CHRO Priorities Cards

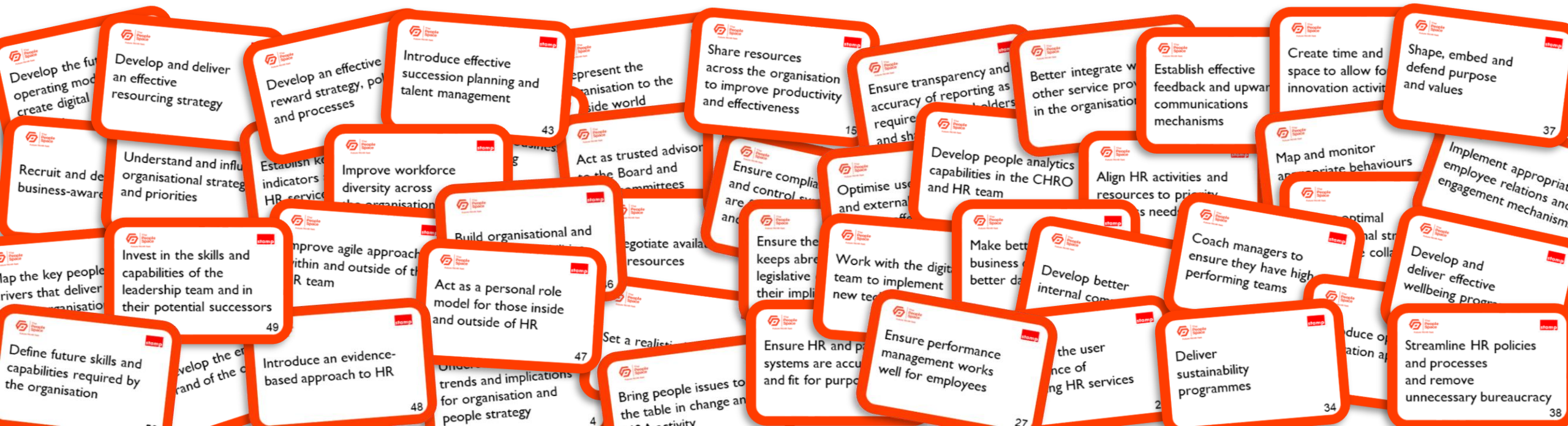## User Guide

EXPLORING DATA THROUGH PLAY

Welcome to the Stamp/The People Space *CHRO Priorities* user guide.

The *CHRO Priorities is* a set of 50 playing cards, each of which carries a short description of something that may be a priority for a Chief Human Resources Officer. They have been created from real cases taken from CHROs in public and private institutions across a broad range of industrial sectors.

This guide will share some of the games that you can play with the cards to explore the strategic and operational impact and opportunities of people management in your organisation. The cards don't provide a cohesive and complete HR strategy, and some of the priorities on the cards might be contradictory - successful people management is contextual to your business, your industry, and your situation. But the cards will provide you with an external stimulus to stress-test your own priorities, and spot any gaps in your plans.

You can download and buy the cards at www.thepeoplespace.com/store
Or explore the full range of Priority Cards at stamplondon.co.uk/cxopriorities
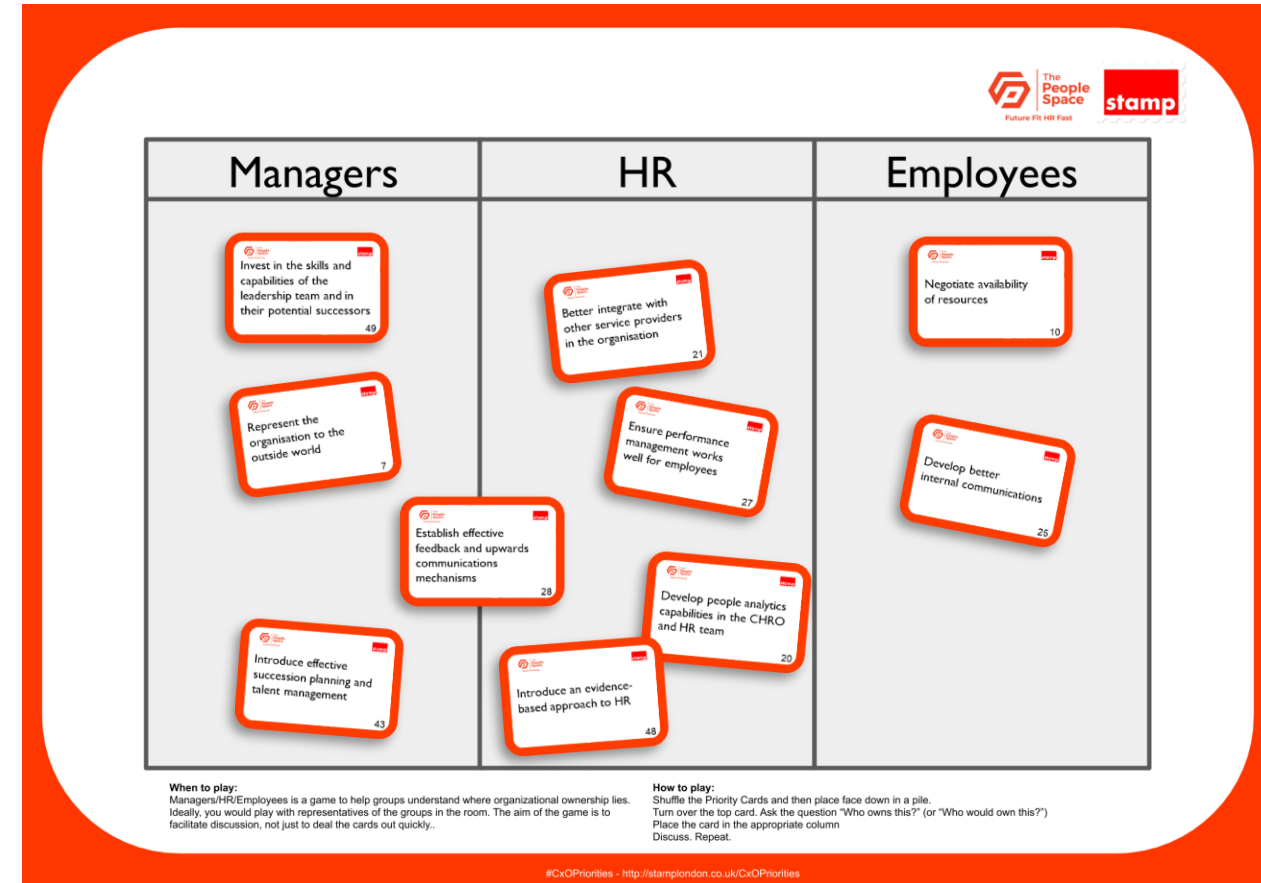
GAMES TO PLAY

MANAGERS/HR/EMPLOYEES

When to play:

Managers/HR/Employees is a game to help groups understand where organisational ownership lies. Ideally, you would play with representatives of the groups in the room. The aim of the game is to facilitate discussion, not just to deal the cards out quickly.

How to play:

1. Draw out the three columns as shown in the diagram (right) on a large sheet of paper (for example, on flipchart paper) and place on a table.
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Who owns this?" (or "Who would own this?")
4. Place the card in the appropriate column
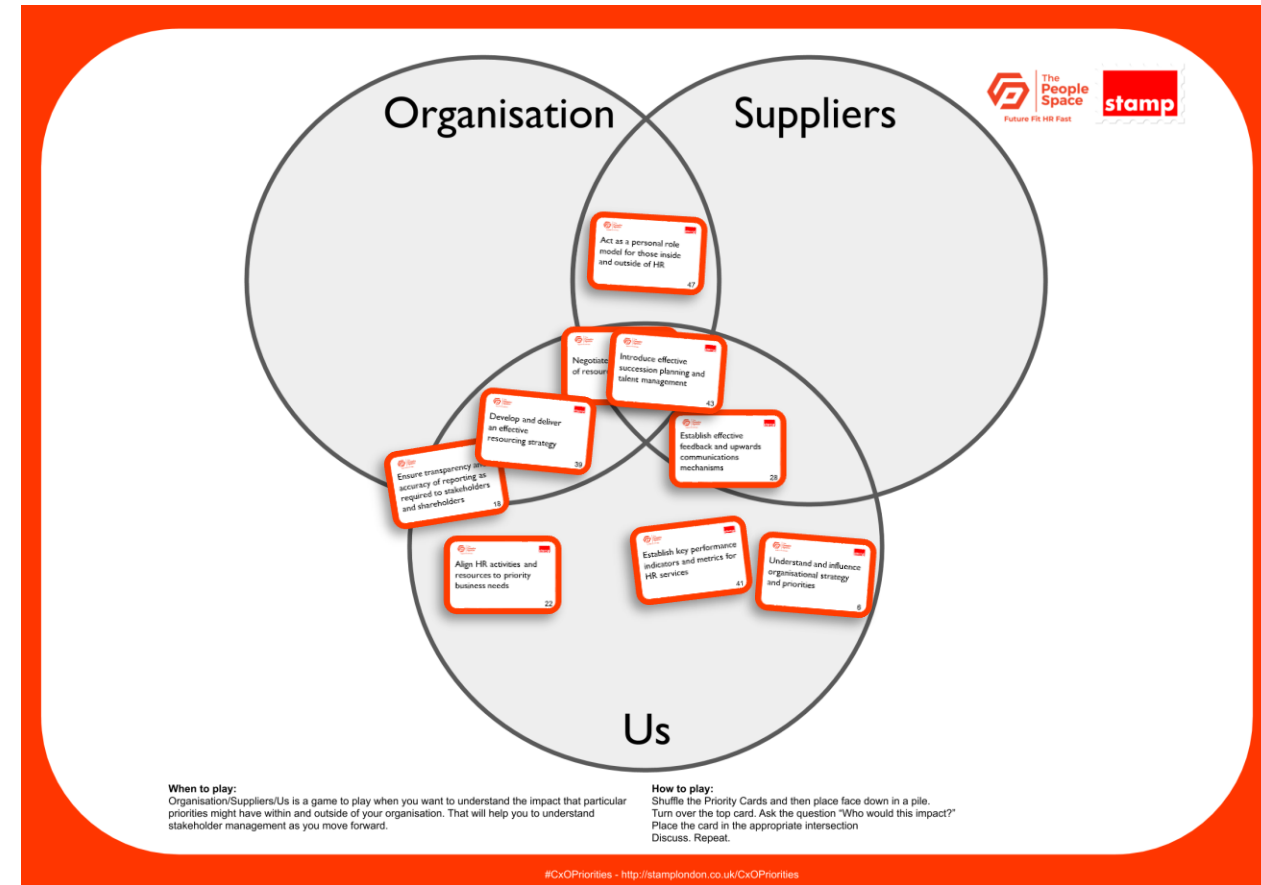5. Discuss. Repeat.

ORGANISATION/SUPPLIERS/US

When to play:

Organisation/Suppliers/Us is a game to play when you want to understand the impact that particular priorities might have within and outside of your organisation. That will help you to understand stakeholder management as you move forward.

How to play:

1. Draw out the three interlinked circles as shown (right) on a large sheet of paper, and place it on a table top.
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Who would this impact?"
4. Place the card in the appropriate intersection
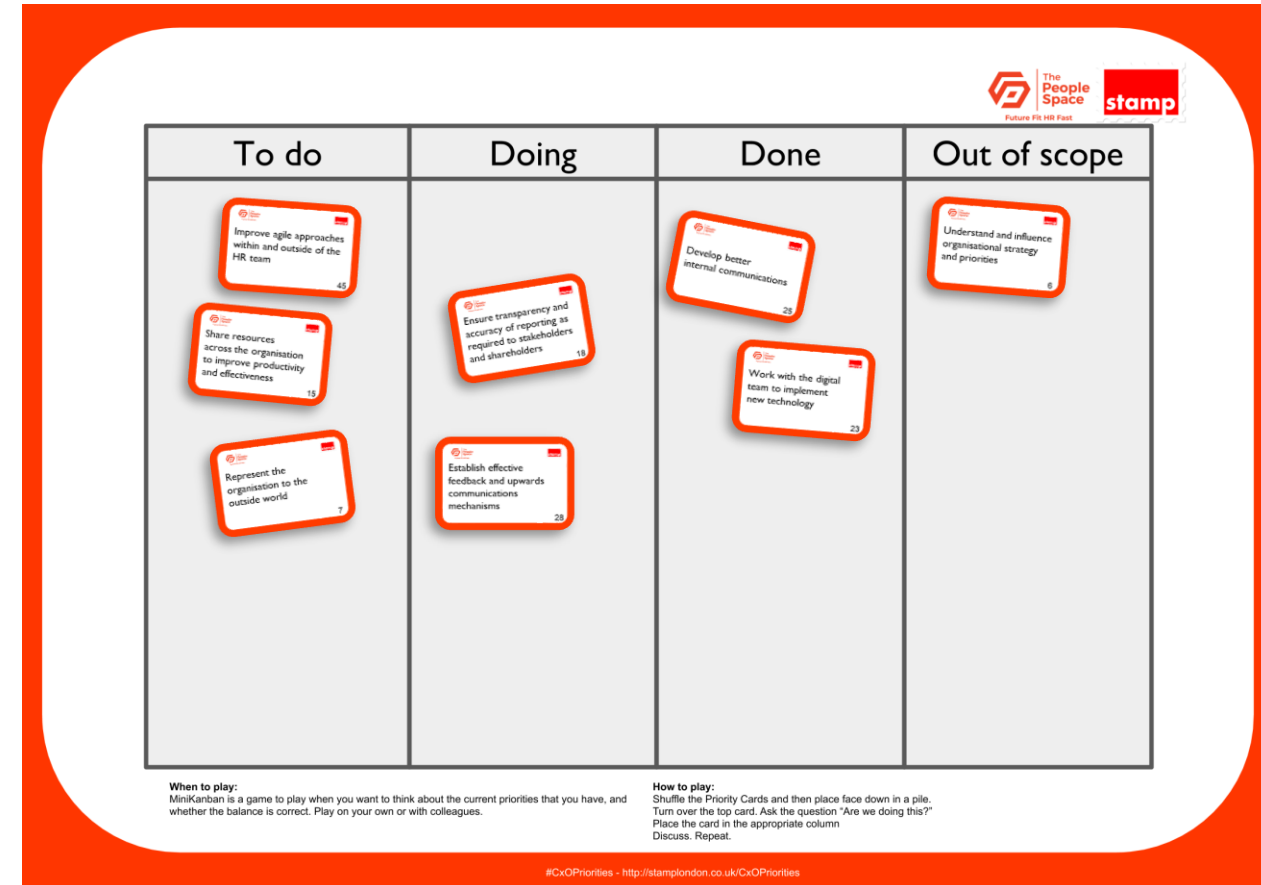5. Discuss. Repeat.

MINI KANBAN

When to play:

MiniKanban is a game to play when you want to think about the current priorities that you have, and whether the balance is correct. Play on your own or with colleagues.

How to play:

1. Draw out the four columns in the diagram (right) on a large sheet of paper and place it on a table
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Are we doing this?"
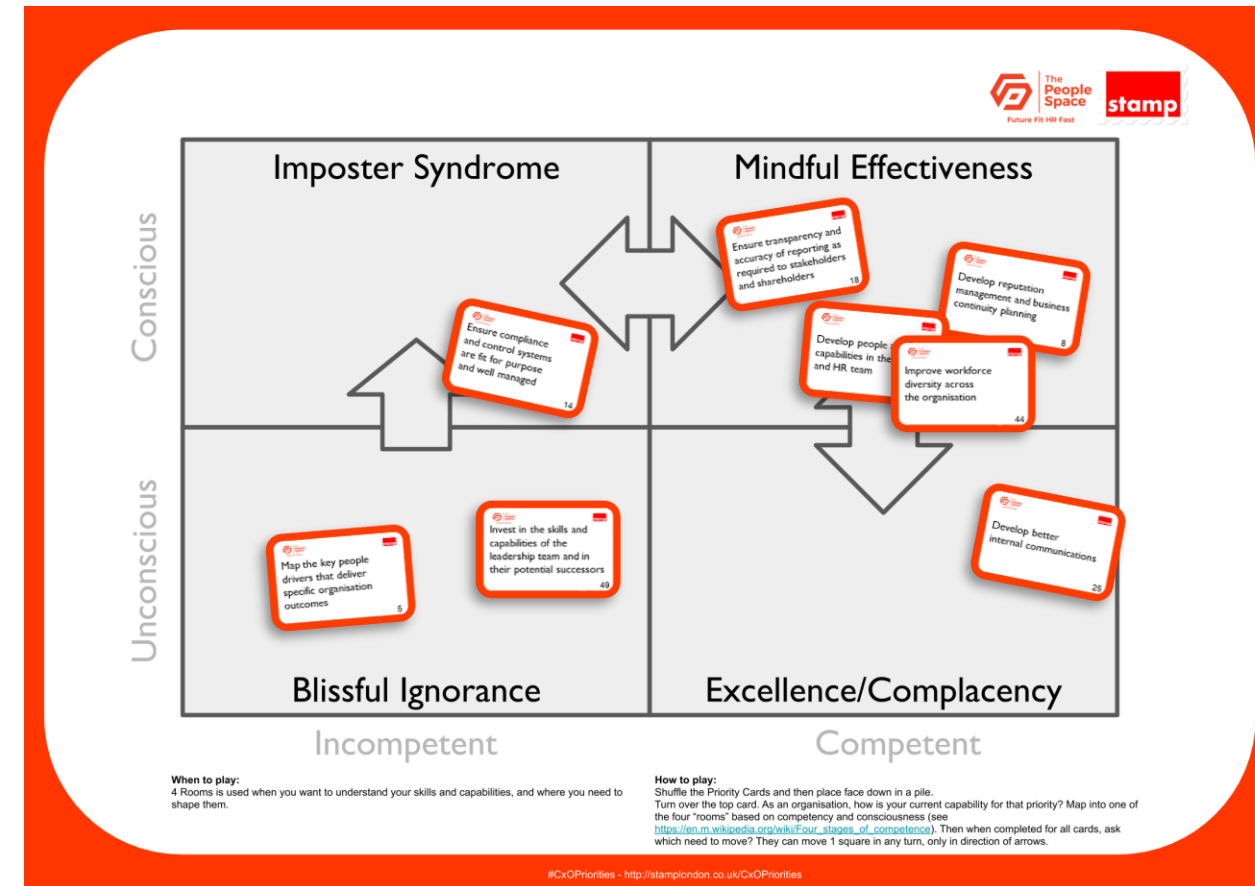4. Place the card in the appropriate column
5. Discuss. Repeat.

4 Rooms

When to play:

4 Rooms is used when you want to understand your skills and capabilities, and where you need to shape them.

How to play:

1. Shuffle the Priority Cards and then place face down in a pile.
2. Turn over the top card.
3. As an organisation, how is your current capability for that priority?
4. Map into one of the four "rooms" based on competency and consciousness (https://en.m.wikipedia.org/wiki/Four_stages_of_competence)
5. Then when completed for all cards, ask which need to move?
6. They can move 1 square in any turn, only in direction of arrows.

QUESTIONS TO ASK

CARDS 1-10

Card		Questions
Demonstrate the value of HR to the organisation	**1**	How do you measure HR value? What reporting and metrics about HR performance do you provide to the rest of the organisation?
Develop the future HR operating model and create digital models for delivery	**2**	How does HR operate in 1 year? 3 years? 5 years? Where are there options for digitisation of your services?
Recruit and develop a business-aware HR team	**3**	What sectoral experience do you currently have in your team? Do you look to recruit from competitors? Do you look to recruit from inside your organisation?
Understand external trends and implications for organisation and people strategy	**4**	What macro trends are you following? What industry trends are you following? What HR profession trends are you following?
Map the key people drivers that deliver specific organisation outcomes	**5**	What and how is success measured in your organisation? Do you understand how HR impacts on those measures?
Understand and influence organisational strategy and priorities	**6**	Where is organisational strategy formulated in your organisation? Do you have a seat at that table? Do you have influence over execution as well as planning?
Represent the organisation to the outside world	**7**	Do you or your team have an external face to the world? Do you have key messages that are understood by all in your team?
Develop reputation management and business continuity planning	**8**	Where does reputational risk management ownership lie in your organisation? What proactive and reactive processes do you have in place to manage risk?
Act as trusted adviser to the Board and its subcommittees	**9**	Are you an adviser or provider? Where are your sources of soft power in senior circles in your organisation?
Negotiate availability of resources	**10**	What processes are in place to manage resource allocation across your organisation? What factors influence allocation of resource?

CARDS 11-20

Card	Title	Questions
11	Set a realistic HR budget	Who controls budget planning for people in your organisation? What drivers contribute to the HR budget (Headcount? Projects?)
12	Bring people issues to the table in change and M&A activity	When is HR involved in M&A activity? What influence does HR have in an M&A context?
13	Demonstrate HR's role as moral and ethical compass of the organisation	How are you role-modelling good behaviours? How are you making others aware of your stance?
14	Ensure compliance and control systems are fit for purpose and well managed	How often is regulation and compliance used as an excuse to say no within HR? Where are there sources of misunderstanding in the broader organisation of HR compliance issues?
15	Share resources across the organisation to improve productivity and effectiveness	How fluid is your HR resourcing? How well can you switch people to focus on different areas of the organisation?
16	Ensure the HR Team keeps abreast of legislative changes and their implications	What are your sources of information regarding regulatory changes? How do you disseminate those changes across the broader organisation?
17	Ensure HR and payroll systems are accurate and fit for purpose	Who owns HR systems management and configuration in your organisation? Who is responsible for ensuring data accuracy?
18	Ensure transparency and accuracy of reporting as required to stakeholders and shareholders	How well centralised is your data and reporting? How well can you ascertain the provenance accuracy of data that is reported in your organisation?
19	Optimise use of internal and external resources to improve effectiveness and value for money	What criteria do you use to establish suitability for outsourcing of services? How proactively do you manage your suppliers?
20	Develop people analytics capabilities in the CHRO and HR team	What analytics are of value in your organisation? What specific skills are you lacking to provide such services? What data are you lacking to provide such services?

CARDS 21-30

Card	Title	Questions
21	Better integrate with other service providers in the organisation	How do you collaborate with IT, Facilities, Legal and Finance? When and where do you create cross-disciplinary teams?
22	Align HR activities and resources to priority business needs	How do you track current business priorities? How do you react when needing to prioritise in zero-sum games?
23	Work with the digital team to implement new technology	Do you work with your technology groups in a partnership or in a client/supplier relationship? What technology experience do you have within the HR ranks?
24	Make better informed business decisions from better data	Where is data currently used to inform decision making in your operations? How do you overcome cognitive biases when presenting and using data?
25	Develop better internal communications	Where does internal comms sit as a function? To what extent does internal comms act as a controller or facilitator of internal communication?
26	Improve the user experience of accessing HR services	Have you developed user journeys to describe your key services? Do you have robust processes that are documented and regularly reviewed?
27	Ensure performance management works well for employees	For whose benefit do your performance management processes currently operate? Do those beneficiaries actually see the benefit? Do you ask them?
28	Establish effective feedback and upwards communications mechanisms	What formal methods are available for employees to feedback up the chain? Does that expand beyond compliance and discipline issues?
29	Create time and space to allow for innovation activities	How much time do you and your team devote to exploring new ways of working? Does "firefighting" overcome such activities on a regular basis?
30	Map and monitor appropriate behaviours and culture	What measures do you have in place to assess behaviour and culture in your organisation? How do you incorporate qualitative data into such analysis?

CARDS 31-40

Ensure optimal organisational structures to promote collaboration — 31	Is organisational design a core competency in your organisation?

Does HR understand the ways in which matrix management impacts and defines workgroups in your organisation? |
| **Coach managers to ensure they have high-performing teams** — 32 | What formal methods for management coaching and development exist within the organisation?

How do you foster more informal approaches? |
| **Introduce open innovation approaches** — 33 | Do you engage with HR practitioners from other organisations within your sector to learn and co-create solutions to common challenges?

What about from other sectors? |
| **Deliver sustainability programmes** — 34 | How are you supporting CSR initiatives within your organisation?

Does the HR group role model good behaviours? |
| **Implement appropriate employee relations and engagement mechanisms** — 35 | How do you assess levels of employee engagement in your organisation?

How do you encourage managers to see engagement as a responsibility at a local level? |
| **Develop and deliver effective wellbeing programmes** — 36 | What does wellbeing mean for you and your organisation?

What measures are you putting in place to balance proactive and reactive wellbeing? |
| **Shape, embed and defend purpose and values** — 37 | Is HR a group that embodies broader organisational purpose and values?

How do you help others to embed values in their operations? |
| **Streamline HR policies and processes and remove unnecessary bureaucracy** — 38 | How well mapped are your core business processes?

How do you review and revise your operating practices to reflect good practice and better efficiency? |
| **Develop and deliver an effective resourcing strategy** — 39 | What role does HR have to play in bringing new people into the organisation? Is it strategic, operational or both?

Where do you build partner relationships to better serve organisational needs? |
| **Develop the employer brand of the organisation** — 40 | Who owns employer brand?

Is it uniform across your whole organisation?

How does it differ from your organisation's brand? |

CARDS 41-50

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Establish key performance indicators and metrics for HR services — 41	What value do you provide to your organisation? Do your KPIs reflect the value proposition?
Develop an effective reward strategy, policy and processes — 42	What are the strategic drivers behind reward for your organisation? Do your policies and processes reflect those drivers?
Introduce effective succession planning and talent management — 43	Where are there gaps in succession planning in your organisation? Do managers understand the value of good succession planning?
Improve workforce diversity across the organisation — 44	How diverse is the HR team? Do you know where there are good levels of diversity in your organisation?
Improve agile approaches within and outside the HR team — 45	Do you have a clear understanding of agility? What barriers exist to your organisation becoming more agile?
Build organisational and role design capabilities — 46	How well do you support your organisation in restructuring and building new capability? How do managers get support when defining new role requirements?
Act as a personal role model for those inside and outside HR — 47	What are the particular behaviours that you feel you exemplify as a role model? Which should you build to be stronger traits?
Introduce an evidence-based approach to HR — 48	To what extent is data used to shape decision making within HR? How does that translate to HR-related decisions elsewhere in the organisation?
Invest in the skills and capabilities of the leadership team and in their potential successors — 49	What development plans are in place for your senior leaders? What about the next tier?
Define future skills and capabilities required by the organisation — 50	What sensemaking of future trends does your organisation undertake? What external resources do you use to support this work?