



THE DISRUPTIVE HR BUSINESS PARTNER PROGRAMME

EPIISODE 1: YOU AND YOUR SKILLS

WHAT DO YOU HOPE TO GET FROM
THIS PROGRAMME?

WHAT WE'LL COVER

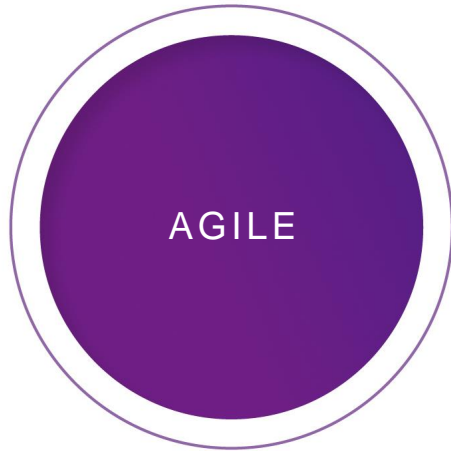
1. The need for change
2. The new HR skills and mindsets
3. Moving away from ER/operational activities

THE NEED FOR CHANGE

WE WERE ALREADY DISRUPTED BEFORE THE CRISIS



EVERY ORGANISATION IS TRYING TO BE ...



EACH
EMPLOYEES
ADULT CONSUMER HUMAN

EACH
EMPLOYEES
ADULT CONSUMER HUMAN



ADULT

ADULT

HR..

- NOT A COMPLIANCE OFFICER OR A NURSEMAID
- STARTS FROM POSITION OF TRUST
- AVOIDS MANDATORY
- ENCOURAGES PEOPLE TO OWN THEIR OWN PERFORMANCE AND CAREER
- DOESN'T TRY AND COMPENSATE FOR POOR MANAGERS

EACH

EMPLOYEES

ADULT CONSUMER HUMAN



CONSUMER

CONSUMER

HR..

- HAS MEANINGFUL DATA AND INSIGHT ON THEIR PEOPLE
- MAKES THINGS RELEVANT FOR DIFFERENT TYPES OF EMPLOYEES
- FOCUSES ON THE EXPERIENCE FOR THEIR PEOPLE
- USES MARKETING TECHNIQUES TO 'SELL' THEIR PRODUCTS

EACH
EMPLOYEES
ADULT CONSUMER HUMAN



HUMAN

EACH
EMPLOYEES
ADULT CONSUMER HUMAN



HUMAN

HR...

- UNDERSTANDS HOW HUMANS THINK, FEEL, BEHAVE, ETC
- DESIGNS APPROACHES AROUND HUMAN BEINGS
- CREATES USER-FRIENDLY PRODUCTS AND TOOLKITS
- THE 'PEOPLE' – NOT THE PROCESS EXPERT
- FOCUS ON THE OUTCOME RATHER THAN THE PROCESS
- USES HUMAN LANGUAGE NOT JARGON

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

COMPLETE THE EACH DIAGNOSTIC TO SEE
HOW YOUR ORGANISATION SHAPES UP!

THE NEW SKILLS AND MINDSETS





The Evolution of HR

Evolution 1

Evolution 2

Evolution 3

Typical title

'Personnel officer'

'Strategic business partner'

'Head of People or People Experience'

Purpose

Helping employees

Supporting managers

Enabling people to do their best work

Primary skillset

Employee relations

HR process implementation

Insights driven, tailored solutions

Power and influence

No seat at the table/minimal influence

A seat at the table/questionable influence

Highly influential and doesn't need a seat at the table

HR: ENABLING PEOPLE TO DO THEIR BEST WORK

TRUSTED AND
TREATED AS ADULTS

OPPORTUNITY TO USE
THEIR STRENGTHS AND
BE THEMSELVES

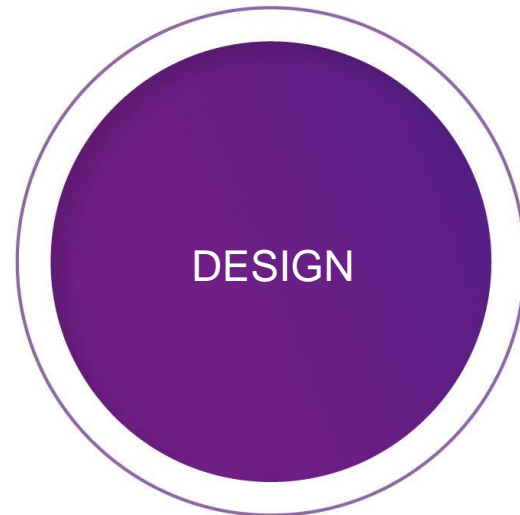
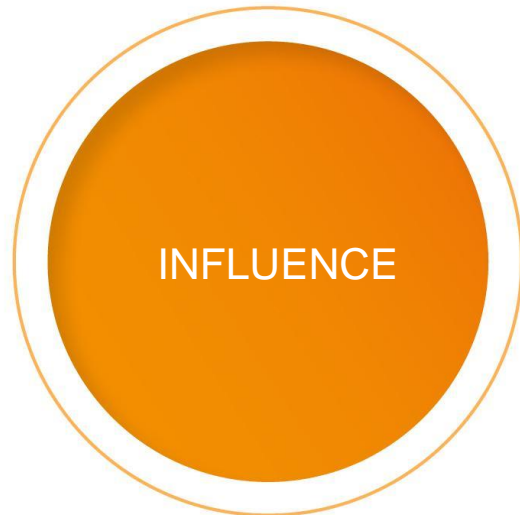
FLEXIBILITY TO WORK
HOW, WHEN AND
WHERE THEY PERFORM
BEST

LED BY PEOPLE
THEY RESPECT
AND CAN LEARN
FROM

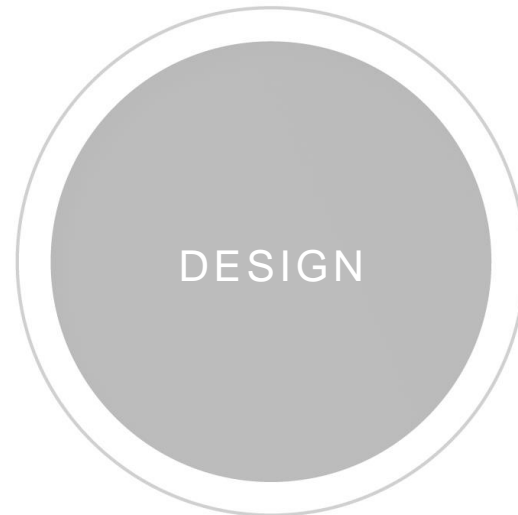
COACHED REGULARLY
AND SHOWN
APPRECIATION

ENCOURAGED TO TRY
NEW THINGS AND
SHOW CURIOSITY

FOUR KEY SKILLS



FOUR KEY SKILLS FOR THE FUTURE



INSIGHTS



Candidate
experience

Deloitte.

2 million hours on
PM process

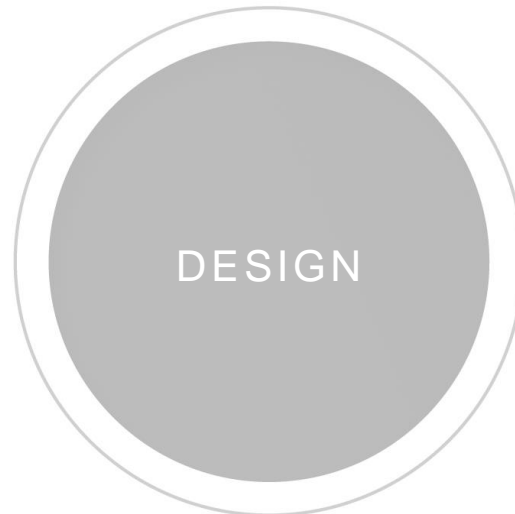
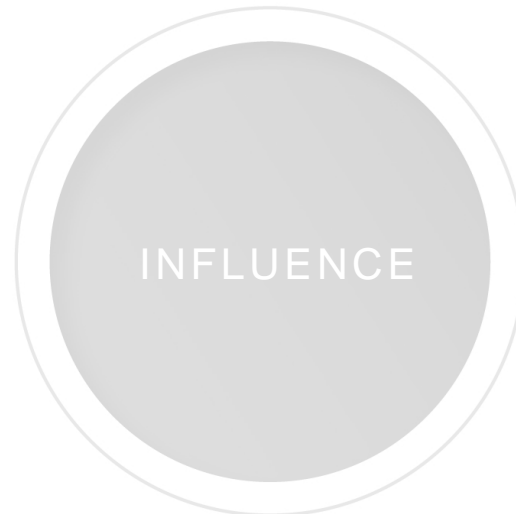


What's unique
about you?

T
thrive tribe

'Moments that
Matter'

FOUR KEY SKILLS FOR THE FUTURE



FACILITATION



WesternUnion \\WU

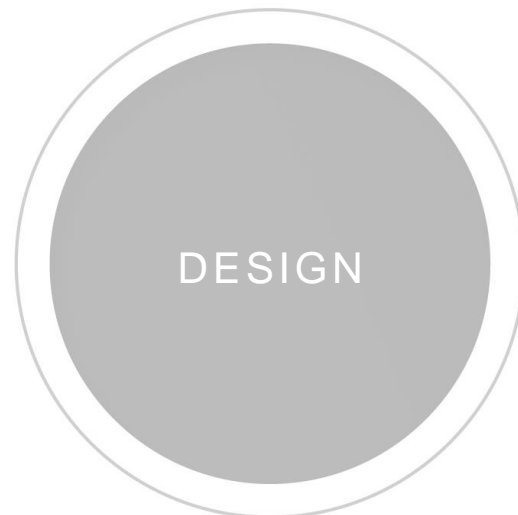
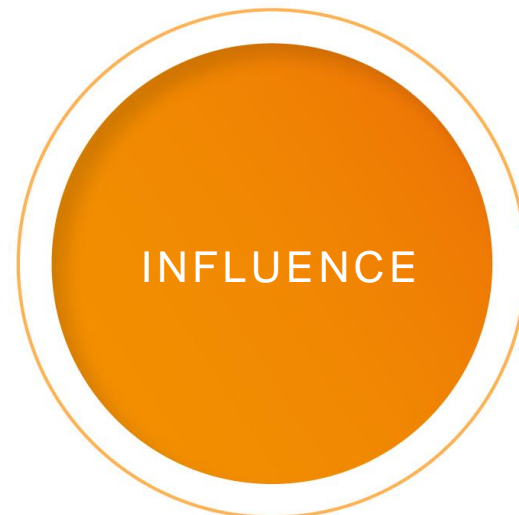
Talking Talent



novo nordisk®

Manager Club

FOUR KEY SKILLS FOR THE FUTURE

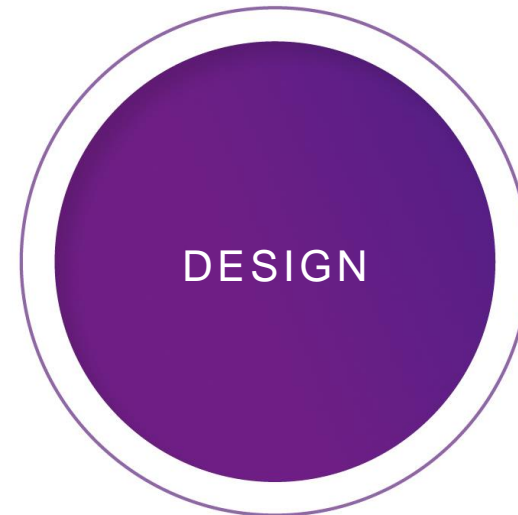
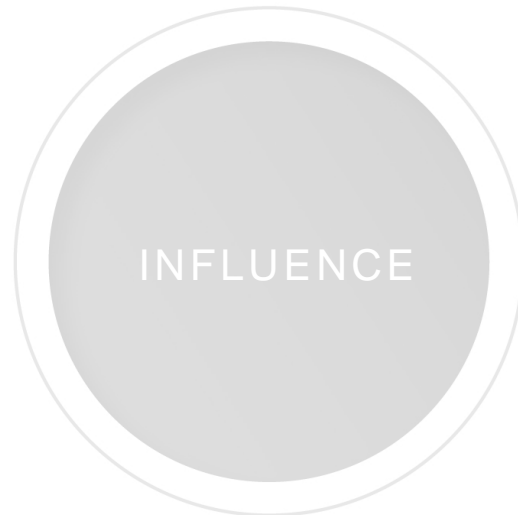


INFLUENCE

We can build our influence through:

- Being passionate and knowledgeable about our business
- Being well networked and bringing outside intelligence in
- Being seen as someone who has bags of common sense
- Understanding what makes our leaders 'tick'
- Understanding and having a view on all areas of HR

FOUR KEY SKILLS FOR THE FUTURE



WHAT IS THE KEY CHALLENGE YOU
FACE IN YOUR ROLE?

Complete the Disruptive HR Diagnostic to see how your skillset compares to the four key skills.



MOVING AWAY FROM ER AND OPERATIONAL ACTIVITIES

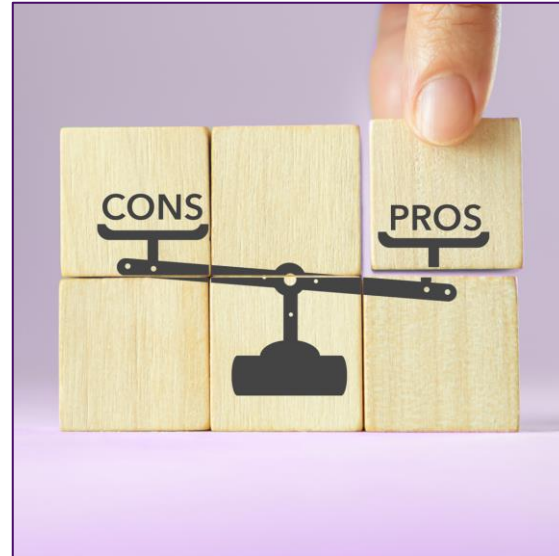
POLICIES

PROCEDURES

HOW TO CHALLENGE OUR THINKING



Start from a position of trust



Managers are encouraged to use their judgement



Employees own their own performance and careers

START FROM A POSITION OF TRUST



No probation



No tracking
of time off



Principles that
promote autonomy



Freedom &
Responsibility

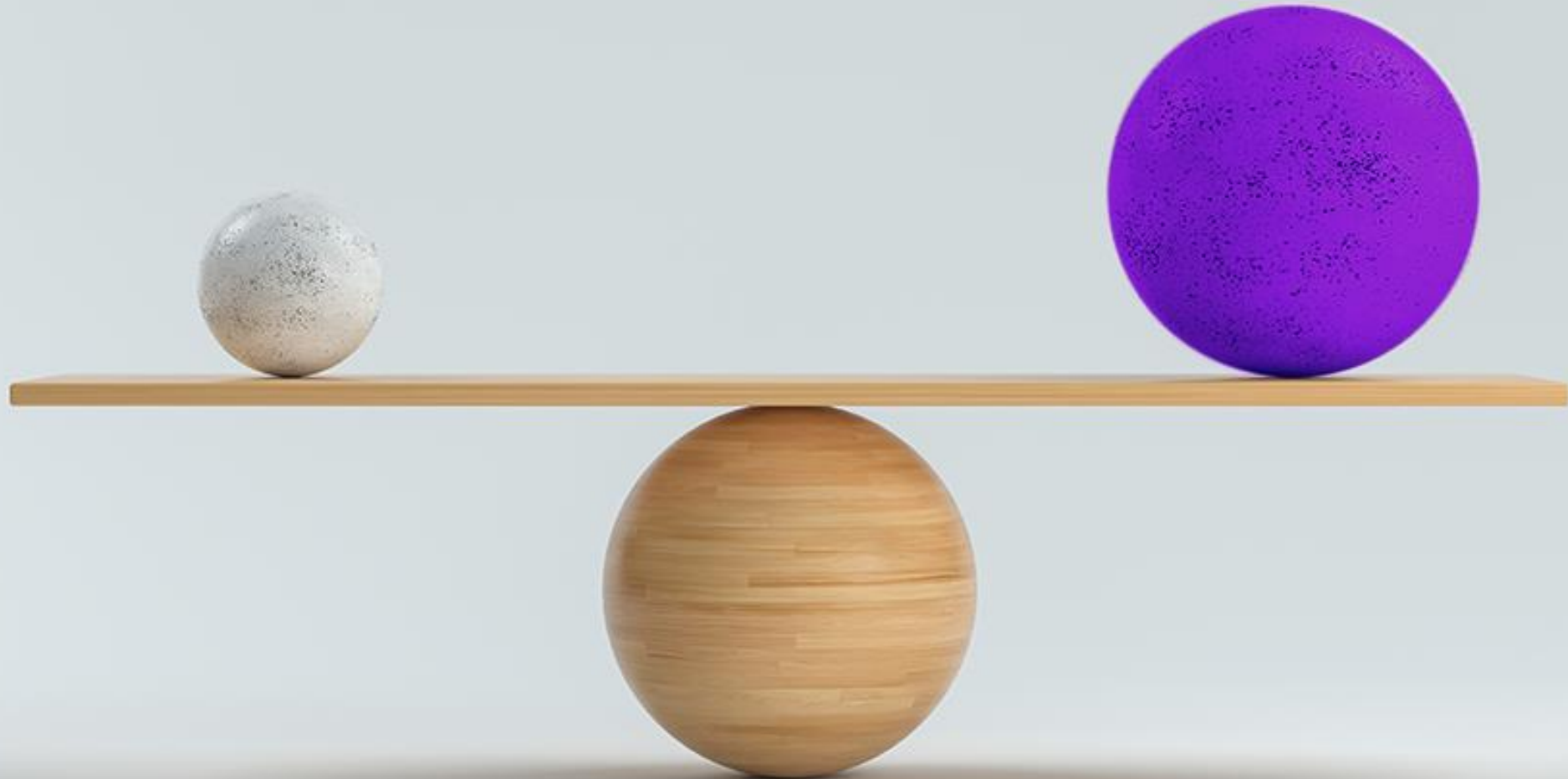
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Vacation / Sick Leave / Personal Day Policies and Dress Code. On all the above, we believe in freedom and responsibility. Those two words are the makeup of all four policies. Please don't come to work naked. Please don't come in throwing up. Please take a vacation, often. Please stay home with a sick child. At Soundstripe, you have freedom and in return, we ask for personal responsibility. Our core values are not just fluffy words we put on plaques. We use our 10 core values as a filter for each and every decision.

— *Sound Stripe*

”

Fairness not consistency



IT DOESN'T NEED TO BE A POLICY

From this...

Bereavement Leave

In the event of the death or funeral of a relative, civil partner or close friend, you may be granted appropriate time off work and payment at the discretion of a Director after careful and sympathetic consideration has been given to the circumstances surrounding the bereavement. Employees will be entitled to 3 days paid compassionate leave where a member of your immediate family dies, (i.e. mother, father, brother, sister, son, daughter, wife, husband, partner, civil partner). Additional days' unpaid leave, to a maximum of 10 days may be granted at the discretion of the respective line Director. Employees will be entitled to 1 day's unpaid compassionate leave where a member of your extended family dies (i.e. uncle, aunt, cousin, grandparents, in-laws). You should contact your line Manager as soon as possible if you need to make use of this provision.

To this...

Sometimes we fall.

From time to time, there might be events occurring in our lives that make us tremble and fall. It could be the death of a loved one, or signs of anxiety that can hit us when we least expect it. Not all things in life are under our control.

We've got your back. We will make sure you get all the time and support you need.



MAKE IT EASY TO ENGAGE WITH

From this...

Gifts and Entertainment

We do not give or receive inappropriate gifts, favors and entertainment.

Offering and accepting business gifts, favors and entertainment is a customary business courtesy. Doing so can promote goodwill and enhance business relationships. However, gifts, favors and entertainment should never affect, or appear to affect, our impartial business decision-making. Nor should these things be offered or received in exchange for preferential treatment in any business dealing.

Always avoid gifts, favors or entertainment that could appear to be bribes, raise questions about conflicts of interest, or damage our reputation.

Business gifts, favors and entertainment are generally acceptable if they are:

- Not requested or solicited.
- Nominal in value if given by a business partner for which you have purchasing or relationship management duties.
- Otherwise modest in value and not lavish.
- Infrequently given or received.
- Not cash or cash equivalents.
- Allowed to be reciprocated in accordance with our company policy.
- Not creating an obligation on the recipient.
- Not likely to inappropriately influence their business decision.
- Not taking advantage of our position with vendors and other business partners.

See [Preventing Bribery and Corruption](#).

Special rules apply when offering gifts, favors and entertainment to government officials and employees of state-owned entities. You should obtain advice from the [Legal and Compliance Department](#) or the [Office of Ethics and Compliance](#) before offering any gift, favors or entertainment to such individuals.

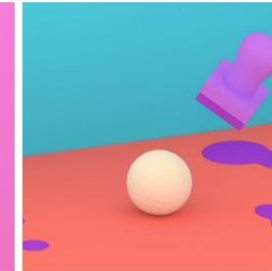
To this...



DON'T ACCEPT SHINY GIFTS
01 GIFTS & HOSPITALITY



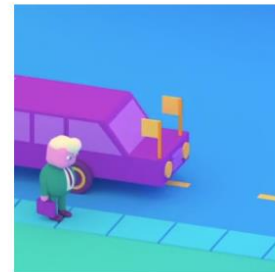
DON'T FAVOR FAMILY
02 CONFLICT OF INTEREST



DON'T SPONSOR THE WRONG THING
03 SPONSORSHIPS & DONATIONS



DON'T DO BRIBES
04 IMPROPER PAYMENTS



DON'T MEET PUBLIC OFFICIALS ALONE
05 PUBLIC OFFICIALS



DON'T SHARE SENSITIVE INFORMATION
06 COMPANY ASSETS



DON'T COMPETE UNFAIRLY
07 FAIR COMPETITION



DON'T DO INSIDER TRADING
08 INSIDER TRADING

AVOID LEGAL FRAMEWORKS

“

If things should go wrong

Experience tells us that the majority of problems can be solved with good communication and honesty without resorting to legal frameworks.

So we always try to resolve problems informally.

We hope that we never have to go there, but we have got some policies to protect you and us should things go wrong ([link to policies](#))

— *Thrive Tribe*

”

BREAKOUT EXERCISE

- Nominate the facilitator/lead
- Introduce yourselves briefly – one minute each on that!
- Identify one area of policy that you feel you could change (or have already changed) to be more in line with new approach (principles, not policy etc)
- You have 15 minutes



NEXT WEEK: EPISODE 2 - NEW APPROACHES TO HR
PERFORMANCE MANAGEMENT & REWARD