

Meyer's Management Models

27. Powerhouse Framework

What should be the key tasks of the HR function in my organization?

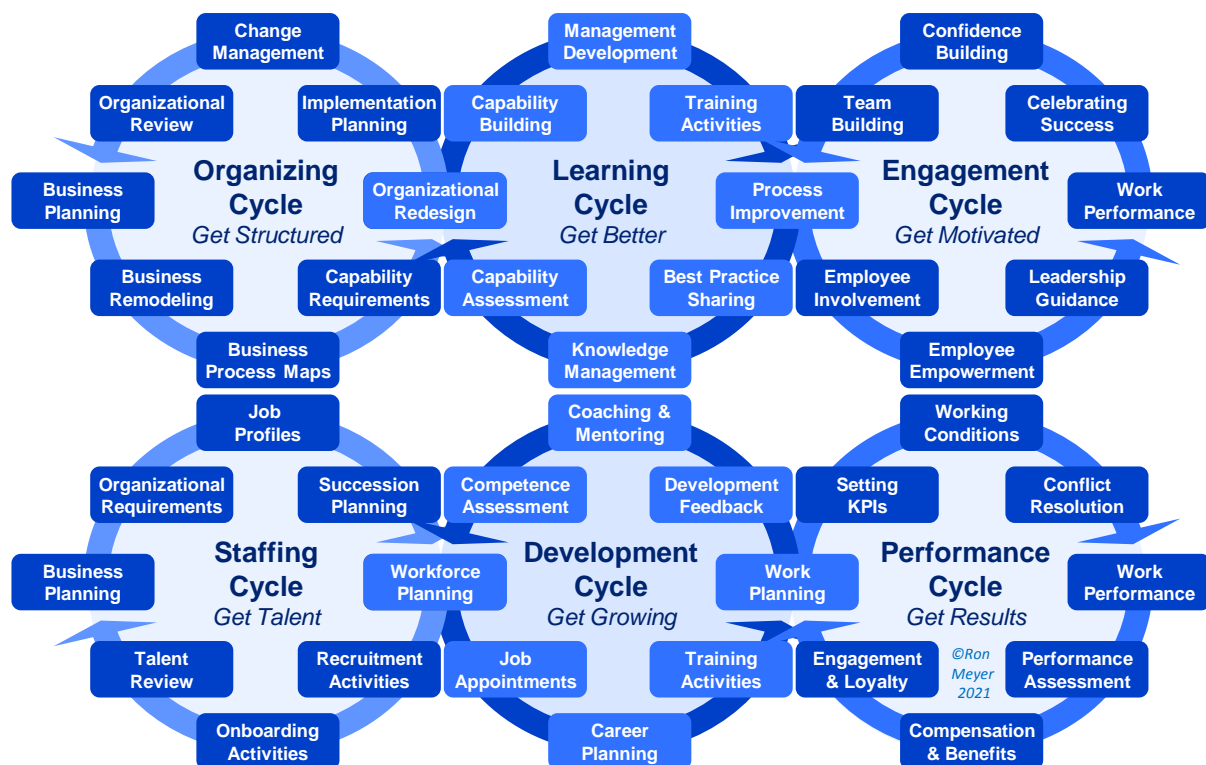
Key Definitions

Human resource is the bookkeeping term widely used to refer to people in a work environment. Managers employ human resources to achieve their objectives and the *Human Resources (HR)* function supports managers in all aspects having to do with these human resources.

The scope of the HR function encompasses all activities required to get and keep the right *individuals* on board and to equip them to be successful (the *people* side of HR), while at the same time helping to build strong *teams* of individuals, capable of dividing and coordinating the work amongst each other (the *organization* side of HR).

Conceptual Model

The *Powerhouse Framework* (People & Organization Working to Enhance Results) outlines the six key tasks of the HR function, showing each as an ongoing cycle, all linked together. The six can be read as a 2X3 matrix. The upper three cycles deal with the organization side of HR, while the lower three focus on the people side. The left two cycles are about *design* activities (structuring), the middle two about *development* activities (growing), and the right two about *deliver* activities (mobilizing).



Key Elements

The six cycles of HR are the following:

1. **Organizing Cycle:** How to structure the organization? The first task of HR is to assist in translating new business plans into changes to the organizational design. This requires an

understanding of how adjustments to the business model effect business processes and the necessary capabilities. Implementing and evaluating the changes are part of this cycle.

2. **Staffing Cycle:** *Who do we need?* The second task is to translate the organizational design into job profiles and to cross-reference these with the existing workforce to identify mismatches, leading to redundancies and job openings. The recruitment and onboarding of new employees is also part of this cycle, as is the regular evaluation of the talent pipeline.
3. **Learning Cycle:** *How to improve the organization?* The third task is to get the organization to continuously improve, by building better joint capabilities and training managers and employees. Part of this cycle is to also learn from each other, sharing best practices and managing collective knowledge. Which capabilities to build is linked to the organizing cycle.
4. **Development Cycle:** *How to grow each person?* The fourth task is to also get individuals to continuously improve, appointing them to a succession of more challenging jobs and training them along the way. Equally important is giving them developmental feedback and coaching. Regular competence assessment is also part of this cycle.
5. **Engagement Cycle:** *How to motivate the organization?* The fifth task is to energize the organization by winning hearts and minds. This requires the involvement and empowerment of people and inspiring guidance by leaders. It is further strengthened by celebrating success, building mutual confidence, and reinforcing team belonging.
6. **Performance Cycle:** *How to get results?* The sixth task is to ensure that everyone delivers the necessary performance, by clarifying which key performance indicators will be used and how performance will be evaluated. Great working conditions, effective conflict resolution processes and stimulating compensation and benefits are also part of this cycle.

Key Insights

- **HR is about more than separate activities.** HR is not a checklist of standalone activities but consists of six interlocked cycles that work together as a system. HR professionals need to understand how (vertically) the *organization-level cycles* interact with the *people-level cycles*, while at the same time seeing how (horizontally) the *design, develop & deliver cycles* are linked.
- **HR is about more than just operations.** While the six HR cycles are themselves closely interlinked, collectively they need to be tightly aligned with the business (on the left with the business plan, on the right leading to business performance). This requires an HR strategy that ensures a tight fit between the business and people & organization.
- **HR is about more than just people.** In many organizations the HR function focuses exclusively on the people-side of HR, ignoring the organization-side, leading to a general neglect of the organizing, learning and engagement cycles. This narrow interpretation of the scope of HR should be avoided. Changing the name from Human Resources to *People & Organization* can be a good way to signal this broader responsibility.
- **HR is about more than just staffing.** In many organizations the HR function is even narrower still, focusing almost exclusively on hiring personnel and ensuring their salaries are paid. This stunted definition of HR leaves many value-adding activities unattended to.
- **HR is about more than just support.** While HR is a support function, assisting business managers in dealing with people and organization issues, this doesn't mean that HR should be reactive and/or submissive. As steward of all human aspects of the business, HR should play a proactive and challenging role vis-à-vis business management. In most cases, the Chief People & Organization Officer should be member of the Management Team.

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Insightful Tools to Kickstart Your Thinking

Publication Schedule

<i>July 2019</i>	<i>Mind the Gap Model</i>	<i>Change Management</i>
<i>August 2019</i>	<i>Digital Platform Map</i>	<i>Digital Strategy</i>
<i>September 2019</i>	<i>Interaction Pressure Gauge</i>	<i>Interpersonal Interaction</i>
<i>October 2019</i>	<i>Revenue Model Framework</i>	<i>Revenue Model Typology</i>
<i>November 2019</i>	<i>House of Engagement</i>	<i>Organizational Engagement</i>
<i>December 2019</i>	<i>Confidence Quotient</i>	<i>Trust Building</i>
<i>January 2020</i>	<i>Competition Tornado</i>	<i>Competitive Strategy</i>
<i>February 2020</i>	<i>11C Synergy Model</i>	<i>Corporate Synergy Management</i>
<i>March 2020</i>	<i>Leadership Fairness Model</i>	<i>Leader-Follower Interaction</i>
<i>April 2020</i>	<i>Strategic Agility Model</i>	<i>Strategy Process Approach</i>
<i>May 2020</i>	<i>Control Panel</i>	<i>Corporate Control Dimensions</i>
<i>June 2020</i>	<i>Rising Star Framework</i>	<i>Talent Management</i>
<i>July 2020</i>	<i>Strategy Development Cycle</i>	<i>Strategy Process Steps</i>
<i>August 2020</i>	<i>7I Roles of the Corporate Center</i>	<i>Corporate Organization</i>
<i>September 2020</i>	<i>Storytelling Scripts</i>	<i>Leadership Communication</i>
<i>October 2020</i>	<i>Strategic Bets Framework</i>	<i>Strategic Decision-Making</i>
<i>November 2020</i>	<i>Rebound Model of Resilience</i>	<i>Organizational Resilience</i>
<i>December 2020</i>	<i>4C Leadership Capabilities</i>	<i>Leadership Competences</i>
<i>January 2021</i>	<i>Digital Product Model Dial</i>	<i>Digital Strategy</i>
<i>February 2021</i>	<i>Digital Distribution Model Dial</i>	<i>Digital Strategy</i>
<i>March 2021</i>	<i>Empowerment Cycle</i>	<i>Employee Empowerment</i>
<i>April 2021</i>	<i>Innovation Box</i>	<i>Innovation Approaches</i>
<i>May 2021</i>	<i>Knowledge Sharing Bridges</i>	<i>Best Practice Sharing</i>
<i>June 2021</i>	<i>Followership Cycle</i>	<i>Leader-Follower Interaction</i>
<i>July 2021</i>	<i>Everest Model of Change</i>	<i>Change Management</i>
<i>August 2021</i>	<i>Fruits & Nuts Matrix</i>	<i>Priority-Setting</i>
<i>September 2021</i>	<i>Powerhouse Framework</i>	<i>People & Organization Strategy</i>
<i>October 2021</i>	<i>Strategy Hourglass</i>	<i>Strategy Process Framework</i>
<i>November 2021</i>	<i>Disciplined Dialogue Model</i>	<i>Interpersonal Communication</i>
<i>December 2021</i>	<i>Team-Building Cycle</i>	<i>Team-Building Process</i>
<i>January 2022</i>	<i>Market System Map</i>	<i>External Analysis Framework</i>
<i>February 2022</i>	<i>Creativity X-Factor</i>	<i>Creativity Enhancement</i>
<i>March 2022</i>	<i>Embedded Identity Model</i>	<i>Personal Awareness</i>
<i>April 2022</i>	<i>Customer-Centricity Circle</i>	<i>Organizational Design</i>
<i>May 2022</i>	<i>Partnership Distance Model</i>	<i>Interorganizational Relations</i>

June 2022

Levels of Strategy Model

Strategic Plan Content

July 2022

New Pyramid Principle

Presentation Approaches

August 2022

Corporate Value Creation Model

Corporate Level Strategy