

# Editorial: How to fix HR

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Javier Bajer

**H**R can be seen as a maze of policies, processes and internal priorities, disconnected from the very reason businesses exist: their customers. While companies race to innovate, HR gets tangled in administrative routines, struggling to prove its value beyond compliance and internal management. Ironically, it treats employees as “internal clients,” aiming to keep them happy in hopes of improving business performance – often failing at both.

The problem isn't a lack of effort – it's a lack of direction. Too often, HR measures success by the efficiency of its own operations rather than its impact on the business and its clients. If HR is to be truly valuable, it must stop looking inward and start aligning with the external world. The time for minor tweaks is over. What's needed is a fundamental shift – one that redefines HR as an engine for real business impact.

This is how we can fix HR:

## 1. Give HR an external purpose (hint, not a slogan)

HR should exist to serve the organization's actual clients, not just its employees. Of course, treating employees well is important, but not as an end in itself – it's a means to ensure they create greater value for customers. HR's role isn't about keeping people happy; it's about making sure the organization delivers on its promises to the market.

## 2. Measure impact, not processes

Success isn't about how many policies or processes HR creates or how well they are followed. It's about creating better business outcomes. HR must move beyond measuring activity and start measuring impact – customer satisfaction, business growth and competitive advantage.

## 3. Stop “partnering.” Be the business

HR shouldn't operate as a separate function with “business partners.” It must *become* the business. That means being fully embedded in decision-making, shaping strategy so that talent can create value. Make HR as accountable for business outcomes as any other function in the organization.

I hope you enjoy this issue of *Strategic HR Review*.

Warmly,

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