

WEBINAR

Making the Case: Showing the Value of HR Programs



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Welcome!

- We'd love to answer your questions! Please submit your questions on the Q&A tab.
- If you would like to see a demo of Lattice press the "Get Demo" button on the top right of your screen.
- There are some great articles and ebooks in the "Docs" tab.
- This session is being recorded and you'll receive the recording via email after the event.
- You will receive your SHRM and HRCI credits via email after the event.



Introductions



Andy Przystanski

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Today's Agenda

The Current Moment

- Balancing Business and Employee Needs
- HR's Value in Right Now

Making the Case

- Building a Value Case
- Ensuring Stakeholder Buy-In
- Using Data to Ensure ROI
- Starting Small
- Working With Your CEO
- Mobilizing Executive Support

Q&A



Rising to the Moment



The Past 6 Months Have Been Tough for Both Businesses and Employees

1 in 4

Employees report increased focus on productivity and performance

17%

Employees report adjustments to business growth goals

More than
1 in 10

Report hiring freezes (**16%**), changes to overall business strategy (**16%**), and layoffs (**13%**)



Source: YouGov survey of 1000 employees commissioned by Lattice in Feb 2023

The Role of HR Teams is Changing Too

01

You now have a seat at the Board/C-Suite table

The need to secure exec buy-in has never been more important – how do you frame your impact in new ways?

02

Your team structures and priorities may have changed.

Reductions in headcount, a shift from recruitment to retention, increased focus on delivery against business goals – it's time to reassess what's needed from your team.

03

You're balancing the demands of people and profits

Business leaders will be keenly focused on productivity and performance management. How do you maintain strong engagement and build morale in uncertain times?



HR Initiatives Drive Business Impact

Key Points of Difference	High Performing HR	Low-Performing HR
Prioritizing compensation equity	80%	37%
Strong link between performance and pay	64%	27%
Clear employee growth paths	58%	19%
Training programs for review bias	57%	20%
Quantitative data in performance reviews	52%	25%
Higher investment in HR analytics	50%	18%
Coaching and upskilling programs	46%	29%
Managers of managers included in reviews	42%	18%
Implemented software to reduce bias	40%	21%



Source: Lattice's *2023 State of People Strategy Report*

Mixpanel: People & TA Strategy



Making the Case



Building a Value Case

- Diagnose the **problem**.
- Understand the business **impact**.
- Identify possible **solutions**.
- Build an **action plan**.
- Orchestrate **early & quick wins**.



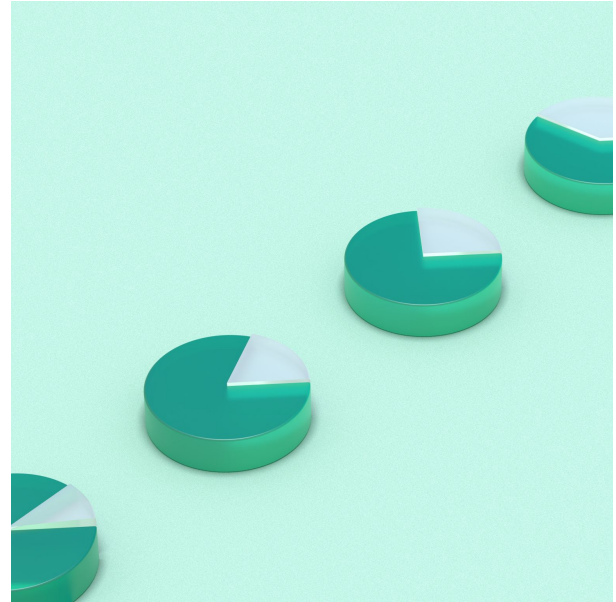
Ensuring Stakeholder Buy In

- Don't over rely on "champions" to get things done, lean into consensus
- Lead with data, create a dialogue on solutions
- Failing to get broad buy-in risks execution and adoption challenges



Using Data to Ensure ROI

- People strategy is business strategy. Connect the data you present to business outcomes.
- Example: Performance management isn't just an HR priority — it's a magnifier of company performance.



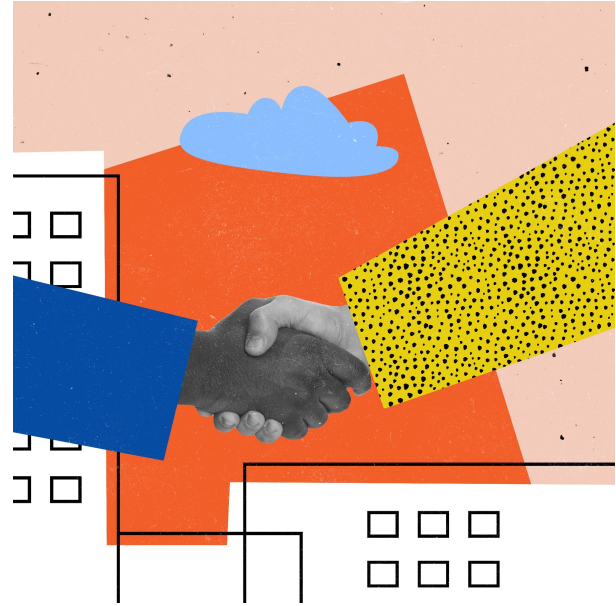
Starting Small

- For more costly programs, securing buy-in may mean starting small
- Pilot programs can help you test and ensure ROI before committing too many resources
- Explore ways to tilt the ROI equation through reframing & testing the waters



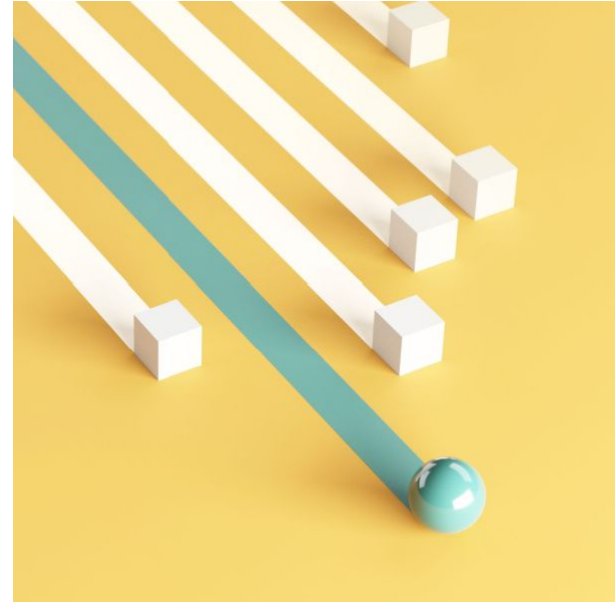
Working With Your CEO

- Your most critical partner and advocate.
- Taking on the “Chief of Staff” role to better execute business objectives.
- You may have different opinions on execution, but should be aligned on outcomes.



Mobilizing Executive Support

- So much of getting buy-in is getting the exec team to see it from the people team's perspective.
- Everyone needs to be fluent in HR, especially right now.
- Execs own the employee experience, too.



Framework for Adoption & Support

Reversibility / Room for Error

High Reversibility / Low Urgency

Example: New office guidelines

- Start small & pilot or gather feedback/data to support ROI
- Iterate as you learn along the way

High Reversibility / High Urgency

Example: New Recruiting Process

- Smart small, pilot, move quickly
- Iterate as you learn along the way

Low Reversibility / Low Urgency

Example: New Performance Mgmt Process

- Spend the time to develop a value case based on data/feedback
- Ensure stakeholder buy-in at different levels

Low Reversibility / High Urgency

Example: Pay Transparency

- Assemble the critical stakeholders & experts (not all)
- Spend the time to ensure a high-quality MVP

Urgency of Action / Execution Speed



Co-Owning the Employee Experience

- HR goals and business goals don't belong in separate buckets.
- This is as much of a mindset change for HR teams as it is for other business functions.
- This is especially true *right now*.



Q&A

