Episode 265: HR's Evolving Identity with John Singleton Discussion Starter

Use this guide to spark conversations with your HR team

1. HR has faced versions of the same critique — too administrative, too compliance-focused, not strategic enough — for nearly three decades, and a 2025 revisit of that critique suggests little has changed at scale. How would the business leaders in our organization honestly describe the strategic value our HR function delivers today?

2. Strategic HR means being involved in decisions like geographic expansion, technology investment, and workforce planning before those decisions are finalized. At what stage of major business decisions does our HR function typically get a seat at the table — and is that early enough?

3. HR practitioners who can read a P&L, link people decisions to EBITDA, and frame compliance costs in financial terms earn executive credibility that compliance-only advisors never will. How financially literate is our HR team, and are we actively developing that capability?

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