

Handout

HR Consulting Model

Working as a HR Community, working with the business



CourageousHR works with HR leaders and Communities to identify their distinctive contribution and then make it, both culturally and operationally, an organisational reality.

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HR Consulting Model

“HR has never played a more important role in business than they do today. We live in a world in which companies can – and should – draw on human capital as a major source of competitive advantage.

This reality creates a global competition for skill and talent and therefore makes human capital essential to the very survival of business!”

The future of HR in Europe. Key challenges through 2015.
Boston Consulting Group. June 2007

Overview

In the ‘old days’ HR was clear about its role in the business and fairly clear how it worked with it. However, in the dynamic and uncertain world of Business Partnerships we no longer have the luxury of working to pre-determined and carefully controlled outcomes. Value is no longer seen purely in terms of ‘efficiencies and effectiveness’ – it is through HR being able to conceptually, flexibly, and systematically work with the business – normally without specific and predetermined outcomes – to follow the threads of an issue or opportunity wherever that may lead, and knowing when ‘good enough’ is sufficient for recommending action.

Therefore, creating and sustaining an equal partnership between the business and HR is a journey of discovery for everyone involved – where there is no final outcome beyond moving forward.

Partnerships do not work by merely changing organisational structures, titles and policies. Nor does a partnership-oriented culture mean a laissez-faire, everyone-do-what-they-want style in a very flat structure. The challenge of creating Business Partnerships that work beyond the superficial and the structural involves clear expectations, standards and guidelines. In other words, the partnership between the business and HR, if it is to work, has to be an ‘inside job’ not externally imposed.

What this means is that both the business and HR are there by choice and take part in decisions as to what role they play, how they work together, and how the work and the partnership are structured.

For this to successfully occur, HR Business Partners need to find ways to work on an equal footing with the business as well as developing greater consultative and facilitative skills. The HR Consulting Model enables HR to build these powerful partnerships with all their business relationships.

HR Consulting Model

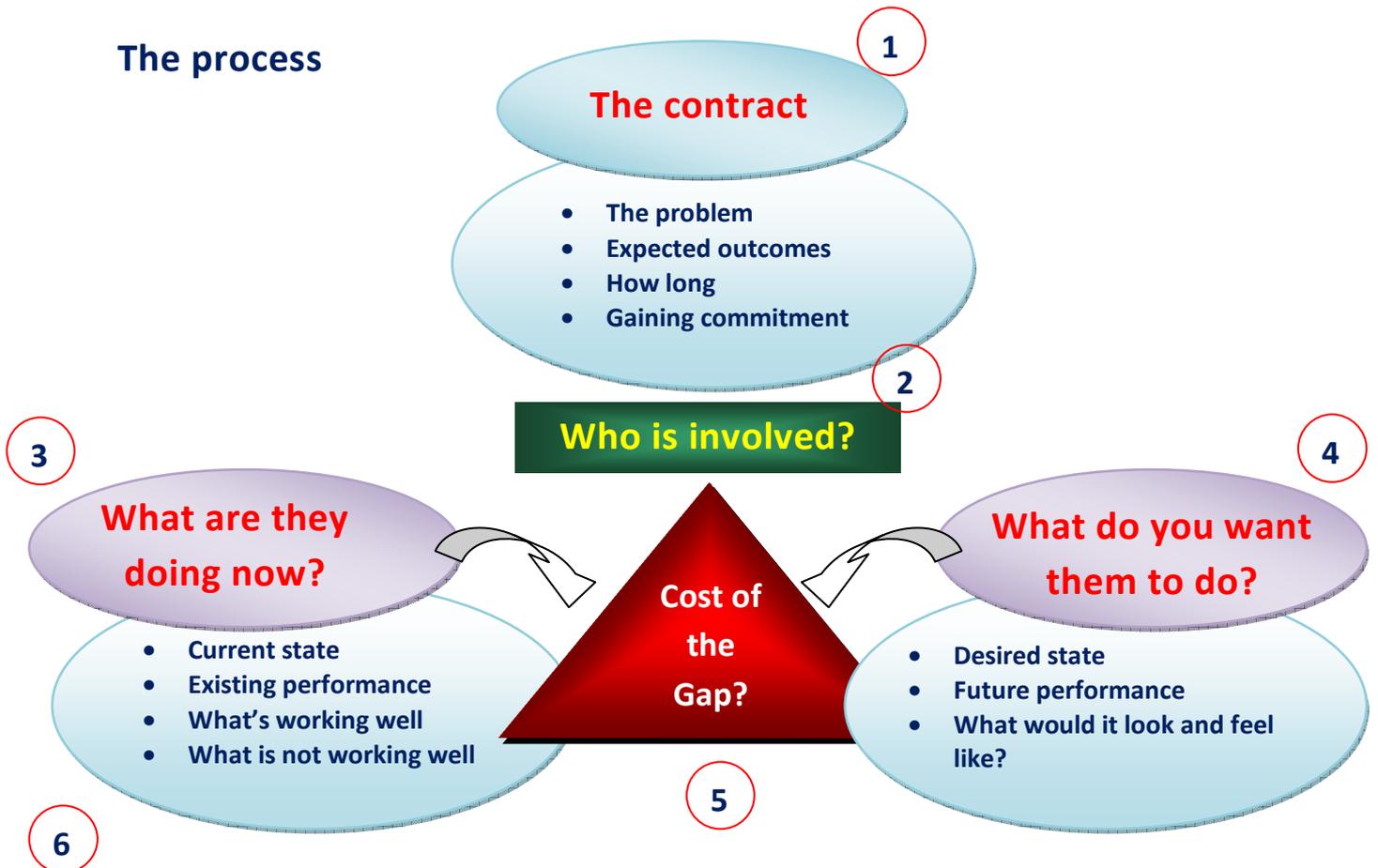
The HR Consulting Model is a systematic, simple and flexible process to use with internal customers and HR colleagues.



The HR Consulting Model will support you to:

- Develop greater alignment with and deeper understanding of business needs and priorities
- Clarify how the working relationships will function and build a strong network
- Create joint problem solving and develop clarity of ownership and accountability
- Improve influencing and negotiating skills
- Take action and deliver business improving results
- Support structural, cultural and interpersonal changes

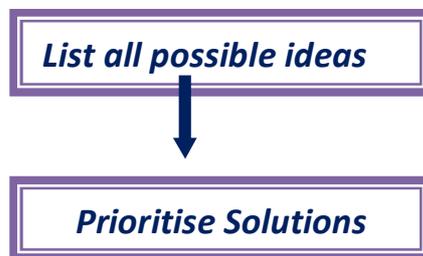
The process



Causes?



Potential Solutions?



7

Action Plan



Was the contract met?

About CourageousHR

At CourageousHR we work with HR Professionals like you to help you create innovative people solutions and courageously apply them. We help you to bridge the gap between academic vision and consulting rhetoric to guide and inspire you and your HR Community to move from being 'followers' to leaders.

Our passion and thinking comes from our experiences, research and a belief that 'tomorrow doesn't have to be the same as today'. Our reach is global and we happily work with clients throughout the world and across a wide range of industries