

HR as a Strategic Business Partner

The stakes remain the same for HR Professionals, whether we are in a booming or lagging economy - HR Professionals must show the value of what they do and play a strategic role in the success of the organisation. In practice this means being more customer-focused; cost efficient; innovative, and structured in such a way that HR can quickly respond to changing priorities. This workshop provides a springboard for HR Professionals to learn more about HR Business partnering and consider what they need to do differently to acquire the knowledge, attitudes and skills to manage their career within the ever changing nature of the HR profession.

Workshop Outline

Module 1: The role and competencies of the Strategic HR Business Partner

The Strategic HR Business Partner does not play a simple one-dimensional role, but must fulfil many roles as part of its strategic contribution. These roles sometimes have inherent tension between them and the Strategic HR Business Partner must manage those conflicting responsibilities and know what to prioritise. The HR Professional should also determine which skills and competencies are the most important to develop. To assist in identifying the most important aspects of the Business Partner role and competencies, this module will cover the following aspects:

- The impact of HR on business success and the importance of the Strategic Business Partner role
- HR Transformation
- How Partnering differs from traditional HR
- The nature of the Strategic Business Partner roles
- An overview of the competencies needed to become an effective HR Business Partner

Module 2: Forming the HR-Line Partnership

Research by the Corporate Leadership Council has shown that the most effective HR Business partners execute three critical behaviours that drive strategic effectiveness, namely, generating HR-business insight, influencing line behaviours, and holding themselves accountable for outcomes. In this module the practical ways of achieving this will be explored. Topics that will be covered include:

- How to develop business insight – linking HR strategy to organization strategy
- Understanding the political map of the organisation and strategies to use with key stakeholders
- Explore key influential partnering techniques
- Discuss your own influencing challenges and find ways to overcome them

Module 3: Measuring the impact of the strategic HR business partner

It is important to monitor HR's performance as a strategic business partner and to demonstrate its value. In recent years, many companies have made substantial progress in defining and implementing performance measures and scorecards for HR — particularly around cost-related measures, such as total payroll and total compensation. These performance measures are a step in the right direction; however, there is still much more to be done. In this module the most important measurements will be covered. This includes:

- Developing a balanced scorecard for HR
- HR metrics
- Communicating HR's value-add

Module 4: Creating the mindset –Running HR like an internal professional services firm

Reconfiguring HR to play the role of strategic business partner demands a very different mindset to that of the traditional HR roles. Setting HR up to function like an internal professional services firm helps to foster this new mindset. The notion of the internal professional services firm is not only applicable to HR; it has application to many “Head Office” functions, particularly those considered centers of excellence. This module will explore the value that HR will derive from positioning itself as a professional services firm as well as the critical success factors in setting up this type of function. This module will cover:

- The value derived from this approach
- The success factors
- Typical structures
- Pitfalls to avoid

Module 5: A framework for internal consulting

Successful Strategic HR Business Partners need to have first class consulting skills. This module provides a brief overview one consulting model and also provides some practical tips and tools on consulting. The module covers the following:

- How to use a simple Consultancy Model to maximise your impact on the organisation
- Apply the HR Consultancy Model to real life situations
- How to recognise different 'triggers' for internal consultancy
- Tips and tools on how to establish credibility as a Consultant.

Module 6: The Strategic HR Business Partner as a change agent

The Human Resource professional has always provided guidance, advice and support to management and staff. What they have not done is tie themselves more closely to the large change processes of the organization, e.g. its business plan, its operational roll out, its change management processes, even the bringing of product to market. It is expected from the Strategic HR Business Partner to understand the role of change agent and to champion change. This module focuses on understanding change, creating an atmosphere for change and dealing with the human elements in a change process. Some of the aspects that will be covered are:

- Dimensions of change - and their implications - from acquisitions and mergers to restructures and downsizing
- Assessing major issues involved in organisational change: why change may be necessary in your organisation
- The key stages in the process of change and how to manage them
- Using a change management framework to inform the change strategy
- How to deal with resistance to change

- Understanding the impact of change for individuals: Understanding the psychology of change and identifying different perceptions of change: recognising your own and other's common reactions to change
- How to sustain change

Workshop Outcomes

The workshop will assist you in:

- Understanding what it means to be a true business partner
- Performance Expectations for HR Business Partners
- Internal Consulting Skills for HR Business Partners
- Getting to grips with the competencies needed to become an effective HR Business Partner
- Making the business case for change
- Reviewing your service delivery model – running HR like a professional Services firm and creating a framework for internal consulting
- Building effective HR-Line partnerships
- Building skills as a change agent

Benefits

- Take the initiative in using HR to help Drive Business Improvement
- Demonstrate the real value that HR can add
- Become the Trusted Advisor of your Internal Clients
- Gain Knowledge on how to Influence senior level managers
- Benchmark which Skills & Competences to develop
- Acquire confidence & credibility in successful partnering
- Enhance ability to positively impact your organization's bottom line
- Gain the knowledge to become a strategic partner within your organization
- Appreciate the strategic HR business partnering approach and its key drivers
- Assess the implications for HR careers and your organisation as a whole
- Assess your own readiness for strategic HR business partnering

Who should attend?

The two-day workshop is particularly relevant for **new** HR business partners as well as those aspiring to this role. It is also suitable for HR managers who are considering implementing a business partnering approach or wanting to improve their success with HR partnering, as it allows them time to refresh, reflect and review their approach against some objective criteria.

Contact Details

If you would like more information on this workshop, please contact Lydia Cillié- Schmidt at 0829906327 (info@thetalenthub.co.za) or Elize van Wyk at 0829906328 (admin@thetalenthub.co.za)