



TOOL 2.3



*HR Transformation **Jumpstart** Methods*

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JUMPSTART METHODS

HR TRANSFORMATION

HR Transformation requires that internal and external stakeholders understand the gap between what HR does now and what HR needs to deliver in the future and the impact of that gap. The following ideas can help jumpstart a discussion in the organization of the gap and what might be accomplished if it were narrowed.

PROMINENTLY FEATURE AN OUTSIDE-IN PERSPECTIVE. Invite analysts and/or customers to give the keynote at the next HR meeting or feature customer or analyst reports in a regular HR department communications. For example, a leading consumer products company invites analysts and customers to their HR meetings regularly. The prominent focus given to external perspectives on the firm's performance forces HR leaders to link their strategy and actions to the expectations of external stakeholder groups and reinforces the messages that follow about why HR needs to be focused on the priorities the HR leadership outline.

BENCHMARK HR COMPETENCIES. Conduct a 360 survey of your organization's HR professionals. For example, a leading insurance company used the HR Competency Study database to give individual HR professionals perspective on strengths and development needs while identifying function-wide gaps that can be addressed by targeted training programs. Training programs were then adapted on an ongoing basis to meet the specific needs of each cohort.

ASSESS HR ORGANIZATIONAL PERFORMANCE. Survey your organization on the HR function's performance. For example, a regional health care provider surveyed its business leaders and HR professionals on their view of HR performance and found significant gaps in perceived performance and importance in several dimensions that helped create a compelling platform for transformation. Two years later the survey was repeated to measure improvement and identify new areas of focus.

GET A BROADER PERSPECTIVE. Invite a leading HR thinker to address your HR group. For example, many organizations invite RBL principals or other leading HR consultants to give keynote addresses or facilitate sessions that explore how general business trends affect HR and how HR organizations around the world are responding.

ALIGN THE STRATEGY. Hold an HR executive off-site to evaluate how well the current HR strategy matches the business strategy and delivers the organizational capabilities your organization needs. For example, an independent division of a leading technology company invited one of RBL's most experienced principals to help frame and facilitate a 2-day session that included developing an action plan for launching the HR transformation.

IDENTIFY THE ORGANIZATIONAL CAPABILITIES REQUIRED FOR SUCCESS. Conduct an organizational capabilities audit with your senior leadership team. For example, a travel services company under intense competitive pressure used an organizational capabilities audit to identify the capabilities it would need to survive and then identified actions they could take to build those capabilities fast.

GET PEOPLE FOCUSED ON THE RIGHT COMPETENCIES. Launch a development program that develops HR participant's abilities to align themselves and their actions to the required business outcomes. For example, a HR business partner program at a leading pharmaceutical company has successfully been having a measurable impact on the organization's financial results, targeted organizational capabilities, and individual participants' development.

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