



TOOL 2.1



*HR Transformation **Readiness** Assessment*

The RBL Group | 3521 N. University Ave, Ste. 100 · Provo, UT 84604 | 801.373.4238 | www.hrtransformationbook.com

HR TRANSFORMATION

Readiness Assessment

When people understand the “why” of change they are more likely to accept the “what.” This simple principle is taught by a broad range of change specialists from the most academic of cognitive psychologists and change theorists to the most popular of self-help gurus. It is true not only in personal change (exercise, weight loss, anger management) but also in HR transformation. For personal change, when we fully grasp why we should change a personal behavior, we are more likely to change what we do. The context of a business setting captures the “why” of HR transformation. When HR transformation connects to the context of the business, it is more likely to be sustained because it responds to real needs. This means linking HR efforts not only to the business strategy, but also to the environmental factors that frame the strategy.

Before jumping in, we recommend you identify your level of readiness for HR transformation by answering how often each of the following statements are correct for your HR department.

Directions:

Circle the number that most closely approximates how often each of the following statements is true for your organization. Print off several copies to gather data from your HR Executive Team and key line leaders to get a full picture of your HR organization’s needs for transformation.

Scale: 1 Almost Never ◀.....▶ Almost Always 5

Phase 1: Business Case for Transformation

- | | | | | | |
|---|---|---|---|---|---|
| 1. All our HR professionals have a strong understanding of the business, our competitors, and the external business environment. | 1 | 2 | 3 | 4 | 5 |
| <hr/> | | | | | |
| 2. We take an outside-in approach to HR work priorities based on external stakeholder (customer, investor, regulator, etc.) expectations. | 1 | 2 | 3 | 4 | 5 |

Phase 2: Define the Outcomes

- | | | | | | |
|--|---|---|---|---|---|
| 3. Our organization has clearly defined organizational capabilities that ensure strategy execution. | 1 | 2 | 3 | 4 | 5 |
| <hr/> | | | | | |
| 4. HR leaders focus on business results (by delivering organizational capabilities), not activities. | 1 | 2 | 3 | 4 | 5 |
| <hr/> | | | | | |
| 5. HR measurably contributes to the investor intangible value and customer brand reputation of the organization. | 1 | 2 | 3 | 4 | 5 |

Phase 3a: HR Department Design

- | | | | | | |
|---|---|---|---|---|---|
| 6. Our entire HR staff understands our HR strategy and can explain how their work ties to the strategy. | 1 | 2 | 3 | 4 | 5 |
| <hr/> | | | | | |
| 7. Our HR organization clearly differentiates transactional and strategic HR work. | 1 | 2 | 3 | 4 | 5 |
| <hr/> | | | | | |
| 8. HR is sized correctly (staff, costs) for the requirements of the organization. | 1 | 2 | 3 | 4 | 5 |

Phase 3b: HR Practice Design

9. We have strong people, performance, information, and work processes that are directly tied to strategic organizational outcomes.	1	2	3	4	5
10. Our HR processes are effectively integrated; e.g., what we do in talent management is reinforced by our reward practices.	1	2	3	4	5
11. Overall, our HR processes are effectively aligned to our business strategies.	1	2	3	4	5

Phase 3c: Upgrade HR Professionals

12. We have clearly defined HR competencies, roles, and activities that directly tie to business success.	1	2	3	4	5
13. We do a good job of assessing HR professionals against competencies needed to deliver business success.	1	2	3	4	5
14. We actively invest in our HR professionals and tie our development investments to business outcomes.	1	2	3	4	5

Phase 4: Engage Line Managers and Others

15. Our people and organizational initiatives are led by line managers and enabled by HR.	1	2	3	4	5
16. HR helps gather customers' insights and ensures that the organization is designed to deliver on promises made to customers.	1	2	3	4	5
17. HR leaders understand investor needs and clearly align initiatives to deliver value for investors.	1	2	3	4	5

Scoring: Total your score for each of the items and write it below

Your Score

<p>over 80: You have already transformed your HR organization. Congratulations! Use this book to identify ways to continuously improve.</p>	
<p>50 - 80: You have a significant opportunity to improve HR contribution through a focused and well-organized transformation effort. Use this book to build and implement your plan.</p>	
<p>under 50: It is important that you begin work on your HR transformation immediately. Use this book to build and implement your plan.</p>	

Contact us for more information about The **RBL** Group products and services:

Phone 801.373.4238
Email sales@rbl.net
Online www.rbl.net
Mail 3521 N. University Ave., Suite 100
Provo, UT 84604



Copyright ©2009 The RBL Group

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or using any information storage or retrieval system, for any purpose without the express written permission of The RBL Group.