



The New Face of HR: Preparing Yourself for Your Future

Presented by
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Where HR Is Starting From. . .


“After close to 20 years of hopeful rhetoric about becoming “strategic partners” with a “seat at the table” where the business decisions that matter are made, most HR professionals aren’t nearly there . . . HR people are, for most practical purposes, neither strategic or leaders.”

*Source: “Why We Hate HR” by Keith H Hammonds,
FastCompany Magazine, August 2005.*



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*“HR is the corporate function with the greatest potential – the **key driver**, in theory, of business performance . . .*


. . . and also the one that most consistently under delivers.”

Source: “Why We Hate HR” by Keith H Hammonds, FastCompany Magazine, August 2005.



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Top 10 Issues on Executives’ Minds

- Attracting and retaining skilled staff
- Changing organizational culture and employee attitudes
- Acquiring new customers
- Increasing customer loyalty and retention
- Developing new processes and products
- Managing risks
- Improving workforce performance
- Increasing shareholder value
- Using IT to reduce costs and create value
- Developing employees into capable leaders

(Accenture, Executive Issues 2005)

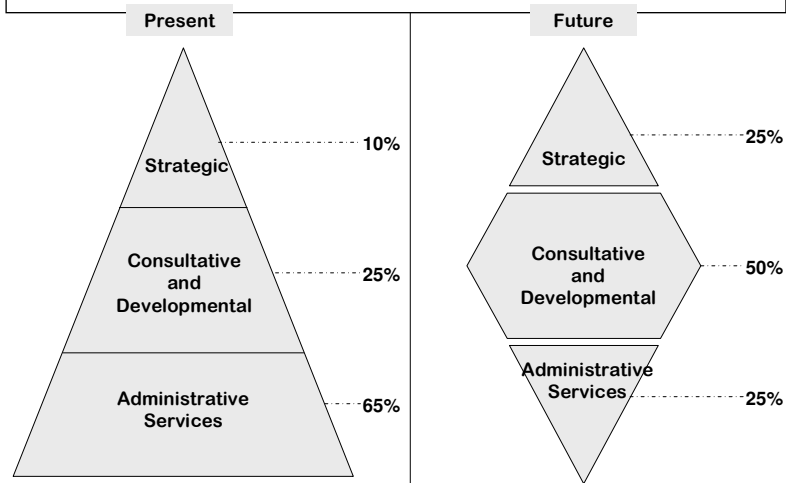


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HR –Today and Tomorrow

PERCENTAGE OF TIME SPENT ON HR FUNCTIONS TODAY AND IN THE FUTURE



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Source: R. Wayne Anderson, "The Future of Human Resources: Forging Ahead or Falling Behind?" *Human Resource Management* (Spring 1997): 21

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HR Work Categories

- Transactional
 - High volume
 - Routine/repetitive
 - Quick execution
 - "Price of admission"
- Tactical
 - Focused on addressing needs of individuals or groups
 - Consultative or programmatic
 - Often requires significant resource
 - May be part of strategic activity or not
 - "Price of admission"
- Strategic
 - Focused on addressing needs of the organization
 - Long-term in nature
 - Requires significant study/examination before developing solution
 - Characterized by multi-faceted solutions
 - Solves a business problem(s)/increases business performance



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Strategic Business Partner Defined

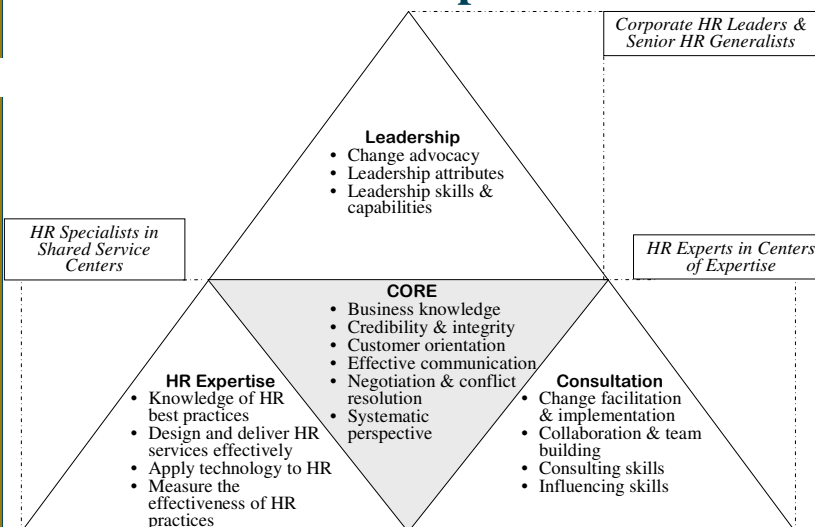
A Strategic Business Partner (SBP) partners with the business to identify, explore, plan and implement people-related initiatives that add value to the business.



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HR Professional Competencies

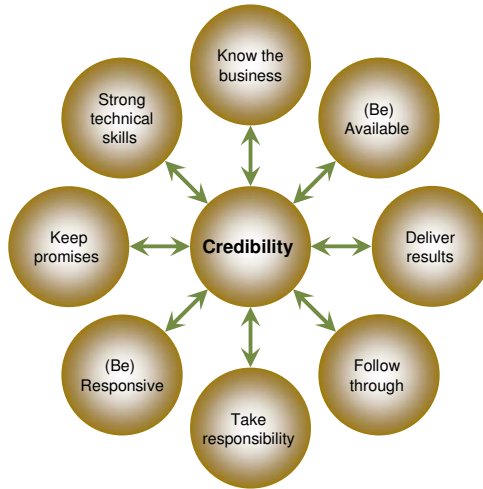


Source: Arthur Yeung, et al. "Identifying and Developing HR Competencies for the Future: Keys to Sustaining the Transformation of HR Functions," *Human Resource Planning* (December 1996).

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Wheel of Credibility



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Knowledge of the Business

- Why do we need to understand the business?
- What about the business do we need to understand?
- What do we need to know about the individual business leaders who are our customers?



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Building Customer Relationships

Guidelines:

1. Develop a relationship as early as you can
2. Learn about your customer(s)
3. Build relationships with *individuals*
4. Initiate contact frequently/regularly
5. Maximize your information resources
6. Record the information you uncover
7. Invest in your respectability
8. Deliver help
9. Be patient



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Common Obstacles to Relationship Building

1. Lack of customer contact
2. Lack of time
3. False perceptions
4. Generalization



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Thank you!!



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