

Becoming a High Performance HR Business Partner

Developing Business Partnering and Consulting Skills

**Utilise a proven consulting tool kit to become more effective in
engaging business leaders and managers to drive value added
Business / HR solutions**



Mark Thomas,
Leading International Expert on Business Partnering



The PPI Network

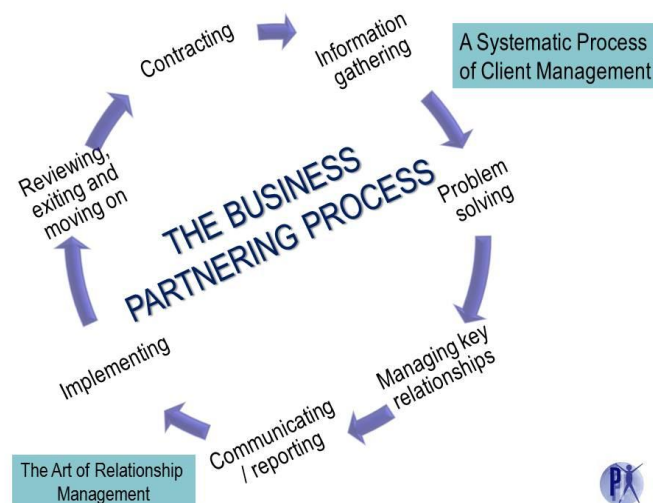
Becoming a Strong HR Business Partner - Developing Your Business Advisory & Consulting Skills

The pressure is now on all support functions in all industries and businesses. Outsourcing and consulting contracts are eating into the traditional security that many classic support specialists have enjoyed. It is not enough to just deliver good transactional services. In today’s environment if you are not adding value it is not long before someone starts asking challenging questions about the value-added of IT, Internal Audit, Finance.

For HR the pressure is strong. Business leaders want more from their HR support professionals. They are seeking a more proactive and challenging role that forces managers to think about how they are leveraging people and the organisation for business success. New business requirements need new HR skills and competences and this programme will provide all the necessary insights and skills to make the transition to a high performance Business Partner.

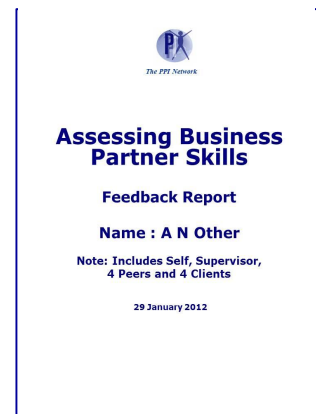
In the HR field the influence of Dave Ulrich and his organisation model has been widespread. Many large and medium sized organisation have adopted his approach. However whilst many HR functions talk about becoming Business Partners, research suggests that very few really operate in this way. It is our experience that many HR functions lack the know how to develop the appropriate skills to move from what we call a functional role to a HR Business Partner and advisory role. Too many HR professionals continue to operate as traditional HR functional specialists clinging to their traditional power base of controlling and directing processes and policies

This exciting and highly practical development programme equips people with the skills needed to become true HR Business Partners



The program has two key elements:

1. Completion of **a feedback instrument** in advance of the classroom session in order to develop a strong awareness of your current strengths and development areas when operating as an internal business partner and adviser. This will then be strengthened through the identification of a clear set of personal learning objectives. The process will then be de-briefed via a tele-conference with support on how to interpret the results. In addition, you will also be asked to complete an assessment of your organisation's current HR capability and contribution



2. **A three day intensive and highly experiential learning and development programme** to develop your understanding and skill set as a high performance HR Business Partner.

In addition to identifying your own strengths and improvement areas, the programme will equip you with a toolkit of proven client management and business partnering techniques and skills.

It will enable you to begin influencing internal customers and stakeholders in a more effective and impactful way, aligning HR issues to the business.



Benefits of this Programme

For the individual participant:

- Further your understanding and perspective on the business contribution of HR in your organisation and how you can make the transition to become a truly effective Business Partner
- Build your competence and skills in being able to contribute to business issues via the successful influence of key business stakeholders and leaders
- Provide a proven consultancy and business partner tool kit to enable you to deliver high impact and business focused HR solutions that enjoy the commitment and support of the organisation
- Develop increased skills and confidence as a HR Business Partner

For the company:

- Increase the competence of HR professionals in lending their people and organisational expertise to support business performance
- Generate a more value added and constructive HR & Line relationship – based on aligning HR activities to business needs
- Reduce the need for employing external consultancy support to address business and organisational issues

Important Note

Due to the rich and highly experiential nature of this programme participants numbers will be restricted in order to ensure that participants have the opportunity to engage in “skills practice” – a key benefit of this programme is that people do come away with real skills and confidence.

Programme Objectives

At the end of the programme participants will

- Have compared their current way of working against some of the leading edge developments in HR as a business partner
- Be able to question the role and contribution of their HR function against a number of key business partner principles
- Be able to benchmark their operating style with HR managers from different organisations
- Be able to apply a range of business partner and consulting techniques to effectively analyse problems from a strategic HR perspective and suggest improvement actions
- Be able to successfully manage internal HR and organisational projects using a range of change management tools and techniques
- Be able to apply the techniques and skills of an Business Partner and internal adviser consultant with increased credibility and confidence
- Have reviewed their own strengths as a high performance Business Partner and identified future development actions

Program Process

Phase 1

1. Complete the Feedback Instrument and receive a detailed de-brief
2. View the program videos on the PPI Network Website as a first step in increasing awareness and learning – Becoming a Business Partner, The linkages between Business Strategy and HR Strategy and The Marketing Brand of HR.
3. Complete the HR contribution questionnaire
4. Identify and document personal learning objectives for the program
5. Identify and document your personal application case that will work on.

Business Partner / Consultant’s “Tool Box”

- Client handling skills
- Frameworks and models
- Application to our everyday HR work



Phase 2

1. Attend the three day workshop to develop your HRBP skill set and learn how to apply a tool kit of effective client management techniques.

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1

Phase 3

1. Execute own case

Phase 2 Development Programme Outline

DAY 1

INTRODUCTION

HUMAN RESOURCES TODAY

- Review the key messages from the pre-work videos
- From HRM to Business Partner and Change Agent
- Adopting a client centred approach
- Reviewing the current challenges facing the HR function
- Assessing how HR contributes in your organisation today
- Comparing practice on core activities with other participants
- Concluding HR assessment and gap analysis

LINKING HR AND ORGANISATIONAL NEEDS

- Reviewing a methodology to link business needs with HR practices
- Measuring the contribution of HR: scorecards and more

THE BUSINESS PARTNER /INTERNAL CONSULTING PROCESS

- Reviewing the HR contribution questionnaire completed in the pre-work
- Assessing the Gap – analysis and review
- Summary of key challenges and proposed actions

MARKETING INTERNAL HR SERVICES

- Developing a marketing strategy – *what are we selling in HR?*
- Identifying who our key clients are?
- Defining what our clients want to buy
- Organising ourselves to deliver the HR product and service offering

DAY 2

REVIEW OF DAY 1

THE BUSINESS PARTNERING /The Client Management Process

- What is business partnering and consultancy?
- Differences between internal and external consultants
- Developing a flexible advisory and consulting style
- Understanding the client management process

WINNING CLIENTS

- Managing initial client meetings successfully
- Using questions to build the client relationship
- Essential success criteria for an initial client meeting
- Review and discussion

DEFINING THE ASSIGNMENT

- Understanding the classic project life cycle
- Winning criteria for projects and assignments
- Critical success factors in project management
- Using a Terms of Reference to manage client relationships

DATA GATHERING

- How to run successful data-gathering meetings
- Handling difficult clients
- Managing client expectations
- Working as a HRBP consulting team – Hunting in Pairs

DAY 3**REVIEW OF DAY 2****DEVELOPING THE CLIENT RELATIONSHIP**

- Understanding the factors that motivate clients
- Developing your consulting antennae to detect client preferences
- Adapting your style to develop client rapport

MANAGING CHANGE

- Understanding organisational change
- Identifying the critical success factors that determine success in change scenarios
- The role of the business partner in managing change
- Linking theory to practice

PRESENTING FINDINGS AND RECOMMENDATIONS

- Communicating and reporting back to clients
- Using your Tool Kit to communicate effectively
- Applying SWOTplus, COPS, Force Field Analyses etc
- Stakeholder analysis

MANAGING CLIENT COMMITMENT

- Maintaining the client's commitment
- Avoiding the disappearing client
- Confronting "bad news" issues
- Closing the assignment and exiting

ACTION PLANNING AND DISCUSSION

- Programme review – what have I learnt?
- Skill set review
- Personal action planning and discussion
- Group review and discussion

THE "GOLDEN THREAD"



Running throughout the 3 days programme is a challenging case study. This enables participants to practise applying each part of the client management and consulting model. Past participants have said that this case study constitutes one of the most powerful aspects of the programme – a "golden thread" that links learning and practice

with the actual business experience of the tutors and participants.

The case highlights realistic and challenging client scenarios that are common to all large organisations. It draws on the experience of the tutors who are practicing business consultants with corporate support function backgrounds.

Participants are required to apply and practice the range of business partnering and consulting tools and techniques that are explored on the programme. The case study is very challenging and a pressurised exercise - but is contained within the context of a low risk learning environment.

The case study also helps participants in working with others in a consulting team environment. In turn participants are encouraged to review their own performance and to give feedback to their colleagues.

Altogether the case study provides a unique and highly relevant experience for applying the skill sets learnt during the programme.

Programme Faculty

The programme is presented and lead by Mark Thomas. He has an outstanding track record of working in this field with some of the world's best companies. As a global business consultants rather than trainer he brings a "real life" perspective to the skill set and helps the programme experience become a challenging and highly experiential learning event.



He has delivered many highly successful HR BP in-company experiences that are consistently rated "excellent"

Program Dates & Location



Phase 1 starts on 1 April 2012 leading to Phase 2 Three Day Workshop on **28 to 30 May 2012**, and to completion of Phase 3 by end July 2012.

The workshop in Phase 2 will be held at Le Meridien Hotel, Vilnius, Lithuania.

Program Fee

The fee for completing all two phases is Euro 2,800. Should you only wish to attend Phase 2 without completing Phases 1 the fee is Euro 2,000.

The fee includes instruments, refreshments and lunch during the three day workshop, attendance at group dinner on the evening of day one of the two day workshop and support materials for the workshop. Participants are responsible for their own travel and accommodation.

How to Register

Contact Gerry Buckley on Telephone 32-479-281601 or e mail gbuckley@theppinetwork.com.