Topics for Today

- The Changing Role of HR in Organizations Today
- What’s Getting in the Way of Being an Effective Internal HR Consultant
- Five Critical Outcomes That You Can Learn to Become a Great Internal Consultant
- The Competency Profile of HR Consultants
Most HR organizations are struggling to be a **true** partner.

We are fighting the wrong battle… we need to be value drivers.

Value is derived from owning processes that deliver impactful results.

We need to rethink the work of HR.
How HR Creates Value

- A Continuous Supply of Qualified Talent
- Growth in Leadership and Key Talent Capabilities
- A High-Performance Workforce
- A Compelling Employment Bond

Value

Cost

Operational Efficiency and Effectiveness
The Current Dilemma

How does HR free itself to become more of a valued HR advisor and consultant?

Source: HR Analyzer Benchmark Database; Aon Hewitt. 2011
What Actions Enable HR Partners to Be Successful?

- #1 Develop the skills to become more of an internal consultant
  - Business acumen
  - Consulting skills
  - Networking, relationship, and influencing skills
  - Willingness and ability to work in ambiguous situations and deal effectively with resistance to change
  - Critical skills to assess progress, review effectiveness, and measure impact
- #2 Shift operational work away
- #3 Prepare organizational leaders to receive partnering advice

A key reason why HR often fails at being a full organizational partner is organizational leaders haven’t seen these behaviors from HR before
The Difficulty With Advisory Work

Predictability of Output

High

Low

Standardization in Process

High

Low

Operations

Ongoing HR delivery (e.g., pay checks, benefits enrollment)

Problem Solving

Diagnosing a business situation (e.g., retaining a senior manager, providing career paths to critical specialists)

Strategy and Design

Designing new HR programs (e.g., incentive programs, innovative talent acquisition)

Specialist Roles

HR Partner Roles

HR Operations Roles
A New View of the Role of the HR Advisor

- Ensure the appropriate focus is placed on critical human capital needs and concerns at the organization level
- Be a trusted advisor to senior business leaders to optimize their personal effectiveness, team cohesiveness, and ensure effective business decision making particularly related to the human assets of the organization

### Key Accountabilities

- Serve as a point of contact for the leadership to drive HR results
- Translate organization needs into HR requirements and evaluate services delivered to the organization
- Primarily focus on strategic activities (such as owning the talent agenda) and the monitoring of operational services
- Work with leadership to translate organization needs into HR requirements and working environment

### An HR Consultant Will…

- Collaborate with leaders
- Participate in management of the business from an HR perspective
- Influence the organization’s agenda with regards to talent implications
- Broker consulting and advisory services from the COEs or externally as required
- Provide input to COE to create innovative HR solutions
- Work with COEs and HR operations to ensure new programs and processes are effectively communicated and implemented within the business
- Provide feedback to COE about effectiveness of policies, programs, and processes
- Coach and counsel senior leaders on issues of personal effectiveness, leadership, and team cohesion
- Participate in the development of leadership and manage the talent pipeline in the global business unit
- Support culture change initiatives and establish key communication strategies for events impacting people
- Advise senior leaders and managers on serious employee relations issues and manage risk effectively

### An HR Consultant Will Not…

- Manage transactions either for employees or on behalf of managers
- Manage data within the HRIS (other than to view and/or generate reports for analysis purposes)
- Involve themselves in more routine employee relations issues (other than in the case of a termination or other situation in which significant risk to the business might occur)
- Answer routine inquiries from employees or managers about policies, programs, benefits, or processes
- Recruit—other than their involvement in interviewing and evaluating candidates for leadership roles
- Facilitate training
- Facilitate new or revised program implementations
Five Outcomes That Make a Good Advisor

- Creating a clear and compelling vision for the future
- Getting at the “why”
- Providing great insights based on knowledge AND experience
- Clear recommendations and a path forward
- Having leaders say, “I never could have done this myself”
A Consultative Process

Assess
- Ask great questions
- Don’t accept a quick answer as to what’s wrong
- Collect and use data to understand
- Get at root cause

Design
- Look at alternative solutions and leading practices
- Break the solution down into manageable components
- Consider all the implications
- Architect a solution and a rationale

Propose
- Create the compelling story as to why this will work
- Define what the organization can expect to see
- Be clear on pros/cons and how you evaluated them

Implement
- Test or pilot first, if possible
- Plan well, execute flawlessly
- Listen, walk around, seek feedback

Measure
- Gather data on the impacts
- Don’t be afraid of failure; tweak the process
- Share the results; institutionalize the learnings
HR Advisory Capability Framework

- Understand Business
- Applying Human Resource Expertise
- Active Engagement
- Influencing
- Continuous Improvement
- Being Agile
- Talent Supply
- Capability Growth
- Integrity
- Teamwork
- High-Performance Workforce
- Employment Bond
- Achievement
- People Administration
- Deliver Excellence
- Be Accountable
- Deliver Value

Pursue Insight

Engage the Business
The following HR Partner competencies have been developed through a combination of research and client experience.
## Competencies of the Successful HR Advisor

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| **Facilitating Organizational Change** | ★ Able to generate innovative ideas and applies change best practices to ensure impact of key initiatives.  
★ Encourages innovation and exploration of non-traditional ideas from team members.  
★ Helps clients anticipate and plan for the effects of organizational change by identifying risks and developing action plans.  
★ Effectively communicates the impact of change.  
★ Uses a consistent approach to managing organizational change.                                                                                                                                                                                                 |
| **Business Acumen/Strategic Business Viewpoint** | ★ Builds strong business partnerships with clients by demonstrating an understanding of business fundamentals and decision-making processes.  
★ Has full understanding of the suite of HR products and capabilities.  
★ Has an enterprise perspective.  
★ Leverages this partnership to continuously connect the people strategy with the business strategy.  
★ Clearly demonstrates an understanding of basic financial elements of the business and applies that understanding.  
★ Approaches complex situations by examining and understanding the individual components and the interrelationship between those components.  
★ Identifies opportunities for HR to deliver value-added services and programs to enhance business results.  
★ Understands impact of internal and external environments. Uses industry knowledge to make sound HR strategic business decisions. |
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<td><strong>Client Service Focus</strong></td>
<td>- Delivers the highest possible level of customer service through dedication to understanding and meeting customer needs.</td>
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<td>- Demonstrates quick and effective response time by aggressively addressing and resolving issues that customers encounter.</td>
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<td>- Uses customer needs as a basis for decisions. Refers customer issues to HR Service Center.</td>
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<td><strong>Organizational Assessment</strong></td>
<td>- Scans the organization to accurately assess the root cause of various organizational performance issues and problems and determine the appropriate intervention strategy.</td>
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<td>- Leverages knowledge of human behavior and motivation to understand issues and their potential implications.</td>
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<td>- Develops, and/or implements strategies to communicate HR roles, services, and capabilities to internal customers.</td>
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<td><strong>Coaching and Influencing</strong></td>
<td>- Works with the client organization to provide feedback, advice, and support to improve the effectiveness and performance of both individuals and client organization teams.</td>
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<td>- Provides honest and appropriate feedback about performance development opportunities and problems and clearly defines expectations.</td>
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<td>- Is able to persuade others to support decisions, ideas or strategies that meet the organization’s objectives.</td>
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| **Personal and Professional Impact** | ▪ Demonstrates integrity, respect and adherence to company values by serving as an example.  
▪ Establishes and builds high standards of behavior for self and others.  
▪ Is credible, authentic and exudes business orientation.  
▪ Has account management and client relationship skills.  
▪ Builds others' confidence in his/her skills and abilities.  
▪ Identifies who needs to be involved and when.  
▪ Utilizes effective communications means and strategies to resolve differences between others.  
▪ Understands and utilizes effective facilitation skills to influence groups so that tasks, relationships and individual needs are addressed.  
▪ Demonstrates emotional intelligence: Self-Awareness (capacity for understanding one’s emotions, one’s strengths and one’s weaknesses), Self-Management (capacity for managing one’s motives and regulating one’s behavior), Social Awareness (capacity for understanding what others are saying and feeling and why they feel and act as they do), Relationship Management (capacity for acting in such a way that one is able to get desired results from others and reach personal goals).  
▪ Modifies own behaviors and approaches when addressing diverse needs and audiences.  
▪ Takes personal responsibility for individual development and approaches every situation as an opportunity to learn.  
▪ Shares expertise and knowledge with others.  |
| **Consulting Skills**             | ▪ Demonstrates value and ROI of recommendations and solutions to clients through the use of relevant facts and information.  
▪ Assesses client's threshold for acceptance of recommendations and customizes approach accordingly.  
▪ Facilitates a “win-win” outcome when starting from a position of differing views.  
▪ Plans, organizes and manages various activities and resources toward successful completion of a goal or project. Applies project management processes effectively. |