

*“To be truly strategic, HR must speak the language of the business - not just the language of people.”
– Dave Ulrich*

This session is about growing your confidence and credibility as a commercially minded HR partner. You're already solving problems and delivering value, now it's time to link that value to business outcomes more explicitly.

Strategic thinking isn't just for the C-suite. It's about being curious, understanding how the business makes money, and making choices that drive value. Whether you're influencing decisions, shaping people plans, or challenging processes, this is your opportunity to grow your commercial confidence.

WARM-UP PROMPT

Before your session, take 5 minutes to reflect:

“If your COO asked how your work contributes to the company's goals, what would you say - clearly and confidently?”

PREP QUESTIONS (BEFORE YOU MEET)

Take 10–15 minutes to reflect on the following:

- How well do I understand the commercial goals of my business unit or function?
- Where does my work currently support performance, growth, or cost management?
- What are the top priorities for our senior leaders, and how does my work ladder up to that?
- Do I feel equipped to talk about the business impact of HR initiatives in meetings?

CONVERSATION STARTERS

- “I’m confident in HR, but I want to get better at joining the dots with business goals.”
- “I’d like to feel more fluent in commercial or financial conversations.”
- “I’m trying to shift how I talk about HR, from activity to outcomes.”
- “I’d love your advice on how to build more business credibility.”

WATCH OUTS

- Don't just talk about HR inputs, think about business results (e.g. retention, productivity, performance)
- Avoid hiding behind “I’m not numbers-focused” - strategic HR includes finance, ops, and outcomes
- Don't wait for permission to think commercially, start where you are

REFLECTION PROMPTS (POST-SESSION OR JOURNAL PROMPTS)

- What business problems do I help solve, and how do I talk about that?
- What are the metrics or results my leaders care most about?
- Where could I elevate my influence by speaking to strategic impact, not just delivery?
- Who outside of HR could help me build my commercial awareness?

ACTIONS TO TAKE

- Craft a 1–2 sentence summary of how your role supports business priorities (e.g., “I support organisational growth by improving leadership capability and reducing attrition in high-impact teams”)
- Identify one commercial priority from your function or exec team - and connect a current HR project to it
- Reach out to a commercial leader or finance partner to understand their top 3 priorities

OPTIONAL RESOURCES

- [LTT Blog](#) - Being a Kick-Ass CPO in 2025 and Beyond: The Must-Haves For Aspiring People Leaders
- Book - [The HR Scorecard](#): Linking People, Strategy, and Performance

LOOKING AHEAD TO NEXT MONTH

Next month's theme is **Leadership Confidence & Impact**.

Start noticing how you lead - whether it's projects, people, or conversations - and where you might be playing smaller than your potential.