# Identifying HR's Deliverables



## ORGANIZATIONAL CAPABILITIES AUDIT | THE RBL GROUP

To transition HR from its transactional roots to its strategic future, HR must move from focusing on what it does to focusing on the results the organization needs to achieve. For HR, those deliverables are the capabilities that will make their organization unique and drive the creation of intangible value. The capabilities define many of the intangibles that investors pay attention to, the firm brand to which customers can relate, and the culture that shapes employee behavior. These capabilities also become the identity of the firm, the deliverables of HR practices, and the keys to implementing business strategy.







The Organizational Capabilities Audit shows overall scores for each capability, as well as a summary of highest and lowest rated items.

The most critical tool for identifying and building unique organizational capabilities in the HR business partner's toolkit is the Organizational Capabilities Audit. The audit has been developed to help your organization identify and build the organizational capabilities that support the strategy and increase the market value and intangible assets of the organization.

## ORGANIZATIONAL CAPABILITIES

## Leadership

We are good at building leaders that generate confidence in the future.

## Strategic Unity

We are good at creating a shared agenda around our strategy

## **Customer Connectivity**

We are good at fostering enduring relationships of trust with target customers

## **Corporate Social Responsibility**

We are good at establishing a strong reputation for sustainability, philanthropy, and employability in our industry and community

#### **Shared Mindset**

We are good at ensuring customers and employees have a consistent and positive experience of our firm identity

#### Collaboration

We are good at working together across boundaries to ensure leverage and efficiency

## Learning

We are good at generating, generalizing, and implementing ideas with impact

## Innovation

We are good at doing something new in both content and process

## Talent

We are good at attracting, motivating, developing, and retaining talented and committed people

#### Speed

We are good at making important changes rapidly

## Efficiency

We are good at reducing the costs of our business practices

## Accountability

We are good at creating and enforcing standards that lead to high performance and execution

# CASE STUDY | CAPABILITIES THAT DRIVE RESULTS

## **Business Challenge**

The HR Department of a leading global pharma firm engaged RBL to assist in redesigning the HR Organisation. The challenge: to better align HR with the growth that the company had achieved through a combination of acquisition and R&D success in the development of new products for new markets.

## Solution

The organization capability audit was a key element of the design process. Through a collaborative design methodology, HR leaders were able to engage senior management in a dialogue about strategic priorities, and pinpoint the capabilities that were crucial to the company's strategic growth requirements.

## Results

The design process for the new HR organization produced both a well aligned HR function and has significantly increased senior management's reliance on HR, and confidence in HR's focus, priorities, and ability to execute. HR has since established itself as a true business partner.

## **RELATED OFFERINGS**

# Facilitated Strategic Alignment Sessions

Our experienced facilitators can help give more in-depth understanding of the results of the Organizational Capabilities Audit, and assist in identifying the capabilities that will strengthen the organization's intangible investments, and build or protect market value in our half- and one-day strategic alignment sessions

# Accelerating Change and Execution

In these one-, two-, or four-day skill-building workshops, participants implement the organizational capabilities by applying tested practices to an immediate change effort while getting grounding in the basic elements of a repeatable change process.



## **HR Transformation**

The newest offering from The RBL Group library, this book emphasizes the practical organizational changes that are required to bring HR departments to their most effective level. Focusing on aligning outcomes, practices, and people to current business conditions, the authors present principles and tools for how to design and deliver an HR Transformation.





# FOR MORE INFORMATION

For further information about the Organizational Capabilities Audit, please call us at 801.373.4238 or email us at sales@rbl.net