This research aims to compare HRM practices in Russian competitive companies and to explore HRM strategies leading to the formation and development of innovative work behavior of personnel. The properties of HRM strategy and practices contributing to innovative activity are analyzed. The conclusion is made that at present the models of managing the innovative activity cannot be considered fully formed; however, there is a holistic strategy of implementing innovative projects in the companies where these projects are realized, including specific soft practices aimed at forming and developing innovative work behavior of personnel. The contradictions and the accents identified in HR-practices of Russian competitive companies can serve as the basis for recommendations to managers for increasing innovative activity of companies.