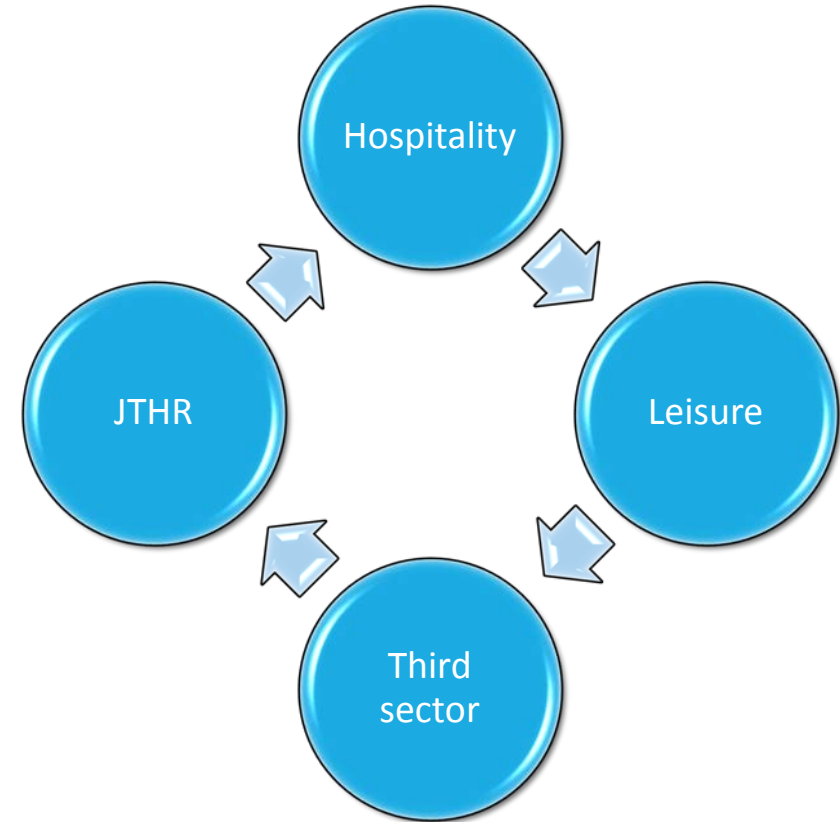
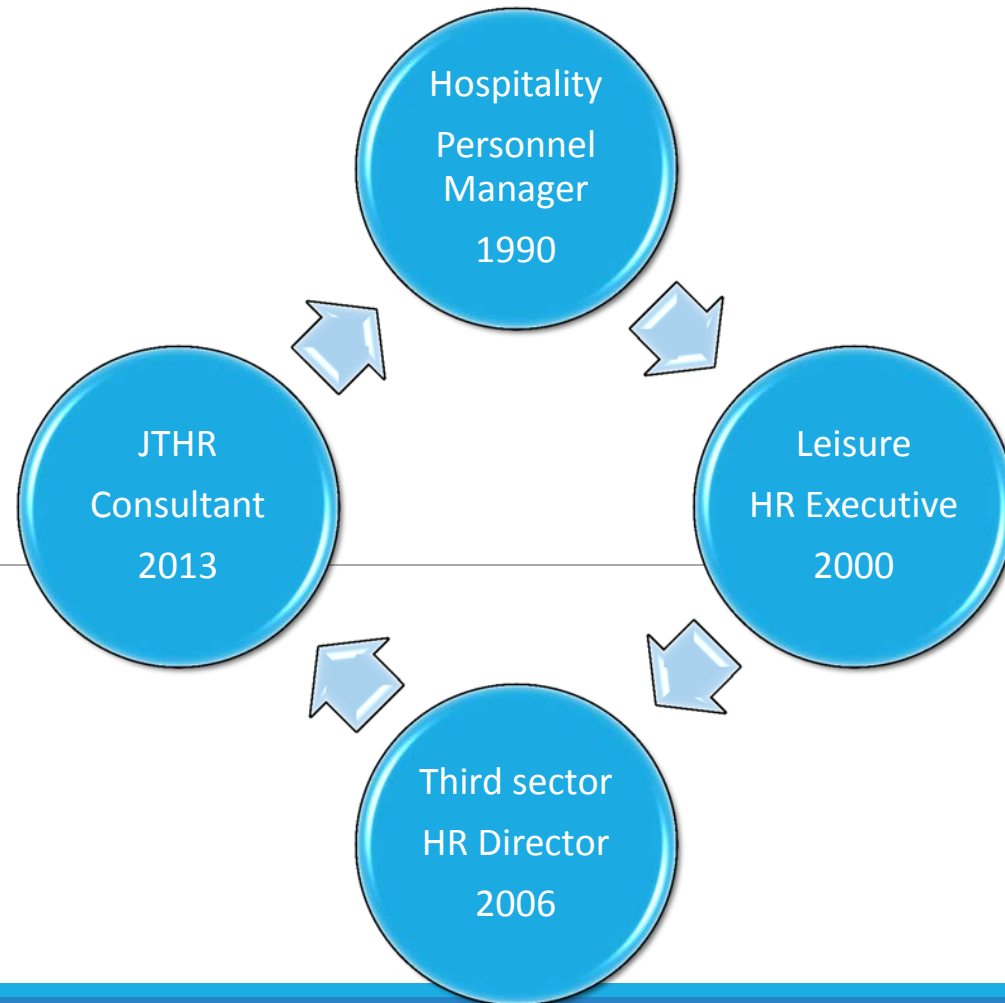


# Introduction

Judith Tidnam



The HR function in organisations is required to take on an ever expanding role. How it has evolved.....

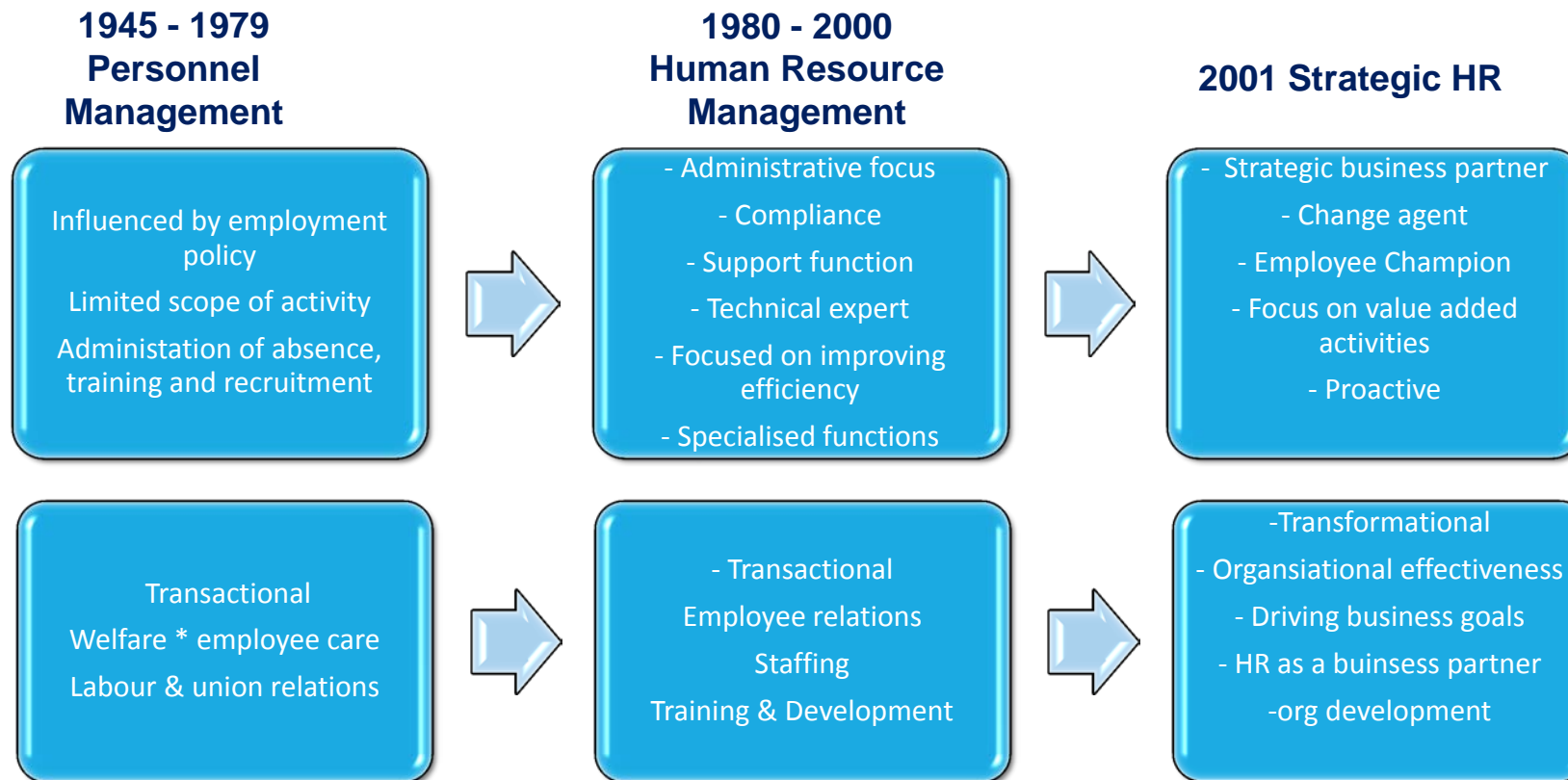


# HR in a Leadership Role

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MANAGER FOCUS SESSION

# Brief history of HR



## The Changing Role of HR



**HR is shifting from focusing on the  
organization of the business to focusing on  
the business of the organization**

## What CEOs Really Want from HR

- Reality Check

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**Employers want HR to address strategic issues involving the competitiveness and performance of the firm... More than the role of protector and administrator.**

# Expectations in HR

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Expectations regarding HR's role have significantly shifted over the last 10 years

HR would like to be included in the conversations where the future of the organisation gets determined and have a real 'say' and 'voice' in those conversations

The strategic role of HR as a leader and a business partner in line with the organisation's leadership calls for HR professionals to increasingly focus on areas that provide value in their organisations

In today's result oriented focus, HR is required to be proactive in:

1. Attracting, developing and recruiting talent
2. Aligning, engaging, measuring and rewarding performance
3. Controlling or reducing people costs

These 3 fundamental areas are where HR brings real benefit to the work of corporate leaders whatever the sector

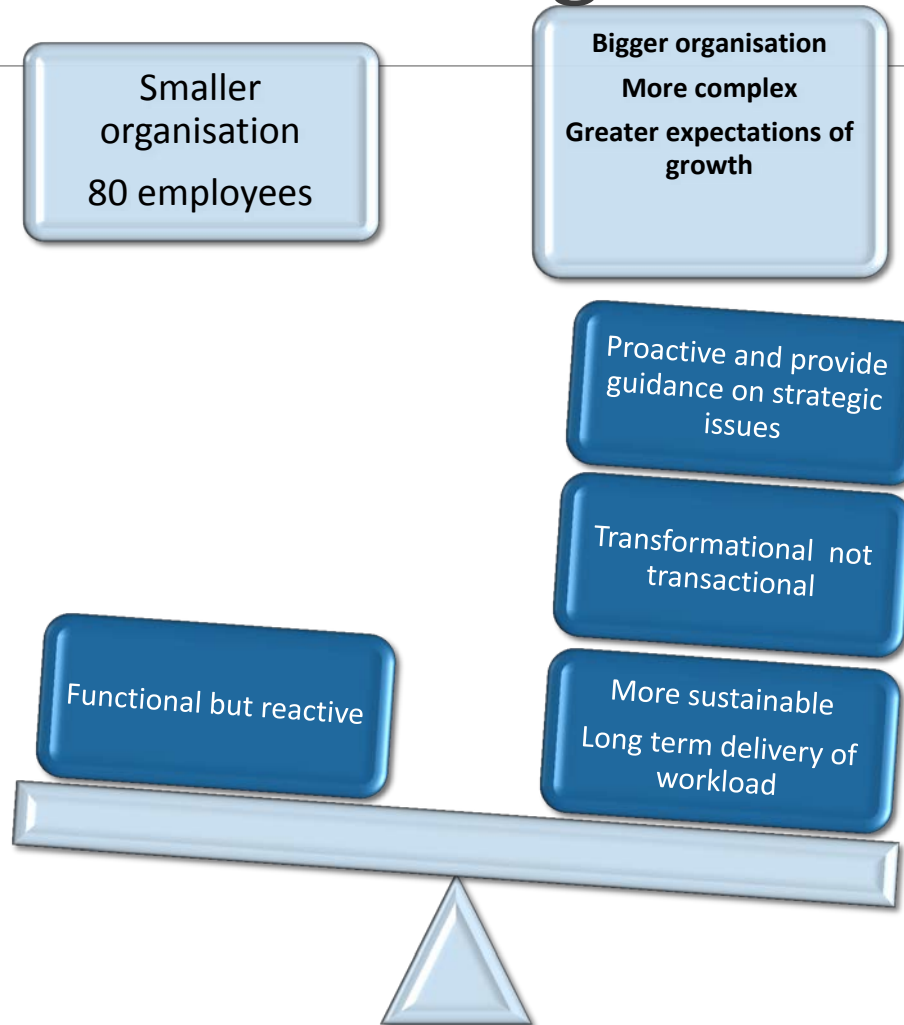
# Strategic HR: New roles in today's workplace

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Traditional HR roles	Strategic roles going forward
Personnel – operational	Human Resource Development
Employee advocate - Transactional	Transformational Business partner
Service led	Consultancy led
Reactive	Proactive
Stability	Constant change
How	Why
Directive	Empowering

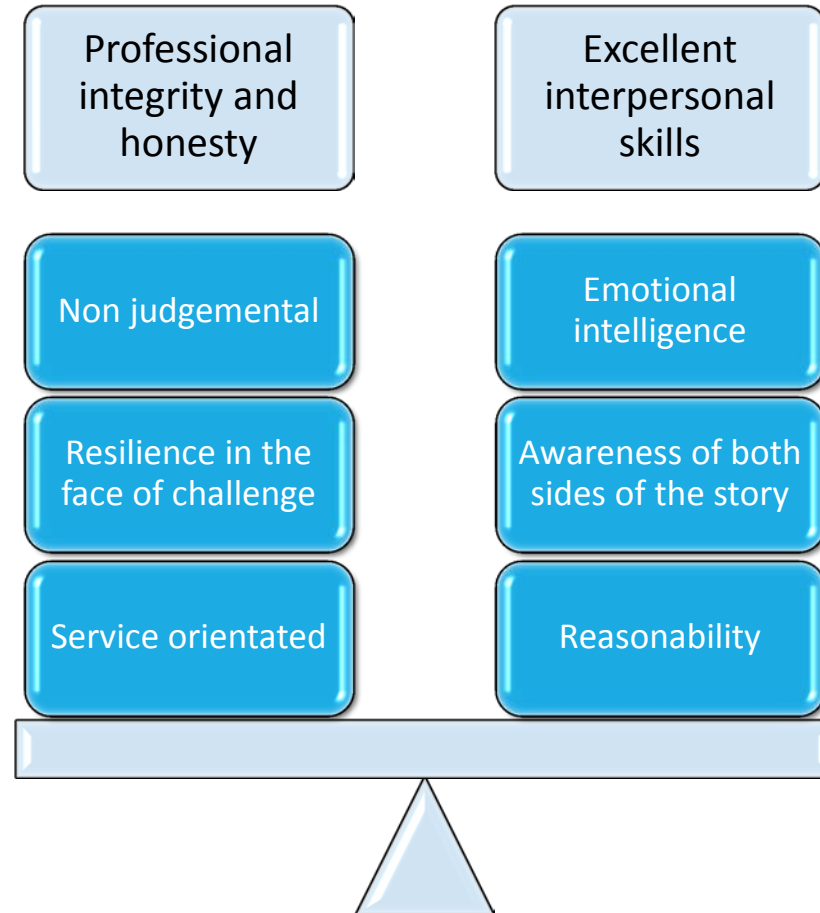


# Why do we need to shift from operational to strategic?



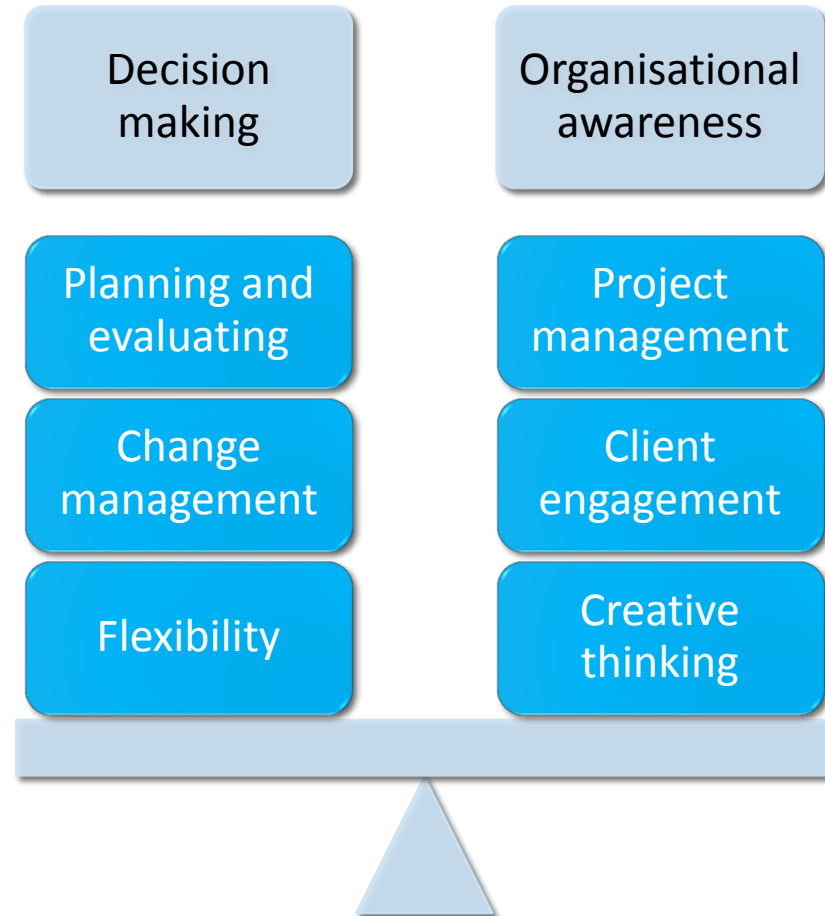
# What personal competencies make a good HR professional?

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# What personal competencies make a good HR Leader?

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What does  
the  
organisation  
need?

# Get out of your HR box

When HR takes on a leadership role it needs to be able to sit as a leader of the business in its own right alongside being able to demonstrate leadership skills at every organisational level. It holds a dual capacity to lead and support leadership

# Three Kinds Of HR Work

## 1 Transactional Activity

- Administrative Work
- Benefits single individuals
- Requires providing information or guidance to the individual
  - Requests to counsel a supervisor
  - Requests to fill an open position



# Three Kinds Of HR Work

## 2

### Tactical Activity

- Benefits work groups
- Requires design/delivery of solutions
  - Training
  - Organizational redesign
  - Recruitment
  - Compensation
- Resource intensive
- Offered within a strategic initiative or as a stand-alone event or program





# Three Kinds Of HR Work

## 3

### Strategic Activity

- Benefits the
  - ✓ ■ Unit
  - ✓ ■ Department
  - ✓ ■ Entire enterprise
- Moves the business into a favorable position
- Long term in scope
- Requires multiple solutions
- Supported by SBPs



# HR in a Leadership Role

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HR as a leader involves

- the management of specific projects
- the management of people
- the management of systems
- leading strategically as well as operationally in line with the direction dictated by CEO's/Directors or Executive Boards/Trustees



# What is the difference?

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## **Operational HR**

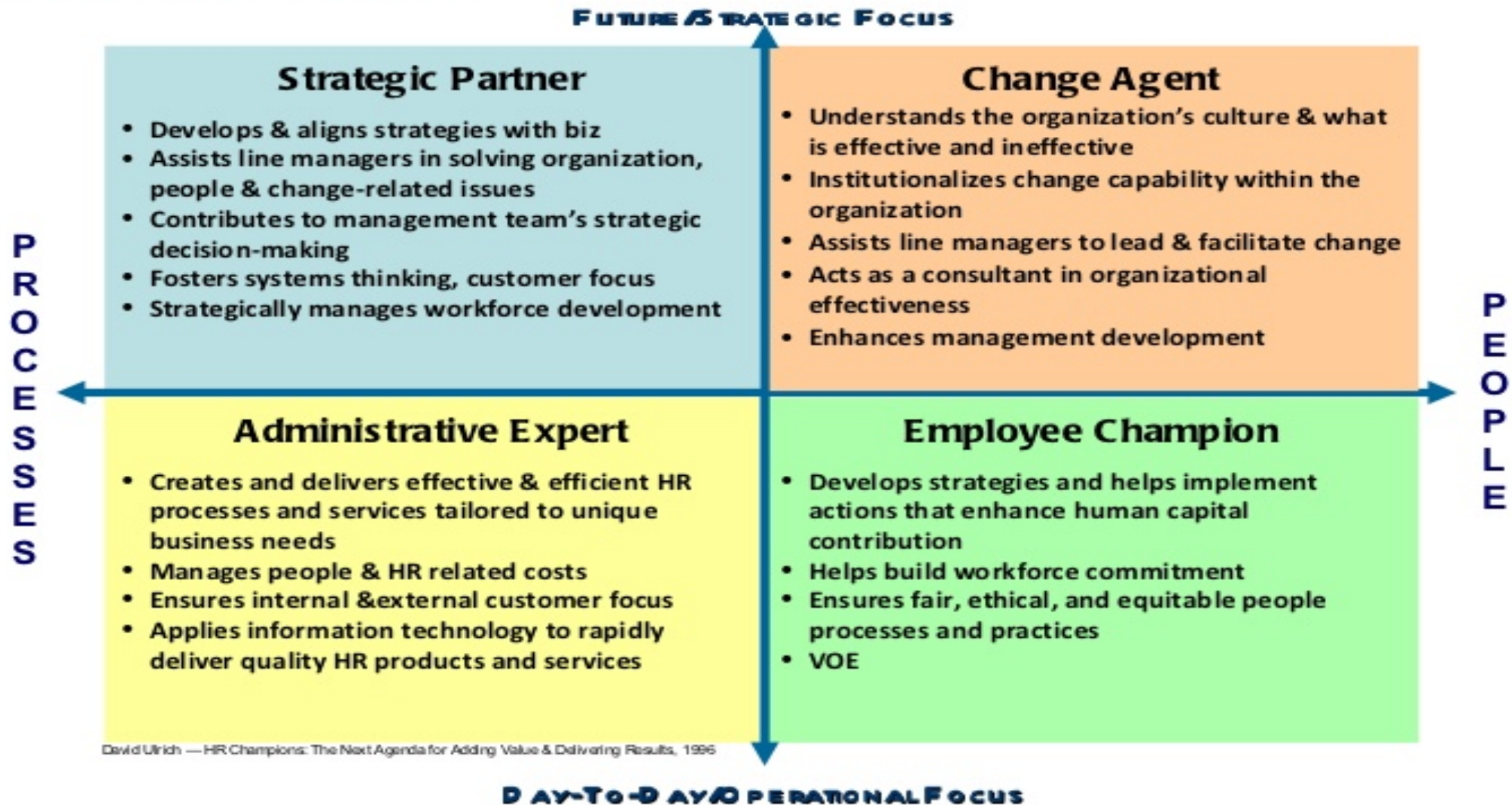
Day to day  
essential to meet the needs of your  
employees  
Top level administrators & advisors

## **HR Strategy**

Predicting outcomes and the  
future  
Aligning HR to the business  
Assists in delivering objectives

# The Roles of HR

## Ulrich's Four-Role Model



# The Roles of HR

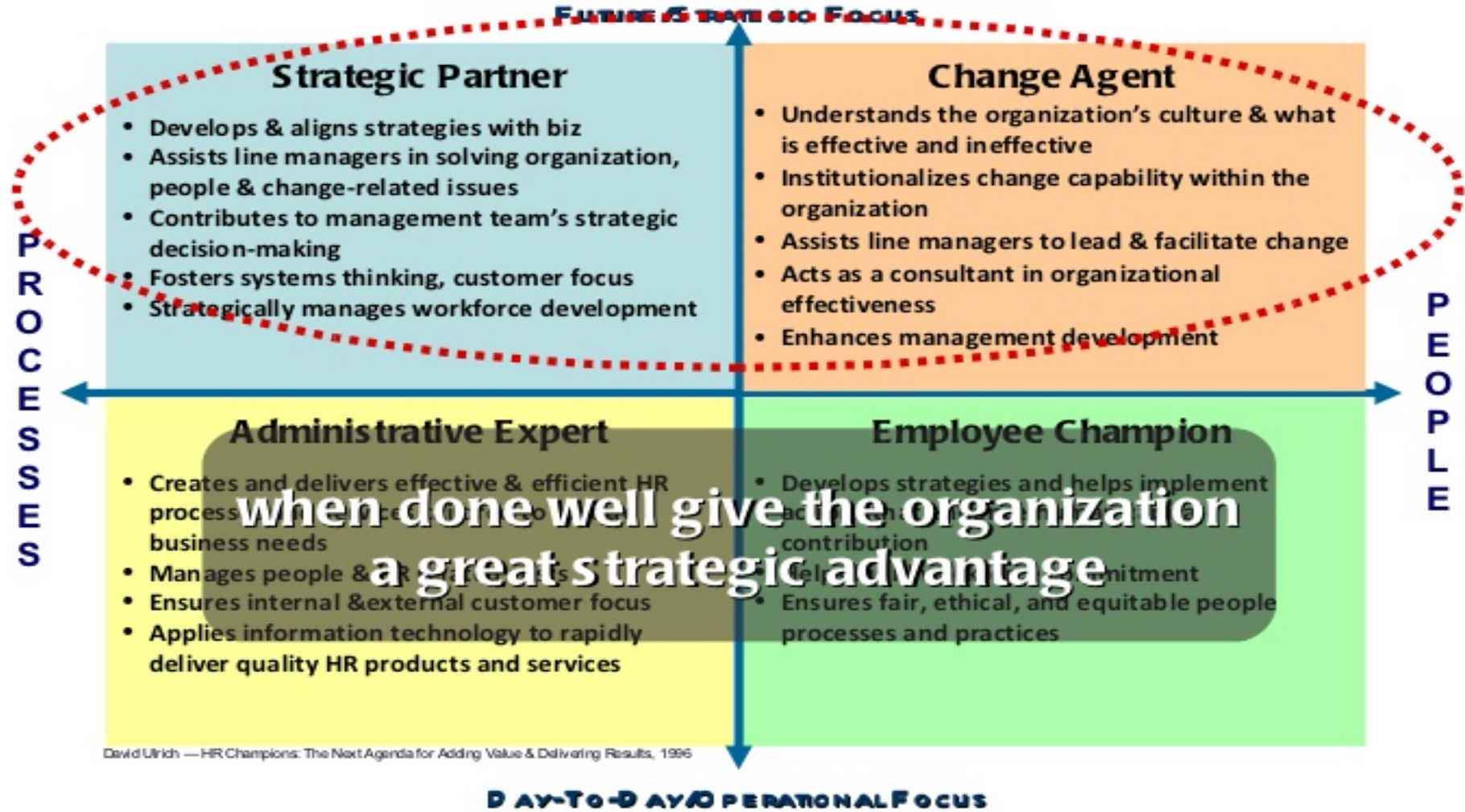
## Ulrich's Four-Role Model





# The Roles of HR

## Ulrich's Four-Role Model



David Ulrich — HR Champions: The Next Agenda for Adding Value & Delivering Results, 1996

# Strategic HR Planning

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There are a number of tools for Strategic HR Planning that have been developed to examine the linkages between business strategy and Human Resource management

A detailed examination of the workforce culture, behaviours and competencies promotes the successful execution of a business strategy.

HR's role includes developing a plan of HR initiatives to achieve and promote the behaviours, culture and competencies to help the organisation and its leadership achieve their goals

# The GROW Model

- **Goal**
  - What do you want?
- **Reality**
  - Current situation?
- **Options**
  - What could you do?
- **Will**
  - What will you do?
- Recycle to achieve your goal



# The G A P S Model

**G** → *Go for the SHOULD*

**A** → *Analyze the IS*

**P** → *Pin down the CAUSES*

**S** → *Select the right SOLUTIONS*



# Strategic HR Planning

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Ideally the organisational mission, vision and philosophy are translated into the strategic business plan. HR as a leader plays a key role in developing systems and structures that reflect the organisation's mission, vision and values, which, in conjunction supports employee performance at organisational, departmental, team and individual levels

HR's leadership in organisational development is a key essential for the organisations success in areas such as change management (including organisational culture), team effectiveness, leadership and management processes, organisational development strategies that forward competitive advantage



# Human Resource: Leadership Capabilities

<b>Shaping Business Strategy</b>	<b>Developing the Strategy</b>	<b>Leading change</b>	<b>Aligning HR Process Change</b>	<b>Achieving Results</b>
Understand the business context and develop plans to achieve advantages over competitors	Identify people-related issues and formulate plans to address them	Enable the organisation to implement change effectively	Change roles, activities and systems to achieve desired outcomes	Implement actions and processes to achieve results

# HR as Strategic Partners

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Over the past 10 years it has become more important for HR professionals to be seen as Strategic Partners

Generally this boils down to:

It's a very legitimate and human thing to want to be taken seriously and valued for one's contributions at the highest levels

For people working in the third sector it also makes organisational sense that functions such as HR, that support the whole organisation, are, alongside Finance, IT etc., in on decisions and decision making processes as early as possible to make sure that all critical factors are taken into account

# HR as Strategic Partners

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So how do you ensure that you are seen as an influential element in the organisation's critical conversations?

What does it take to become an actual participant and for the most influential people in your organisation to see you as available addition

The best way to be treated as a business partner and strategic leader is to think and act like one

# Really understand the Business

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Know what makes your organisation tick and what gets in the way of its progress

Become clear about how all the different elements operate separately and together

Understand what effects smooth operations

Become knowledgeable about competitor organisations and understand how your organisation is better or worse than them

Be able to articulate your understanding

# Be useful in a big way

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Talk is cheap, so if you want to be seen as valuable you should actually help those people who are tasked with projects to achieve and meet their goals

Either by doing things in your own area of HR that make it easier for them to do their tasks or share ideas (based on your real understanding of the business) about how they can achieve goals more easily and quickly

If good things happen in the organisation as a result of your involvement, your input will be highly prized

# Listen

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The best way to do all of the 3 former strategies is to really and truly listen

Summarise to make sure you've understood

When you get new information, listen carefully and understand how it relates to what you already know and what it says about the person who is speaking

People respond well to being listened to and perceive excellent listeners as wise, insightful and interesting

# Also Remember

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Remember that reputation and influence are built over time

If you undertake these identified behaviours you will be seen as an organisational asset

Successes will reinforce this perception and positive outcomes will lead to you fulfilling positive expectations; leading to you, in your role, being perceived as someone they can confer with, ensuring your central place in the running and leadership of the organisation

# Repositioning HR as a Leader

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HR is finding it more and more necessary to reposition itself as a leader within organisation, in order for HR as a function to directly contribute to overall performance

HR leadership roles are being re-defined to increase emphasis on working with management to lead of people

Complicating matters are that some professional leaders, do not necessarily understand or fully accept the need to move away from traditional HR roles or fully appreciate what HR Leaders can contribute as 'strategic business partners'



# Repositioning HR as a Leader

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The HR leadership role focuses on the alignment of organisational capabilities with business strategy through the design and implementation of HR processes, effective facilitation of organisational change, performing as an HR/ER Consultant to managers and leading initiatives that address important people related business issues

The development of a capabilities profile that articulates the behaviours expected of HR Leaders and implicitly spells out the behaviours expected for effective performance

# Human Resources Leadership Capabilities

Capabilities are defined as observable behaviours that demonstrate knowledge and skill

## **Business Knowledge:**

- Understands external forces
- Understands market/customer/client opportunities
- Understands industry and competitive forces
- Understands organisational capabilities
- Understands business mission, vision and values
- Understands business objectives, priorities and action plans
- Understands financial management
- Understands production and operations management
- Understands marketing and fundraising strategies and programs

## **Human Resource Functional Knowledge:**

- Understands strategic workforce planning
- Understands performance management
- Understands development, learning and training
- Understands rewards and recognition
- Understands organisational design and change
- Understands employee relations

## **Mind-set:**

- Focuses on quality
- Thinks in a wider context
- Thinks analytically
- Thinks strategically
- Adapt quickly, flexibly
- Copes with ambiguity
- Challenges the status quo
- Is confident and comfortable

## **Interacting with Others:**

- Communicates effectively orally
- Communicates effectively in writing
- Listens actively
- Influences acceptance of ideas
- Demonstrates empathy/sensitivity
- Relates well with others
- Networks to get thing done

## **Individual Performance:**

- Focuses on results
- Makes decisions effectively
- Acts with integrity
- Initiates change
- Innovates, thinks creatively
- Manages information
- Applies technology
- Manages personal time and the organisation
- Develops personal capabilities

# Human Resources Leadership Capabilities

<b>Shaping Business Strategy:</b>	<b>Developing HR Strategy:</b>	<b>Leading Change:</b>	<b>Aligning HR Processes:</b>	<b>Achieving Results:</b>
Understand the business context and develop plans to achieve competitive advantage	Identify people-related issues and formulate plans to address them	Enable the organisation to implement change effectively	Change roles, activities and systems to achieve desired outcomes	Implement actions and processes to achieve results
<ul style="list-style-type: none"> <li>Assesses external forces</li> <li>Assess sector and competitive forces</li> <li>Assesses market/customer/client opportunities and requirements</li> <li>Assesses the current situation</li> <li>Conducts financial analysis and planning</li> <li>Develops business mission, vision and values</li> <li>Develop organisational objectives and action plans</li> </ul>	<ul style="list-style-type: none"> <li>Defines the future organisation/situation</li> <li>Assesses the current organisation/situation</li> <li>Define people-related business issues</li> <li>Formulates human resource strategy/action plans</li> <li>Integrates plans with business plans</li> <li>Defines required changes in the human resource function</li> </ul>	<ul style="list-style-type: none"> <li>Builds a shared momentum for change</li> <li>Motivates/involves stakeholders</li> <li>Communicates the impact of change</li> <li>Empowers people</li> <li>Integrates change initiatives</li> <li>Operates across departmental borders</li> <li>Promotes needed change</li> <li>Establishes success measures</li> </ul>	<ul style="list-style-type: none"> <li>Strategic workforce planning</li> <li>Performance management</li> <li>Development and learning</li> <li>Rewards and recognition</li> <li>Organisational design and change</li> <li>Employee relations</li> <li>Leadership succession and development</li> </ul>	<ul style="list-style-type: none"> <li>Organises work</li> <li>Builds partnerships</li> <li>Manages conflict</li> <li>Builds team effectiveness</li> <li>Coaches others</li> <li>Evaluates results</li> </ul>

# Re-designing Support

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Finally, HR Leaders, where required, need to re-design the support and delivery systems underpinning HR processes that are perceived by managers as critical to the performance of the organisation

- e.g.: Performance management
- Strategic workforce planning
- Development learning and training
- Succession change management

It is no longer enough to match best practices of other organisations, as this merely achieve parity

HR leaders must learn to promote innovative approaches to people related business issues

# Re-designing Support

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This requires organising and leading the HR function in ways that promote learning, experimentation and change

HR leaders must champion innovative ideas and practices and promote sharing of knowledge across their organisations

Gradually managers and leaders will understand and not only accept but embrace the strategic role of HR leaders and encourage their participation in decisions that drive the culture success of their organisations

# HR Now

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The HR leader function in top performing organisations is one that is a mission critical

Top companies and businesses are now accepting that the role of HR as a custodian of the people or seen as 'cops' whose scope is to hire/fire and keep the organisation in compliance with employment law are now outdated

Effective HR leaders must now be responsible for executing talent management strategies, provide fresh thinking on resource allocations and find creative ways to enable superior performances from staff at all levels within the organisation

HR leaders must first and foremost be strategic business partners, who just happen to manage, the most valuable asset any organisation has, its 'people'

# You are becoming a strategic partner when you

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- You are involved in discussions on the people implications of change or a new initiative before things go wrong
- Line managers confide in you about their concerns even when you are not providing solutions there and then
- You engage in genuine dialogue with employees and people managers
- The timeframe of your work moves from past, to present to future
- Participate in the business strategy

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Thank you for attending this session

Please feel free to ask any questions

[info@jthr.co.uk](mailto:info@jthr.co.uk)

