



HR STRATEGIC PARTNERING

Workshops to help your HR team deliver results.





For HR to add more value to the business, HR professionals need to play a more strategic role.

HR professionals can become full partners with their business leaders in setting and implementing strategy. Their ability to do so will make or break an HR organization's strategic contribution.

How do you build capability in HR strategic partners?

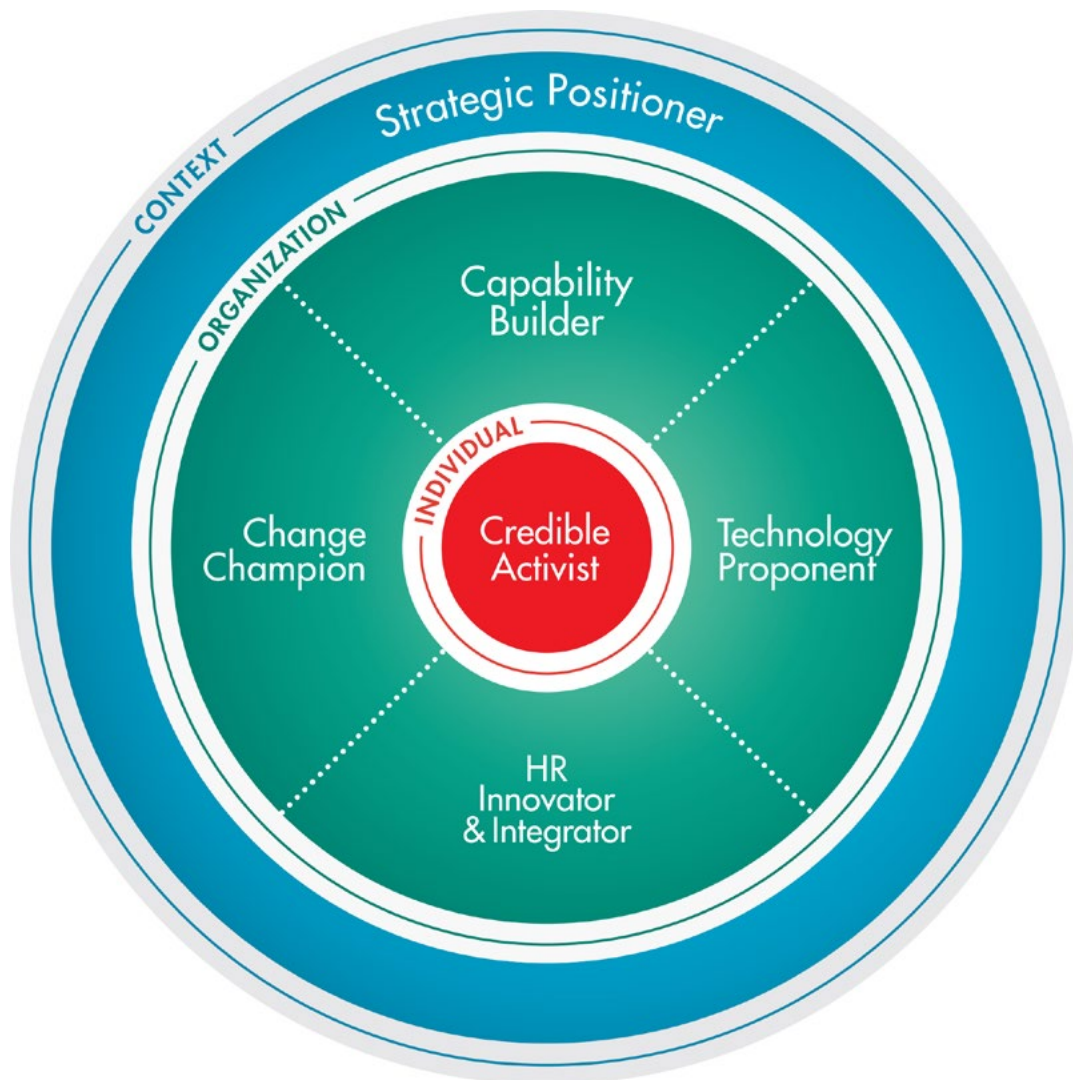


Strategic Partnering Workshops

To help HR professionals in your organization collaborate more effectively with business leaders and have greater impact on business performance, we will work with you and your team to deliver workshops on any or all of these eight areas.

- 1 **Building HR Competency**
- 2 **How HR Creates Value**
- 3 **HR Metrics & Analytics**
- 4 **Talent & Engagement**
- 5 **Organizational Diagnosis & Design**
- 6 **Business Partner Consulting Skills**
- 7 **Change Management**
- 8 **Coaching for Results**

Research is the foundation of the Strategic Partnering Workshops.



The HR Competency Study

Our strategic HR workshops are based on the findings of the Human Resource Competence Study, the largest and longest running global study on what makes HR professionals effective, which we conduct with the University of Michigan. This research identifies the skills that help HR professionals increase their personal impact and the competencies they need to create value for the business. Our workshops focus specifically on these skills.



Combines input from line managers as well as HR professionals.



Measures which competencies most impact individual performance and drive business performance.

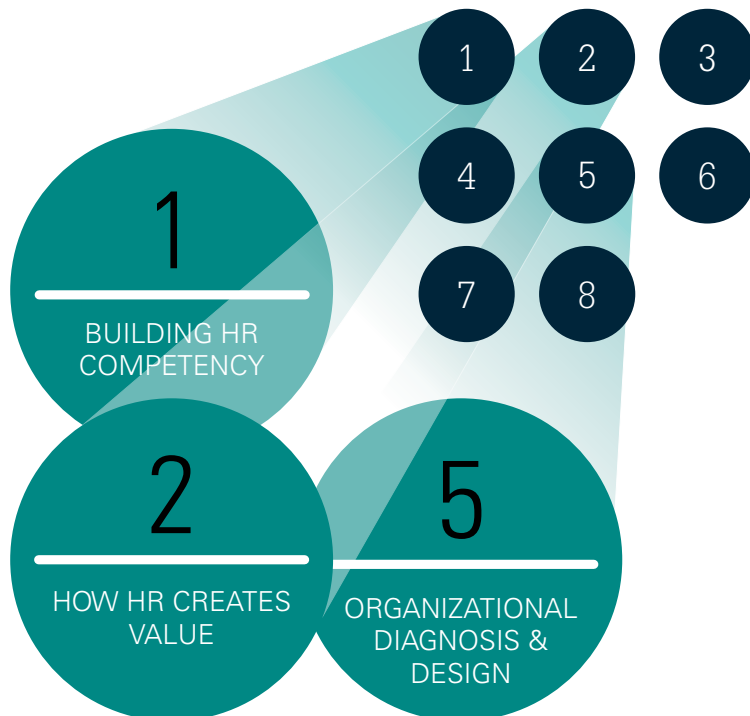


Includes 25 years of data—over 60,000 surveys—from all regions of the world.

RBL's Strategic Partnering workshops can be delivered as standard or customized development experiences.

Customizing:

We recognize that every HR organization is unique. We often work with HR organizations to customize the content and structure of HR Strategic Partnering workshops to ensure that your HR professionals are learning the skills that are most needed to address organizational skills gaps and better meet business needs.



Custom Program Examples:

A multinational pharmaceutical company saw a business need to upgrade the strategic capabilities of its mid-level HR professionals. They believed that investing in the skill sets of these future HR leaders would transform the individual contributions of their HR professionals and pay off in the short-term and in the future.

For more details on this example go to:

<http://rbl.net/index.php/clients/story/investing-in-future-hr-leaders>

One of Eurasia's largest telecommunications firms with business interests in surrounding nations partnered with The RBL Group to align the work of the HR business partner population with the fast-paced, ever changing business environment and market conditions. The program architects wanted business partners to create more value in strategy formulation and execution.

For more details on this example go to:

<http://rbl.net/index.php/clients/story/teliasonera>

Standard Program Examples:

See the following pages for more detailed information about what each standard workshop covers.

Building HR Competency

360 or 180 Assessment Feedback

HR competencies are the critical baseline skills for effective HR professionals. Companies who invest in helping HR professionals contribute more effectively are more successful in meeting stakeholder expectations.

► Workshop Overview

For 25 years, the Human Resource Competency Study (HRCS) has been the global standard for what knowledge and skills are necessary for successful HR professionals and their organizations. RBL's Building HR Competency workshop helps HR professionals understand these competencies, benchmark their own performance, and create a development plan.

► Objectives

- Understand how HR is changing to have a greater impact on business results
- Understand the competencies and behaviors required for effective HR professionals
- Assess personal strengths and weaknesses in each HR competency area
- Identify which competencies are most relevant for current job requirements and future career goals
- Create a structured change action plan to better deliver the required business results



HRCS research:
All competencies



Participants:
20-30



Duration (customizable):
Half to One Day

How HR Creates Value

Strategic HR means creating value for stakeholders outside of HR. HR's place at the table depends on its ability to use business acumen and an outside-in perspective to identify the organizational capabilities the organization has or needs. These organizational capabilities enable the strategy and create intangible value. HR professionals create value by prioritizing and focusing on building those capabilities.

► Workshop Overview

HR's strategic contribution comes from its ability to help the business build capabilities that differentiate and create competitive advantage in the market. This workshop expands HR's stakeholder perspective to include external stakeholders (customers, investors, etc.) and gives participants a way to connect HR practices and processes with the overall business strategy.

► Objectives

- Develop an outside-in value-creation mindset
- Build participants' ability to understand finance fundamentals
- Increase awareness of the business's current performance in the market and trends that could impact future performance
- Translate the business' strategic direction into a set of organizational capabilities required for successful implementation of the strategy
- Prioritize and integrate HR practices in order to build the required capabilities
- Identify critical capability metrics to drive change and measure performance.



HRCS research:
Strategic Positioner
Capability Builder
Technology Proponent



Duration (customizable):
Half to Two Days

HR Metrics & Analytics

Measuring is easy. It's figuring out what to measure that's hard. Strategic HR professionals must have the financial and business acumen to understand business performance. They use that understanding to identify what to measure and then analyze the results to make adjustments that improve overall business performance.

► Workshop Overview

In this workshop, participants learn what matters to business performance and strategy implementation. Using that framework, they identify questions where certain answers could change current HR practices and create a measurement strategy.

► Objectives

- Build participants' ability to understand finance fundamentals
- Increase awareness of the business's current performance in the market and trends that could impact future performance
- Connect business strategy to organizational capabilities and HR practices
- Create a measurement strategy
- Analyze data to identify required actions



HRCS research:
Capability Builder
HR Innovator & Integrator
Technology Proponent



Duration (customizable):
Half to Two Days

Talent & Engagement

One of HR's primary responsibilities is to facilitate the attraction, engagement, development, and positioning of talent to meet strategic objectives and enable business performance. Countless studies have shown that engaged talent produces measurably better business results. The challenge comes in knowing how best to do this.

► Workshop Overview

In this workshop, participants learn to take a strategic perspective on talent. An engaging simulation helps them experience first-hand the manager experience and the importance of talent in day-to-day execution and longer-term strategy execution.

Strategies for building engagement, helping employees move through critical career transitions, and attracting and building the right talent help participants operationalize HR's talent deliverables.

► Objectives

- Experience first-hand how talent strategy is connected to business results
- Create a talent portfolio that meets the strategic needs of the business
- Learn strategies for helping employees successfully move through career transitions
- Understand levers that can be used to build better engagement throughout the organization
- Identify the organization's employee brand and how well HR systems reinforce that proposition
- Take a strategic approach to succession planning and talent development



HRCS research:
HR Innovator & Integrator



Duration (customizable):
One to Two Days

Organizational Diagnosis & Design

While many organizations will still retain centralized HR groups with expertise in organizational design, being able to diagnose and solve problems that arise from how the organization is designed is an important part of the HR professional's toolkit. Helping business leaders understand when direction changes require organizational changes or when chronic problems are not an individual or group performance issue but can be resolved through examining systems can help improve performance and results more quickly.

► Workshop Overview

Our design methodology as taught in these workshops builds on RBL's unique framing of organizational capabilities and how to make them real in organizations.

Designed to help HR professionals develop a systemic understanding of organizations using the Organizational Systems Model, the workshops include the opportunity for participants to diagnose a real-world dilemma and strategize a whole system improvement plan. In subgroups, participants will learn to see the "little things" that are often invisible to managers but prove to be major barriers to improvements. Our approach involves an extensive number of tools to give participants the best learning environment possible.

The Advanced workshop builds on the standard Diagnosis & Design workshops and helps people understand the nuances of doing design work at the macro, functional, and micro levels.

► Objectives

- Increase diagnostic skills to better understand how the organization really operates
- Be able to better strategize systemically about business challenges in the organization
- Develop greater confidence that the focus areas of change in the organization will actually make a difference in results
- Increase confidence in using high-performance diagnosis and design tools



HRCS research:
HR Innovator & Integrator
Capability Builder
Technology Proponent



- One-Day Org. Diagnosis Workshop
- Two-Day Org. Diagnosis & Design Workshop
- Two-Day Advanced Org. Design Workshop
- Five-day certification course for specialists

Business Partner Consulting Skills

Achieving Results with Influence

Strategic HR professionals often act as consultants to the business, particularly around the challenges facing its systems, culture, and the people in it. With the right perspective and tools, HR professionals can overcome the pull towards being a pair of hands. As consultants to the business, they initiate and facilitate processes that solve pressing problems and help their business deliver results.

► Workshop Overview

This workshop focuses on the three critical components of consulting success: managing yourself, managing stakeholders, and managing the project. Through video cases, practical applications, and skill-building exercises, participants improve their ability to help business leaders solve the problems that get in the way of delivering results.

Participants bring or identify early in the course a consulting project they are currently involved in. As they progress through the course concepts, participants apply the tools and principles discussed to that project. This process improves both individual learning and project execution.

► Objectives

- Understand the importance of what you bring or build as a coach: trust, courage, networks, and questioning
- Learn and apply tools for understanding and managing stakeholders
- Identify strategies and tactics for dealing with resistance that could affect project success
- Build skills in scoping, diagnosing, and contracting projects with business leaders
- Improve ability to set up project teams that will lead to successful project outcomes
- Integrate change management principles to enable project completion and business impact



HRCS research:
Credible Activist
Change Champion



Duration (customizable):
Half to Two Days

Change Management

Pilot's Checklist for Change

HR professionals must help business leaders think strategically about the pace and progress of the required changes. Technical and practical understanding of change management principles is essential to help organizations change to respond to external demands, create higher intangible market value, implement strategies, plan for the future, and create excitement among employees.

► Workshop Overview

In the Pilot's Checklist for Change workshop, participants learn to apply a comprehensive framework (originally developed by RBL co-founder Dave Ulrich to support GE's change initiatives) and use practical tools to build their skills and improve existing change efforts.

The workshop is organized around seven principles of change management: leading change, creating a felt need, defining direction, engaging stakeholders, making decisions, institutionalizing, and monitoring and learning. It helps participants know how to turn "what we know" into "what we do" and make change a pattern, not an event.

► Objectives

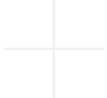
- Launch and manage the team needed to lead change
- Create a felt need to build the case for change and how it adds value
- Identify a clear sense of the intended outcome of the initiative to create defined direction
- Engage stakeholders to get buy-in from everyone required to deliver the initiative and overcome resistance
- Make sure decisions get made to keep progress on track
- Institutionalize the initiative by embedding it into technology, HR, and financial systems and processes
- Monitor and learn by tracking the success of the change and adapt based on results



HRCS research:
Change Champion



Duration (customizable):
Half to Two Days



Coaching for Results

As trusted advisors to their business leaders, HR professionals are often called on to coach business leaders. The impact of coaching for ongoing development career progression, engagement, as well as positive and sustainable performance in the organization is compelling. Increasing individual coaching effectiveness provides great value to the organization.

► Workshop Overview

This workshop focuses heavily on providing time and tools for participants to practice coaching in real-life scenarios, including giving feedback to business leaders, high-stakes interventions, performance coaching, and possibly career development conversations. Using RBL's Coaching for Results model, participants improve their coaching skills and become more effective in one-on-one coaching settings.

► Objectives

- Use the REAP coaching for results model to structure effective coaching conversations
- Become more aware of existing barriers to listening and practice to improve personal listening skills
- Understand how to build trust to improve coaching success
- Improve personal ability to use curiosity and questioning to create better coaching conversations
- Understand how to manage self to enhance ownership and problem-solving by the coaching client
- Improve skills in coaching for feedback, career development, and/or performance management
- Build capability to manage the coaching process



HRCS research:
Credible Activist
HR Innovator & Integrator



Duration (customizable):
Half to Two Days

A photograph of three business professionals in a meeting. A man in a green striped shirt is pointing at a whiteboard with a marker. A woman with curly hair is smiling and looking at the whiteboard. A man with dark hair is looking at the whiteboard from the left. The background is bright and out of focus.

*Tailored for
Transformation.*

Unleash the power of people.

The **RBL** Group

HR STRATEGIC PARTNERING

The **RBL** Group

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