

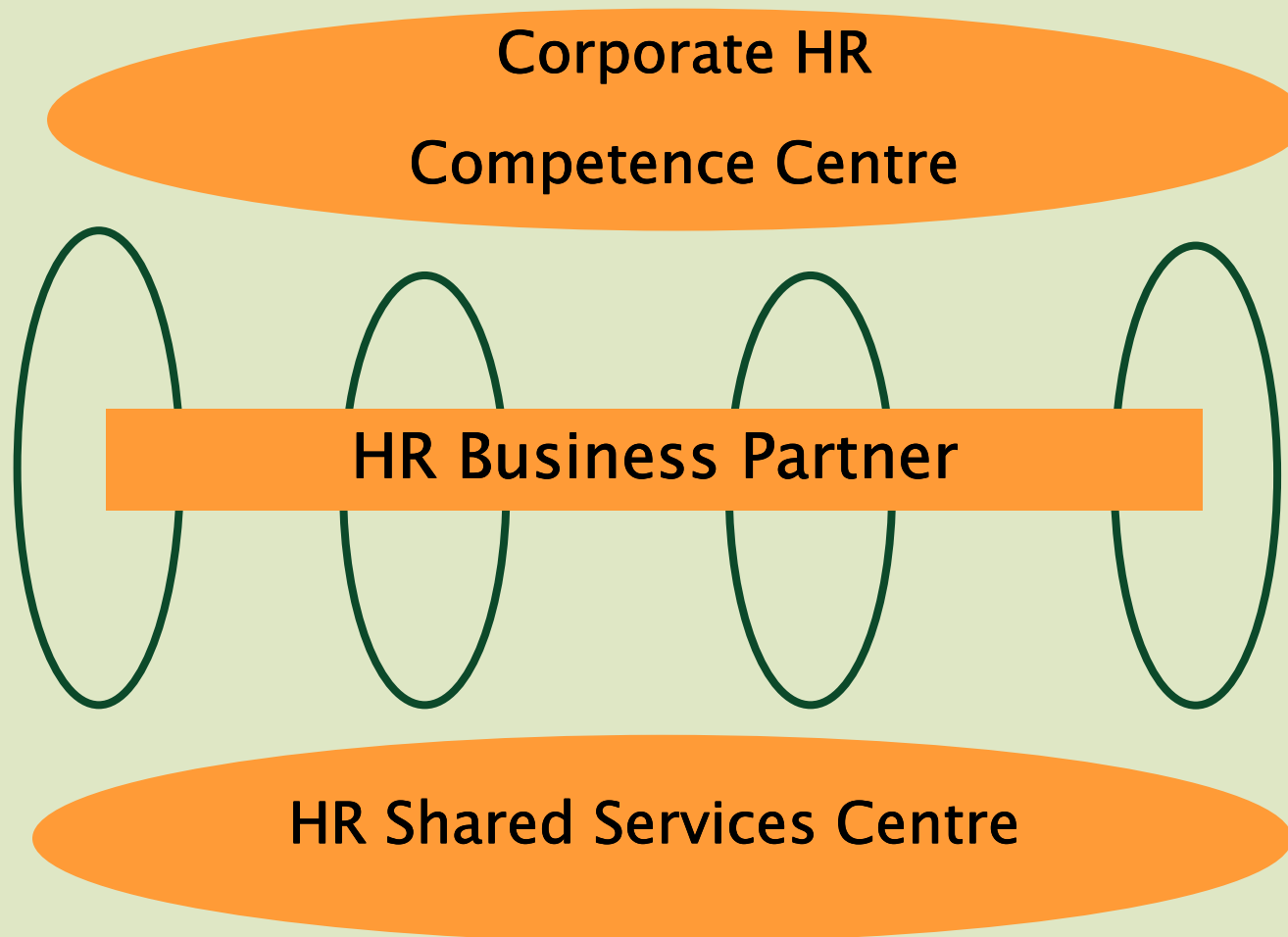
# HR vanuit een procesgedreven visie

Prof. dr. Dirk Buyens  
4th Vlerick HR Day

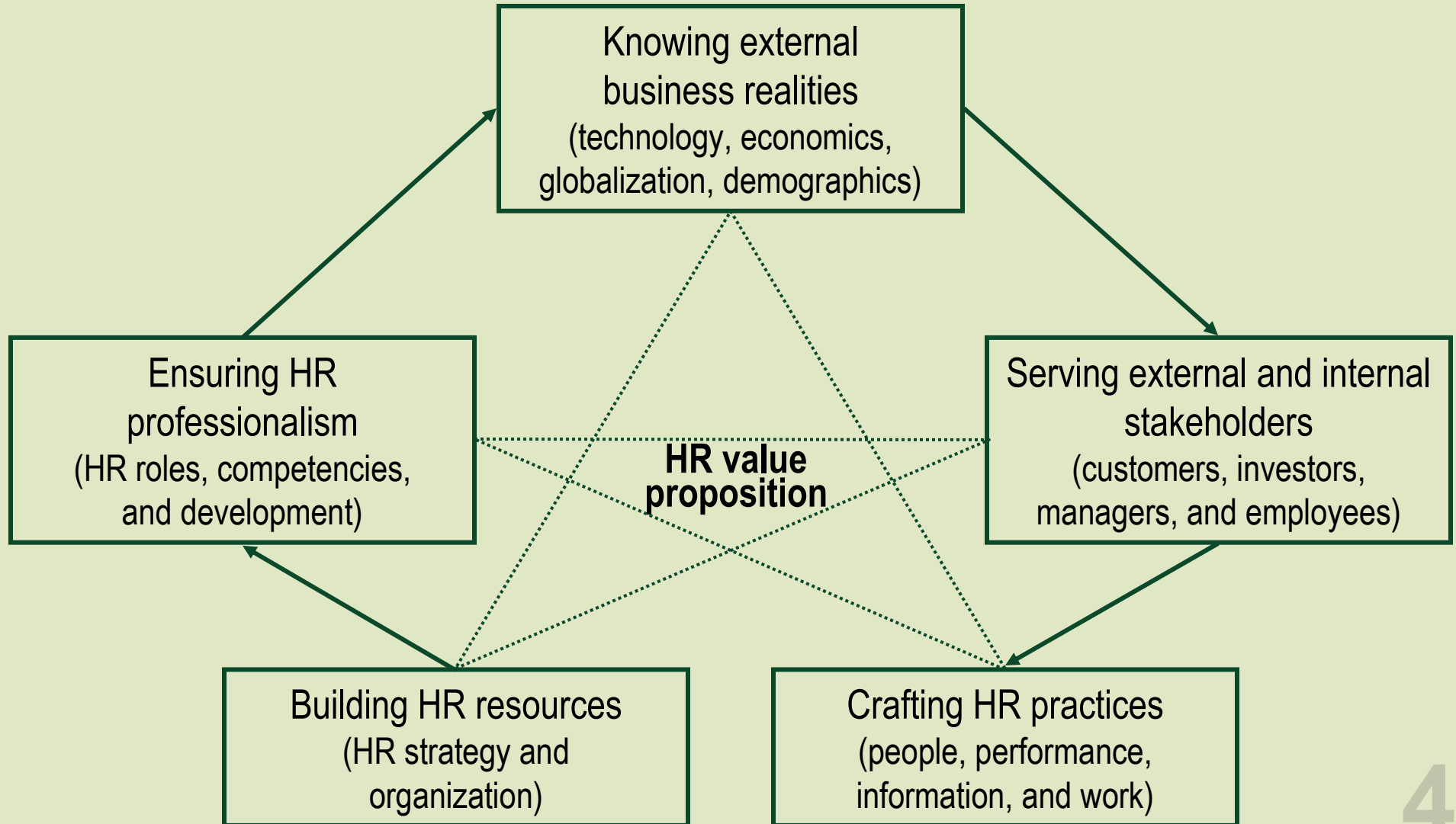
## HR vanuit een procesgedreven visie

1. “Structure follows Strategy” ;  
een basisaxioma voor HR
2. De HR-waardepropositie: wat zetten we neer in de organisatie?

## Structure follows strategy: the three pillar model



## The HR value proposition (Ulrich, 2005)



## “Mijn HR-waardepropositie”

1. To what extent do the HR professionals in my department understand how external realities of technology, economics, and demographics in the global context affect our industry and business?

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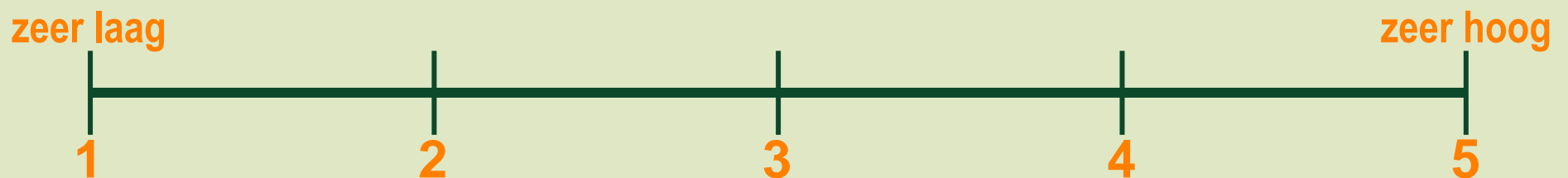
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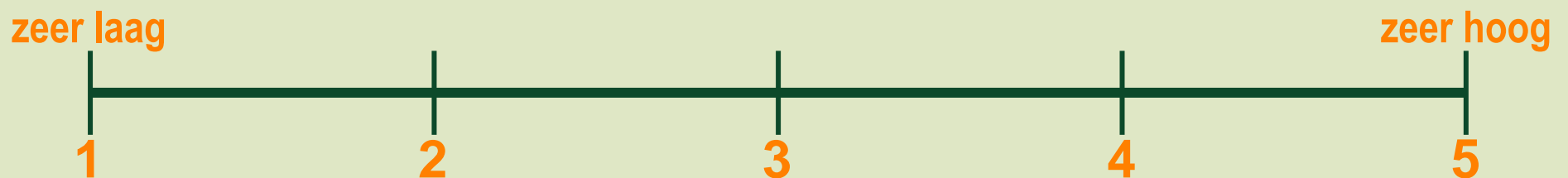
## “Mijn HR-waardepropositie”

2. To what extent does our HR work link to the intangibles that investors value?



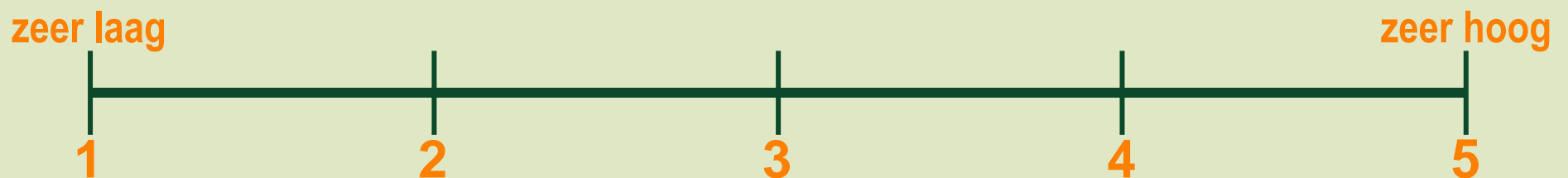
## “Mijn HR-waardepropositie”

3. To what extent do we use HR practices to build long-term connections with target customers?



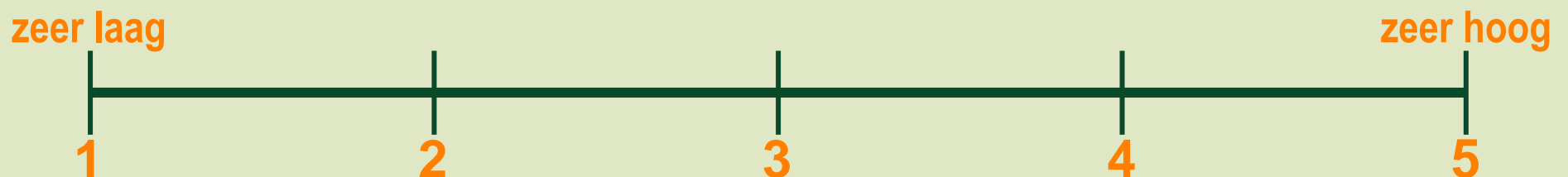
## “Mijn HR-waardepropositie”

4. To what extent do we audit and create organization capabilities that will turn strategy into action?



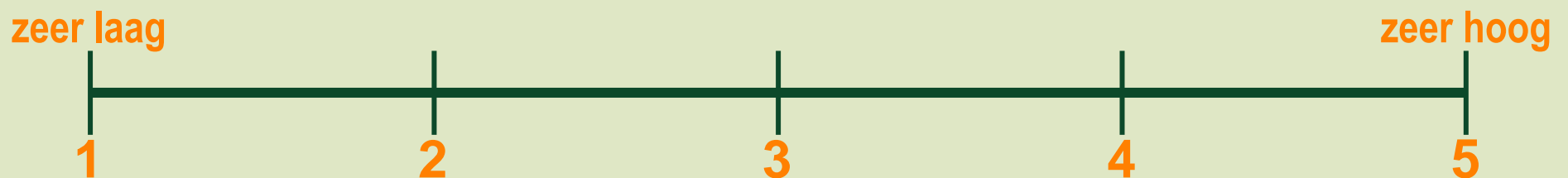
## “Mijn HR-waardepropositie”

5. To what extent do we have a clear employee value proposition that lays out what is expected of employees and what they get in return?



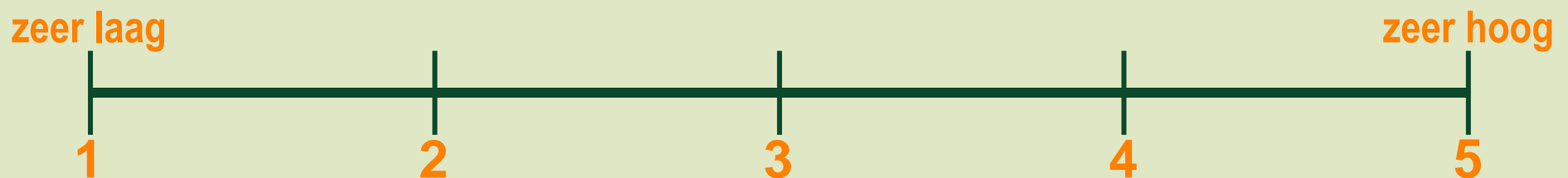
## “Mijn HR-waardepropositie”

6. To what extent do our HR practices that focus on people (staff, training, development) add value?



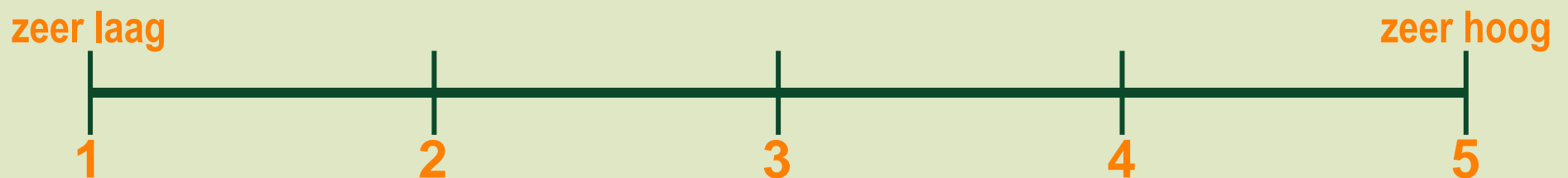
## “Mijn HR-waardepropositie”

7. To what extent do our HR practices that focus on performance (setting standards, allocating rewards, providing feedback) add value?



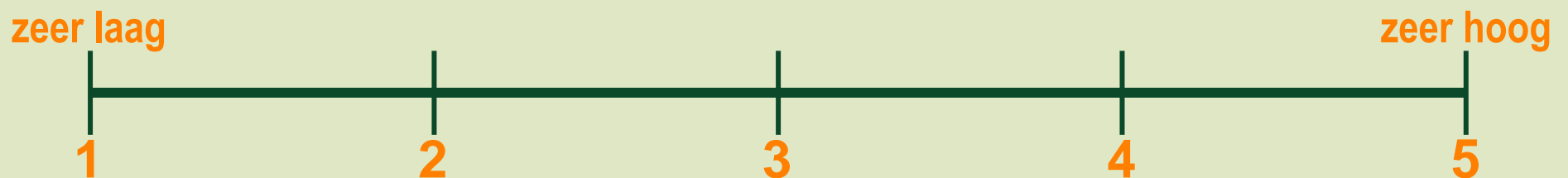
## “Mijn HR-waardepropositie”

8. To what extent do our HR practices that focus on information (outside-in and inside-out) add value?



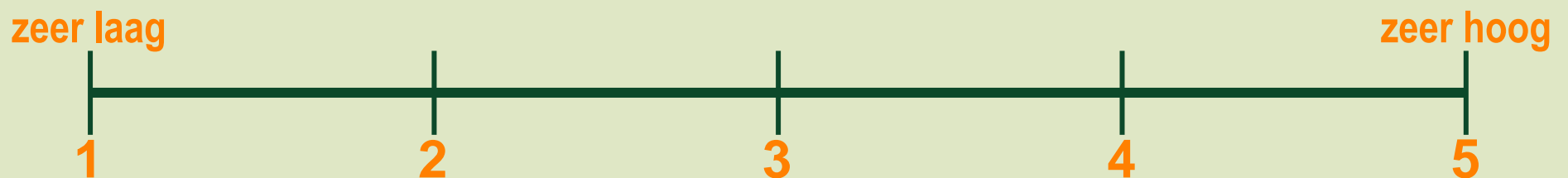
## “Mijn HR-waardepropositie”

9. To what extent do our HR practices that focus on work flow (who does the work, how is the work done, and where is the work done) add value?



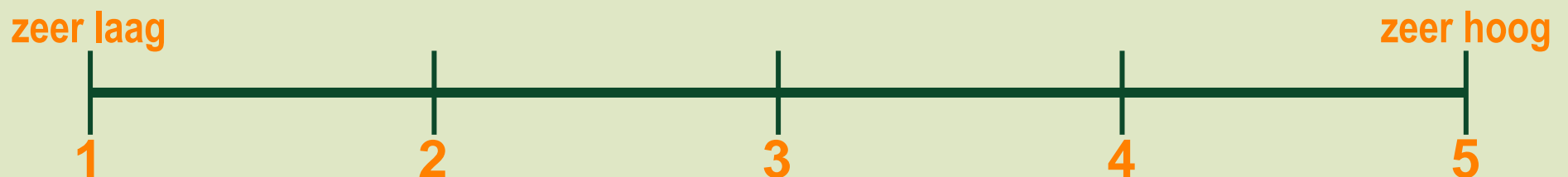
## “Mijn HR-waardepropositie”

10. To what extent does our HR strategy process turn business goals into HR priorities?



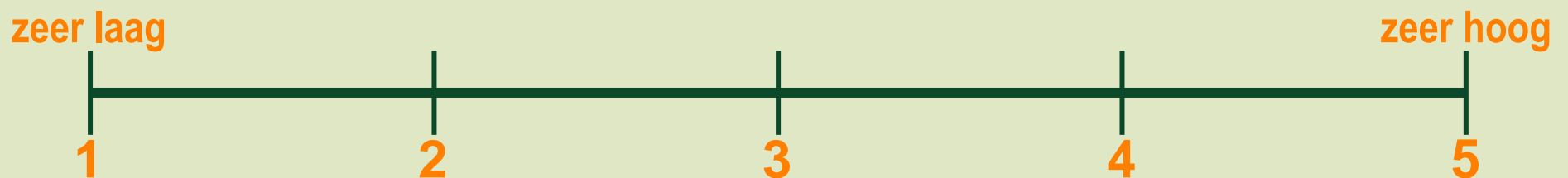
## “Mijn HR-waardepropositie”

11. To what extent is our HR organization (e-HR, service centers, centers of expertise, embedded HR, and outsourcing contracts) aligned with the business strategy?



## “Mijn HR-waardepropositie”

12. To what extent do our HR professionals play employee advocate, human capital developer, functional expert, strategic partner, and leadership roles?



## “Mijn HR-waardepropositie”

13. To what extent do our HR professionals demonstrate competence in strategic contribution, HR delivery, business knowledge, personal credibility, and HR technology?

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## “Mijn HR-waardepropositie”

14. To what extent do we invest in our HR professionals through training and development?

