

Exercise

Developing my HR Capabilities

...and my Team!



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Developing my HR capabilities (and my team!)

HR Business Partnering is very different from HR Management. The impact of these changes not only affects you but also your direct and indirect teams (i.e. SSC and CoE staff). Therefore, to help you develop your capabilities and those of your team you are encouraged to complete this 4 Block Prioritising matrix to develop your capabilities.

Self

Step 1 – Review the HR Partnership competencies

1. Compare the HR Partnership competencies against your existing competencies
2. Summarise the key differences and your gaps

Step 3 – Complete the 4 Block Prioritising Matrix

By now you will have identified many areas you could / should develop – and this could be overwhelming. The 4 Block Prioritising Matrix allows you to refine and prioritise how you will address the gaps you have identified.

- The vertical axis can represent *either* the importance of the task / knowledge to the HR Team *or* your HR Partner role
- The horizontal axis represents your level of competence regarding the task / knowledge

Now:

- Look at the outputs from your review of the HRBP competencies and the *How ready and I?* exercise
- Consider what areas you need to **develop** and how
- Identify which competencies or capabilities you are very strong in and determine if you can use these to help others (**leverage**)
- Be clear on where you need to *refocus* your time and efforts in order to make the impact as a HRBP that you want to. If these activities are still relevant for HR, consider who you could ask to take on these activities
- Be strong and see what activities you presently do which you need to stop doing (**refocus**). If these are still relevant for HR, consider who you could ask to take on these activities.

CourageousHR's HR Competencies

How well you apply commercial skill and judgment to assist the organisation to achieve outstanding business results through an understanding of how business in general, and your organisation in particular, works and what it means for the people

How well you build and sustain effective relationships across your organisation and with your HR colleagues. This will be achieved through collaborating, partnering, influencing, communicating and sharing knowledge or information which results in productive decision making and action taking.

Recognising that HR is a service provider, you constantly interact with your customers and seek out information about them and from them so that you are able to continuously deliver a high quality and customer led integrated HR service.



You recognise that it is people that provide the competitive advantage for your organisation and are motivated to work with the business to ensure your HR strategies and solutions are directly linked to and seek to maximise organisational results.

You provide HR solutions which are led by the business need and informed by 'best-practice' HR.

Has the appropriate level of HR knowledge, skill and expertise for the professional and technical requirements of the role. Is able to use this expertise to insightfully determine and recommend the most appropriate HR solutions as well as provide relevant advice and guidance on people and HR matters.

Recognises that Organisations are constantly evolving and changing. You are open and responsive to these changes and have the willingness and creativity to adapt existing HR solutions as well as create innovative and new practical solutions to strategic and operational people issues which impacts your organisation.

Competencies defined

Business Acumen

Definition

How well you apply commercial skill and judgment to assist the organisation to achieve outstanding business results through an understanding of how business in general, and your organisation in particular, works and what it means for the people.

Core skills

- Spotting opportunities
- Taking calculated risks
- Understanding your business metrics
- Decisive
- Judgment / Perspective
- Negotiating

Customer Focus

Definition

Recognising that HR is a service provider, you constantly interact with your customers and seek out information about them and from them so that you are able to continuously deliver a high quality and customer led integrated HR service.

Core Skills

- Consumer/Customer Service
- Product / Services Knowledge
- Actioning Feedback/Research
- Fact based approach

HR Professionalism

Definition

Has the appropriate level of HR knowledge, skill and expertise for the professional and technical requirements of the role. Is able to use this expertise to insightfully determine and recommend the most appropriate HR solutions as well as provide relevant advice and guidance on people and HR matters.

Core skills

- Continuous Learning
- Delivers & inspires good practice
- Freely shares knowledge

Courageous Leadership

Definition

Has a clear sense of what you stand for, a passion for what you can contribute and a willingness to consistently live this out. Actively and publicly demonstrate personal leadership, embrace uncertainty, willing to challenge others and take decisions, even at personal risk and seek ways to empower those people around you to lead.

Core Skills

- Public conviction
- Judgement
- Effective Communication
- Change Management
- People Sponsorship
- Utilising Team Capabilities
- Builds Team Spirit
- Goal Setting for team and self

Building relationships

Definition

How well you build and sustain effective relationships across your organisation and with your HR colleagues. This will be achieved through collaborating, partnering, influencing, communicating and sharing knowledge or information which results in productive decision making and action taking.

Core Skills

- Project sponsorship
- Team player
- Facilitation and coaching
- Constructively challenging
- Energises & influences others
- Represents others
- Champions diversity

Results driven

Definition

You recognise that it is people that provide the competitive advantage for your organisation and are motivated to work with the business to ensure your HR strategies and solutions are directly linked to and seek to maximise organisational results. You provide HR solutions which are led by the business need and informed by 'best-practice' HR.

Core Skills

- Purposeful action
- Responsive/Resourceful
- Priority Management
- Process or project management
- Project Sponsorship

Innovator

Definition

Recognises that Organisations are constantly evolving and changing. You are open and responsive to these changes and have the willingness and creativity to adapt existing HR solutions as well as create innovative and new practical solutions to strategic and operational people issues which impacts your organisation.

Core skills

- Technology savvy (HRIS specifically)
- Forward Thinker
- Tuned into the marketplace
- Challenges Status Quo
- Creative Problem Solving
- Change Management

Reviewing the HRBP competencies

My existing HR Competencies

My main Competency Gaps

HRBP Competencies

Business Acumen

- Spotting opportunities
- Taking calculated risks
- Understanding your business metrics
- Decisive
- Judgment / Perspective
- Negotiating

Customer Focus

- Consumer/Customer Service
- Product / Services Knowledge
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HR Professional expertise

- Continuous Learning
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Results driven

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HRBP Competencies

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Courageous Leadership

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Development Prioritising Matrix - Self

