

STRATEGIC BUSINESS PARTNER

What It Means
and
How to Do It

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ASHRM State Conference September 25, 2015

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STRATEGIC BUSINESS PARTNER

- What does it mean?
- Why do we care?
- What gets in our way?
- How do we get better?
- How do we help others get better?

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WE WORK HARD!

Give Yourself a Hug

Pat Your Neighbor's Back



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AND STILL...



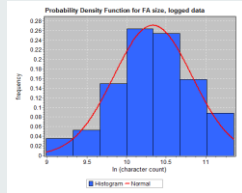
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WHAT GOT YOU INTO HR?

An interest in people?

Or a passion for data?



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OUT OF OUR COMFORT ZONE?

■ Survey: What HR professionals viewed as necessary and desirable for success in their careers:

- employee relations
- interpersonal skills
- compensation

■ The bottom issues:

- change management
- strategic management
- financial management

"HR: Is the Search for Relevance and Meaning Doomed?" Neil Roden

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SAY WHAT?

“Most people in organizations - IT excepted - normally speak English yet in HR we seem determined to create a new language where recruitment becomes **talent acquisition**, induction changes to **onboarding** and **workforce optimization** might be translated as productivity.”

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HR, in the search for relevance and meaning doomed, Neil Raden HRZone

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SAY WHAT?

“And let’s **‘frame’** this **‘in the box’**. Language is important and the tendency for HR to speak in what’s become known as **‘HR speak’** reinforces the function as being **‘over there’** and not **connected** to the day-to-day problems that businesses and managers face.”

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HR, in the search for relevance and meaning doomed, Neil Raden HRZone

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SAY THIS

“We need to make every attempt to use not the most complex word, but instead, the most understandable word when dealing with managers and employees. So instead of saying **‘competencies,’** we should simply say **‘skills’**.”

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John Sullivan Workforce Management Feb 18 2008

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"I AM A STRATEGIC THINKER"

How many of you would describe yourself as a "strategic thinker?"



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WHAT'S YOUR MINDSET?

**FIXED OR
GROWTH
MINDSET?**

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MOSTLY AGREE OR DISAGREE?

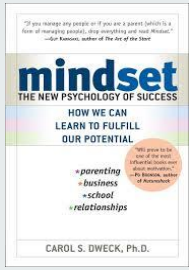
1. Your intelligence is something very basic about you that you can't change very much.
2. You can learn new things, but you can't really change how intelligent you are.
3. No matter how much intelligence you have, you can always change it quite a bit.
4. You can always substantially change how intelligent you are.

MOSTLY AGREE OR DISAGREE?

1. You are a certain kind of person, and there is not much that can be done to really change that.
2. No matter what kind of person you are, you can always change substantially
3. You can do things differently, but the important parts of who you are can't really be changed
4. You can always change basic things about the kind of person you are.

EMBRACE YOUR POTENTIAL FOR CHANGE

- Believing intelligence, personality and physical aptitudes are fixed ...
- Causes us to focus on goals that are about validating ourselves vs. developing and growing.
- We CAN change!



EFFORT

- Fixed Mindset:**
- You either have ability or you have to expend effort.
 - Effortless success is the best way to prove I'm smart or talented.
 - Effort robs you of excuses "I could have been."
- Growth Mindset:**
- Effort ignites ability and turns it into accomplishment.
 - I gave it my all for the things I valued.

FAILURE

Fixed Mindset:

- A setback, getting rejected, etc.
- Means you aren't smart or talented
- An identity

Growth Mindset:

- Not growing
- Not reaching for the things you value
- Setbacks are painful but not defining

TWO TYPES OF GOALS

Be-good Goals

Put the emphasis on proving you have ability and showing you know how to do something.

Get-better Goals

Put the emphasis on developing ability and learning to master a new skill.

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Heidi Grant Halverson "Succeed"

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LISTEN FOR YOUR FIXED MINDSET

When you hear yourself saying, "I can't do it"

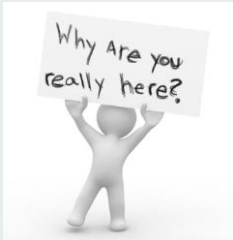
Add "yet."

--Eduardo Briceño, TED Talk "The Power of Belief: Mindset and Success"

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WHY DOES THIS MATTER TO YOU?



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MAKING A DIFFERENCE

“The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

— Ralph Waldo Emerson

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HOW WE MAKE A DIFFERENCE

TACTICAL

- Implementation of traditional HR programs (recruitment, training, compensation and benefits administration.)
- Day-to-day problem-solving; more oriented toward individuals or single teams vs. the organization or the business as a whole.

STRATEGIC

- Engaged in a dialogue with line management about business strategy
- Pro-actively identifying solutions and processes to support the strategy.
- Looking at things from a systems point of view

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TACTICAL V. STRATEGIC EXAMPLES

TACTICAL	STRATEGIC
<ul style="list-style-type: none"> ER/LR: Policy admin, discipline, arbitration Recruiting: job posting, interviewing, job fairs Training & Dev.: one-off trainings, new hire orientation Comp & Ben: salary surveys, comp admin 	<ul style="list-style-type: none"> ER/LR: Developing a labor relations strategy Recruiting: workforce planning, branding Training & Dev.: succession planning, career maps Comp & Ben: re-designing to link to business results

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IF YOU'RE A STRATEGIC PARTNER YOU...

- Work closely with the line to develop an HR agenda that closely supports the overall aims of the organization.
- Understand the fundamentals of other components of the organization, how they add value, and how they interact with HR.
- View HR through a systems thinking lens.

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From: hrzone.com and managementconcepts.com

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STRATEGIC HR BP QUALITIES

- Self-belief in their personal ability to make a difference
- Belief in the value of the HR function
- Confidence to have a strong point of view and express it even if it proves unpopular
- Knowledge and experience of the business and its intricacies and an ability to communicate in business terms
- An ability to build long-term, trusting relationships with clients and with HR colleagues
- A focus on delivering business outcomes through making best use of the whole HR function and acting as a strong role-model for the rest of the team

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From HR Zone: Orion Partners study

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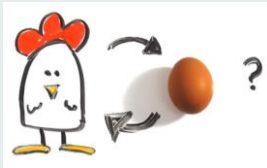
I CAN'T GET A SEAT AT THE TABLE



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WHAT COMES FIRST?



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SEAT AT THE TABLE

“If we, as HR professionals, want to be at the table, the change starts with our capabilities, not with the attitudes of senior executives toward HR. We need to show our value in the language of business executives.”

What's In a Name? Human Resource Business Partners v. Human Resource Generalists
Jamie Nelidg, Managementconcepts.com Nov 22, 2013

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HOW ARE WE VIEWED?



“WHY WE LOVE TO HATE HR”

- HR managers focus too much on “administrivia” and lack vision and strategic insight.
- We don't like being told how to behave—and no other group in organizational life, not even finance, bosses us around as systematically as HR does.
- At the same time, more and more tasks that had traditionally been performed by HR have been pushed onto line managers, on top of their other work.

“HR: IS THE SEARCH FOR RELEVANCE AND MEANING DOOMED?”

“I suspect that many of the people who are attracted into HR are not attracted into it by numbers yet in organizations managers manage using numbers, data and information.

HR is notoriously data and information light. The whole area of analytics, long heralded as part of HR's future has never really taken hold in the function.”

“HR: IS THE SEARCH FOR RELEVANCE AND MEANING DOOMED?”

“HR has also not helped itself - rightly or wrongly - by being the champions of some of the most hated and least effective processes in organizations.....”

- Performance Management
- Performance-Related Pay

9/3/2015 Neil Roden "HR: Is the Search for Relevance and Meaning Doomed?" 31

SO TO SUMMARIZE

- Our clients don't think we know or understand the business.
- We don't talk in terms of metrics and data enough.
- We are seen as the owners of hated processes which are not viewed as adding value.
- In some cases we have pushed the administrative pieces of our function to line managers.
- Sometimes when we try to be strategic, we irritate people with our HR speak.

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WHAT SHOULD WE DO ABOUT IT?



SET THE AGENDA

Show why the issues you address matter to the business and that you have sensible ways to manage them.

Articulate a point of view on every people-related topic relevant to the business.

8/30/2015 "Why We Love to Hate HR" - Harvard Business Review July/August 2015 34

ACQUIRE BUSINESS KNOWLEDGE

“HR should bring first-rate analytic minds into the function to help companies make sense of all their employee data and get the most from their human capital.”

8/31/2015 "Why We Love to Hate HR" - Harvard Business Review July/August 2015 35

MEASURE OUTCOMES NOT ACTIVITY

“Human resources can readily provide the number of people it hired, the percentage of performance evaluations completed, and the extent to which employees are satisfied or not with their benefits. But only rarely does it link any of those metrics to business performance.”

9/3/2015 Keith Hammond, "Why We Hate HR" Fast Company 36

GET HELP IF YOU NEED TO

“If HR is to set the agenda on people management, it must either staff up to handle those analyses itself or partner with people in the company who can do the work.

Otherwise, the answers to fundamental HR questions will come from elsewhere in the business, and HR might as well pack it in.”

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Why We Love to Hate HR® - Harvard Business Review July/August 2015

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FOCUS ON ISSUES THAT MATTER IN THE HERE AND NOW

Craft company-specific (and industry-specific) policies that respond to today's challenges.

Detailed knowledge of practices is essential, but it's more important to understand *what works when and where*.

Look more closely at the environment in which your organization operates. It's about continually identifying new challenges and designing tools to meet them.

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“Why We Love to Hate HR” - Harvard Business Review July/August 2015

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AND TAKE TIME TO SEE THE LONG VIEW

“One of traditional HR's biggest difficulties has been supporting business strategy, because it's such a moving target these days.

But HR is by nature a long-term play. Developing talent, heading off problems with regulations and turnover, building corporate culture, and addressing morale problems all take time. Often, leadership teams and priorities change before such initiatives have paid off.”

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Why We Love to Hate HR/HBR/July-Aug 2015

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BEWARE OF SHINY OBJECTS



Avoid shiny-object syndrome, unconnected programs, and random HR innovation

- Get the big picture
- Spot the valuable insight
- Apply with care
- Aim for business impact

Bright, Shiny Objects and the Future of HR
John Boudreau
Steven Rice

9/1/2015

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THINK LIKE A PARTNER

"There's a tension created by HR's role as protector of corporate assets – making sure it doesn't run afoul of the rules.

That puts you in the position of saying no a lot, of playing the bad cop.

You have to step out of that, see the broad possibilities, and take a more open-minded approach.

You need to understand where the exceptions to broad policies can be made."

- Mark Royal, a senior consultant with Hay Group.

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"Why We Hate HR Keith Hammond Fast Company

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THINK LIKE A PARTNER



- How can I understand and help create the business plans?
- How do I help ensure our employees are prepared and engaged to help us achieve the business plans?
- How does what I do in HR impact your job as a line manager?

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“PUT THE HUMANITY BACK IN HR”

“There’s a constant drumbeat for HR to learn more about the business; equally important is charging HR with teaching the business more about people.”

Become:

- **Fierce proponents of the value of the human spirit**
- **Tireless champions of trust and transparency**
- **Fearless eradicators of stupid rules and low-value processes.**

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“Put the Humanity Back in Human Resources” - Strategy + Business Aug. 17 2015

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SO TO SUMMARIZE

- Learn more about the business – be curious.
- Find more meaningful ways to use metrics and data.
- Eliminate the HR jargon. Be real.
- Find out what matters to your line managers....
-without waiting for them to tell you. Be pro-active.
- Appreciate the value you do add.
- Recognize that being criticized might be inevitable.
- Have compassion for yourself – it can be a tough job.
- Be tenacious...and patient.
- Leverage your strengths.
- Push yourself out of your comfort zone.
- Find ways to tap people who have strengths you don't have...yet.

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ASK YOURSELF

- How can I learn more about the business? Do I know our vision/mission/strategies/values?
- If we don't have them defined, how can I help us as a leadership team define them?
- What's happening in our industry? What are the trends? What are the best practices? How will that impact our future?
- Who are our high potential employees? How are we developing them? Where are our current and future talent gaps? What are we doing to address them?
- How well do our leaders manage and lead? How can we help them get better?
- What's our HR department strategy? Our employee relations strategy? Our compensation philosophy?

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BE COURAGEOUS

- Decide what matters to you. How do you want to show up? What will your legacy be?
 - What risk and pain are you willing to accept in order to be that/do that?
 - If you can't use your talents where you're at the way you'd like to, what other options might you have?
 - If you can't leave this job now, what can you learn where you are right now?
- 9/1/2015 46
