

What are the capabilities needed as a HR Strategic Partner?

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What are the capabilities needed as a HR Strategic Partner?

Becoming a strategic partner is about a shift in mindset, and capabilities...

Ulrich - "For HR to master a new role, centred on deliverables with new patterns of behaviours, both learning and unlearning needs to occur. Learning means appreciating new alternatives; unlearning means letting go of the past."

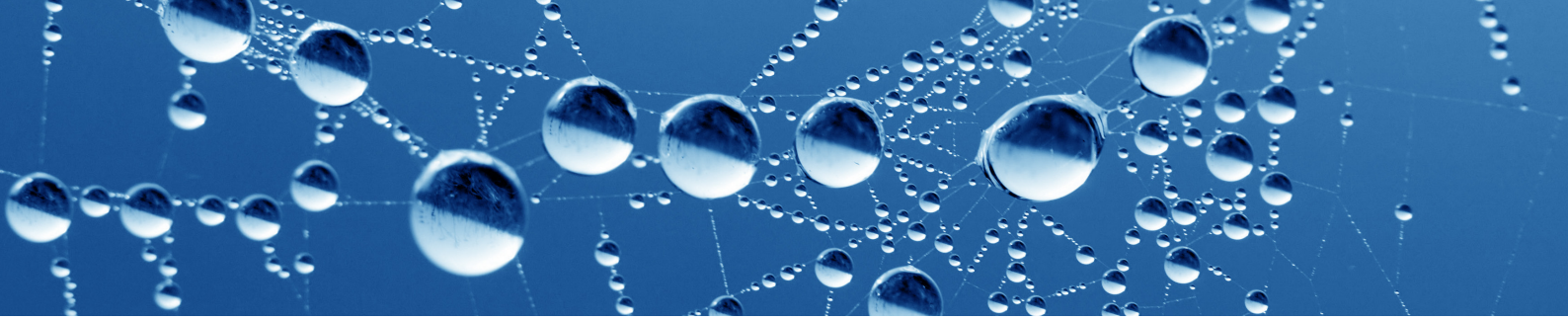
Becoming a business partner sounds easy but in practice demands a shift in mindset and capability...

What is the mindset shift needed?

- Becoming a true "player " on strategic business issues... able to challenge business leaders on their own ground
- Architects who can synthesise specialist best practice e.g. Reward, Talent, OD etc into integrated solutions and implement at speed
- Shifting from advising and consulting to challenging, provoking, confronting business leaders
- Letting go of the past – often coping with restructuring when colleagues have gone – and engaging with the future

What personal capabilities does a Strategic Business Partner really need to have?

- **Personal Impact:** Have the personal presence, integrity, authority and business strategic understanding to speak as an equal and be listened to
- **Provoke:** Get managers to think about strategic business implications; ask difficult questions, say the unthinkable, challenge assumptions. Provide an holistic, systems/ complexity based insight on the business – being a true "player"
- **Catalyst:** Bring in concepts and data from the outside world and make it relevant to the business. Manage relationships with externals
- **Coach:** Partner managers as a coach, supporting and facilitating as they tackle change in themselves, their teams and their organisation
- **Architect:** Synthesise specialist best practice e.g. Reward, Talent, OD etc into integrated solutions and implement at speed



HR Strategic Partners have to lead and influence at a senior level

These are some of the challenges HR Strategic Partners tell us they face:

- How is this new role different from before?
- How can I really have impact and influence at a senior level?
- How strong is my strategic business credibility?
- What is my role in leading complex change?
- What are the strategic change strategies I can employ?

You are moving towards Strategic Partnering when...

- You are involved in discussions (by invitation!) on the “people implications” of a change or a new initiative in the organisation before things go wrong
- Managers in your client system confide in you about their concerns and problems, even when you are not providing a solution then and there
- Managers encourage you to tackle issues in their areas and express confidence in your ability to do things you may never have done before
- You engage in genuine dialogue with client managers: e.g. co-create solutions
- You can disagree with a “client’s” point of view and the result is constructive
- The needs one is presented with are genuine needs/problems, not solutions to be implemented
- The time frame of one’s work moves from present/past to future - especially longer term future
- The “why” of what one is doing is very clear - in terms of organisational need (not “because we always do it/have done it)

Developing capabilities and supporting a shift in role

- Experience in HR transformations show that making this mindset shift can be helped by working with a peer group of HR colleagues on real life issues in an action learning or coaching group process
- Reviewing on the job experience, planning changes and getting feedback from peers over several months can really help changes and capabilities develop
- This is a core approach in the integrated development process we have facilitated in both public and private sectors - to find out more please contact:
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