

BUSINESS PARTNERING

HR People are **NOT** real business partners! What can be done about it?

HR leaders need to **take ownership** and **find opportunities** that help them hone practical business skills. It is not simply about attending training programs on business skills such as finance, and strategy. It goes beyond just being able to say the right thing but actually being able to practice it, discuss business issues in depth generating new insights and being a value add contributor to the business. Opportunities may be identified:

- **Within the organization**, for example participating for volunteering for leadership on business type projects;
- **Self initiated programs** to build business acumen and developmental experiences for themselves. For example - the creation of a small business ventures (Caution:- Make sure your employment contract does not restrict from doing so)
- **Participation in public / professional / welfare type organizational activities** giving you the chance to apply general business administration, leadership, planning and cross functional project management skills.

Examples of key business competencies required of business partners include Strategic Planning & Management, Leadership, Team working, Finance, Networking and Public Speaking.

Create you're Winning Team

Six Core principles that functional leaders should consider in their efforts to build a winning team include:

1. Having an overarching objective to develop a team that has diverse & complementary talents, able to provide maximum positive impact to the organization
2. Building forward thinking capabilities among team members. They need to be able to monitor trends, identify patterns, initiate improvements that are future oriented and keep the unit ahead of the competition.
3. Sourcing team members from both internal and external sources. Build the right capability mix so that members can benefit from each other.
4. Seek to develop business acumen of members. They need to understand how what they do fits into the bigger picture.
5. Plan movement of team members across functions and locations to broaden their perspectives.
6. Invest in their continuous development and drive them to commit to continuous learning.

Filling Key Positions In a talent scare market, organizations need to develop robust systems to fill open positions. Actions which successful organizations have taken include:

- Defining specific position requirements by profiling the role in detail;
- Develop as many sourcing points as possible. Example - internet, college recruiting, social networking sites, advertisements, referrals, internal talent databases, etc.
- Provide opportunities to internal candidates that have a proven track record and the right competencies.
- Evaluate potential not just current performance.
- Move people between functions and locations. Provide them cross functional exposure and performance challenges to test their leadership abilities to deliver results in different situations.

- Create an integrated screening system. Benchmark & profile top performers, apply candidate assessment systems identifying their strengths and weaknesses, design and conduct interviews that probe into identified strengths and weakness related to winning competencies.
- When on board keep in touch though 30, 60 and 90day reviews.
- Provide structure learning and development programs which incorporate workplace coaching and mentoring.
- Conduct engagement surveys to keep track of their energy levels.
- Provide channels for employee feedback.
- Ensure that compensation is competitive and recognizes performance.

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Comments for Suggestions please write to: kvf@pacific.net.sg