

Collaborative & Strategic Thinking: HR as Business Partners

Presented by
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Human Resources Association of Greater Concord*

LEARNING OBJECTIVES

- ❖ HR Business Partnership 101
- ❖ Aligning Mission & HR Strategy
- ❖ Collaborative Thinking
- ❖ Q&A / Peer Learning



HR Business Partnership 101

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What Does it Mean to be a Business Partner?

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Ulrich HR Business Partner Model



Source: Ulrich (1997)

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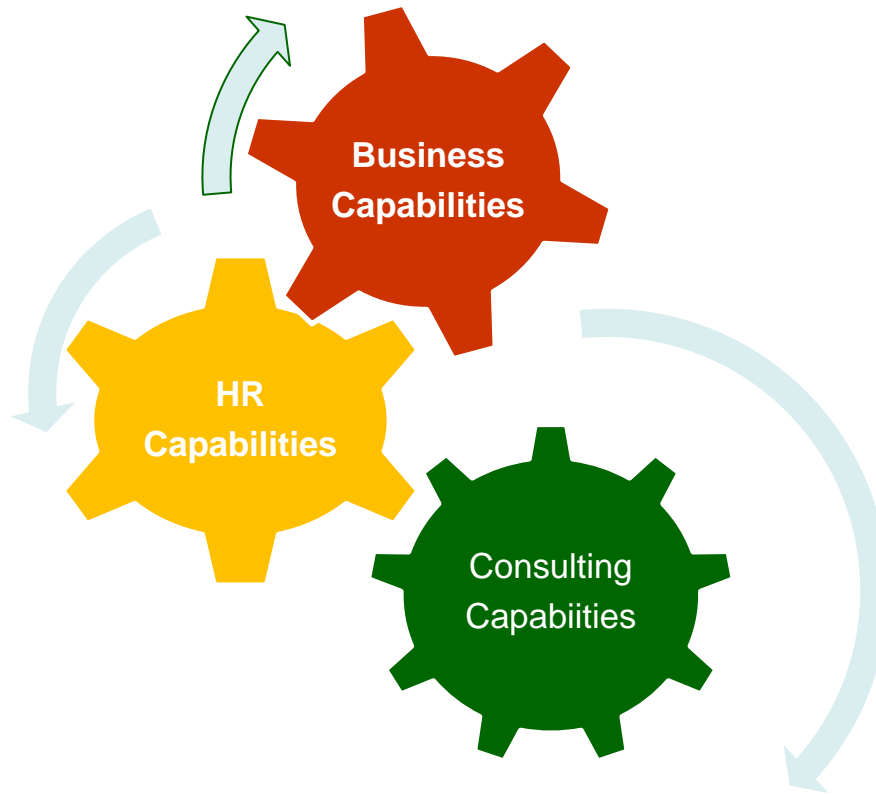


The Role of the HR Business Partner

- Contributes to strategy discussions & decision-making
- Helps design & execute strategy
- Provides ideas and challenges leadership
- Serves as a catalyst/facilitator of change and results
- Advises on and serves as the expert on people issues; supported by metrics & evaluation
- Drives for the maximization of the use of talent
- Collaborates with other parts of the organization to deliver seamless service

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What it Takes to be an HR Business Partner



Adapted from Deloitte

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Core Skills for Facilitating Change & Influencing Strategy as an HR Business Partner

Knowledge & Expertise

- Technical knowledge and expertise in HR
- Business acumen/organizational knowledge
- Financial literacy
- Consultancy – analysis, problem-solving, facilitating change and developing business cases
- Project management skills
- Employer brand management
- Effective relationship-building and influencing skills

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Core Skills for Facilitating Change & Influencing Strategy as an HR Business Partner

Personal Characteristics

- Personal credibility
- The ability to stay neutral/balanced
- Active listening and influencing skills
- Collaboration/conflict resolution skills
- The ability to be forward-thinking
- Flexibility
- Resilience
- Empathy
- The ability to be assertive/bold

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Core Skills for Facilitating Change & Influencing Strategy as an HR Business Partner

Being Innovative & Strategic

- Challenging conventional wisdom and proposing new, innovative ideas that contribute to better strategic/business decisions and/or solve problems
- Prompting critical/deep thought among colleagues, especially when they are under pressure
- Having the credibility and authority that comes from understanding, insight and curiosity about the business of the organization
- Driving for action, impact and measurable results

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Ultimately, being an HR Business Partner means:

- Knowing the business
- Becoming a master of influence and political savvy
- Getting smart about data
- Knowing the people in your organization and community
- Experimenting and taking risk
- Building your “tribe”
- Articulating a vision for the future

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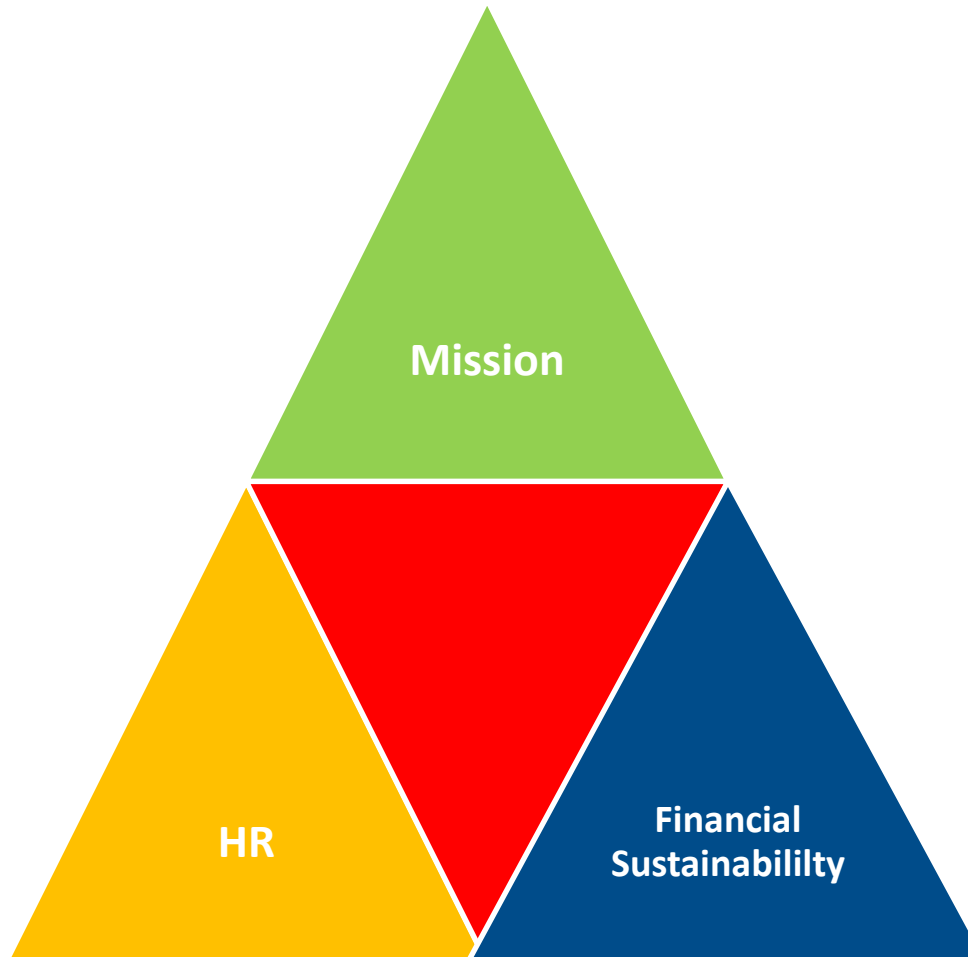
Key Discussion Questions:

1. What barriers, if any, do you face in serving as an HR Business Partner?
 - Personally?
 - Organizationally?
 - Otherwise?
2. What actionable steps have you taken or can you take to address and/or remove those barriers?
3. How would you be able to impact your organization differently if you operated as a Business Partner?
4. If you were operating as a Business Partner, how would that impact the markets/audiences that your organization serves?

Aligning Mission & HR Strategy

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Aligning Mission & HR Strategy

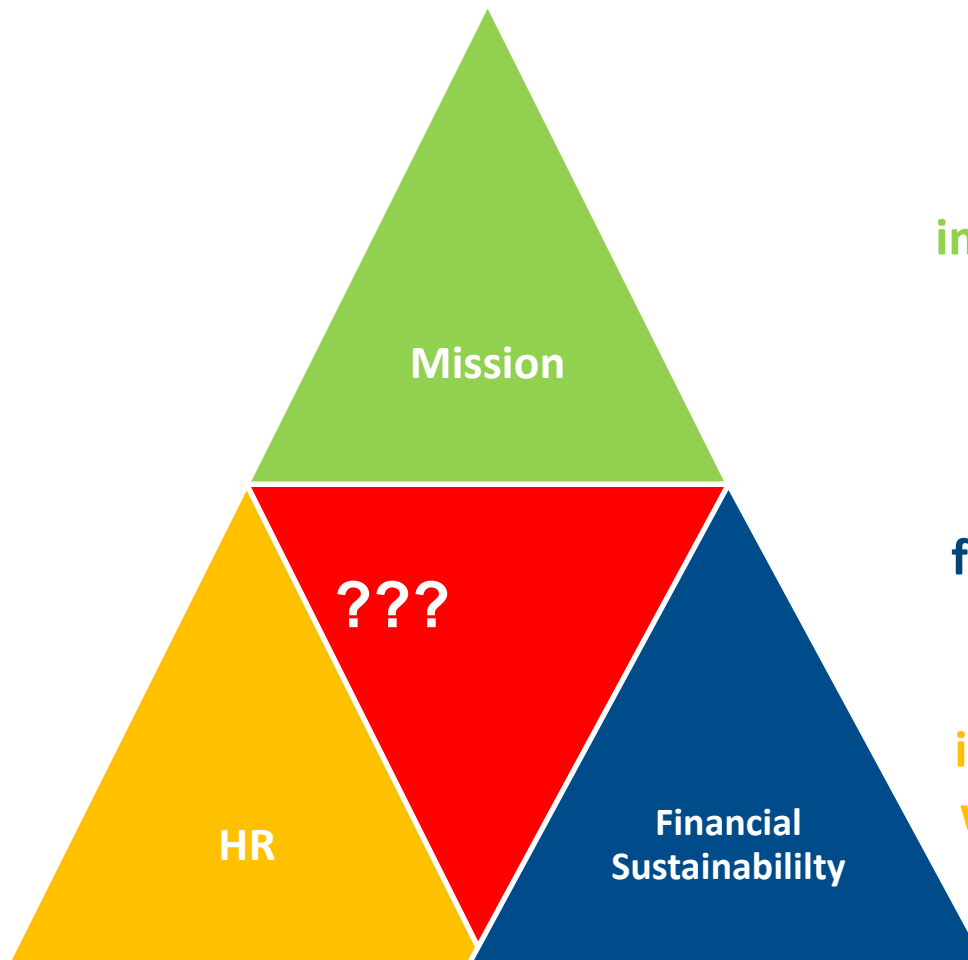


Key Question:

Can you make the connection between mission, HR, and the level of profitability or financial sustainability that your organization realizes?

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Aligning Mission & HR Strategy



Key Questions:

What, if anything is impeding the attainment of your mission?

What, if anything, is negatively impacting financial sustainability?

What are the people implications associated with these challenges?

Do you understand **YOUR
organization's strategic direction
and objectives?**

**Is there a defined strategy in
place?**

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Strategic Approaches



Stakeholder-Driven

- focus is on relationship-building
- leaders are generally collaborative; emphasis on shared values
- Culture, mission and values are driven by stakeholders
- compensation often based on results



Operations-Driven

- focus is on consistent application, process control, teamwork, attention to detail
- Culture tends to be less fluid, flexible; rules and process have significant meaning
- compensation is usually based on formula driven incentives



Products/Service-Driven

- focus is on ideas , products/services
- constant innovation
- employees tend to be curious, creative, life-long learners
- Employees are hired based on their knowledge, education and intelligence
- Compensation tends to have a long-term focus and less emphasis on individual

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Aligning Mission & HR Strategy

Questions to Consider:

- How do we create an HR strategy that sets an agenda for how we will help drive our mission forward?
- How do we invest in HR practices that deliver impactful results for employees, leadership and the market/community?
- What are our desired outcomes? How will we measure our impact?

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Why Understanding Strategy Matters!

“Understanding an organization's business strategy is important because people need to fit the strategy; one size does not fit all. An organization needs the *right* people, not just the *best* people, and it needs the *right* policies, not just the *best*.”

Robert L. Brady, CEO and Founder of BLR, Inc.

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Mission → Organizational Strategy → HR Strategy

NOT

HR Strategy → Organizational Strategy → Mission

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HR Strategy Model



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Balancing HR Strategy & Operations



We must always balance the strategy component of HR with the bona fide need to handle operations and compliance. That dynamic will probably never go away...

Lisa Brown Morton

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Before implementing any program, initiative or solution, ask yourself:

**Is what I'm doing going to enhance the flow of the business strategy
or impede it?**

What organizational problem am I addressing or helping to avert?

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Collaborative Thinking

What is Collaboration?

Taking disparate points of view, disparate purposes and focusing best creative talents, knowledge and attention on a single purpose, solve an issue, create something new, and go back to your own purposes.

Collaboration invites and encourages different talents to use those talents in different ways than normal... Collaboration looks beyond the walls of the organization to “best knowledge” that can be driven to solve issues.”

www.thegreatworkplace.com

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Collaborative Thinking

Four Reasons HR Needs a Collaboration Strategy

1. Knowledge Sharing & Transfer
2. Innovation, Effectiveness & Efficiency
3. Learning & Development
4. Collective Intelligence & Memory

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Key Benefits of Collaboration & Collaborative Thinking



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Collaborative Thinking

Group Discussion Questions?

- What is HR's strategic role in fostering organizational collaboration?
- How are we contributing to the perception that we, as HR professionals, are not collaborators?
- What opportunities exist within your organization to collaborate with other leaders?
- How might increased collaboration change perceptions about our value to the organization?

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About Us

Nonprofit HR is a full-service consulting firm dedicated exclusively to meeting the human resources needs of nonprofit organizations.

Since 2000, our team has helped amplify the impact of nonprofits supporting advocacy, health and human services, arts and culture, education, the environment, faith-based missions and more.

We've done this by focusing our efforts in three primary areas:

- Human resources consulting services
- Talent management: staffing services and executive search
- Advocacy for HR in the nonprofit sector

For more information on Nonprofit HR, visit us at www.nonprofithr.com or contact Lisa at lmorton@nonprofithr.com.

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