

ターボ全開の 人材戦略とは

経営戦略と整合した人材戦略を策定した企業は、戦略目標の達成、市場での業績向上、意欲あふれる高業績人材の引き留め、といった数々の効果を望むことができる。

HR実務を統合し、一貫性を保つことにより達成される見返り（ROI）は計り知れない。ある有力な調査によると、HR実務の合致・統合への投資の標準偏差が「1」増加すると、社員の離職率は7.5%低下し、社員1人当たりでは、売上高が27,044ドル、市場価値が18,641ドル、収益が3,814ドルそれぞれ増加する（4）。

その他の調査でも、企業が経営戦略に沿った人材戦略を策定した場合、以下のような明白なプラス効果があることが分かっている。

- 社内士気の向上⁵
- 生産性の向上^{4,6}
- 自己裁量業務の増加⁷
- 離職率の低下^{4,8}
- 顧客満足度の向上⁶
- Iプロセス効率の改善⁶
- 社内イノベーション力の向上⁷
- 企業業績の改善^{4,5,7}

これらのメリットを得るためには、いくつかの成功要因が不可欠である。まず、企業の経営戦略が堅実であることに加え、人材戦略が経営戦略をサポートするものであり、すべてのHR実務にわたって一貫性を保っていること。ベストプラクティスに基づいて人材戦略を策定することは有用ではあるものの、調査によると、HR実務を経営戦略に整合させることが高業績の達成にひと際大きな影響を与えることが明らかになっている（9,10,11）。

視界良好

一般的に、経営戦略と人材戦略を整合させるアプローチは、経営戦略かタレントマネジメント施策のどちらかに偏っている。経営戦略の策定において実施の現実性や必要な人材が軽視されている場合もあれば、タレントマネジメントの専門家が一般的なベストプラクティスを重視しすぎるあまり、組織に特有の状況が考慮されないケースもある。

経営戦略と人材戦略の整合には、以下の要素から成るアプローチが最も有効となる。

- リサーチに基づき、強力な知的財産によって支えられる、構造化プロセスがあること
- 戦略アライメントの経験が豊富であり、ビジネスや業界の現状に加えてタレントマネジメント業務についての洞察力に優れた、先見の思考をもつリーダーがいること
- 事業部門のトップとHRのリーダーの間に積極的な対話があること

コーン・フェリーは、以下の領域を探究することにより、戦略的な人材投資を定義し、優先度を設定し、順位を決定する構造化プロセスを推奨している。

Survey the business context. Aligning business and talent strategies demands a broad perspective of the business landscape. Understanding external business issues such as twenty-first century trends, economic realities, and industry context can provide a useful backdrop for the business strategy.

What industry trends are emerging? How are these affecting different companies? What assumptions are being made about where the industry is going? Where are competitor organizations placing their bets?

Understand the business strategy. The next step is to gain an understanding of the strategic intent and objectives of the organization. Given the increased size and complexity of companies today, one might find multiple (and possibly competing) business strategies when surveying the enterprise.

What are the strategic objectives and plans for achieving them? What are the critical business processes? Where are there constraints in those processes? How does the organization differentiate itself from competitors?

Identify the organizational capabilities required. Knowing what an organization needs to excel at in order to achieve the business strategy is key to creating a powerful talent strategy.¹² Organizational capabilities or “core competencies,” which include success profiles for specific roles or individuals, is one approach to bridging the talent and business strategies.¹³

What can the organization be the best at? What does the organization need to excel at to meet its strategic objectives?

Identify talent implications. A company’s leadership and talent is the source of much of its competitive advantage. Given that, organizations must discern exactly what talent is needed to shape, advance, and execute the strategy successfully.

What talent constraints must be addressed to achieve the strategy? What talent is associated with the strategic business processes and leveraging those processes for competitive advantage?

Create an aligned talent strategy. A talent strategy synthesizes the previous inputs—the organizational capabilities, talent available, pivotal roles, opportunities for advantage, constraint risks—into an actionable plan. At this stage, an organization knows how it is measuring up on mission-critical capabilities and talent gaps. A sound talent strategy closes critical gaps and leverages talent to create the greatest impact on strategy execution.

Is the necessary talent available in the market? If not, what are the differences? What are the success profiles for key roles? What best predicts success for leaders in the organization?

Design and align HR and talent management processes. Now the task is to fully align all the talent acquisition and management processes so that they become a complementary force in support of the strategy. The focus here is not simply on optimizing each process, but making sure that the system is an integrated whole, and tailored to meet the varied talent needs across the organization.

What is the best way to align talent processes and programs with the talent strategy? What key metrics indicate how well talent processes are fulfilling the talent strategy?

Korn Ferry's Talent Strategy Workshop—a collaboration between a company's senior team, talent leaders, and Korn Ferry partners—translates a company's business strategy into talent priorities to jump-start the alignment process. During the multi-day workshop, organizational leaders build a shared vision of the strategic talent needs, identify the critical organizational capabilities, and focus the talent investment where it matters most. The key outcome is a talent strategy roadmap, which reflects the unique direction of the company, and leaves organizations with specific and actionable objectives to better align talent strategy with business strategy.

Caution: alignment roadblocks ahead

Alignment does not mean talent strategy imitates business strategy. Too often people confuse “alignment” with “reflect.” The logic goes like this: the business strategy is to drive innovation, so HR must innovate, right? Not necessarily. Rather, what HR needs to do is provide the talent that will drive innovation. Talent strategy needs to be designed to make the business strategy successful.

One size does not fit all. There is no single winning formula. Tailoring talent management practices to a company's specific circumstance involves paying attention to industry, business life cycle, and strategic direction considerations. In fact, research shows that aligning HR to the needs of the business is more valuable than simply following established best practices for HR.¹¹

Roles are not created equal. All roles are important to the success of an organization. However, some roles contribute to table stakes whereas others are vital to the success of a specific business strategy. Segmenting talent and applying specific talent management practices to those differentiated segments yields a greater return on investment.

The destination: talent that drives strategy

For an organization to become turbocharged its talent must be precisely targeted toward its strategic objectives.

For an organization to become turbocharged—achieving its maximum growth and performance—its talent must be precisely targeted toward its strategic objectives, and its talent practices must fire in sync with one another. Organizations that have such alignment are best positioned to execute plans and reach their goals.

Strategic talent management can further become a source of sustained competitive advantage for organizations. However, there are some important guideposts organizations should keep in their sights when designing and implementing a strategically aligned talent management system:

- The business strategy and market context should be the primary forces shaping the talent management approach.
- In addition to aligning to the strategy, talent management practices need to be aligned to and integrated with one another.
- Business strategy can be translated into required organizational capabilities which drive talent investment decisions.
- Strategically vital talent must be managed differently. By segmenting talent, organizations are better able to tailor talent management practices for maximum return.

Korn Ferry's approach to alignment is designed to deliver business results. The framework involves mapping the business context and strategy, identifying talent implications, and creating an aligned talent strategy. The process also includes identifying organizational capabilities, pivotal roles, and success profiles, as well as defining the best way to source and manage critical talent.

Talent resources represent an enormous source of sustainable competitive advantage—if they are pointed in the right strategic direction. When business and talent strategies align, the journey to successful execution will be a smoothly paved road.

Notes

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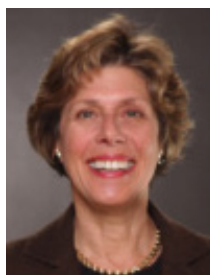
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About Korn Ferry

At Korn Ferry, we design, build, attract and ignite talent. Since our inception, clients have trusted us to help recruit world-class leadership. Today, we are a single source for leadership and talent consulting services to empower businesses and leaders to reach their goals. Our solutions range from executive recruitment and leadership development programmes, to enterprise learning, succession planning and recruitment process outsourcing (RPO).

About The Korn Ferry Institute

The Korn Ferry Institute, our research and analytics arm, was established to share intelligence and expert points of view on talent and leadership. Through studies, books and a quarterly magazine, Briefings, we aim to increase understanding of how strategic talent decisions contribute to competitive advantage, growth and success.

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