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# Integrating HR into the Business

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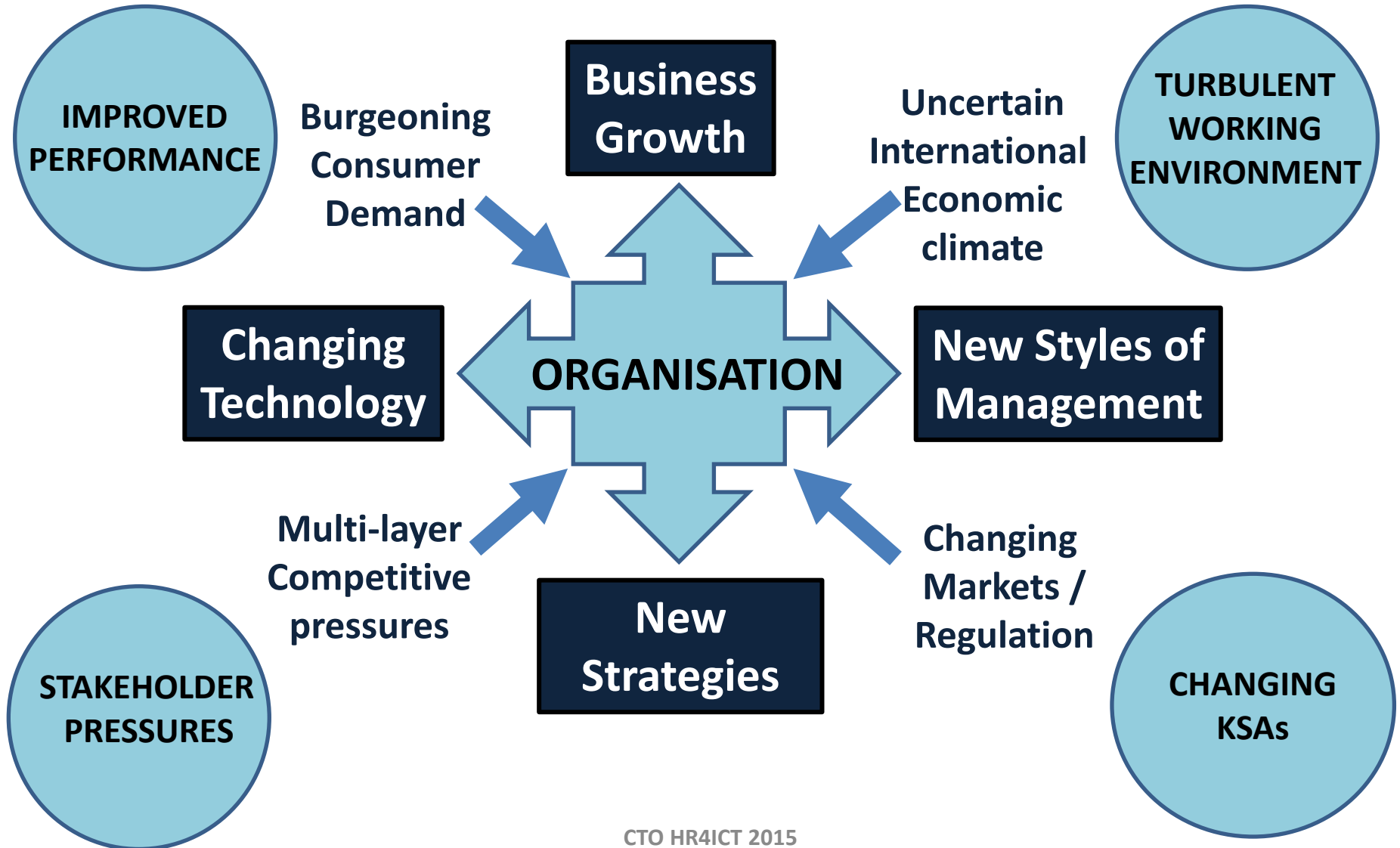
Director: Strategy & Capacity-building

Pygma Consulting

# Overview

- The ICT business environment
- Integrating Human Resource roles
- The Way Ahead

# The ICT environment: drivers of change



# Integrating Human Resources Roles

# Components of HR in a Business



# Ulrich's "State of the HR profession"

Role	Activities
<b>Strategic Positioner</b>	Acting "from the outside-in" by considering business context, customer needs, using HR knowledge to co-create business strategy
<b>Credible Activist</b>	Building a profile as credible & trustworthy professional by influencing others through clarity, consistency & communication
<b>Capability Builder</b>	Conducting capability audits & optimising collective organisational capability
<b>Change Champion</b>	Building the rationale for organisational change & implementing sustainable change
<b>HR Innovator &amp; Integrator</b>	Tailoring latest practice into integrated solutions
<b>Technology Proponent</b>	Using technology to drive effectiveness & efficiency

*Ulrich, Younger & Brockbank 2013*

# HR Business Partner role in practice

**Business  
Alignment**

**People Plans  
for Business  
units**

**Coaching**

**Driving  
Performance  
Mgt**

**Talent Mgt**

**Change Mgt**

**Internal consultancy on Strategic people issues**

# HR skills for business integration





# HRBP model: steps to success in integrating into business

## Understand Business

- Financial / commercial aspects
- Strategic & operational challenges

## Align HR objectives to Business

- Value-adding objectives
- Communication & clarity

## Ensure transactional activities meet business needs

- Monitor performance
- Set & maintain HR standards

## Agree HRBP ways of working

- Joint activity with managers
- Communication & consultation

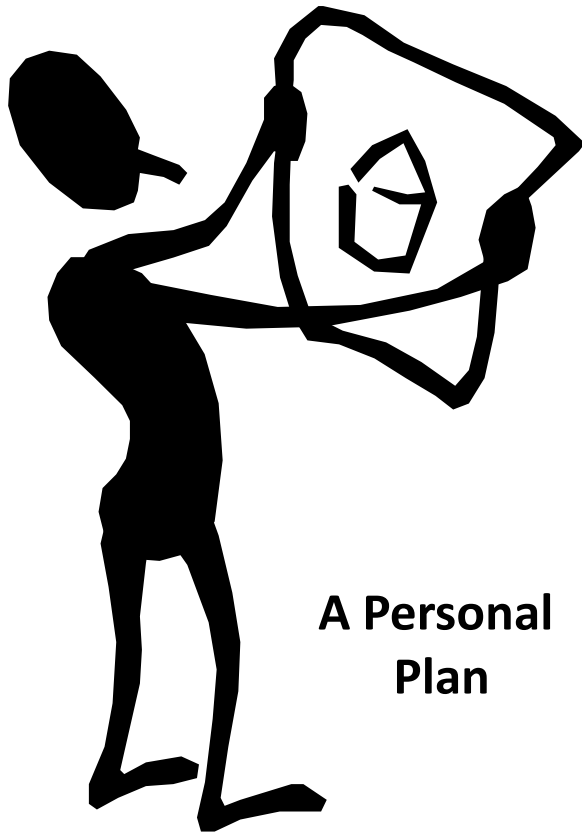
# The Way Ahead

# What does the future hold for HR?



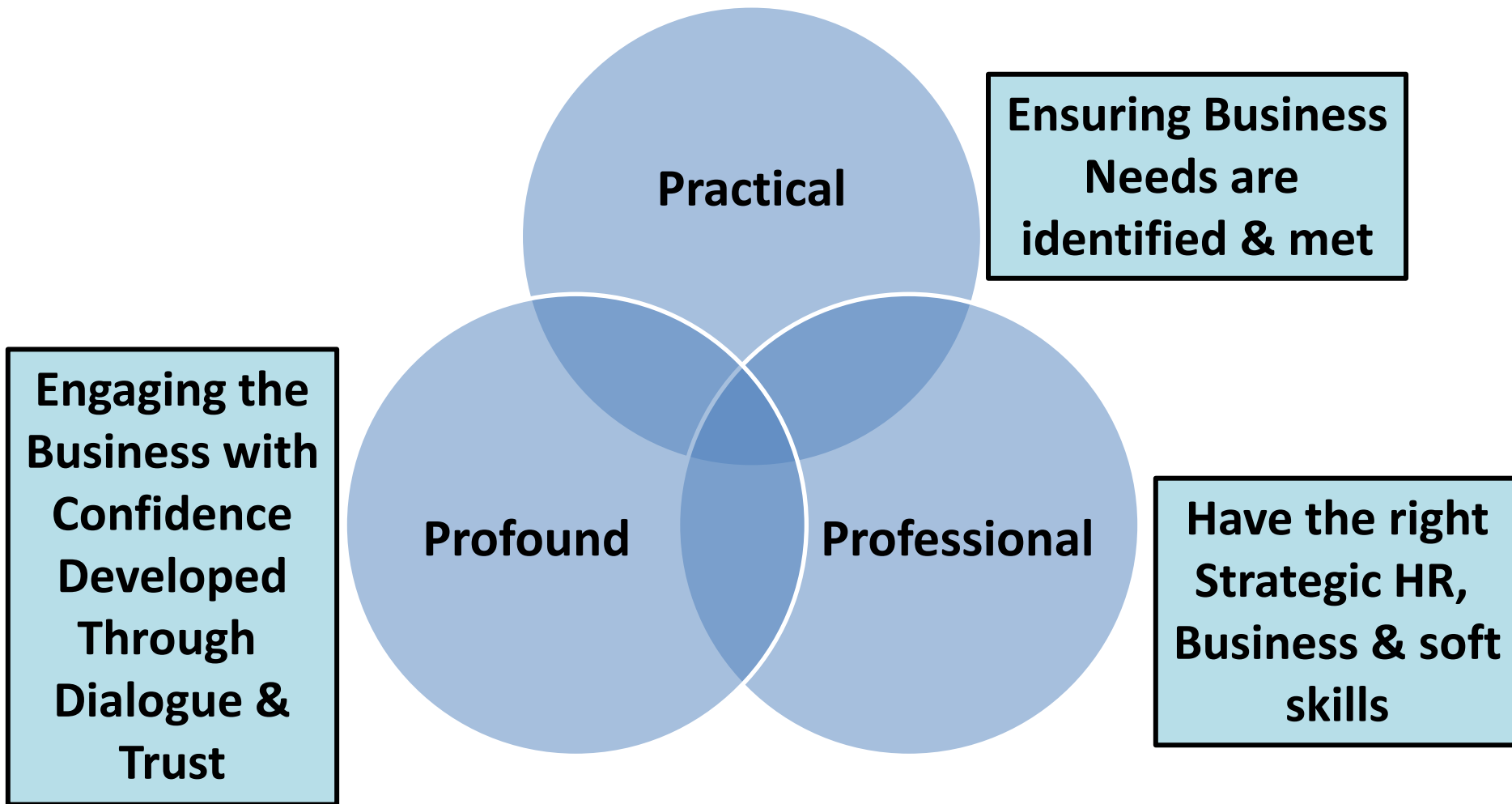
**OPPORTUNITIES TO CONTRIBUTE  
& INFLUENCE ORGANISATIONS**

# Summary: what do WE need to do?



- **Align ourselves & HR activities to the business strategy**
- **Communicate & consult**
- **Identify Business needs (competences /knowledge / experience & the gaps)**
- **Identify solutions: focus on “learning” not “training”**
- **Develop realistic confidence**
- **Monitor & Perform**

# The HR Practitioner's 3P Personal Model





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