

# HRO Implementation

## Step 1: Establish Leadership Buy-In & Participation

1. Secure Exec/Leadership Commitment
  - a. Include HRO as a key part of strategic plan & tie to tactical efforts
  - b. Include support for HRO in leadership and executive performance management plans
  - c. Walk the talk- no buy-in, no success
2. Demonstrate Organizational Commitment
  - a. Exec sponsor is quarterback of HRO
  - b. Exec sponsor publicly recognized by Exec team
  - c. Use Leadership actions and communication to avoid a “program of the month” setting
  - d. Make COO/GM typical Exec sponsor
3. Budgets defined and agreed,
  - a. Large items i.e. ERP or QM systems treated as cap ex and show up on strategic plan
  - b. Include outside support for consulting & training
  - c. Side budget for staff resources that will spend significant time on HRO implementation
  - d. Specific budgets for HRO training
  - e. Specific budgets for HRO recognition
  - f. Specific budgets for leadership and staff related training/education (i.e.
4. Timeline understood and agreed
  - a. Build timeline on percentage of accomplishments, not just on specific end dates
  - b. Communicate that HRO is a journey without conclusion
5. Communication & Recognition Plans
  - a. Formal – all leadership should tell the same story and HRO should be included in company discussions and corporate reports
  - b. Formal – routine & regular communication of efforts, successes, failures
  - c. Formal – recognition systems to promote organization info and for staff to get info
  - d. Informal – day-to-day recognition of staff, on site in front of teams
  - e. Informal – recognition systems for teams to reward others (whiteboards, lunches, Huddles)
6. Training Plan for Leadership
  - a. HRO: organizational, technical
  - b. Servant leadership
  - c. Just cultures
7. Support Plan
  - a. MBWA – use Management By Walking Around

