



HR BUSINESS PARTNERS

A PRACTICAL GUIDE TO BECOMING
DATA DRIVEN

PLAYBOOK 2: COMPETENCIES

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workforce analytics



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The Playbook can be downloaded in its entirety, or each component can be downloaded separately.

Download at www.peopleinsight.com/DDHRBP



ABOUT THIS PLAYBOOK

When it comes to Data Driven HR (DDHR), HR Business Partners (HRBPs) must:

- Focus on what's relevant to the business
- Develop their personal skills & competencies
- Adopt a capability mindset
- Ensure DDHR is not just a one-off project

This Playbook, *HR Business Partners - A Practical Guide to Becoming Data Driven*, will help HRBP teams accomplish these critical imperatives.

4 IMPERATIVES & AREAS OF FOCUS TO HELP HRBPs BECOME DATA DRIVEN



Background

1

HR & HRBPs must focus more attention on what's relevant to the business

When it comes to the People Plan, Ops will always have different objectives, drivers and issues than Sales - but there will also be common ground. Therefore, it is imperative that HRBPs have solid understanding of both corporate/enterprise-wide people objectives, in addition to the specific objectives of the business units they serve.

2

HR & HRBPs must develop analytical and consultative competencies

It must be recognized and addressed that some HRBPs are more naturally analytical, business-savvy, data-driven and strategic than others. It's therefore becoming more commonplace that HRBPs build upon their transactional HR skills & experience, becoming change enablers and helping drive the people-side of business outcomes. This means articulating the opportunity and understanding the issue, consulting, driving decisions, planning & implementing change, and optimizing results.

3

HR & HRBPs must adopt a capability mindset - which goes beyond slick tools

Slick tools can flounder if they don't live within an environment - or capability - which supports their purpose. For an HRBP to be successful in Data Driven HR, there must be a framework, strategic focus and processes in place to ensure the relevant data is both captured and trusted, clarity in the role of the HRBP, and of course, visibility, realization and optimization of hard business results.

4

HR & HRBPs must implement data driven decision-making in a sustainable way

"Becoming Data Driven" implies change will occur - and this change must be sustainable and not just a one-off project. These 4 Areas of Focus must work in concert with one-another to ensure clarity of purpose, adoption and motivation for the future state, leadership support, a concrete plan for implementation, in addition to clearly defined, yet achievable success.



PLAYBOOK 2: COMPETENCIES

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HR & HRBPs must focus more attention on what's relevant to the business

2

HR & HRBPs must develop analytical and consultative competencies

3

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4

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PLAYBOOK 2 OVERVIEW

HR & HRBPs must develop analytical and consultative competencies



Playbook 2

Building HRBP Culture, Skills and Competencies

Regardless of specific focus, becoming a great business partner is all about delivering client value. This is proven in successful commercial and business to business environments, and internally within organizations when an enabling function is structured in an effective way - such as IT, Finance or HR.

In our business at PeopleInsight, we truly believe we are partnered with our customers - in fact, we've built our end-to-end business with delivering client value at the core.

What we've learned is beautifully simple - a genuine partner relationship occurs when goals are aligned, wins are mutual and each party brings something unique to the table which is both valued and appreciated.

And under these conditions, work can be lots of fun and dare I say it, easy and incredibly rewarding (note - not technically easy!!).

At PeopleInsight, we've operationalized our approach to being a business partner by seeking to understand our customers' ongoing needs, constantly delivering a differentiated product and outcomes, building long term relationships, and offering great value for money.

While there will be nuances for you and your HR Business Partner team, there should be very little difference in how your HR Business Partner organization is setup.

With these principles understood, you can start to think about what this means in terms of:

- Your HRBP culture
- Your HRBP skills and competencies, and
- Your plans to address any gaps in culture, skills and competencies

**Culture,
Skills &
Competencies**

**Partner &
Deliver Client
Value**

**Create Mutual
Alignment**

**How Will You
Partner?**

**What
Behaviors &
Activities Will
Demonstrate
This?**

PLAYBOOK 2

HR & HRBPs must develop analytical and consultative competencies



Playbook 2

Your HRBP Culture

Your HRBP culture must:

- Focus on customer value
- Build customer value through effective people programs and capabilities
- Have complete clarity in who your customer is and what they do
- Do the right things, and
- Do things right.

Firstly, and most importantly, the HRBP must focus efforts on delivering customer value. Everything that gets done, bar-none, should deliver some level of value-add.

If it doesn't, the role of an effective business partner is to ask *why*.

Remember, if the HRBP doesn't deliver true value for your Line of Business customers then the simple reality is they will consider you a replaceable component in their supply chain or resource pool.

They will, over time, simply look for alternatives - just like we all do with all of our "suppliers".

**Focus on
Customer
Value**

**Be an
Ongoing
Partner,
Not a
Supplier**

**Suppliers Are
Easily
Replaced**



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PLAYBOOK 2

HR & HRBPs must develop analytical and consultative competencies

Embed Yourself

HRBPs must therefore, strategically position to become a critical component of how your LoB delivers value for your organization at large.

For some, this may be as simple as reliably and predictably filling open vacancies with high quality candidates, but for many others, it will be much more complex, integrated and embedded into what they do in their core business.

The HRBP needs to understand their customer's business, their processes, their desired outcomes, and the competitive environment that they work in. In addition, an effective HRBP will also need to know them as people, colleagues and "producers".

There are many components to making this work, but understanding your HRBP culture and building productive and collaborative relationships is where the journey to becoming an awesome HR Business Partner must start.

To build upon this, HRBPs need to know who your customer is, and also who your customers' customer is.

Ask. Ask. Ask.

There are some very simple constructs here:

- If you don't know who your customer is, and what business they are in (i.e., who they serve), you should know this...so ask.
- If you don't know what your customer expects from you (and by when), you should know this also...so ask.

Embed Yourself in Your LoB

Become A Critical Component in How Your LoB Delivers Value

Know Your Customer - and Know Your Customers' Customer

Ask. Ask. Ask.



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HR & HRBPs must develop analytical and consultative competencies

Do the Right Things

The next step is understanding what is meant by "doing the right things".

Doing the right things means three things:

1. Executing the “explicitly stated” people programs which are included in the LoB Business Plan
2. Engaging with your LoB leadership team to identify, prioritize, design and implement the people programs with the best ROI, which will best help the LoB achieve their Business Plan
3. Proactively assessing, managing and mitigating people and organizational risk - or the things which will bite the LoB in the rear end if ignored.

Do Things Right

Finally, you will need to define what "doing things right" means to you, your HR Team, your Line of Business and organization at large - given your organizational context.

As an organization, are you moving so fast that you’ve decided the 80/20 rule works for you (80% of the value comes from 20% of the effort)? Or are you absolutely driven by perfection – which extends into your HRBP activities? Or, are there politics or dynamics which surround wither your role or the LoB you are working with, which you need to take into consideration?

You will have to identify your specific circumstances and decide what this means to you.

Do the Right Things

Ask Again

Do Things Right

PLAYBOOK 2

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Playbook 2

Your HRBP Competencies

Here are some of the key competencies which are important for an HR Business Partner to bring to the table:

- Understanding LoB operational and strategic plans, financials, objectives & KPIs
- Understanding LoB strengths, weaknesses, opportunities & threats
- Understanding any LoB headcount and people plans that may be in place (short, medium & long term)
- Understanding the pulse of the LoB when it comes to engagement, culture and organizational health
- Understanding the facts related to commonplace/operational HR metrics and analytics and assisting in identifying and managing people risk such as:
 - key and vulnerable employee turnover, turnover exceeding acceptable thresholds, retirement and succession planning, development opportunities and progression, compa- and market-ratios, business impacts of not hitting headcount plans, business impacts of low productivity, etc.
- Contribute to, design and implement people programs and capabilities
- Assist in driving increased productivity from a people perspective
- Acquire, develop and retain talent

Be Outcomes Focused

Balance Operational & Strategic

Plan. Execute. Iterate.

You Are The People Expert - Prove It

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Playbook 2

Your HRBP Skills

Here are some of the specific skills which HR Business Partners should develop proficiency in:

- Business acumen including financial acumen
- Knowledge of your Line of Business such as fundamental technical/product knowledge, processes and capabilities, industry and customer knowledge, and articulation of key outcomes
- Customer relationship management and partnering Executive, supervisory & front-line relationship building
- Communications such listening, facilitation, presenting, writing, visualizing and storytelling
- Strategic planning, operational planning, proposal and business case development, report development
- Problem solving and analysis methods such as six sigma, root cause analysis etc
- Basic arithmetic (addition, subtraction, multiplication, division, estimating)
- Software/technical skills and HR technology (transactional) skills
- HR Generalist skills such as interviewing and recruiting, succession planning, compensation analysis, learning and development, employee relations, corporate communications etc.
- Planning and managing change
- People advocate

Be Business Savvy

Build Trust & Credibility At All Levels

360 Degree Communication

Understand Basic Arithmetic

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Don't Feel Bad!

This list isn't meant to make you feel inadequate - it would be very rare to find an individual who brought all of these skills and competencies together - so consider this list to be aspirational and ambitious!

Should these components come together, the HR Business Partner team will be very well equipped to build the people side of your LoB outcomes.

Self Assess & Continually Develop

As an HRBP, you might want to take this list and self assess - starting with relevance in your situation, and if relevant, your current proficiency and then the proficiency you need to be operating at to be the HRBP you've always dreamed of being!

**Continually
Develop Your
HRBP Skills &
Competencies**

**Focus on The
People Side of
Business
Outcomes**

**Have You
Ever Heard
"S/he Has
TOO MUCH
Business
Acumen"?**



[Go To Playbook 3](#)



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