



Human Resources and Allied Professionals Program



The Human Resources Profession

Mark E. Hannum

Linkage, Inc.



Human Resources and Allied Professionals Program



Agenda for Today

- What's Up?
- Examining Current State of Partnership
- What Makes a Difference?
 - Credibility
 - Connections and Differentiation
 - Content vs. Process
- Call to Action!
- Close



Human Resources and Allied Professionals Program



Does This Sound Familiar?

Strategist

**Change
Agent**

**Process
Guru**

**Employee
Champion**



What's Up?

- **HR has many legacy issues.**
- **In many cases, the analytics of HR compete with the analytics of the operations staff.**
- **The HR function is usually staffed quite leanly, and is at the hub of many customers pulling it in many directions.**
- **Too often, the point of view of HR is a function of the individual and not the function.**
- **Too often, HR is involved in decisions where there are clear winners and clear losers. This is not a good dynamic!**



An Informal Study of Internal Partners

- Called and interviewed 15 C-level executives in Fortune 1000 companies (none were current or past clients/ some were acquaintances)
- Asked them to describe their ideal shared services partner
- Asked them to rate the overall effectiveness of their shared services partner (1-5)
- Asked them to describe the current capabilities of their shared service partner
- Asked an open-ended question about how the partner was or was not living up to the ideal.

	Business Support	Business Analyst	Business Advocate	Business Partner
Functional Expertise	<ul style="list-style-type: none"> • Data Provider • Historical Focus 	<ul style="list-style-type: none"> • Mostly Historical Focus 	<ul style="list-style-type: none"> • Strong Business Planning Function 	<ul style="list-style-type: none"> • Fully Integrated Business Planning
Industry Knowledge	<ul style="list-style-type: none"> • Limited knowledge of Business 	<ul style="list-style-type: none"> • Knowledge of trends and industry economics 	<ul style="list-style-type: none"> • Understands business objectives and strategies 	<ul style="list-style-type: none"> • Helps set objectives and strategies
Business Skills	<ul style="list-style-type: none"> • Functional HR skills 	<ul style="list-style-type: none"> • Department management 	<ul style="list-style-type: none"> • Consulting • Teamwork • Influence 	<ul style="list-style-type: none"> • Strategic Decision Making
Relationship	<ul style="list-style-type: none"> • Factual with no influence 	<ul style="list-style-type: none"> • Evaluative 	<ul style="list-style-type: none"> • Supportive 	<ul style="list-style-type: none"> • Co-owner • Facilitator • Trusted Advisor



Results

- One of the fifteen interviewees described their current shared services partner as a full partner (“a virtual COO”)
- Twelve described their current partner as providing business analyst level service (and “lost their heads” when the issues got more complex and ambiguous)
- Two described their current partner as a business advocate
- Leadership and relationship skills were cited as the most “lacking” by shared services partners
- Credibility and influence were also cited as “severe deficits” by many of the executives interviewed



Human Resources and Allied Professionals Program



Results - Continued

- Credibility and believability were issues because the executives believed that their shared services partner was “loyal” to their function “to a fault.”
- Ten of the twelve felt their HR partner was “emotionally overwhelmed.”
- Many felt that their HR partner had no “point of view” on how to approach the people problem inside the business problem.



Human Resources and Allied Professionals Program



The Four C's of Partnership

- **Competence**
- Credibility
- Connections
- Content

The Compleat Consultant





Human Resources and Allied Professionals Program



Influence Features

What is influence, it is a function of:

- Reliability
- Expertise
 - Technical
 - Business
 - Organizational
- Trustworthiness
- Character
- Believability



Human Resources and Allied Professionals Program



Believability

- **Pioneering (“assiduous experimenters”; pioneering; they try new things, always on the cutting edge even when it doesn’t work out)**
- **Actively engaged in multiple social domains (activists; involved in many organizations, charities, causes, and social events such as parties)**
- **Highly networked (connect, emotionally, to lots of folks)**
- **Sought after for advice by knowledgeable people (if believable people seek you out and take your advice then you are by definition, believable)**
- **Very cognitively active (highly educated, well-read, technologically literate, busy, wise, culturally sophisticated, highly self-reliant)**



Human Resources and Allied Professionals Program



Trustworthiness

- Expertise (in the domain required)
- Reliability (consistent work product with a consistent point of view)
- Goodwill (caring, empathy, good intentions)
- Authenticity (shares feelings openly and honestly, doesn't conceal or hold back)



Character

- Reputation
- Moral or ethical strength; willing to call a penalty on themselves even when it causes great harm; willing to call a penalty on others, even when it doesn't cause any great harm
- Willingness to submit to law and authority
- Commitment to truth
- Socially acceptable; follows and leads with social norms



Human Resources and Allied Professionals Program



The Credibility Spiral

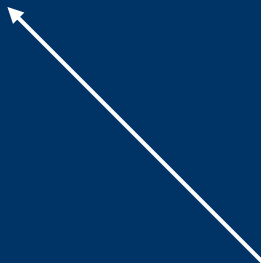
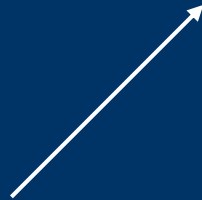
Efforts Yield Results

That Generates
Further Exploration
with You

That Get Shared with
Influential Others

R

That Inspires
Interest





Human Resources and Allied Professionals Program



Credibility Rules of the Road

Highly credible people:

- **Cite multiple sources of information**
- **Use face to face communication as their primary vehicle**
- **Love to have conversations, and are good at it**
- **Share unabashedly**
- **Practice and role model continuous improvement**
- **Are amazingly practical and realistic in their practices**
- **Talk in their client's language and use their analytics**
- **Base their advice primarily on experience and a sense of their "client's priorities."**



Human Resources and Allied Professionals Program



Beginning the Partnering Process

- Who is the client?
- What is driving the need for an intervention?
- What is the expected outcome?
- What is required for success?

Why Me??????



Human Resources and Allied Professionals Program



The Four C's of Partnership

- Competence
- Credibility
- **Connections**
- Content



Human Resources and Allied Professionals Program



Networks are Important!

- **High performing HR folks have as many as 70 relationships inside their organizations that they consider to be “close.”**
- **Networking is a key to being credible!**
- **The average CEO knows over 200 people in their organization! Closely!!**
- **If you are in the people business, then knowing lots of people is part of being credible.**
- **You are fundamentally incapable of creating a strong dialogue throughout the organization if you have no network.**



Human Resources and Allied Professionals Program



But what about your connections?

- Number 1 symptom of inability to differentiate: **BLAMING THE CLIENT**
- Different HR professionals have different boiling points
- Some carry so much anxiety around with them that they're constantly vulnerable to being swamped by emotions and their first reaction is to "infect" others (potentially the client)
- Others seem to be able to remain thoughtful, non-reactive and differentiated even under high pressure
- Begin to recognize difference between "acute" and "chronic" anxiety in your HR professionals



Human Resources and Allied Professionals Program



How to Grow Your Ability: Focus and Connect!

- Hold on to yourself - what you care about, what you believe - in relationships that really matter to you.
- Step back to keep a sense of perspective and proportion about your worries, fears, limitations so they don't drive or paralyze you.
- Confront yourself - look yourself in the mirror and tell the truth about what you see - good and bad.
- Admit it when you're wrong, even when others won't.
- Soothe yourself when you're upset rather than looking for someone else or something else to do it.
- Relearn your language-speak in a foreign tongue!



How to Immediately Increase Your Ability to Differentiate...

- **Be vigilant**
 - Know your hot-buttons, your patterns, and signs that you are heading into the “Reactive Zone”
- **Key Strategy**
 - Buy yourself time to think, feel, and choose.
 - Get to the “balcony”.
- **Pause and say nothing**
- **Rewind the tape**
- **Take a time out**
- **Think systemically; feedback systems**
- **Don't make important decisions on the spot**
- **Recognize and work your way out of “triangles”**
- **Act systemically: find and apply the leverage**



Human Resources and Allied Professionals Program



The Four C's of Partnership

- Competence
- Credibility
- Connections
- Content



Dealing with Ambiguity

Unambiguous World

- Analysis
- Power
- Technical Rationality
- Foreseeable Solutions
- Obvious Opportunities
- Unchanging Conditions
- Programmable
- “A” leads to “B”
- Routine
- Planning Works

Ambiguous World

- Spirit
- Intuition
- Experience
- Complex/Unanalyzable
- Unforeseen
- Changing/Shifting Context
- Unprogrammable
- “A” and “B” may be related
- Never Routine
- Planning is a laughable attempt to control the future



Human Resources and Allied Professionals Program



Dealing with Ambiguity Requires....

- Intuition
- Immersing Yourself Totally in Experience (not data)
- Stretching your Capabilities
- Transcending your Fears
- Staying Open to Possibility
- Noticing how your Intuition Talks to You
- Paying Extra Attention to your Questions and your first Responses
- Being Confident with a Range of Answers, not One



Human Resources and Allied Professionals Program



Can you?

Strategist

- Help your client plan and execute a business strategy?

Change Agent

- Change the way people think and behave?

Process Guru

- Help your client organize the business?

Employee Champion

- Treat human assets humanely.



Human Resources and Allied Professionals Program



The Human Resource Professional's Call to Action!

- Dream collectively
- Balance the short term with the long term
- Build an organization that values people
- Understand the reality of the organization



Human Resources and Allied Professionals Program



HR Leadership

- Build the business case for people using business analytics
- Create a compelling people strategy
- View the organization as a complex system
- Create alignment and meaning across human resource practices, processes, and policies
- Create fair and just practices
- Create the capacity for renewal.