

Roadmap to strategic HR: turning a great idea into a business reality

Christensen, Ralph, author

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Abstrak

Drawn from the author's more than 25 years of experience and insights as an HR practitioner at Hallmark and other companies, the book outlines a 10-step, results-oriented plan for making the transition. It helps you integrate top-quality tactical work with innovative internal systems -- talent systems, training systems, reward systems, or work processes -- that will meet the strategic business demands of your organization. Easy-to-read, thought-provoking, and packed with real-world examples of what worked and what didn't at Hallmark, Roadmap to Strategic HR helps you: boil down the reams of research and concepts into a comprehensible plan you can successfully implement. Understand the business realities that are driving change, including employees afraid for their jobs, and demanding and scarce customers. Compress the multitude of HR activities into five fundamental processes: workforce planning and staffing, learning and development, organization development, performance management, and employee relations. Examine each of the five processes through a powerful strategic lens. Resolve the tensions between HR specialists and HR generalists. Build a real partnership between the frontline managers and HR staff. Identify the competencies required of HR professionals who assume the crucial role of "organizational architect." Recognize the roadblocks and political landmines that might lurk along the way. The connection between people issues and business success is irrefutable.