



*The Emerging Role
of the
Strategic HR Business Partner*

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Corporate Demands

- Focus on global and mobile workforces
- Outsourcing programs
- Cost reduction pressures
- Increasingly complex business models
- Worldwide shortage of educated labor
- More challenges around employees

Global HR Talent Survey Results

90% of large global corporations polled Q407 who did recent global HR talent reviews stated:

*"We don't have the right HR professionals.
Our HR succession plan is inadequate.
Our HR bench strength is close to non-existent.
Our internal customers don't have the strategic assistance they need."*

HR Business Partner Bad News

"84% [of companies] are either transforming or planning to transform HR, but only 30% say the transformation is driven by the need to free HR to undertake a more strategic role."

(Deloitte Study 2007)

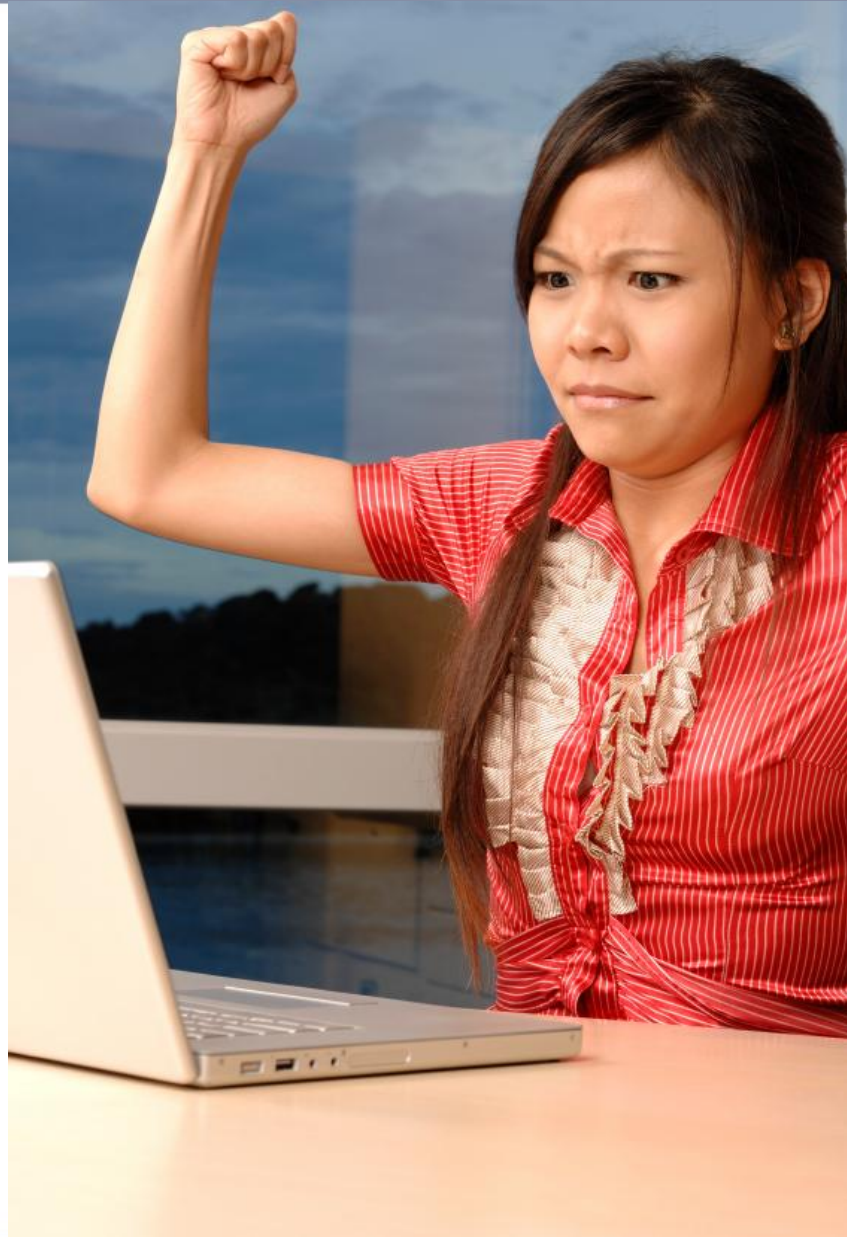
Strategic HR Business Partners



**How does your HR job
make *YOU* feel?**







HR Business Partner



Road Map for HR Business Partners

**New
Competencies**

**Domain
Expertise**

Basics



Differentiators

Cover the Basics

Dependability

Pride

Follow-through

Communication

Cooperation

Flexibility

Integrity

Domain Expertise

Talent Acquisition

HR Compliance

Succession Planning

Total Rewards

OD and Training

Change Management

Employee Relations

Differentiators

Board-Level Presence

Consultative Approach

Start-Up Mindset

HR Best Practices

Passion for the Business

Ulrich's New Competencies

Organizational Designer

Credible Activist

Operation Executor

Business Ally

Culture and Change Steward

Strategy Architect

The Successful HR Business Partner

Basics

**Domain
Expertise**

Differentiators

**New
Competencies**

The Successful HR Business Partner



HR Business Partners On The Job

Responsibilities

- Lead corporate initiatives in regional unit
- Discover and diagnose and design solutions
- Delegate implementation work
- 4-5 countries at a time
- Shared services environment

HR Business Partners On The Job

Skills

- Can gain rapid understanding of complex businesses and business issues (a whiz with org charts)
- Influence – works at a strategic level
- Consulting
- Account management
- Vendor management
- Strategic planning facilitation

HR Business Partner On The Job

Required Experience

- 10 to 15 years HR increasing responsibility
- Experience designing and implementing training and OD
- Knowledge of 'Best Practices' HR and OD
- Successfully influenced key stakeholders and decision-makers on important matters
- Strong service focus
- Willingness to travel over 50% of the time

HR Business Partner Bottom Line

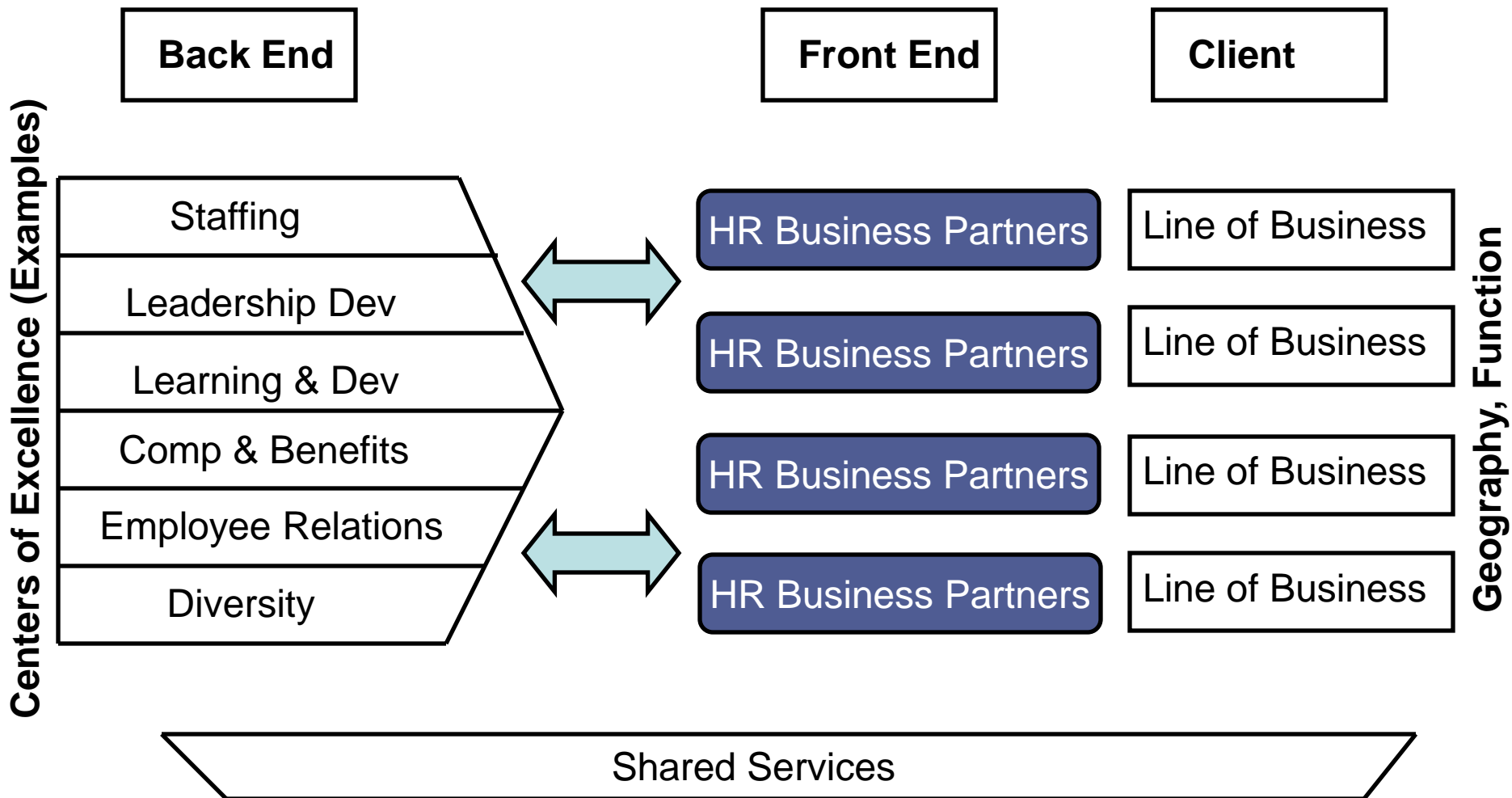
Reporting Structure

- Reports to the global/corporate VPHR
- May also report to the regional leader

Compensation

- Can have a base of up to \$220,000—
for individual contributors
- Can earn more than top HR execs with
large teams

The HR Business Partner model



HR Business Partner Case Study



Is your organization ready for HR Business Partners?

- It looks like a business school
- It has a “P” not just an “L”
- It hatches and harvests ideas
- It makes big places smaller
- It focuses on the upside

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Bad HR Business Partners





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