Professional Code ‘Human Resource Professional or HR Professional’ indicates that this profession is working with the Business Maker ‘People’. Do we realize how much Role we have to play for Business? Or we just think to concentrate on some clerical issues with Human Resources of the Company? Days are changing day by day. Demand is also changing from HR Professionals in the world. Now HR professionals do not only concentrate in the HR functions rather to concentrate on Business Decision, Strategic Decision, Value adding function.

This is one of the major TRENDS for HR Profession to be STRATEGIC. What are the SHIFTS we need to ensure for matching with the demand of Strategic HRM? Let us look on the issue:

- **Service Focused to Value Focused**: Traditional HR is service focused. Most of us are concentrating on delivering service to other employees of the organization or to our clients. Our mind set up is to serve others. We need to change our mind setup. We are not only for the service rather we are also for Value adding activities/ function for the organization. We should contribute more in the value adding function. Objective of our functions should be focused on value adding towards organization.

- **Subjective Analysis to Objective Analysis**: HR professionals are focusing on subjective issues in most of the times. We, the HR professionals feel that we are for subjective analysis, subjective assessment, subjective designing. We focus on theory in most of the cases. We need to shift from this state. We should focus on objective analysis, assessment. We should always try to convert subjective issues into objective to make it more transparent, easier to measure. For this purpose the major focus of HR people should be Objective oriented Performance Management System in the area of Recruitment, Talent Development & measuring the success or outcome. For example:

  - **Setting number oriented Key Performance Indicator [KPI] like:**
    - Return on Investment [ROI]
    - Return on Asset [ROA]
    - Net Promoter Score [NPS]
    - Absenteeism Bradford Factor
    - Customer Lifetime Value [CLV]
Also we need to have correct link between individual and right KPI. For example: Considering restaurant business: Customer Satisfaction index [CSI] is a KPI for waiter. Waiter serves the food after 2 hours of the order. You rate the waiter 0 out of 10. So the KPI of waiter is not achieved. But if you think deeply who is responsible for that, you will find that the chef made delay to prepare the food. So waiter may lose his job for the delay of chef. This is the way how an HR person may set KPI with WRONG link. So it is highly required to link the RIGHT KPI with RIGHT Person.

Alphabet to Number: It is assumed that HR professionals are more competent in alphabet rather number. It means they are very good in drafting and weak in calculation. So they are assigned to those activities which is wording focused not number focused. As the business Balance sheet is generated through numbers, the stakeholders are highly habituated with numbers so WE, HR Professionals, must focus on number. We must be competent in NUMBER in addition to alphabet.

Non-financial to Financial: It is believed that the value of HR initiatives cannot be measured in financial terms. Like Job satisfaction, working environment, learning & growth etc. But recent trends of HR prove that most of the initiatives of HR can be measured in monetary values. These initiatives are directly or indirectly linked with financial benefit. In fact we all agree that all the employees are working for achieving ultimate goal of the organization ‘PROFIT’. So every body’s performance should be linked with Profit of the Company. In this connection it is HIGHTIME for HR Professionals to learn BALANCE SHEET ANALYSIS. Balance Sheet analysis will help HR to assist Management to take strategic decision in line with organizational business performance. We already believe that HR planning should be linked with Business Planning. So if we cannot analyze Balance Sheet we cannot contribute in Strategic Decision Making. So for proving ourselves as STRATEGIS or Internal CONSULT for the organization we need to have proper and sufficient knowledge and expertise to analyze FINANCIAL issues of the business.

Staff Function to Line Function: Traditionally we feel that HR for HR Function only. But this is the time for us to think that ‘HR for Business’. So we should change our mind set that we are for staff function. Rather we have to believe and prove that WE, HR professionals are for Line Function. We can contribute in Business Generation, Profit Maximization in different way.

Executor to Designer: Traditionally HR is being treated as Business Policy Executor. But strategic HR demands that HR should be involved in Business Policy Preparation not only in execution. So we should think and prove ourselves that we should be involved in Business Policy Making not only in execution. Once we will achieve different competencies mentioned earlier only then we can claim to be involved in Policy Making areas.

So if we can focus on the above mentioned issue we can place ourselves as Strategist for the organization which is the ultimate GOAL for Strategic HRM. For this we need to be more competent in different aspects of modern concepts of Human Resource Management and Human Capital Management.