transforming a traditional workplace to be a best and happy place to work, are matters of excellence.

HR holds a strategic role in ensuring organizational success and people performance. HR leaders take decisions and put HR functions in practice, for the organization's success. Such a

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strategic role involves precise decision-making for the good of both the organization and its people. For this, HR has to understand the organization's goals very well and focus on people. So, in its pursuit to reach that level of excellence, HR leaders today adopt a *leadership-oriented perspective*, which focuses on both organizational and people strategies, with a clear understanding on what each wants and align and connect organizational strategies to people strategies. The current traditional HR practices -recruitment, performance and rewarding, career development- may be upscaled to that excellence level through simple but effective strategies, which may be adopted by all levels of the organization.

This chapter presents three strategies, to achieve *HR Excellence*, for HR leaders, business leaders and people in organizations, that may facilitate them in reaching their ultimate goals. It first begins by setting the foundation on the strategic role of HR and its focus. Later on, it poses the context, as to what organizations want and what people want, within business and strategic settings. It finally suggests the three simple strategies, through which HR may level-up itself to a leadership role, in its pursuit to achieving excellence in managing people. These are *mutual gains perspective*, *growth and development mindset*, and *every person matters principle*.

## **PURSUIT OF HR IN STRATEGIC ROLE – EXCELLENCE!**

In a strategic position, as business partners, the HR professionals or leaders pursue *excellence* in people management. While organizations strive and thrive for success, the Human Resources (from now on HR), a department within the grand organizational structure, pursues to deliver the utmost quality of management, so that the people and the organization may reach their goals. In a nutshell, HR's ultimate goal is achieving a state of *excellence*, because, in the rapidly changing business environment, crafting an outstanding talent management, fashioning employee and employer branding, and transforming the traditional workplace to be a best and happy place to work, are matters of excellence (Peccei, 2004).

Despite various attributed connotations, HR (primarily its managers and leaders) holds a strategic role in ensuring organizational success and people performance, as well as a pivotal character in keeping the organization up-to-date with latest trends and challenges.. Together with the c-suite level, HR leaders take decisions and put HR functions in practice, for the organization's success. Such a strategic role involves precise decision-making proficiencies, side-by-side effectively using its positional power for the good of both the organization and its people. HR aims to *align and connect* organizational strategies to people strategies, bring down the grand vision to people level, and have people work and perform towards it. HR has to understand the organization's goals very well and focus on people leadership, by simultaneously directing its efforts on organizational strategies and people strategies. HR has to adapt itself to the volatile, uncertain, complex and ambiguous (VUCA) environment, be aware of the requirements the 21st Century holds, and adopt strategic focus to meeting the environmental challenges ahead, mainly employee well-being and mental health, diversity, equity and inclusion -DEI, remote and flexible working, and the rapid digital and technological changes.

Whilst, HR's ultimate goal is achieving a state of *excellence* through people management, among its success indicators are whether it has achieved attracting and retaining great talent into the organization; if it met people's needs both professionally and personally, and if it transformed the organization from a traditional one into a best and happy place to work. HR leaders would

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