

Align HR With Organizational Imperatives

Case Study: Otis



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Issue

Otis identified an opportunity to better align the HR work plan with the overarching business strategy. Efforts focused on ensuring the HR plan optimally delivered on the business strategy and priorities.

Improving consistency in project execution to improve responsiveness to evolving organizational needs was identified as a crucial development area. Delays in project delivery and unclear prioritization of HR goals were clear opportunities for improvement.

Action

Otis developed a structured prioritization framework for HR programs and projects aligned with business imperatives and people management strategic priorities. They instituted a phased review process governance system by engaging the HR Leadership Team and HR Centers of Excellence to ensure oversight and collaboration:

- ✓ HR Business Partners engage business leaders and other key business stakeholders and use key people metrics (e.g., engagement scores, attrition trends) to enhance insights
- ✓ Global HR goals are defined in alignment with business strategy, with COEs and HRBPs collaborating to refine priorities

Insights



Strategic alignment between HR work plans and business priorities, supported by robust governance and collaboration, is essential for improving employee experience, accelerating growth and fostering a high-performance culture.

- ✓ The Program Office compiles a comprehensive HR Project Portfolio, including all potential priority projects. Resource allocation, along with further validation of prioritization based on identified constraints, takes place at this stage
- ✓ Quarterly reviews by the HR Leadership Team ensure strategic coherence according to criteria based on alignment with key business needs
- ✓ Recommendations for priority projects are made based on the review of outcomes and strategic priorities
- ✓ Processes are implemented to enhance the operating model and elevate the colleague experience in line with inclusion goals



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Result

Otis achieved stronger alignment between the HR work plan and business strategy, enabling the delivery of high-impact HR projects to serve broader objectives.

- ✓ Enhanced organizational engagement and inclusivity
- ✓ Improved execution capacity, as well as the ability to meet scope, schedule and resource expectations
- ✓ Observed positive trends in employee experience and valuable reinforcement of the culture of high-performance in project execution

First step

Initiate collaborative discussion with HR teams and COEs to identify global HR priorities aligned with strategic business objectives.

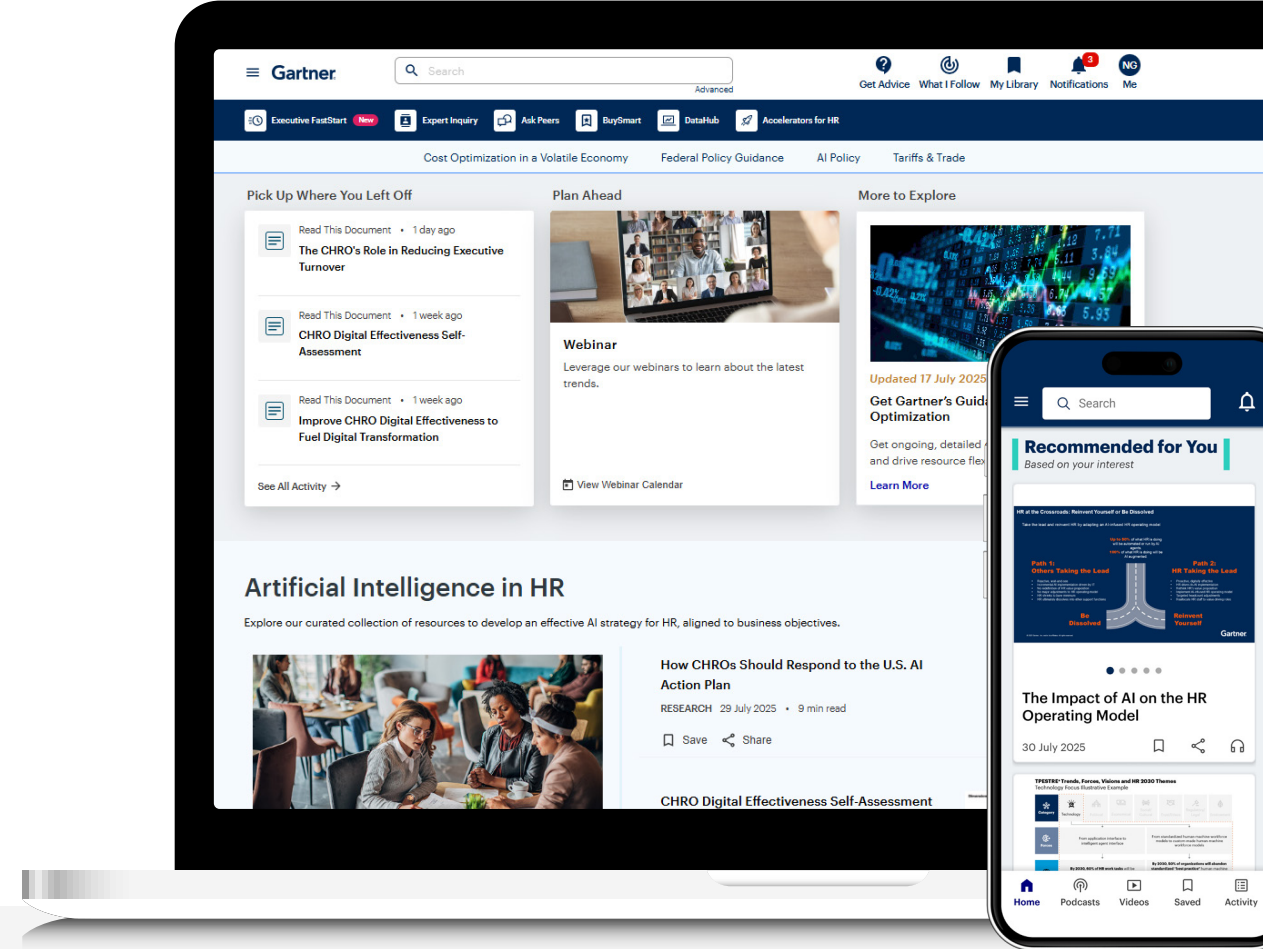
Key opportunity

Establish a scalable prioritization framework that ensures HR initiatives effectively drive business growth and transformation.

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