

[ focused initiatives ]

# Creating and Implementing a Strategic HR Business Leader Program

*Presented by:*

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## Why does HR need to be strategic?

**HR, like any other function within an organization, needs to contribute toward making the organization:**

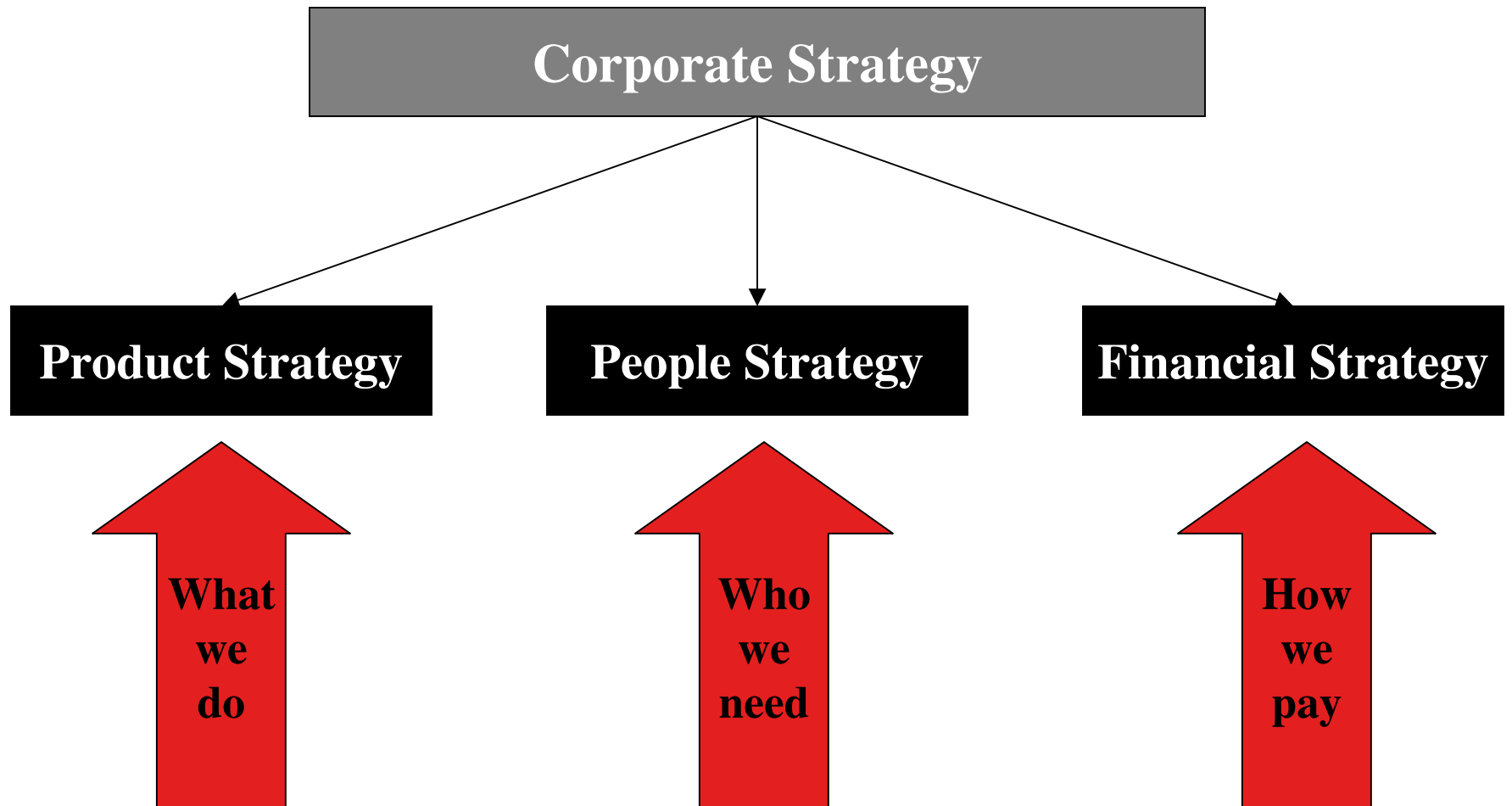
**Better**

**Stronger**

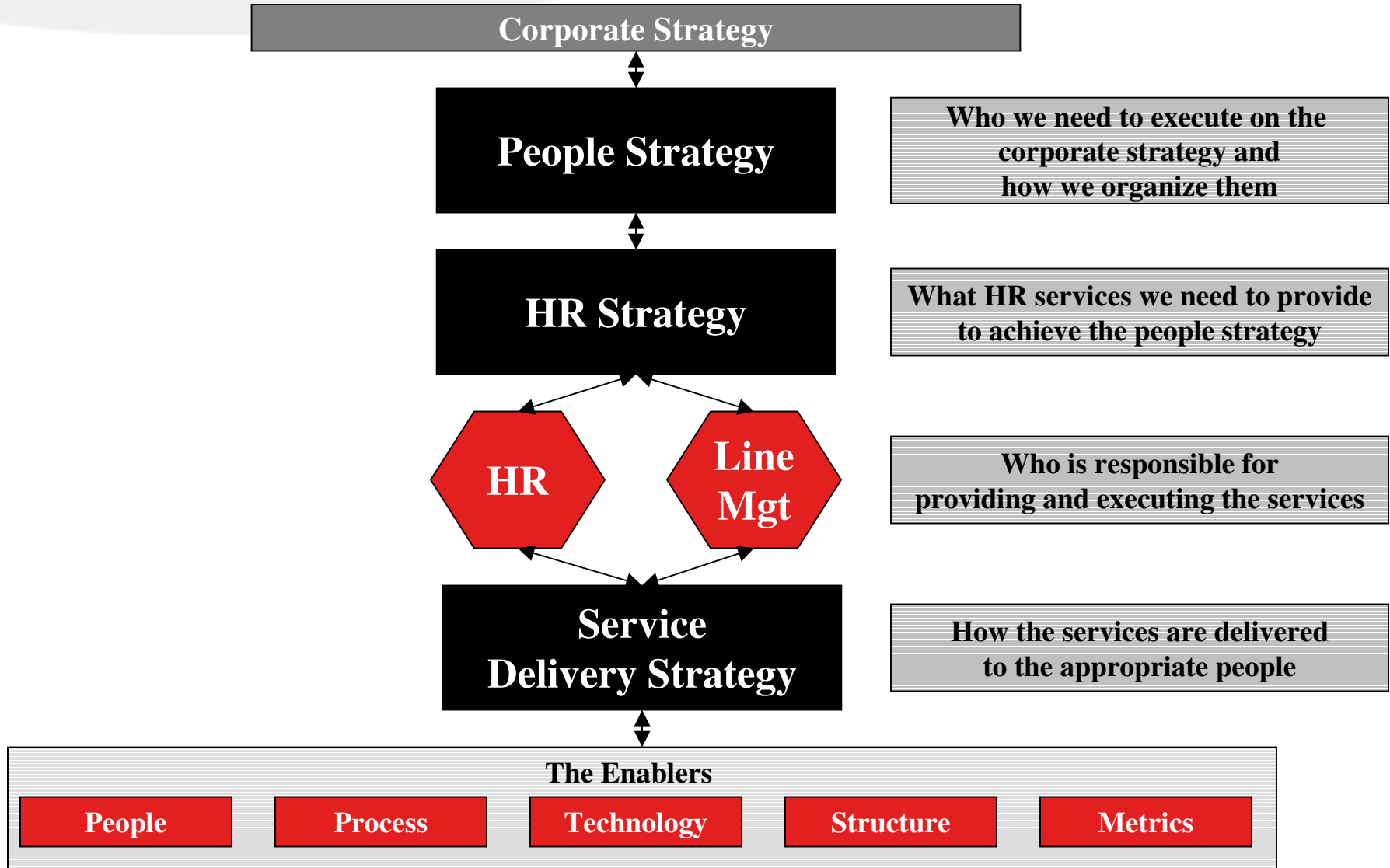
**More profitable**

**More likely to remain in business**

# Where do people fit in the overall strategic picture?



# How does this relate to what HR does?



# What does Strategic HR mean to an organization?

## **A strategic HR function is one that:**

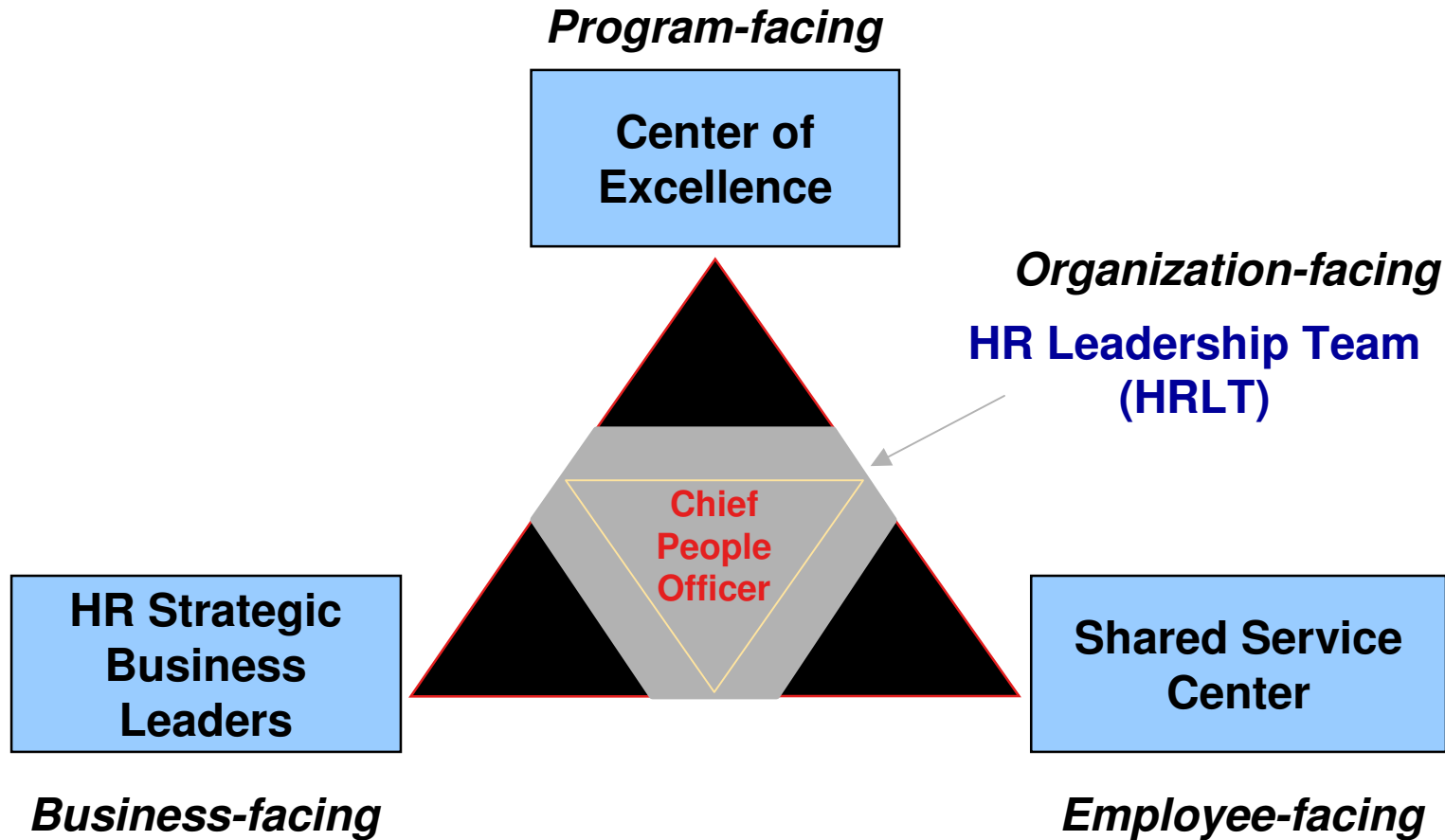
- **Ensures that the people strategy of an organization contributes toward the overall business strategy**
- **Develops policies and programs for the organization that reinforce the people strategy**
- **Provides input into the design of the corporate organization structure**
- **Contributes to the strategic leadership of the firm**
- **Determines, recruits, and maintains the “right” workforce for the organization — present and future**
- **Ensures that this workforce continues to be re-evaluated in terms of the changing requirements and strategies of the organization**
- **Provides an appropriate leadership development program for executives**

# What is the “right” workforce?

## The “right” workforce is one that:

- Has the right number of people, now and in the future
- Has the right skills mix, now and in the future
- Operates in the best interests of the organization
- Stays with the organization as long as needed
- Leaves the organization when required
- Provides the organization with optimum return on investment

# What kind of HR organization structure enables strategic HR?



# What is the role of the HR Strategic Business Leader (SBL)?

**The SBL contributes to the success of the strategic HR function.**

- Partners with business units within the organization to determine **people-related needs and opportunities**, facilitate change, and increase people effectiveness
- Partners with line leaders in **strategic planning, goal setting, problem-solving, decision-making**, action-taking, and assessing results
- Disseminates **people needs and information from the business units** to identify gaps between current HR programs, processes, and present and future needs
- Participates in the **design of HR programs** (or modifications to current HR programs) for assigned business units, and assists in user testing
- Delivers integrated HR solutions by **coordinating HR resources**, introducing subject matter experts when needed

## What are the competencies required by an SBL?

- An SBL is **NOT** an HR generalist wearing a different hat!
- To be a successful SBL requires a mix of the following competencies, in addition to extensive HR domain expertise:
  - Business acumen
  - Client focus
  - Effective relationships
  - Leadership skills
  - Consulting skills
  - Global business insight
  - Strategic change
  - Strategic/critical thinking
  - Influencing skills
  - Information-age know-how

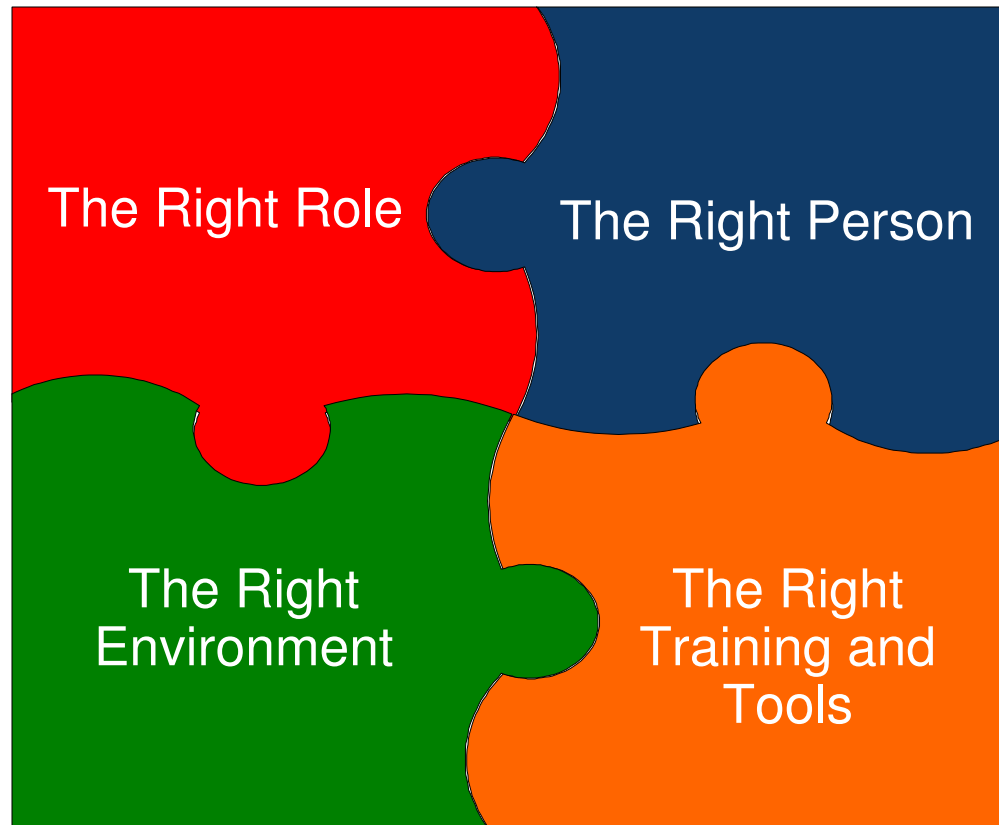
## Why have SBL programs failed in the past?

- **Square pegs in round holes**
  - HR generalists who have spent most of their career in a transaction processing and inquiry environment may not be the most suitable candidates for an SBL role.
- **Leopards do not change their spots**
  - An HR generalist “re-badged” as an SBL may not be well regarded by the business unit leaders and the program may lack credibility.
- **Ignorance is seldom bliss**
  - Sending a re-badged HR generalist into a business unit without providing the proper training, orientation, and toolkit is usually destined to fail.

## Why have SBL programs failed in the past?

- **You can take a horse to water ...**
  - Most business units are not accustomed to giving HR a “seat at the table. It is unlikely that an SBL will be successful unless the governance, culture, and management style of the business unit are conducive to including the SBL in its strategic decision-making.
- **Give a dog a bad name**
  - Unless the SBL program receives the necessary executive support and sponsorship, the SBL will find it more difficult to gain acceptance at business unit level.

# What are the elements of a successful SBL program?



# The right role



The Right Role

*Would you run an offense  
without a playbook?*

## The Elements of Success

- Clear definition of roles and responsibilities, including:
  - What an SBL **does** do
  - What an SBL **does not** do
- Clear delineation of the appropriate skill sets and competencies required for the role

## Lessons Learned

- Review existing roles and responsibilities – theoretical and actual
- Recommend changes and improvements
- Determine skill set and profile competencies for revised roles and responsibilities
- Recommend an implementation strategy for roles and responsibilities

# The right person

*Are you feeding  
carrots to carnivores?*



The Right Person

## The Elements of Success

- Selection of SBLs with “The Right Stuff” to perform their roles and earn the respect of the business units
- Reassignment of employees who do not fit the profile required for SBLs

## Lessons Learned

- Provide a standard screening and selection methodology to evaluate candidates
- Tailor this methodology to the requirements of the organization and business units, if required
- Conduct screening and methodology exercise to determine suitable candidates
- Recommend appropriate actions to take in respect of unsuccessful candidates

# The right training and tools

## The Elements of Success

- Extensive training in the skills required to perform as an SBL
- A comprehensive set of tools and methodologies to facilitate the role and its responsibilities
- An appropriate set of metrics to measure performance

## Lessons Learned

- Provide a standard set of training courses
- Tailor the courses to meet the needs of the organization or business unit, if required
- Deliver training courses to candidate, or on a “train the trainer” basis
- Provide a set of standard tools and methodologies
- Provide a set of performance metrics

*Would you bring a tennis racquet to a golf game?*



# The right environment

## The Elements of Success

- An HR organization structure that promotes the SBL role
- Business units that provide the SBL with a seat at the table
- Sponsorship from senior management
- Business processes that promote collaboration with the rest of HR
- Appropriate performance metrics and monitoring mechanism
- Appropriate reward and recognition structure

## Lessons Learned

- Review HR organization structure and make recommendations for improvement
- Review HR business processes and make recommendations for improvement
- Review executive communications related to SBLs and make recommendations for future communications
- Review governance and structure of business units to determine whether this is conducive to the success of the SBLs; make recommendations for improvement
- Review the way in which SBLs are rewarded and how their performance is measured, and make recommendations for improvement



The Right  
Environment

*Could you produce Les  
Miserables in your front yard?*

# What might an SBL training curriculum look like?

Areas of Study	Strategy	Communications	Implementation Management	Finance
<b>Advanced</b>	<ul style="list-style-type: none"> <li>• Understand &amp; Redesign Business Models</li> <li>• Strategic M&amp;A Management</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Communication in the C–Suite</li> </ul>	<ul style="list-style-type: none"> <li>• Business Process Outsourcing and Vendor Management</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Mindset: A Financial Perspective</li> </ul>
<b>Intermediate</b>	<ul style="list-style-type: none"> <li>• Building Business Strategy</li> <li>• Strategic HR</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation Skills for the HR Professional</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a Culture of Innovation</li> </ul>	
<b>Foundational</b>		<ul style="list-style-type: none"> <li>• Conflict Resolution Skills for HR Professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Individual and Organizational Change</li> <li>• Internal Consulting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic HR Metrics</li> </ul>

## Q&A

### **Email questions to:**

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