How to become a really successful HR Business Partner

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Our session today:

- To be a successful BP you need to understand the business
- What are the implications and imperatives for BPs
- Look at the skills and qualities required to be successful as BP
- Ulrich’s latest thinking on HR competencies
- Going away with an action plan
HR SUPERSTAR HERE
Audience participation

What is currently on your CEO’s agenda

Where is the point of competitive advantage?

Therefore: What are the HR imperatives?
One I prepared earlier!

CEO agenda

- Cash is king
- Driving down costs
- Increasing productivity
- Increasing revenues
- Improving margins
- Increasing shareholder value
- Increasing market share
- Supply chain/Supplier Management
- Regulation
- Benchmarking/league tables
- Creating a legacy
One I prepared earlier!

HR Imperatives

- Talent spotting
- Leadership and developing leaders
- Succession planning and creating talent pools
- Creating the agile organisation
- Building an engaged workforce
The Ulrich Model

- Future/Strategic focus
- Day-to-day/Operational focus
- Processes
- People
- Strategic partner
- Administrative expert
- Change agent
- Employee champion
Why organisations embraced business partnering

HR’s desire to be an active participant in the running of the business

CEOs active participation in Talent Management

Cost efficiency
What Ulrich expects you to do

Longer term resource and talent management planning

Organisational and people capability building

Intelligence gathering of good people management practices internally and externally, so they can raise issues that executives may not be aware of.

Using business insights to drive change in people management practices
Results Time

50% of 479 line managers thought BP was less than successful.

25% said it was ineffective.

Roffey Park survey January 2009
Why?
Why has the Business Partner model yet to succeed?

- Not been sold in to the business
- Business feels it doesn’t need it
- We don’t have the skills
Where have we been?

Operational
Reactive
Off the shelf
Employee driven
What a Business Partner needs to be...

Strategic
Proactive
Customized
Business driven
What do we think are the key competencies of a BP?
Important HR skills/competencies:

(CIPD Survey 2007)

- Strategic thinking 54%
- Influencing and political 51%
- Business knowledge 49%
- Ability to deliver against targets 40%
- Leadership ability 34%
Behaviours

Decisive thinker

Skilled influencer

Driven to deliver

Collaborative

Personally credible

Courage to challenge

Role model

Curious
Dave’s latest thinking – 2002 data set

Drivers of high performance

Greater influence of strategic contribution

Best at personal credibility but it’s a moderate influence on business performance
Six domains of Competencies

TO BE PERSONALLY EFFECTIVE

- Outside/In
- Business/People
- Individual/Organisational
- Event/Sustainability
- Past/Future
- Administrative/Strategic

TO IMPACT ON BUSINESS PERFORMANCE

- Understand the environment, know your customers, build HR responses that align with the requirements
- Build a relationship of trust, offer innovative, integrated HR solutions to business problems
- Understand key organisational capabilities to meet organisational objectives and meet stakeholder expectations
- Make change happen, sustain new behaviours
- Innovate and integrate HR practices, offer sustainable solutions to business problems
- Master technology
Ulrich’s revised HR domains

- Strategic Practitioner
- Credible Activist
- Capability Builder
- Change Champion
How do you score out of 10?

What are your development needs?
“It was the best of times, it was the worst of times.”
Questions

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