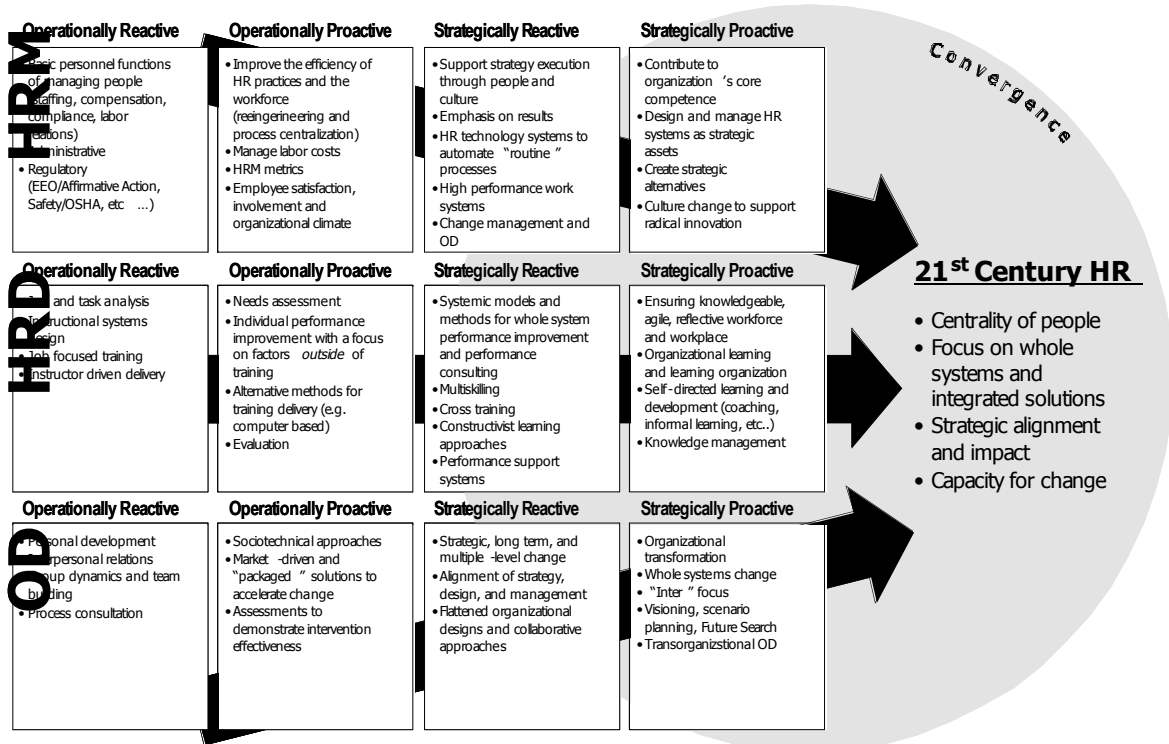


# The Strategic Role of Human Resources in Organizational Success

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## 1. Increased centrality of people to organizational success

- Economics
- Emerging theories
- High performing organizations
- Talent trends

## **2. Strategic alignment and impact**

- Premise of HR value (stakeholders)
- Fundamentally based on organizational strategy (and, thus, customer needs)
- Demands *integrated* HR practices focused on value-added agendas
- Focuses on the path between human talent and competing in the marketplace
- Strategic HRD

## **3. Focus on whole systems and integrated solutions**

- Alignment of organizational systems
- Implementing integrated solutions focused on improving performance

## **4. Emphasis on culture and change**

- Facilitate change
- Manage culture

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