HOW STAKEHOLDER RELATIONSHIPS DRIVE OPERATIONAL SUCCESS

(LESSONS FROM THE FIN-HR-IT POWER TRIAD)

FINANCE

COST CLARITY *
(RISK + CONTROL)

HR

POLICY INTENT + EMPLOYEE EXPERIENCE

INFO TECH

SYSTEMS ^{2} / (SPEED + SUSTAINABILITY)
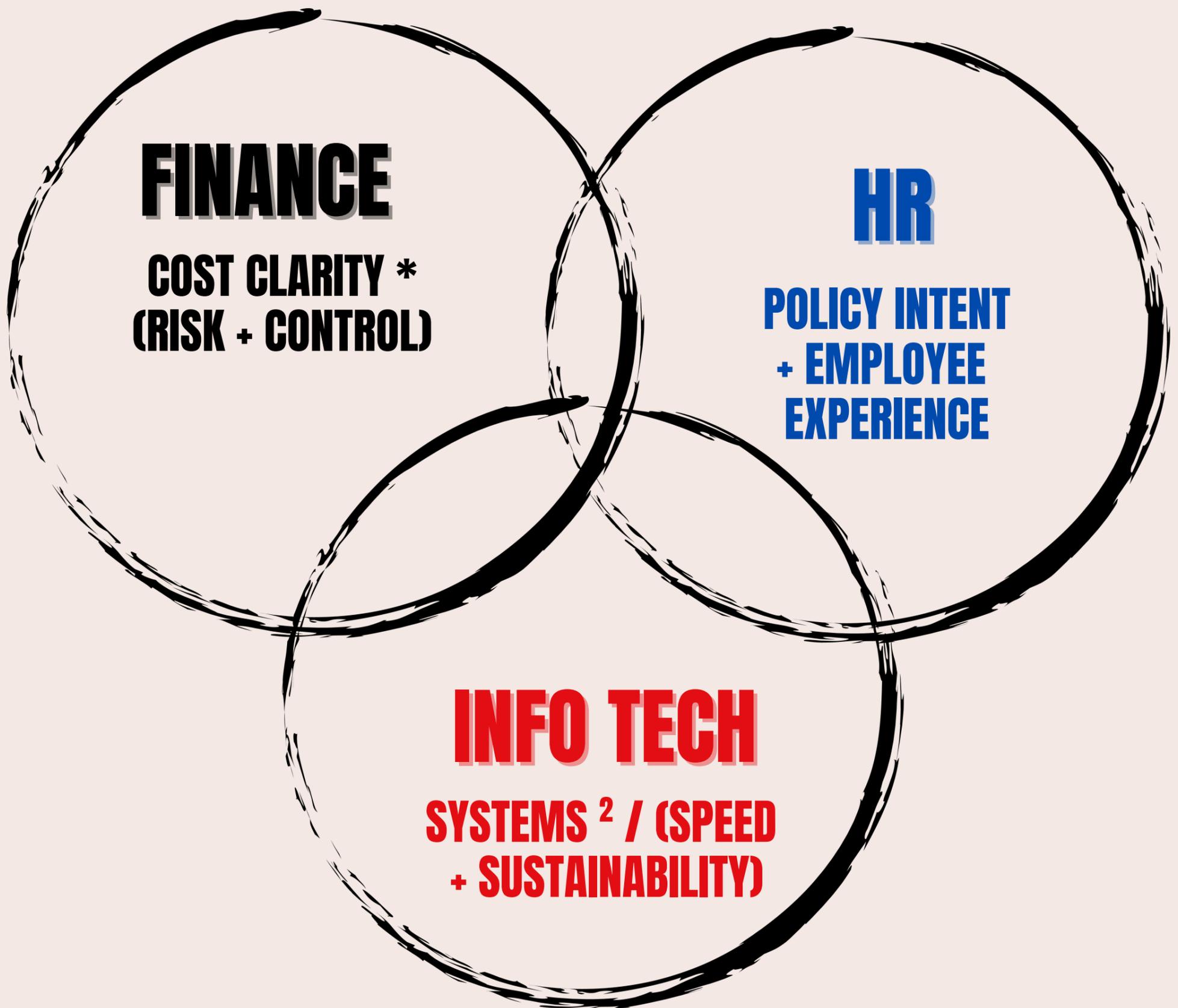
WHEN ROLES DON'T CONNECT, RESULTS DON'T LAND

The triad sometimes operates in parallel rather than in sync:

- **Finance** ensures accuracy & compliance, but may not see the early-stage strategy.

- **HR** steers change & experience but must rely on others to bring policies to life.

- **IT** powers integration & sustainability but isn't always looped in when it matters most.

✨ When these teams move together early and intentionally, business outcomes are stronger.

WHAT EACH TEAM NEEDS FROM THE OTHERS

💰 **Finance:** Needs clarity across cost, value, and impact. Surprises derail momentum.

👥 **HR:** Seeks true partnership to bring policy and experience to life, not just handoffs.

💻 **IT:** Values early involvement to build resilient systems, not rushed fixes.

NOT UNIQUE TO FINANCE, HR, AND IT, STAKEHOLDER GROUPS BRING DISTINCT PRIORITIES TO SHARED INITIATIVES.

REAL WORLD EXAMPLE: CHANGING BENEFITS POLICY

A benefits policy change where the triad was strong:

- **HR** owned policy design.
- **Finance** ensured accurate calculations and payments.
- **IT** updated systems and maintained clean integration across platforms.

The result?
- ✅ Seamless change execution
- ✅ No compliance or control gaps
- ✅ Positive employee trust

5 Practices That Strengthened the Partnership

➡️

1. SHARED STORYBOARDING + GOVERNANCE

Early alignment requires communication AND shared ownership.

When Finance, HR, and IT co-create the narrative, they should also establish:

➡ **Clear roles** and **decision rights**

➡ **Governance** structures for **scope, risks**, and **escalations**

➡ A **unified understanding** of **goals** and **constraints**

This creates cohesion not just in storytelling, but in accountability.

2. PRE-PLANNING, NOT POST-FIX

Bringing Finance and IT early into HR initiatives prevents rework and friction.

These conversations go beyond high-level ideas. They explore:

➡️ **Scope** vs. minimum viable product
➡️ **Potential** scope **creep**
➡️ Resource **dependencies** and **contingencies**

This creates alignment on priorities **BEFORE** decisions are locked in.

3. INTEGRATING OPERATING RHYTHMS

Each function has its own cycles: financial planning, policy windows, system updates.

Alignment requires honoring those.

Tools that build trust:

➡️ **Quarterly roadmap** syncs to spotlight long-range priorities
➡️ **Joint impact reviews** to assess cross-functional outcomes
➡️ **Aligned timelines** for policy, payroll, and platform changes

When blackout dates are respected and planning is shared, collaboration strengthens.

4. FLUENT TRANSLATORS

Business analysts who understand both the technical and strategic aspects are invaluable.

They must be involved from the beginning.

These translators:

➡️ **Surface misalignment** before it creates friction

➡️ **Ensure requirements** and **intentions** are accurately **translated**

➡️ **Preserve trust** across all three domains

5. JOINT SUCCESS METRICS

Align on collective progress.

Move from function-specific KPIs to shared success indicators like:

➡️ **Employee experience** improvements
➡️ **Reduced manual work** or **error rates**
➡️ **On-time**, **on-budget delivery** with sustained adoption

Alignment becomes measurable and meaningful.

FINAL THOUGHT

Understanding why and when each function moves is critical to business success.

Real partnership means working toward the **same goal**, at the **right time,** with **clarity, trust, and mutual respect.**

What's one practice you've used or seen that helped stakeholders move from coordination to collaboration?

COACH'S CORNER

LEADERSHIP
COACHING

I drive continuous leadership growth, guiding individuals through every stage of their career journey.

Let's connect on your personal career goals.

Rekha Jillella | RekhaJ@RuReady.fyi