

Group 1

How do you get Buy-in (engagement) to a People Strategy?

- Bottom up approach
- Don't promise what you cannot deliver
- Set out your plan and deliver at each stage (trust)
- Continually communicate with staff
- Two-way communication
- Senior people must support the strategy
- Set clear goals for the strategy
- Clearly define what it is
- Mix of grades on focus groups to get all ideas and goals
- Respect minority views
- Should not just be driven by HR
- Be agile as the strategy develops. If something does not work, admit it and try something else (fantastic failures!)
- Be flexible about your final target.
- Report on progress to the senior team (how do you measure progress?)
- What's in it for me? – staff need to know
- Different communication methods (stakeholder mapping/ partner with communication team)
- Get quick wins
- Show you are trying to solve complicated issues
- What are the drivers of change? Explain this to staff.
- Manage expectations
- Make it personal
- Celebrate success/ recognition
- Foster a feeling of belonging
- Make it simple (language)
- Listen – what ways (exit interviews, new staff)
- Explain why things can't be done

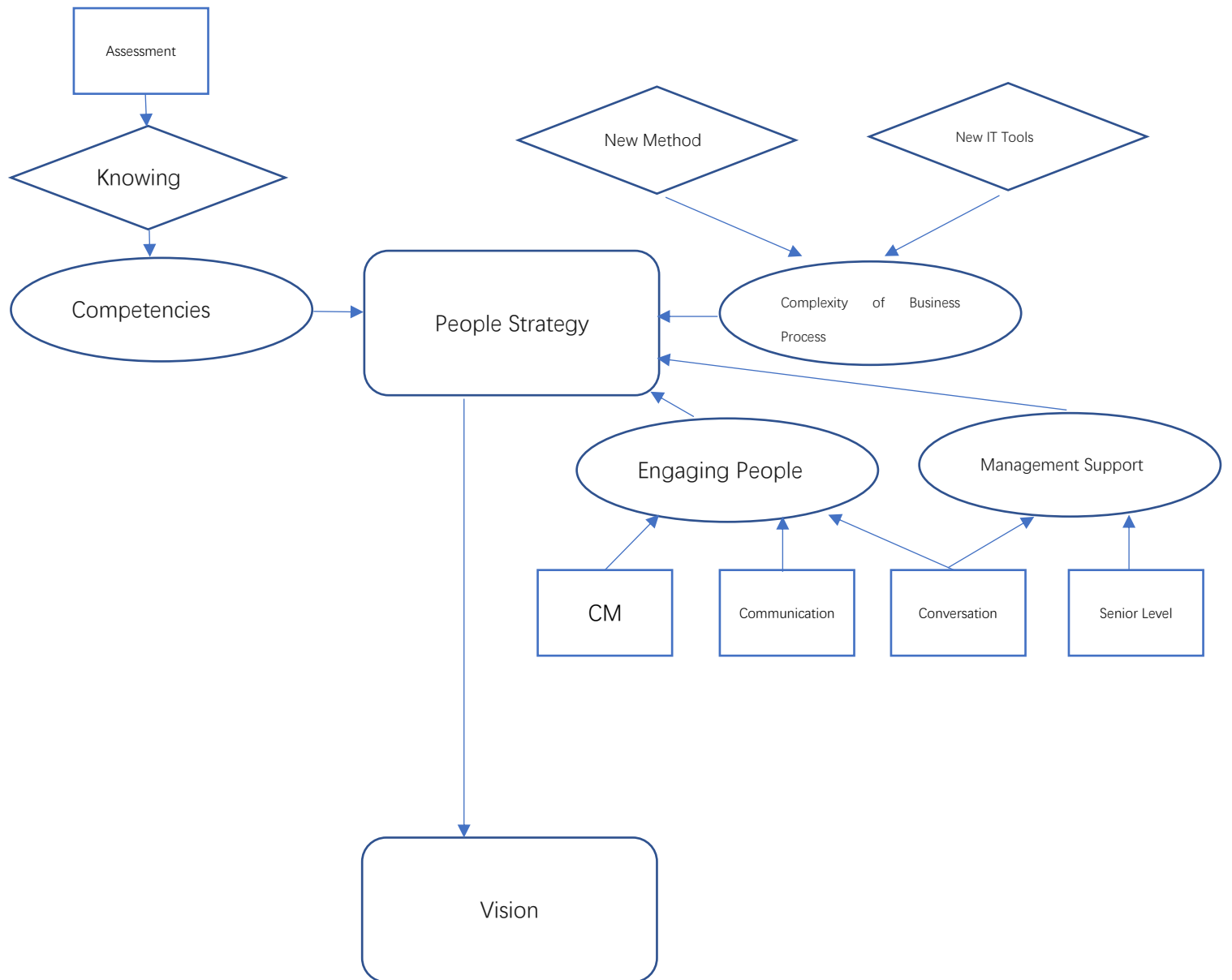
Group 2

How do you measure progress on the implementation of a People Strategy?

- Main objectives of People Strategy will determine what/ how you measure (staff satisfaction survey). Indicators built in: annual survey (linked to themes). Pulse surveys on individual aspects.
- What is your measure of success?
- Think about what you will measure before you start or establish baseline. Measure before starting!
- Follow-up meeting with new recruits to see if assignment was the right one (right person in right place, etc.)
- Ad hoc checking and feedback – not only quantitative data.
- Satisfaction level- first element but others impact, too.
- Use management information system to track, e.g. exits, retention. Use technology-gain time.
- Not always easy to prove direct causal link. Identify drivers.
- Use lower-level managers to get on-the-ground feedback. Maybe use standardized methodology to be able to use this feedback usefully.
- Self-evaluation
- Extend measurement including satisfaction from stakeholders etc.
- Be pragmatic – don't measure to measure!
- Measure time saved in better HR processes
- Just listen to people every day. Positive/=progress. Find "champions" who can feed up this information.

Group 3

How do you align the People Strategy to the Vision and Work Plan of the Organization?



Group 4

How do you keep the People Strategy a “living” document?

- Feedback, pulse-check
- Continuous listening to employees
- Set up dedicated sessions on topics, e.g. wellness
- Respond to feedback, show changes as a result of feedback
- Encourage others to think about the plan, have employees design for themselves
- Leaders persisted with messaging, role model, “champions” action the plan, serve as example
- Progress measurement against goals and communicate
- Small achievable goals (steps) toward large goals, Show progress on the little steps to get to large goals
- Communicate strategy to all employees
- Annual (periodically) refresh/ revision of document
- Who has ownership of strategy?
- Embed aspects of the plan in other processes
- Employers, not just leaders talk about the plan. Testimonials (failures/ lessons learned), success stories (promotion, learning opportunities)
- Learn by examples, learn from each other
- Publish results on the outside, incentive
- Listen to outside communities
- Strategy sets direction – high level objectives, e.g. values. Activities, behaviors demonstrated keeps plan alive
- Link to broader strategies of the organization. Link to outcomes, purpose, goals of business
- Flexible
- Consider what format the strategy takes-document?
- Be sure the strategy includes specific business goals (language)
- What’s in it for me, how am I part of this
- Dissemination, posters, reminders calendar
- Live updates, technology, visual. Simple, quick, easy to access, relatable
- Focus on short term, tangible
- Investment in people – public good