



# Human Resources and Allied Professionals Program



## The Human Resources Profession

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## Human Resources and Allied Professionals Program



# Agenda for Today

- What's Up?
- Examining Current State of Partnership
- What Makes a Difference?
  - Credibility
  - Connections and Differentiation
  - Content vs. Process
- Call to Action!
- Close



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## Does This Sound Familiar?

**Strategist**

**Change  
Agent**

**Process  
Guru**

**Employee  
Champion**

# What's Up?

- HR has many legacy issues.
- In many cases, the analytics of HR compete with the analytics of the operations staff.
- The HR function is usually staffed quite leanly, and is at the hub of many customers pulling it in many directions.
- Too often, the point of view of HR is a function of the individual and not the function.
- Too often, HR is involved in decisions where there are clear winners and clear losers. This is not a good dynamic!



# An Informal Study of Internal Partners

- Called and interviewed 15 C-level executives in Fortune 1000 companies (none were current or past clients/ some were acquaintances)
- Asked them to describe their ideal shared services partner
- Asked them to rate the overall effectiveness of their shared services partner (1-5)
- Asked them to describe the current capabilities of their shared service partner
- Asked an open-ended question about how the partner was or was not living up to the ideal.

	<b>Business Support</b>	<b>Business Analyst</b>	<b>Business Advocate</b>	<b>Business Partner</b>
<b>Functional Expertise</b>	<ul style="list-style-type: none"> <li>• Data Provider</li> <li>• Historical Focus</li> </ul>	<ul style="list-style-type: none"> <li>• Mostly Historical Focus</li> </ul>	<ul style="list-style-type: none"> <li>• Strong Business Planning Function</li> </ul>	<ul style="list-style-type: none"> <li>• Fully Integrated Business Planning</li> </ul>
<b>Industry Knowledge</b>	<ul style="list-style-type: none"> <li>• Limited knowledge of Business</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of trends and industry economics</li> </ul>	<ul style="list-style-type: none"> <li>• Understands business objectives and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Helps set objectives and strategies</li> </ul>
<b>Business Skills</b>	<ul style="list-style-type: none"> <li>• Functional HR skills</li> </ul>	<ul style="list-style-type: none"> <li>• Department management</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting</li> <li>• Teamwork</li> <li>• Influence</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Decision Making</li> </ul>
<b>Relationship</b>	<ul style="list-style-type: none"> <li>• Factual with no influence</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluative</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive</li> </ul>	<ul style="list-style-type: none"> <li>• Co-owner</li> <li>• Facilitator</li> <li>• Trusted Advisor</li> </ul>



## Results

- One of the fifteen interviewees described their current shared services partner as a full partner (“a virtual COO”)
- Twelve described their current partner as providing business analyst level service (and “lost their heads” when the issues got more complex and ambiguous)
- Two described their current partner as a business advocate
- Leadership and relationship skills were cited as the most “lacking” by shared services partners
- Credibility and influence were also cited as “severe deficits” by many of the executives interviewed



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# Results - Continued

- Credibility and believability were issues because the executives believed that their shared services partner was “loyal” to their function “to a fault.”
- Ten of the twelve felt their HR partner was “emotionally overwhelmed.”
- Many felt that their HR partner had no “point of view” on how to approach the people problem inside the business problem.





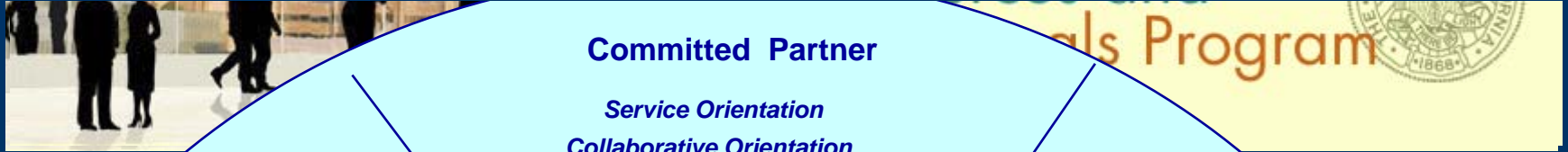
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# The Four C's of Partnership

- **Competence**
- Credibility
- Connections
- Content

# The Compleat Consultant





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# Influence Features

What is influence, it is a function of:

- Reliability
- Expertise
  - Technical
  - Business
  - Organizational
- Trustworthiness
- Character
- Believability



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# Believability

- **Pioneering (“assiduous experimenters”; pioneering; they try new things, always on the cutting edge even when it doesn’t work out)**
- **Actively engaged in multiple social domains (activists; involved in many organizations, charities, causes, and social events such as parties)**
- **Highly networked (connect, emotionally, to lots of folks)**
- **Sought after for advice by knowledgeable people (if believable people seek you out and take your advice then you are by definition, believable)**
- **Very cognitively active (highly educated, well-read, technologically literate, busy, wise, culturally sophisticated, highly self-reliant)**



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# Trustworthiness

- Expertise (in the domain required)
- Reliability (consistent work product with a consistent point of view)
- Goodwill (caring, empathy, good intentions)
- Authenticity (shares feelings openly and honestly, doesn't conceal or hold back)



# Character

- Reputation
- Moral or ethical strength; willing to call a penalty on themselves even when it causes great harm; willing to call a penalty on others, even when it doesn't cause any great harm
- Willingness to submit to law and authority
- Commitment to truth
- Socially acceptable; follows and leads with social norms



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## The Credibility Spiral

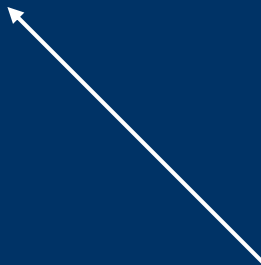
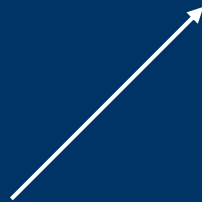
Efforts Yield Results

That Generates  
Further Exploration  
with You

That Get Shared with  
Influential Others

**R**

That Inspires  
Interest





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# Credibility Rules of the Road

Highly credible people:

- **Cite multiple sources of information**
- **Use face to face communication as their primary vehicle**
- **Love to have conversations, and are good at it**
- **Share unabashedly**
- **Practice and role model continuous improvement**
- **Are amazingly practical and realistic in their practices**
- **Talk in their client's language and use their analytics**
- **Base their advice primarily on experience and a sense of their "client's priorities."**





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# Beginning the Partnering Process

- Who is the client?
- What is driving the need for an intervention?
- What is the expected outcome?
- What is required for success?

*Why Me??????*



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# The Four C's of Partnership

- Competence
- Credibility
- **Connections**
- Content



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# Networks are Important!

- High performing HR folks have as many as 70 relationships inside their organizations that they consider to be “close.”
- Networking is a key to being credible!
- The average CEO knows over 200 people in their organization! Closely!!
- If you are in the people business, then knowing lots of people is part of being credible.
- You are fundamentally incapable of creating a strong dialogue throughout the organization if you have no network.



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# But what about your connections?

- Number 1 symptom of inability to differentiate: **BLAMING THE CLIENT**
- Different HR professionals have different boiling points
- Some carry so much anxiety around with them that they're constantly vulnerable to being swamped by emotions and their first reaction is to "infect" others (potentially the client)
- Others seem to be able to remain thoughtful, non-reactive and differentiated even under high pressure
- Begin to recognize difference between "acute" and "chronic" anxiety in your HR professionals



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# How to Grow Your Ability: Focus and Connect!

- Hold on to yourself - what you care about, what you believe - in relationships that really matter to you.
- Step back to keep a sense of perspective and proportion about your worries, fears, limitations so they don't drive or paralyze you.
- Confront yourself - look yourself in the mirror and tell the truth about what you see - good and bad.
- Admit it when you're wrong, even when others won't.
- Soothe yourself when you're upset rather than looking for someone else or something else to do it.
- Relearn your language-speak in a foreign tongue!



# How to Immediately Increase Your Ability to Differentiate...

- **Be vigilant**
  - Know your hot-buttons, your patterns, and signs that you are heading into the “Reactive Zone”
- **Key Strategy**
  - Buy yourself time to think, feel, and choose.
  - Get to the “balcony”.
- **Pause and say nothing**
- **Rewind the tape**
- **Take a time out**
- **Think systemically; feedback systems**
- **Don’t make important decisions on the spot**
- **Recognize and work your way out of “triangles”**
- **Act systemically: find and apply the leverage**



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# The Four C's of Partnership

- Competence
- Credibility
- Connections
- Content



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## Dealing with Ambiguity

### Unambiguous World

- Analysis
- Power
- Technical Rationality
- Foreseeable Solutions
- Obvious Opportunities
- Unchanging Conditions
- Programmable
- “A” leads to “B”
- Routine
- Planning Works

### Ambiguous World

- Spirit
- Intuition
- Experience
- Complex/Unanalyzable
- Unforeseen
- Changing/Shifting Context
- Unprogrammable
- “A” and “B” may be related
- Never Routine
- Planning is a laughable attempt to control the future





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# Dealing with Ambiguity Requires....

- Intuition
- Immersing Yourself Totally in Experience (not data)
- Stretching your Capabilities
- Transcending your Fears
- Staying Open to Possibility
- Noticing how your Intuition Talks to You
- Paying Extra Attention to your Questions and your first Responses
- Being Confident with a Range of Answers, not One



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## Can you?

### **Strategist**

- Help your client plan and execute a business strategy?

### **Change Agent**

- Change the way people think and behave?

### **Process Guru**

- Help your client organize the business?

### **Employee Champion**

- Treat human assets humanely.



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# The Human Resource Professional's Call to Action!

- Dream collectively
- Balance the short term with the long term
- Build an organization that values people
- Understand the reality of the organization



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# HR Leadership

- Build the business case for people using business analytics
- Create a compelling people strategy
- View the organization as a complex system
- Create alignment and meaning across human resource practices, processes, and policies
- Create fair and just practices
- Create the capacity for renewal.