

## SHRM HR Business Partner Program

**Available As:** One-day Onsite

Making the transition to the role of HR Business Partner requires that HR professionals in the new role develop or enhance their skills in key areas so that they are able to perform effectively and be seen by line executives, managers and employees as adding value to the business. This may mean a fundamental shift in the way the HR Business Partner interacts with line executives. It also means learning more about how the business operates, how the HR organization adds value, and how to be an effective internal consultant to the business.

This 1-day workshop focusing on the primary skills that HR Business Partners need to fill their new role.

### Objectives

At the conclusion of 1-day workshop, participants will be able to:

- Identify key leadership skills for HR Business Partners
- Demonstrate effective internal consulting skills
- Demonstrate business acumen and an understanding of the financial drivers of company performance

## **1. Introduction**

- The role of the HR Business Partner
- Transitioning to the new role
- How HR is seen by line executives, managers and employees

## **2. Performance Expectations for HR Business Partners**

- Key skills
- Developmental priorities
- Build your skill as a strategic contributor
- Track metrics line managers value
- Business Acumen
  - Why business acumen is essential for HR Business Partners
  - Business models
    - Drivers of revenue and expense
    - How your company makes money
    - What your company executives look at to assess financial performance
  - Cash flow compared to profits
- Continually ask how HR can make a difference
- Demonstrating your skill as a business leader and HR professional
  - Learn about the organization's mission and strategy, determine where HR can provide support
  - Work with managers in a more inclusive way
  - Collaborate across divisional and functional lines
  - Implement strategic workforce planning in support of business goals
  - Learn about your customers, their business, their priorities
  - Determine competencies needed in the future
- Perform to gain trust and confidence of organization leaders

## **3. Internal Consulting Skills for HR Business Partners**

- Process vs. Expert consulting
- Alignment with the internal client organization
  - Learn about the business
    - Industry analysis
    - Competitor analysis
    - Company analysis
    - Goals and strategies for the line organization
  - Provide Advisory Services
    - Ask questions to identify needs & help managers solve problems
    - Listen
    - Identify the real issue & propose the right intervention

- Be flexible – develop alternatives
- Develop capabilities and provide service
  - Change management
  - Facilitation
  - Develop a compensation strategy
  - Build performance plans
  - Coaching managers
  - Team building support
  - Process Improvement

#### **4. Using questions effectively**

- Types of questions
- Interviewing the client
- Determining the “real” issue

#### **5. Develop relationships with business leaders**

- Identify opportunities to provide value in advance to business leaders
- Communicate how HR can support effective business practices
- Develop relationships based on trust

#### **6. Five step internal consulting process**

- Step 1 Entry and assessment
- Step 2 Develop a plan and contract with business leaders
- Step 3 Performance
- Step 4 Assessment
- Step 5 Transition

#### **7. Interviewing and information gathering**

- Presenting your ideas effectively to align with the needs of the organization

Wrap up and Action Planning