

Working as a Business Partner

Grand Valley HRP

Rick Lash

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Objectives

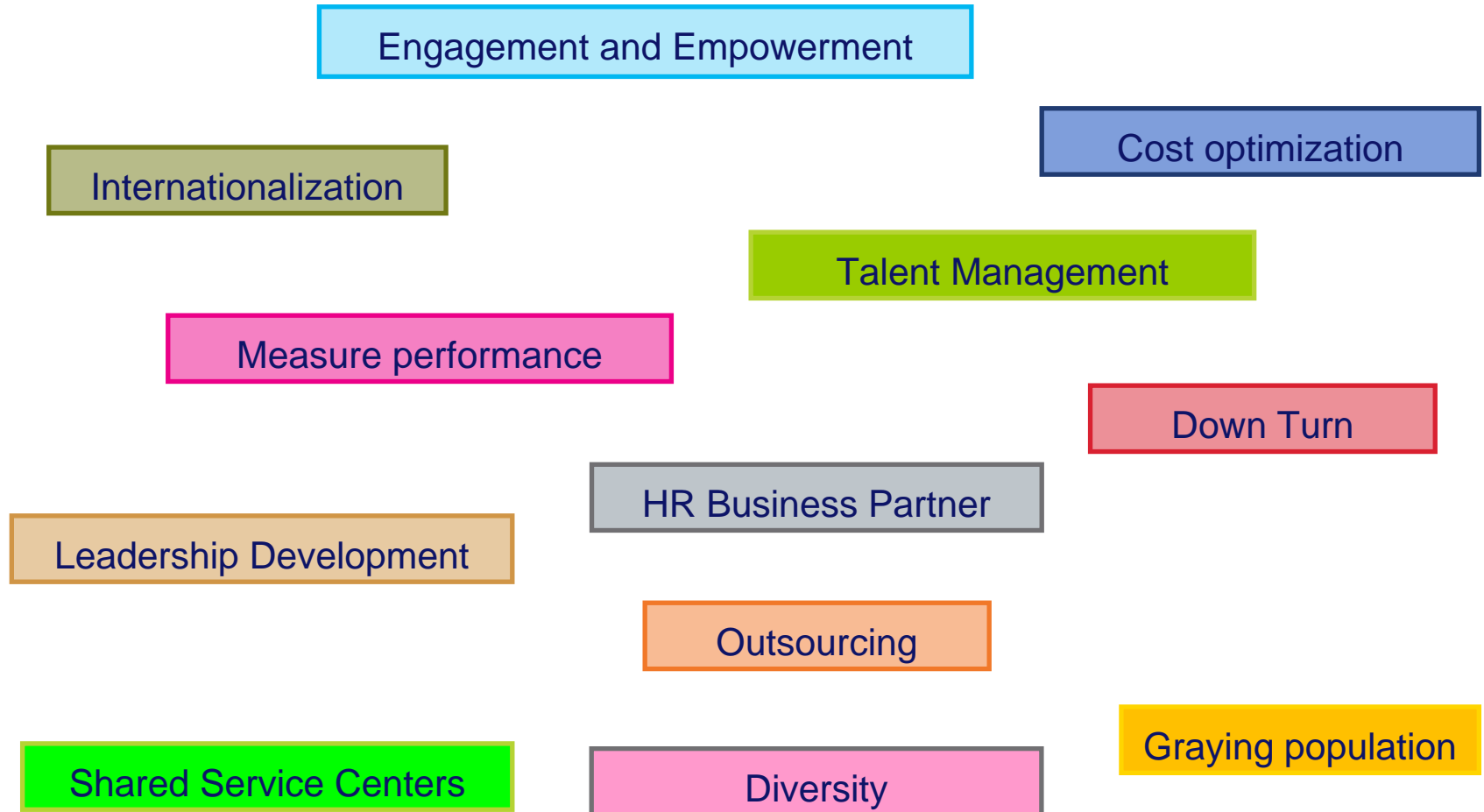
- What is HR Business Partnership and how does it add value?
- The HRBP Gap – Where are we and where do we want to be?
 - Skills and competencies to develop in this new role
 - Importance of self image
- Create sustainable action plans (collective and individuals) to drive accountability and business results

Agenda

- What is a HR Business partner ?
- Learn and practice the competencies that will support success in this role
- Making a change : Importance of social Role and Self Image
- The path forward

What is HR Business Partnership and How Does it Add Value?

A look into the current HR Field



What business leaders expect...

“Strategic Partnering to help leaders define and deliver financial and customer goals”

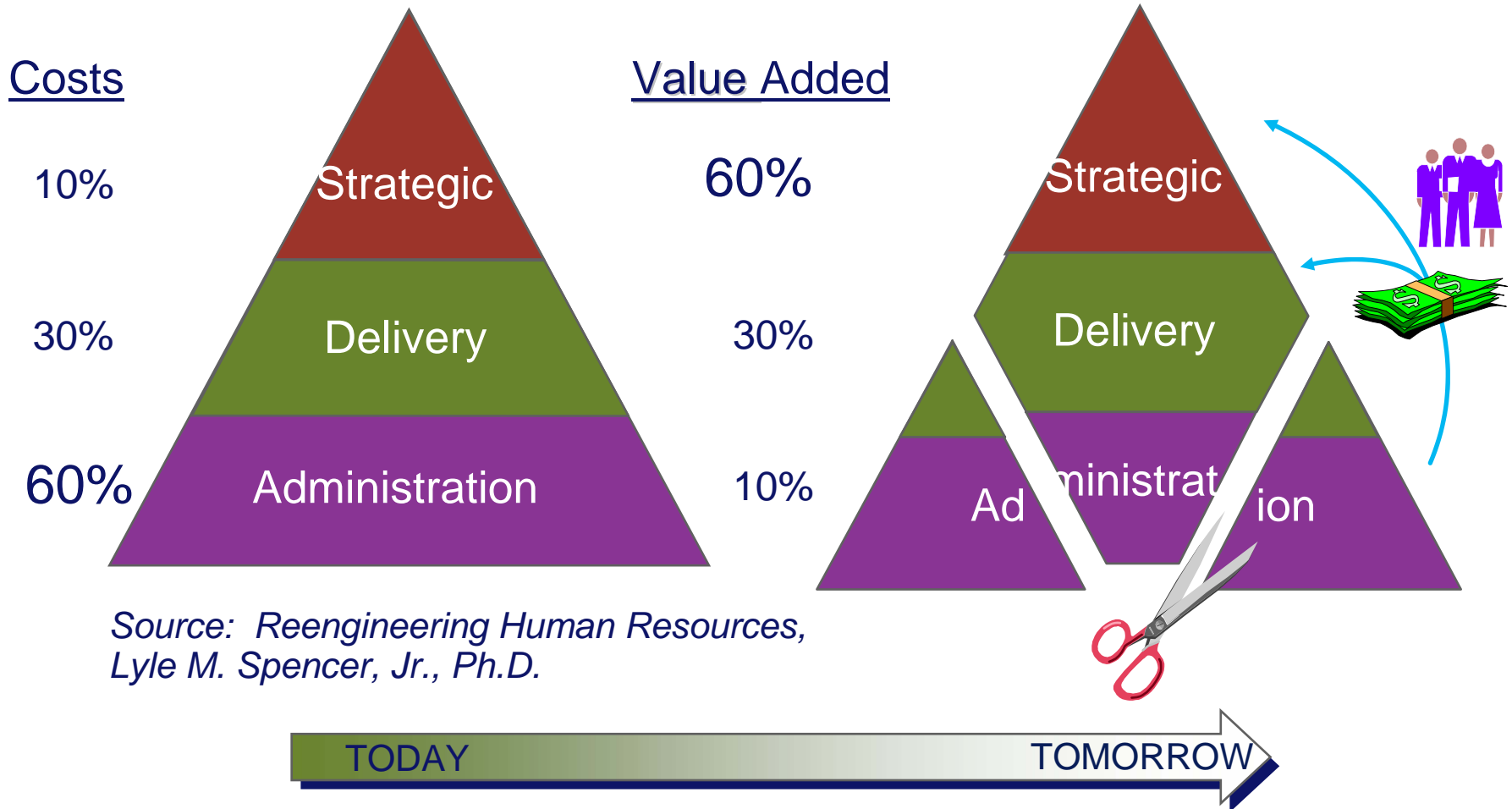
“HR to provide insight to improve decisions and deliver results”

“Foundation HR Practices such as recruitment, promotions, transfers, outplacements, reward, T&D...”

“Emerging HR Practices such as work process design, internal communications, organisational design, design of physical setting, executive leadership development...”

Source: Dave Ulrich & Wayne Brockbank “Role Call” article People Magazine June 2005

Transforming HR – Adding Value



Changing HR Mission

- The human resource function must **lead change** and adapt to the changing nature of work in order to remain effective
- The successful HR function provides the **link** between **strategy, people and results**
- Human resource priorities and programs must be **aligned** with the **strategy and work culture** of specific organizational units
- Human resource **programs** must operate as an **integrated** system

HR profile transformation

HR professional old style

- Background in Human Resource study
- Always wanted to work with people
- Not too keen on handling numbers

HR professional new style

- Background in economy or business administration
- Driven by the question how human capital can optimally support business results

Being a Business Partner, does not say anything about the strategic level. It does say something **about the attitude and relationship with the line-manager, the client.**

A way of looking at the added value of HR

- 1. AIM** : How do HR departments direct and focus their activities?
- 2. ORGANIZE** : How to translate the HR goals into structures, processes and systems?
- 3. ACT** : What behavior and skills are needed to realize the HR goals?



So what is an HR Business Partner?

“An HRBP works with the business to add real strategic value...”

“An HRBP has to understand the business, have an insight into the people challenges and the ability to make effective links between the two...”

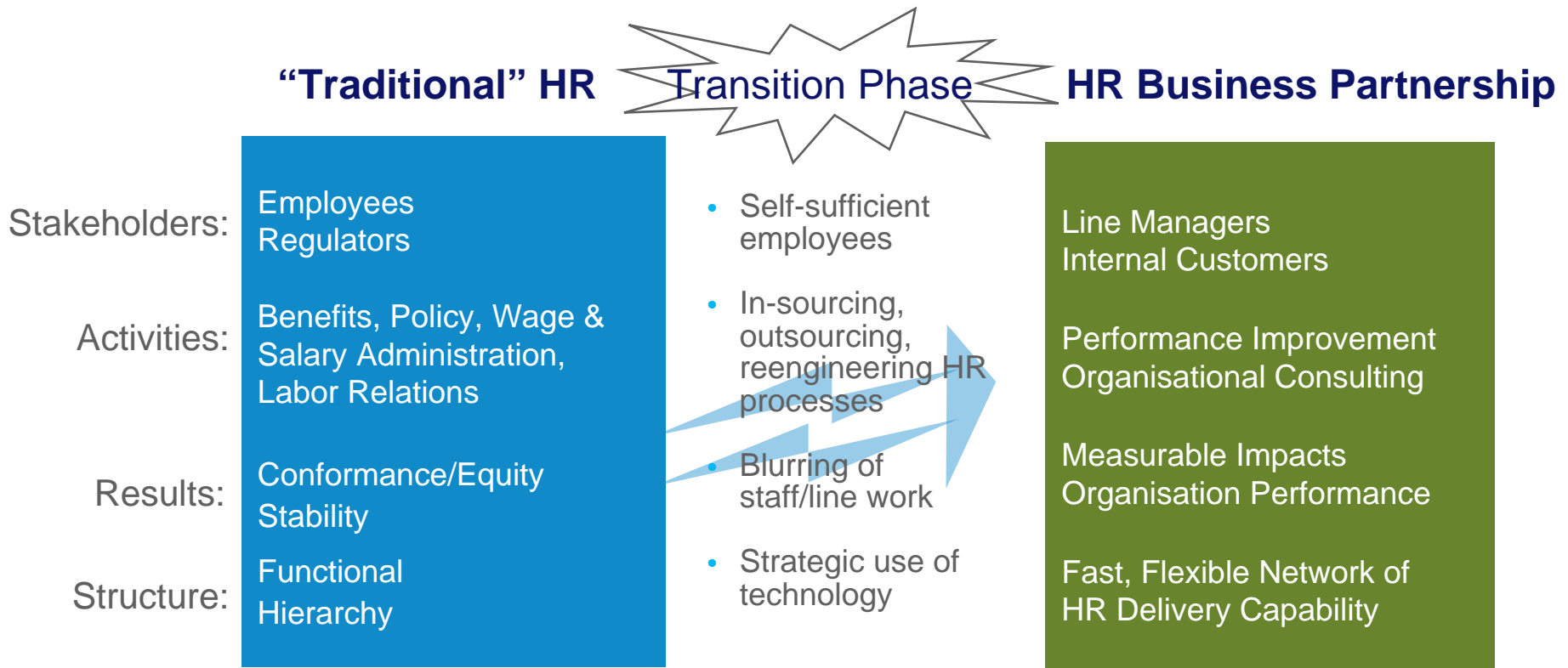
“An HRBP needs to start by building relationships with all key stakeholders in the management team and get under the skin of the business...”

Strategic

Relationships

Business

Transforming to an HRBP model

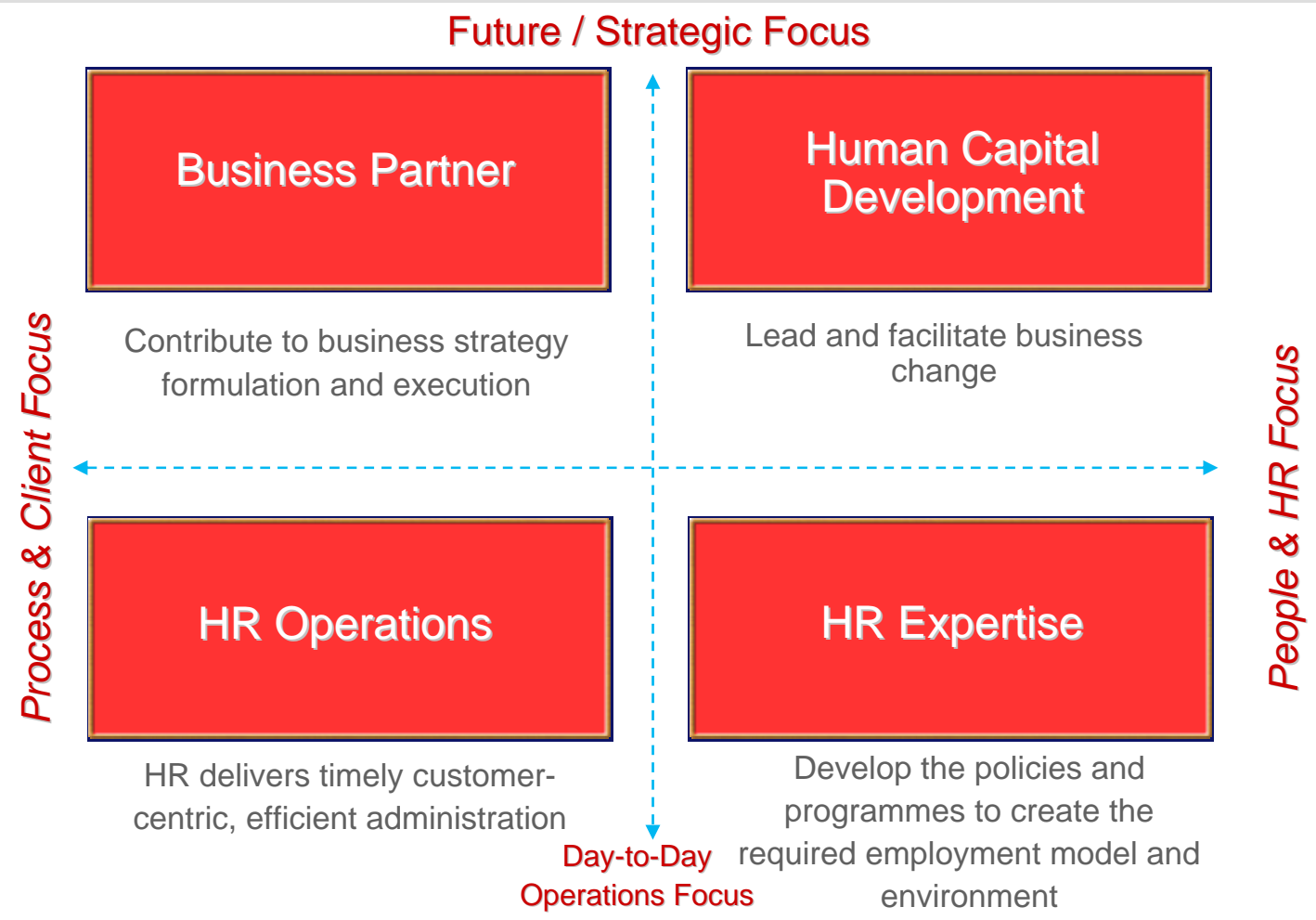


*Where are you in terms of the transition?
What are the key transition issues?*

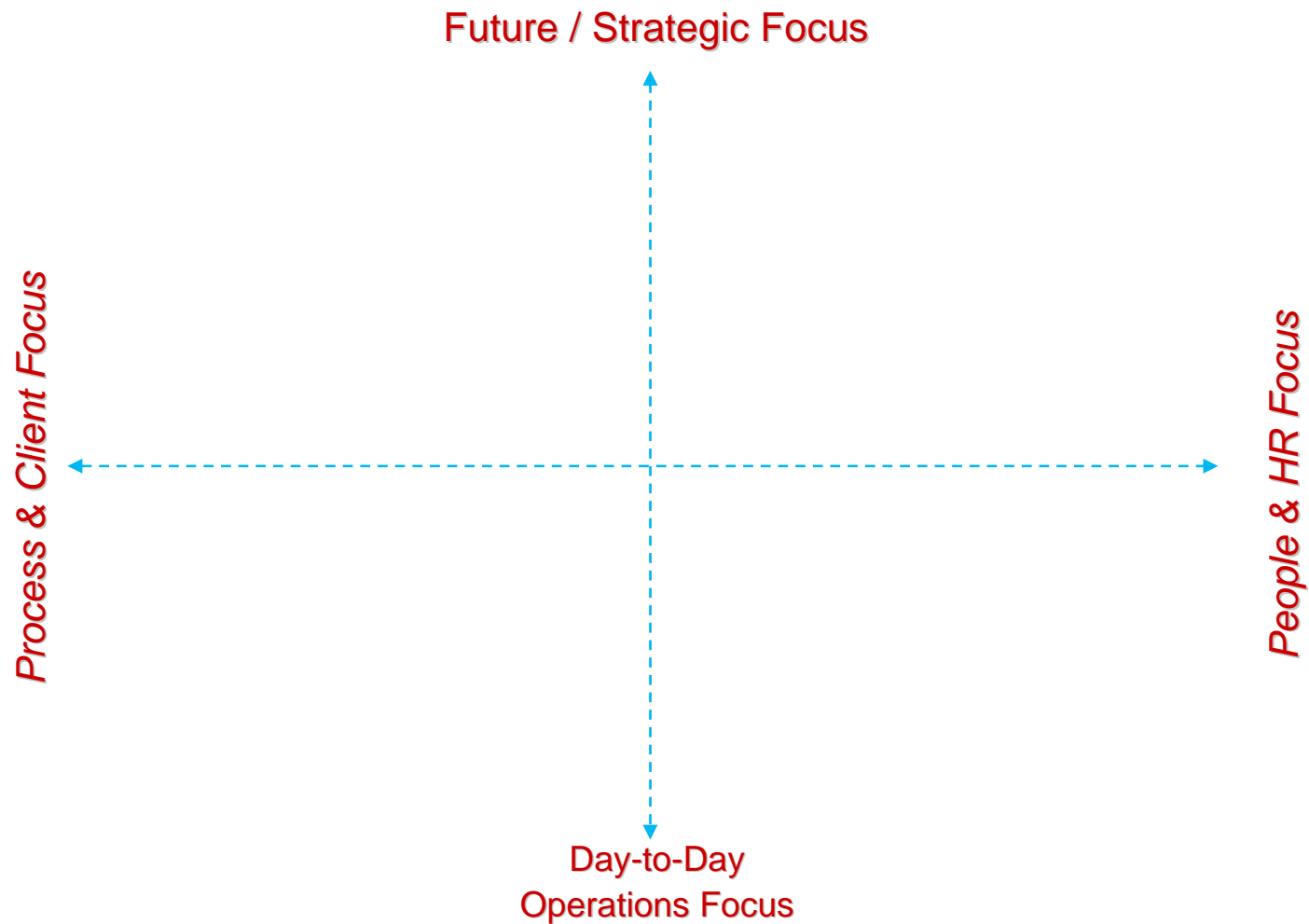
Which roles add the most value?

Administrator	Professional	Partner	Change Agent
<ul style="list-style-type: none"> ■ Basic practices implementation 	<ul style="list-style-type: none"> ■ Program design and development 	<ul style="list-style-type: none"> ■ Design HR systems to support strategy 	<ul style="list-style-type: none"> ■ Key member of management team
<ul style="list-style-type: none"> ■ Compliance-orientation 	<ul style="list-style-type: none"> ■ Reactive 	<ul style="list-style-type: none"> ■ Contribute to decision making 	<ul style="list-style-type: none"> ■ Highly responsive and anticipatory
<ul style="list-style-type: none"> ■ Record keeping 	<ul style="list-style-type: none"> ■ Ensure appropriate practices 	<ul style="list-style-type: none"> ■ Adapt programs to unit/area needs 	<ul style="list-style-type: none"> ■ Proactive, initiating actions to improve performance
<ul style="list-style-type: none"> ■ Technical resource 	<ul style="list-style-type: none"> ■ Teacher or expert 	<ul style="list-style-type: none"> ■ Consultant to management 	<ul style="list-style-type: none"> ■ Equal leader
<ul style="list-style-type: none"> ■ Focus on know-how 	<ul style="list-style-type: none"> ■ Focus on program design 	<ul style="list-style-type: none"> ■ Focus on results 	<ul style="list-style-type: none"> ■ Focus on the future

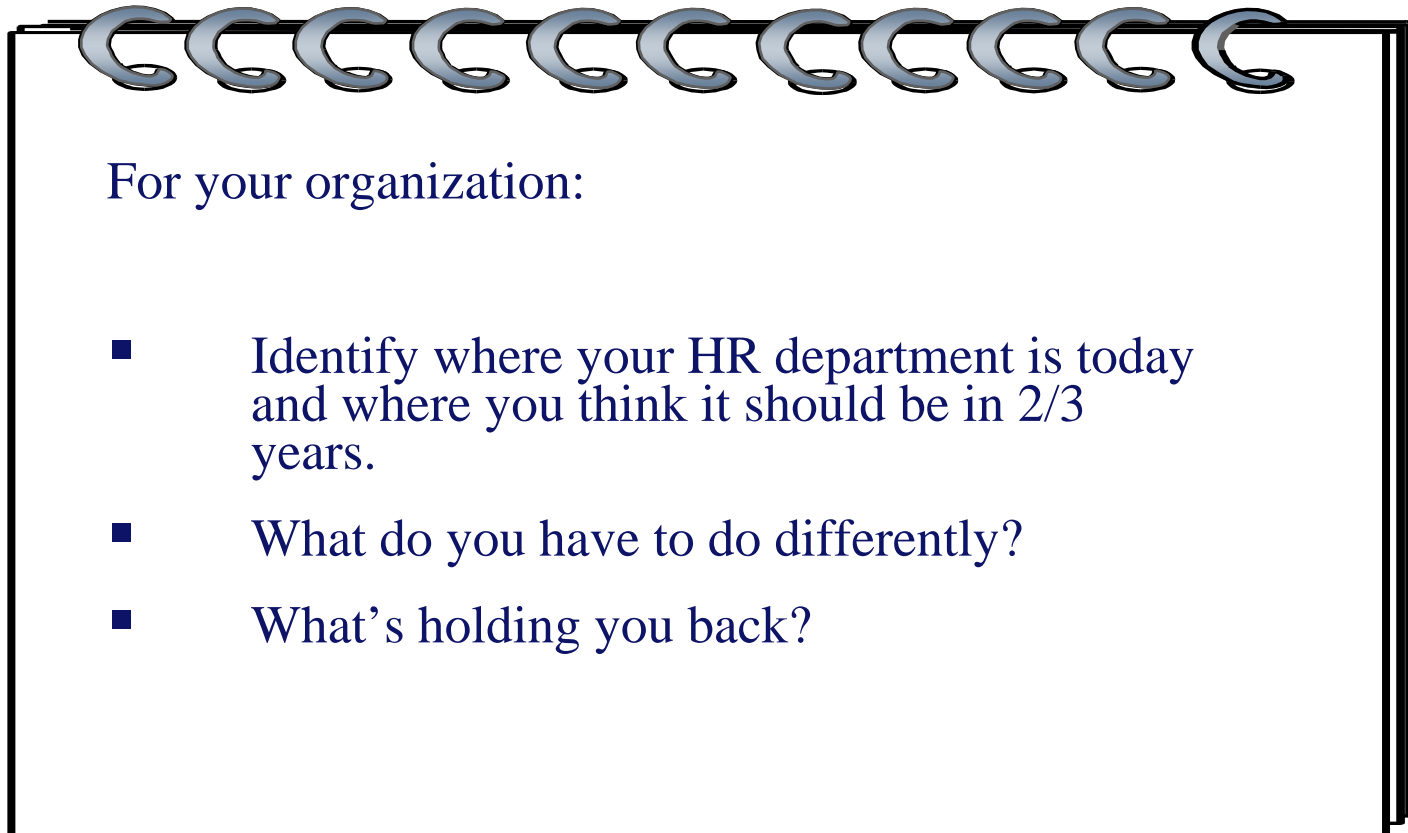
More role clarity in HR?



More role clarity in HR?



Exercise: HR Business Partner



For your organization:

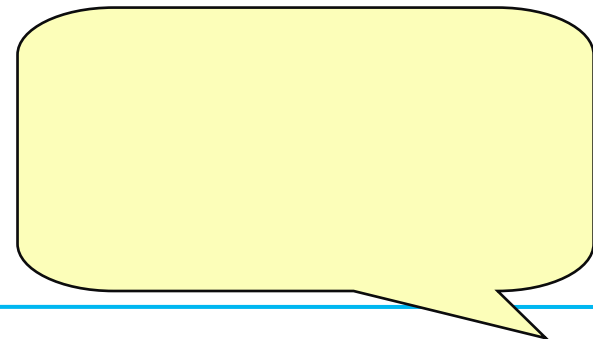
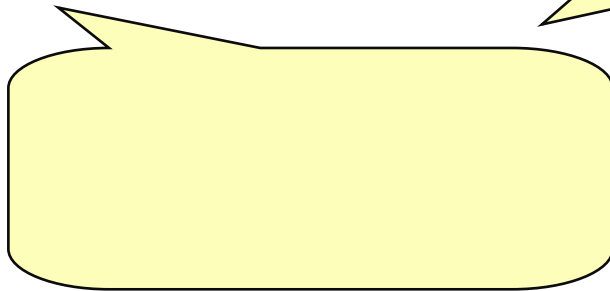
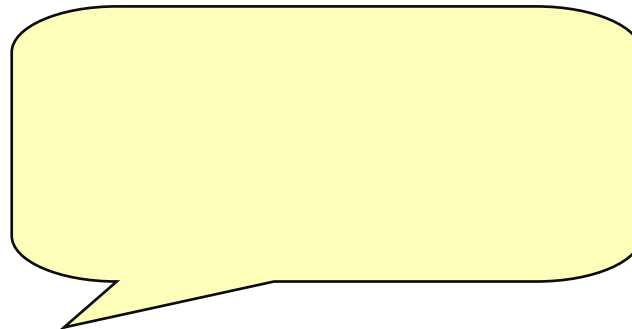
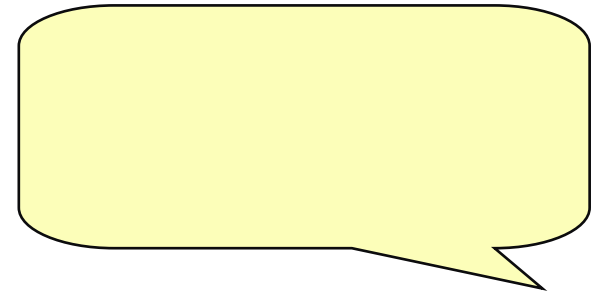
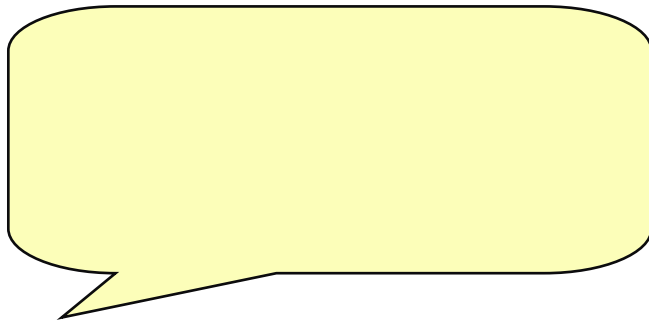
- Identify where your HR department is today and where you think it should be in 2/3 years.
- What do you have to do differently?
- What's holding you back?

Emerging trends in HR

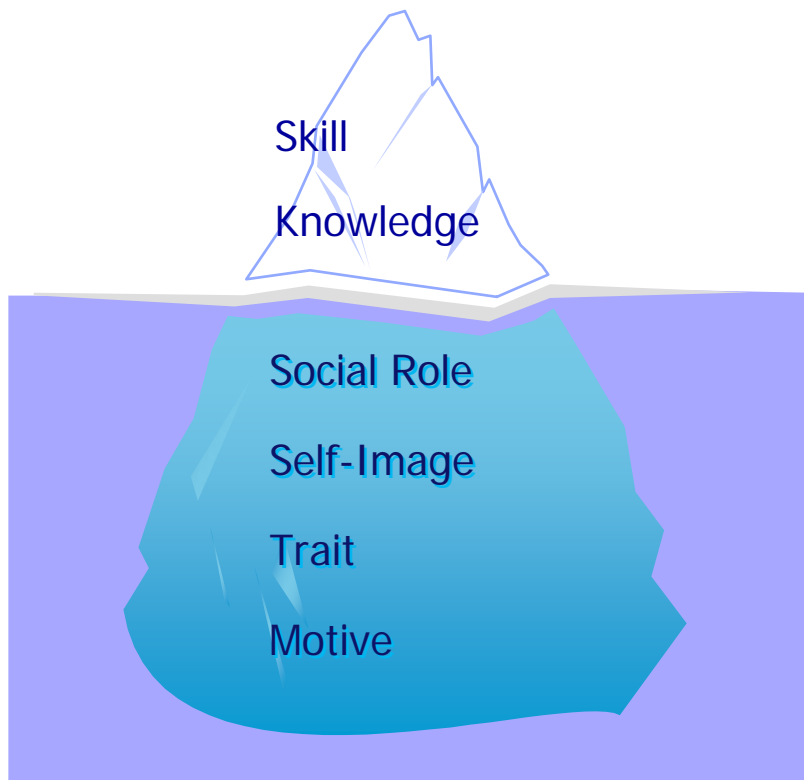
- It's a *pro-* not a *re-*active function
- “Value is defined by the **receiver** of the service not the **giver**” (*Ulrich and Brockbank*)
- More and more organisations are putting senior business managers into senior HR roles
- The best HR practices and processes are truly ‘fit for purpose’ – they support the organisational direction
- In the best organisations, an experience in HR is seen as a valuable secondment or actual job opportunity; equally, people leave HR for experience ‘in the business’
- Technology is enabling more people to ‘help themselves’ to advice

HR Business Partner Competencies

When will you know you are a successful HRBP... What will people say?



From traditional HR to HRBP: A shift in competencies



“Traditional” HR

- Forms processing skills
- Administrative and policy knowledge
- Sees self as ensuring compliance
- Attention to detail
- Achievement orientation

HR Business Partnership

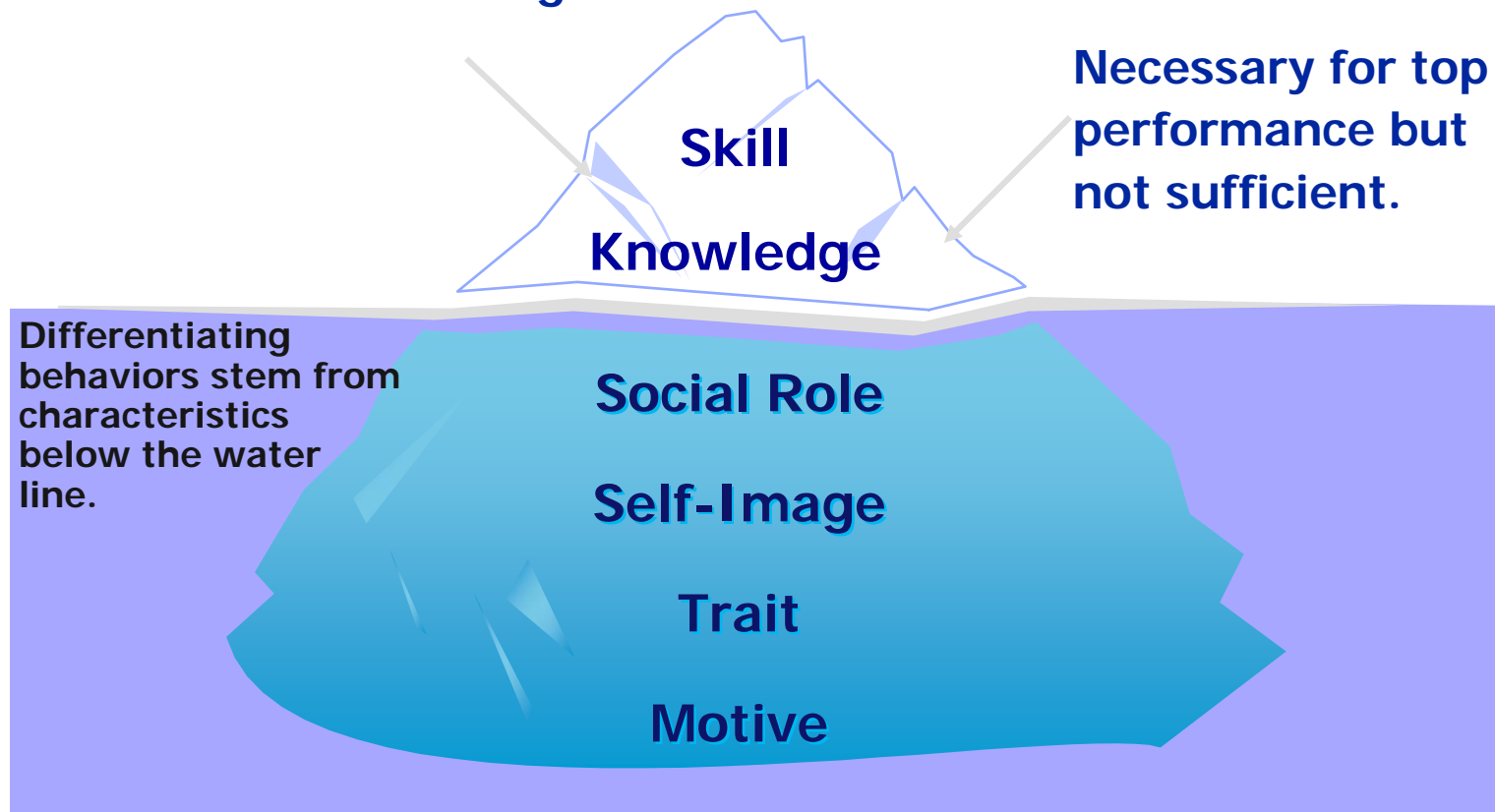
- Diagnostic skills
- Systems and policy knowledge
- Sees self as enabling others' success
- Flexibility
- Customer service and learning orientation

What are Competencies?

Competencies are personal characteristics that differentiate superior from average performance.

Competencies

**Easiest to develop,
but least differentiating.**



Competencies that support HR Business Partners as Trusted Advisors

- Help leaders think about the business in a new way
- Build credibility
- Influence change

Some differentiating competencies for HRBPs – Strategic Thinking

Definition: Align Efforts with Business Strategy is the ability to understand and solve business issues, utilizing targeted HR solutions. The lower levels of this competency include seeing oneself as an HR provider only, and acting in this role. The higher levels include more pro-activity, with an emphasis on results and the person's integral relationship to the decision-making process of line executives in the business.

Behaviors:

Exhibits Understanding of Business: Initiates independent activities to learn about the business. Questions line management carefully to understand business issues and needs.

States Relationship between Business and HR: Understands the implications for HR of business strategies, issues, problems, and initiatives, and vice versa.

Develops and Implements HR Solutions to Meet Business Needs: Designs, develops, customizes and implements targeted HR solutions in reaction to specific business needs identified by Business Partners.

Acts as a Strategic Consultant: Uses understanding of long-term, underlying strategic business issues to proactively recommend and deliver HR (and other business) initiatives which could help the organization gain competitive advantage.

Acts as a Line Management Peer: Possesses credibility and expertise in business and HR realms; contributes as a full Business Partner.

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**HRBP
Expectation**

Some differentiating competencies for HRBPs – Relationship Building

Definition: Involves acting to build long-term or ongoing relationships with a client. The unexpressed basis in this partnership is the client's trust, which must be built on a combination of accurate understanding of the client, accurate diagnosis of the client's needs, and commitment to meeting those needs. Involved is the ability to question, challenge or confront a client and even become closely involved in client decision-making in an acceptable fashion.

Behaviors:

Maintains Contact: Maintains continual contact with client by keeping him informed, providing coaching, etc. Develops strategies to maintain contact with client when no specific project is underway.

Builds Credibility: Ensures that the client knows how to get in contact with consultant any time during stressful periods. Provides assistance to client on "own time" just to build credibility. This may involve producing work for the client that they didn't ask for or believe they needed.

Impacts the Client's Thinking: Adds value to the client's decision-making that ultimately shifts the way they view their relationship with HR and changes their perceptions of the value added by HR. Measures own, and HR's, success by how it has contributed to the success of the business areas supported.

Challenges Constructively: Asks client questions to let him or her understand own issues better. Is challenging with the client, pushes client to confront difficult issues (for client's long-term benefit). Suggests solutions that are in the best interest of the client and builds "togetherness" in resolving confrontations.

Participates in Decision-Making: Has direct involvement with the client in key business decision-making (i.e., the decision is not made without consultant). Becomes a trusted member of the team and is asked to offer advice on broader business issues.

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*HRBP
Expectation*

Some differentiating competencies for HRBPs – Impact and Influence

Definition: Implies the intention to persuade, convince, or impress others, in order to get them to support an initiative, idea, project, etc. It is based on the desire to have a specific effect on others when the person has an idea to promote, a specific type of impression to make, or a course of action that he/she wants others to adopt.

Behaviors:

Takes a Single Action to Persuade: Uses direct persuasion in a discussion or presentation (e.g., appeals to reason, data, others' self-interest; uses concrete examples, visual aids, demonstrations). Makes no apparent attempt to adapt one's approach to the interest level of the audience.

Uses Multiple Arguments: Takes a two-step action to persuade without apparent adaptation to the audience. Includes careful preparation of data for a presentation and offers several arguments (e.g., client needs, availability of resources) to persuade others of the merit in a proposed course of action.

Appeals to Others' Interests: Customizes a presentation, discussion, or appeal to the interest and level of others. Anticipates the effect of an action or approach. Identifies the most important concerns of issues of others and adapts comments accordingly.

Influences Through Others: Uses expert or third parties to influence. Develops and maintains a planned network of relationships with service partners, internal peers, and industry colleagues. Builds behind-the-scenes support for ideas.

Fosters Group Ownership: Acts to encourage others to adopt or personally commit to a proposed agenda and take ownership of outcomes. Appeals to others' underlying sources of motivation to develop a shared sense of responsibility for ultimate results.

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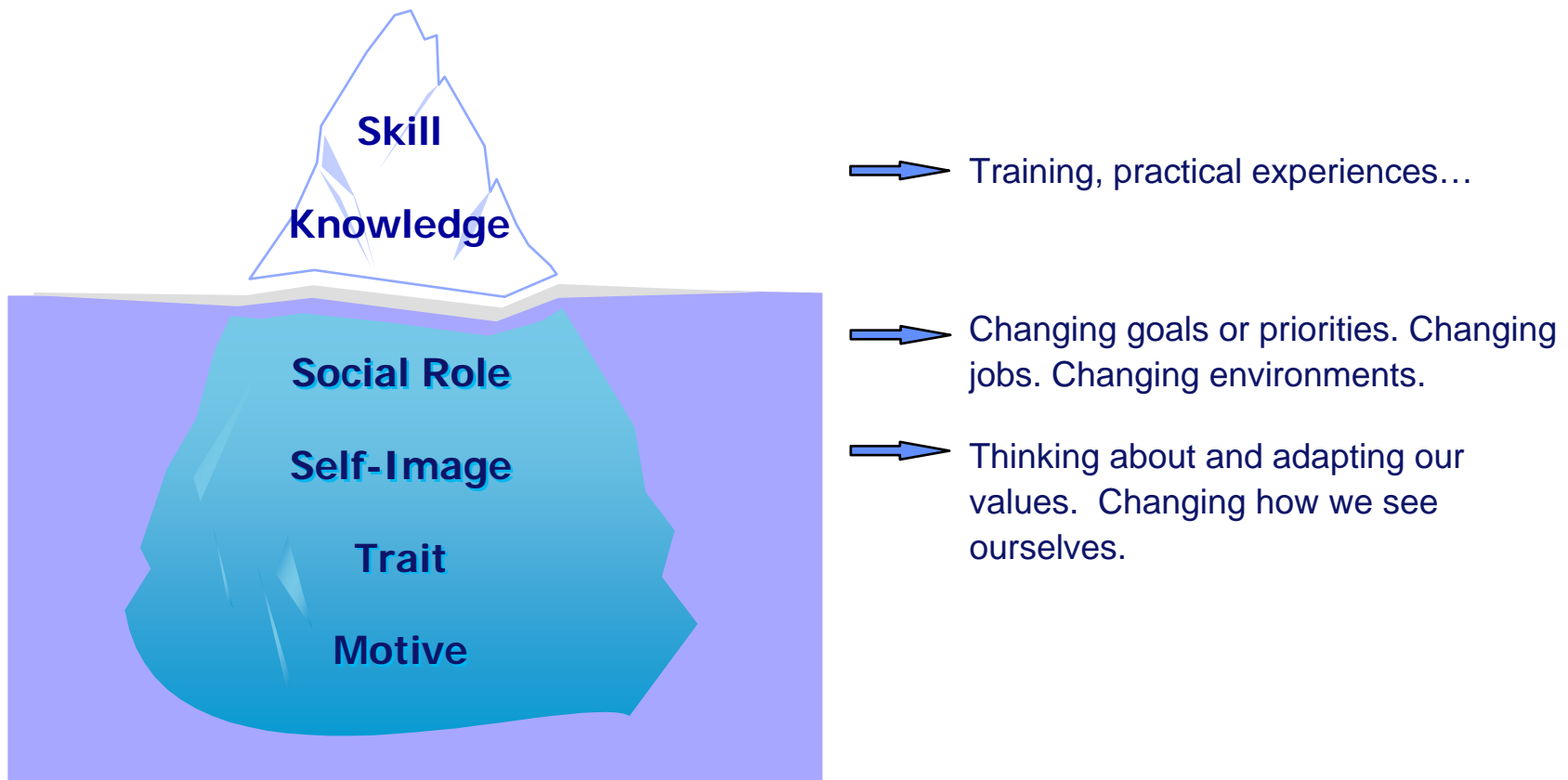
**HRBP
Expectation**

Best practices: 7 lessons to build credibility for the department

1. Make your clients and their goals leading in your communication message
2. Be realistic in goals and timing – choose for a compelling, but achievable plan
3. Think in term of development – don't change everything at once, but take a step-by-step approach
4. Build on the capability of your people during the implementation of the plan – allow them to take responsibility for challenging tasks, to help them grow
5. Assure the key stakeholders, informal and formal, are committed to the HR plan
6. Market your department in a clear way, with one message
7. Implement the HR plan into the heart of the company, including change of the administrative systems and procedures

Making a Change: Importance of Self Image and Social Role

How People Change



What is Social Role?

- What the organization expects of us – accountabilities, behaviors consistent with organizational values
- How we define and present ourselves to others. What do they expect from us?
- Examples: “Leader”, “Expert”, “Facilitator”, “Consultant”, “Mentor”, “Doer”, etc.

We have multiple social roles at work and in our personal lives.

What is Self-Image?

- How you see yourself
- The core of who you are as a person – how you would describe yourself to others, the essential characteristics that define who you are
- Self-image underlies social role. People who are charismatic, who radiate self-confidence typically have a strong self-concept

Changing One's Social Roles and Self-Image

- Looking and acting the part expected of you is a big part of success – getting this right is pivotal in managing the perceptions of others
- Changing social role is easier than changing self-image – you can pick up cues from those you need to influence and interact with – how do they dress, interact; what do they expect and like from others (like you)
- Changing self-image is challenging but can and does happen

What Gets in the Way

- Changing self-image causes anxiety, which we defend against by:
 - Denying reality, hoping it will go away
 - Rationalizing
 - Sticking to the tried and true, even if it's no longer working
 - Blaming others
- We often take our old self-image with us into new roles – doing two jobs at the same time
- Fear of the unknown

Shifting social role and social image

<i>From.....</i>	<i>To.....</i>
“People are our most important asset”	“The <i>right</i> people are our most important asset”
“We are experts”	“We are your advisors”
Managing change	Anticipating and driving change
Ensuring effective HR management	Ensuring effective leadership
HR that directs and controls	HR that inspires and awakens
“Tell me where to go”	“Guide me to where I want to go”

Your Self-Image and Desired Social Role



- In your table Group :
 - Write down a few words that describe how you will need to present yourself in the evolving role of HR Business Partner.
 - Circle those words where you feel you have work to do to fit successfully into this role.
- Collective debriefing

Top reasons why people don't change *

- It takes longer than you think
- It's more difficult than you anticipated
- You have other things to do
- You get frustrated because the rewards aren't what you expected
- You declare victory too soon
- You have to continue doing it for the rest of your life

* Adapted from Goldsmith, *Mojo*

In summary...

- HR is shifting from a focus on compliance and control to building strategic business partnerships to support line management
- The value added of HR will come from leading strategic change and ensuring alignment between business strategy and talent management priorities
- Thinking strategically, building partnerships and influence will be key differentiators for successful HR business partners
- Becoming an HR business partner requires more than changing behaviour, it requires a change in self-perception

Questions

