

# PESA HR Professionals CEO Expectations of HR October 12<sup>th</sup>, 2016



## HR as a Business Partner.

- It is widely agreed that people are a company's most important asset and a source of competitive advantage – everything else can be replicated.
- This is by no means a radically new concept.
- If that's the case, however, why isn't the human resources department--the traditional keeper of the people function--considered a company's most valuable strategic function?

## CEO Expectations

The best way I know to be treated like a strategic business partner ... is to think and act like one.

## Which Means

- Strong capable HR leadership (Depth and Breath)
- Change agent mindset / ability COM ability
- Providing counsel and advice... candid, open, inclusive, core value, reality based feedback.
- Coming to the table with business solutions
- Forging credibility with the line management cold-face.

# **KEYS TO YOUR SUCCESS AS HR BUSINESS PARTNER**

## Really understand the business

- Know what makes your company tick and what gets in the way of its ticking.
- Get clear about how all the different parts operate together, and – again – what gets in the way of their smooth operation.
- Become knowledgeable about the competition, and understand how your company is better and worse than they are.
- Be able to articulate your understanding.

## Get out of your box

- If you look at what the company needs only from the perspective of your own function (HR, IT, marketing – whatever it is), you will be seen as tactical at best, and an impediment to the business' success at worst.
- Step back and think about what would best serve the business overall.
- Speak from that vantage point.
- Hold yourself accountable to represent the company's interests (especially when they conflict with yours) and you'll be seen as a real asset to any organizational-level discussion.

## Be Useful in a big way

- Talk is cheap.
- If you want to be seen as valuable, actually help the line business people in your organization meet their goals.
- Either do things in your own area that make it easier for them to do their jobs, or share ideas (based in your real understanding of the business) about how they can achieve goals more easily or quickly.
- If good things happen for the business as a result of you being involved in projects, you'll be invited back



## Actively Listen

- The best way to do all three of the things I've noted above is to start by really, truly listening.
- Get deeply curious.
- Summarize to make sure you've understood.
- When you get new information, listen very carefully to hear how it relates to what you already know and what it says about the person who's speaking.
- People love to be deeply listened to – they see excellent listeners as wise, insightful and interesting.

## Reputation and Influence

- Finally, remember that reputation and influence are built over time.
- If you start behaving in these ways, you'll begin to be seen as a great person to have around.
- The more you fulfill that positive expectation, the more it will be reinforced.
- And soon you'll be someone they check with to make sure you're available before they schedule that important meeting...

# **CRITICAL ASPECTS**

## Understand ...

### **Understand your direction.**

- Formulate a clearly defined HR strategy and tactical plan showing how HR will add value to the business and how it will begin the transition to exceptional service delivery. This strategy should be shared with business leaders and key HR leaders to gain their support, to illustrate what various stakeholders and process owners can expect, and to clarify their role in implementing the strategy.

### **Understand your customers.**

- Strive to fully understand clients' business issues and how HR service delivery - directly or indirectly - can help managers and employees better contribute to business success.

## Lead ...

### **Provide real HR leadership.**

- Urge your HR resources to provide direction, improve operational efficiency and effectiveness, and empower HR staff to collectively make decisions for the overall good of the enterprise.

### **Get the processes right.**

- Evaluate current administrative processes against this context: Do they add value to the business? Can they be reduced or combined? Can technology help save time and money? Can they be done better and more efficiently outside of the organization? If outsourcing is appropriate, what role does HR want to play in that process?

## Keep your head ... “IN the GAME!”

### **Recognize it's a mind-set.**

- HR professionals must embrace this revolutionary way of thinking about HR service delivery. Once these new strategies are in place, however, HR will be better equipped to cut costs and elevate the level of service to its internal customers.