



Case Study

Business Partnering – Developing a Strategic HR Community

Client Drivers

Our client a blue-chip financial services company was in the process of transforming the Human Resources function to support the new business strategy and deliver value added services to the business leaders.

The senior HR leadership team was aware that many of the HR professionals required support and skill development to help them adapt and function at an increasingly strategic level rather than taking a transactional approach.

In particular they wanted to help clarify the expectations of operating as a Business Partner whether individuals worked within generalist HR, L&D, Compensation & Benefits, Resourcing, Employee Relations or Payroll.

They wanted delegates to gain a practical toolkit they could readily apply back in the real world, to have a direct impact with their business leaders and hence raise the credibility of the HR function.

Strategis' Solution

The solution involved developing 300+ delegates over an 18-24 month period as part of an integrated solution working with other partners; one delivering project management and the other financial acumen training.

We designed a Business Partnering workshop which on the face of it looked like a 2-day classroom based programme, however there were key elements which helped us deliver credible reality based learning, which was easily transferable back to the workplace. The key ingredients were as follows:

- ▶ All facilitators had been highly successful HR Business Partners in blue-chip organisations
- ▶ Real stories based on the facilitators experience were shared with the delegates when explaining key concepts, models and techniques
- ▶ Humour was injected making the learning memorable
- ▶ Delegates completed real work during the workshop which they implemented on their return to the office, which involved developing a written communication or presentation to market the new services of the holistic HR function
- ▶ Real case studies were used during exercises covering all of the different disciplines within HR helping all functions gain insights into the other functions reality as well as making it easy for delegates to translate the applicability of what they were learning.

Value To Our Clients

We incorporated a number of evaluation methods, including immediate post programme reviews, pre and post knowledge questionnaires and pre and post behavioural questionnaires measured 3 months after the programme.

- ▶ The overall shift in the knowledge results was; pre-course **49%** to post-course **82%**
- ▶ The overall shift in the behavioural results was; pre-course **59%** to post-course **71%**
- ▶ For the range of questions across the knowledge dimension, there was a shift towards the right answer from pre-course lows of **6%** to post-course highs of **99%**
- ▶ For the range of having practiced skill levels post the workshop across the behaviour dimension, there was a shift towards "always" as a practiced skill level from pre-course lows of **35%** to post-course highs of **82%**

Delegate Quotes & Content

"Very practical, useful tools, techniques, discussions, exercises, real understanding of importance of transforming HR model in relation to the company's Human Resource Business Partners"

"The two days were commercially driven, and not purely HR, which was refreshing"

"Provided excellent clarity around the new Human Resources Business Partner role"

"It was a very good course overall, very well delivered and great personal commitment from both facilitators, thanks very much"

"I found the examples and live situations a real indicator of ability and potential weakness. The facilitator was able to make the workshop "real" and made an effort to understand the group. And at the same time the facilitators coaching technique and

CATALYTIC
 CONFRONTING STYLES
 STRATEGIC MUSCLE ROLES
 EXPERT INFLUENCING
 COLLABORATING ACCEPTANT
 LISTENING SELF-AWARENESS
 POLITICAL POSITIONING LEAD
 BRAVE STAKEHOLDERS
 COMMERCIAL ACUMEN
 CASE STUDIES JUDGEMENT
 PAIR OF HANDS
 NETWORKING PROMOTING