

# Strategic HR

The Normal Playbook  
Won't Get You There!

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Margaret is CEO for *The HR Edge, Inc.*, an international management consulting and training company. Her clients have included Lockheed Martin, Chevron, Time Warner, U.S. Secret Service, Sara Lee Foods, Home and Garden Television, Roche, Nationwide Insurance, NAPA Auto Parts, Homeland Security, New York Presbyterian Hospital (Cornell & Columbia Medical Centers), U.S. Marine Corps, Deloitte, Blue Cross Blue Shield, U.S. Coast Guard, Vanderbilt University, Comcast, Intercontinental Hotel Group, National Institutes of Health, McKee Foods, Skanska, Fox Broadcasting, Schwarz BioSciences, Alcohol, Fire & Tobacco, Fifth Third Bank, Verizon, Northwestern Mutual Life Insurance Company, SAS (computer software), The Nashville Predators national hockey franchise, Pella Windows, Internal Revenue Service, Northrop Grumman, Miami University, Wells Fargo, The Peabody Hotel, The Hartford, TECO Energy, AmSurg, Quorum Health Resources, the U.S. Naval Nuclear Submarine Group and various local and state governments. Previous to owning her own company, Margaret was Sr. Vice President, Human Resources Consulting for a national consulting firm out of Winston-Salem, North Carolina. She has a BS degree from the University of Alabama and a JD degree from the Vanderbilt University School of Law. She has worked as an attorney, specializing in employment law as well as been Vice President of Human Resources for three large companies. She is often quoted as a business expert in newspapers and magazines across the country including *Wall Street Journal*, *New York Times*, *Chicago Tribune*, *USA Today*, *MSNBC*, *CBS Money Watch* and *Entrepreneur* and appears regularly on local *ABC*, *CBS* and *Fox* television affiliates. She is the author of the business books, “Management Courage – Having the Heart of a Lion” and “The Hidden Language of Business – Workplace Politics, Power & Influence.”

# ACTION ITEMS FOR IMPACTFUL HR

## **Be different in your thinking**

Discuss issues in terms of financial impact on the organization.

Look at outsourcing functions in order to save money and build expertise.

Develop an HR Strategic Plan that begins with your organization's strategic initiatives and exactly underpins those strategic initiatives.

My personal action items:

## **Ignore the hype**

Let the specific needs of your organization drive your training needs, giving managers practical tools to use.

Consider reverse diversity training.

Choose only 3-5 metrics to report outside of HR.

Look at reallocate resources

My personal action items:

## **Get Brave**

View and describe legal issues in terms of business chance of being sued.

Make “it” happen for your managers if at all possible.

Figure out how to change your “two-legged liabilities” if compliance is not working.

Spend resources on your best raw talent – development becomes competitive.

My personal action items:

## **Develop Skills and Talent**

Keep (and work) a “talent hit list.”

Develop a real mentoring program.

Let best, raw talent serve on a task force, run a conference or join a professional organization and report back after each meeting.

Fill today’s jobs with what you will need 5-10 years from now.

My personal action items:

## **Outrun the pack**

Screen HR hires for innovative thinking.

Hire a non-HR person into HR.

Change any policy that employees routinely short cut or work around.

Allow different facilities, locations and/or businesses to have different policies, benefits and working conditions.

My personal action items:

## **Get out of HR (temporarily)**

Read business publications and books that have nothing to do with HR.

Develop and prepare the HR staff to be promoted into other areas of the organization.

Take an assignment outside of HR or ask for responsibilities unrelated to HR.

Find a mentor that is not in HR.

My personal actions item: