

STRATEGIC HR BUSINESS PARTNERING

Redefining the HR Business Partner role in Asia



KUALA LUMPUR
22-23 APRIL 2019

SINGAPORE
25-26 APRIL 2019



MALAYSIA: UP TO RM 2,600 CLAIMABLE under HRDF – SBL scheme
See Page 8 for more details.

LEARN HOW TO

1. Transform the operational role of your HR Business Partner
2. Understand the critical success factors for effective HR business partnering
3. Sharpen business acumen and commercial instinct
4. Optimise opportunities presented by business changes to create new value
5. Leverage analytics to measure the business impact and ROI of HR activities
6. Transform HR effectively to develop capability and effectiveness of business partnering
7. Build top management support and change their perception of HR business partnering
8. Develop a successful action plan for implementation back in the workplace

HR Masterclass Series is brought to you by *Human Resources*

www.hr-masterclass.net

Contact: [Kuala Lumpur] Ryan Ciceron | +65 6423 0329 | ryanc@humanresourcesonline.net
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ABOUT YOUR COURSE TRAINER

Jon Ingham

Executive Consultant, Strategic Dynamics Consultancy Services based in the UK

- Assumed the roles of Head of HR, HR Director and Consultant in large organisations such as Ernst & Young and Accenture
- Served as Professor in Strategic Management, HR and Change Management at the American Institute of Business and Economics (Moscow, Russia) and Cotrugli Business School (Zagreb, Croatia)
- Recognised as the 7th Most Influential HR Thinker in the UK, 2013 and the #1 Top Global Online Influencer in Talent Management, 2010
- Increased profits (EBITDA) per employee by 45% over 6 months and reduced costs by £10 million per year at large organisations in the UK
- Author of the book 'Strategic Human Capital Management: Creating Value through People' (2006), contributor to the book 'The Executive Guide to Talent Management' (2011), and writer of over 20 articles published in various well-respected HR journals



PAST TESTIMONIALS OF THE COURSE TRAINER

"Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me."

– HR Business Partner, Discovery Networks Asia Pacific

"This course offered excellent content with an extremely knowledgeable and experienced trainer."

– Head of Reward, IKEA

"This course gave me a much better understanding of HRBP concept. I particularly liked the way Jon delivered the course."

– Deputy General Manager, HR , S P Setia Sdn Bhd

"Jon delivered a great course that helped me understand the HRBP model much better."

– Senior HR Manager, The Walt Disney Company

COMPANIES THAT HAVE BENEFITED FROM JON'S EXPERTISE

- Astro Group
- AXA
- BASF
- Celcom Axiata
- CIMB Bank
- Coca Cola
- Discovery Networks Asia Pacific
- DHL
- GlaxoSmithKline
- IKEA
- Khazanah Nasional Berhad
- Malaysia Airports Holdings Berhad
- MasterCard
- Maxis
- Maybank
- National Heritage Board Singapore
- PETRONAS
- S P Setia
- Samsung Asia
- SingHealth Polyclinics Singapore
- Standard & Poor's
- The Walt Disney Company

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WHY YOU SHOULD ATTEND

Less than 20% of global HRBPs are viewed as “strategically effective” by line leaders. If they become more strategic, profits could potentially increase by 9%, employee performance by 22% and employee retention by 24%.”.

- **CEB Global, 2014**

The concept of HR Business Partnering has been introduced to Asia for years, yet according to latest studies, this practice is still not widely seen as being sufficiently strategic and effective to make a difference to the business. Many HR business partners (HRBPs) still find themselves burdened by cumbersome administrative tasks despite their strategic-sounding job titles.

Business partnering is one of the most complex areas in HR and many organisations struggle to make it work effectively. This often provides HR with difficulty in developing the strategic role the discipline deserves and our businesses require. Bearing this in mind, a fundamental change in mindset and top management support is crucial for the HRBP practice to gain traction among business stakeholders. HRBPs also need to see themselves as a trusted and valuable advisor to top management. They are not merely partnering with the business – they themselves are in fact a key part of the business.

Led by experienced HR business partnering and transformation expert from the UK, Jon Ingham, this two-day workshop involves highly interactive discussions and activity among delegates. Jon will also share real-world case studies to maximise the benefit of his knowledge and experience.

A multi-pronged approach encompassing business acumen, commercial instinct, analytics, project and relationship management will be employed during the course. Making business partnering work starts with understanding what it involves, and particularly what it looks like in practice, as well as its unique features in any one specific organisation. Delegates will gain a holistic understanding and appreciation of the enhanced credibility and positive contribution they could deliver to the overall business.

WHO SHOULD ATTEND

- HR Business Partners and Consultants
- C-Suite Executives, in particular CEOs, COOs and CHROs
- Directors, Vice Presidents, Department Heads, Managers and Team Leads in charge of:
 - HR Business Partnering
 - Human Resources
 - Metrics and Analytics
 - Compensation and Benefits
 - Change Management
 - Talent Management
 - Performance Management
 - Other departments in the HR function
 - HR Business Partners and Consultants

All other professionals/business stakeholders involved in HR business partnering strategy

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COURSE OUTLINE - DAY 1

TIME	AGENDA
8.45am	Registration
9.00am	1. Welcome, Introduction and Delegate Objectives Delegates will have a chance to get to know each other and discuss any topics or challenges that will be useful for training purposes. 2. HR as a Business Partner Business partnering is <i>one</i> of the most complex areas in HR and many organisations struggle to make it work effectively. This often provides HR with difficulty in developing the strategic role the discipline deserves and that our businesses require. Making business partnering work starts with understanding what it involves, and particularly what it looks like in practice, as well as its unique features in any one specific organisation. The course therefore starts by painting a clear picture about what business partnering is designed to achieve and how it can succeed in doing this, pulling on thinking from Dave Ulrich and other commentators, and practical experience in different organisations: <ul style="list-style-type: none">• The objectives and requirements for strategic business partnering• Partnering as an approach which all HR practitioners can engage in, a role linking HR to the future of a business/business unit, and a job in a transformed HR function• Ulrich's conceptual and physical models, helping to meet needs for centralisation and decentralisation Case Study: <i>Ernst & Young (EY)</i> Exercise: <i>Day in the life of a full-fledged Business Partner</i>
10.45am	Break
11.00am	3. Strategic Partnering with the Business Business partnering is fundamentally about understanding business needs and aligning HR activities and outcomes with these needs so that everything we do in HR is aligned with these business requirements. However, given the importance of people to business success, it is no longer enough to use people as a resource to implement business strategy. Instead, businesses need to create new people-based strategies. Business partnering therefore needs to respond to several different challenges: <ul style="list-style-type: none">• Understanding how HR provides value in a business: The Value Triangle and the Value Chain• Being a business ally – developing business savvy and financial abilities to support alignment and provide credibility• Making people management a true contributor to business success• Best fit vs. best practice with resulting requirements for HR innovation Case Studies: Microsoft, IBM, Cisco , USA and HCL, India Exercise: Potential opportunities to create value in delegates' organisations
12.30pm	Lunch

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1.30pm

4. Taking Action to Meet Strategic Needs

HR has access to a broad range of levers which can be used to improve the effectiveness and alignment of people and the organisation in meeting business needs. These include traditional HR processes, organisation design and development interventions, leadership development and communication, and increasingly workplace design and the digital workspace, in partnership with colleagues in Real Estate and IT.

- However, changes in business, the workforce, and the availability of new technologies all mean that many of these levers can be used in innovative ways:
- New opportunities in recruiting, performance management, learning and other areas of HR
- The importance of organisation design and new OD opportunities, supplementing use of functions and projects with communities and networks
- Managing, measuring, developing and rewarding the performance of groups rather than just individuals

Case Study: Haier Corporation, China

Exercise: Developing innovative activities to create value in delegates' organisations

3.00pm

Break

3.30pm

5. Planning to Meet and Inform Business Objectives

HR functions and practitioners can increase their strategic contribution by developing, maintaining and implementing a simple but highly focused plan which identifies how they intend to add and create value, and the business impacts this will have. This planning approach can be used very informally or in a formal session together with the full HR team and business leaders:

- A simple yet strategic framework for people and organisation planning: The Value Matrix
- Setting objectives and identifying causal relationships at each step in the value chain at each level of value
- Using the Value Matrix to integrate HR plans

Case Study: McDonald's, UK

Exercise: Developing strategic people plans for delegates' organisations

5.00pm

End

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COURSE OUTLINE - DAY 2

TIME	AGENDA
8.45am	Registration
9.00am	<p>6. Identifying Measures and Conducting Analytics to Support the Plan</p> <p>Measurement and analytics play critical roles in business partnering, enabling HR to monitor progress against plan, helping to identify new insights, and bringing new opportunities to the business, reducing the perception of HR as an order taker.</p> <ul style="list-style-type: none"> Using a people and organisation scorecard to measure key business and financial impacts, people outcomes and the quality of people management activities Moving towards evidence-based HR by supplementing intuition with internal data, external benchmarks and academic research Undertaking simple yet strategic descriptive and predictive analytics to provide new insights to the business Using insights from analytics as a basis for reporting <p>Case Study: Financial Services Company – Part 1 Exercise: Identifying measures and opportunities for analytics in delegates' organisations</p>
10.45am	Break
11.00am	<p>7. Developing a Strategy to Transform HR</p> <p>HR transformation should not just be done to modernise or increase the efficiency of HR but should be deeply connected to the requirements of the people and organisation strategy. Strategic HRBPs need to be able to develop their own roles, skills and the effectiveness of the function to optimise delivery of the people and business strategy.</p> <ul style="list-style-type: none"> Common problems and resulting opportunities to develop HRBP effectiveness The importance of organisational context, and of identifying and developing line manager capability Using HR principles to steer effective transformation <p>Case Study: Takeda Pharmaceuticals, Japan and US Exercise: Identifying Asian principles for HR transformation</p>
12.30pm	Lunch
1.30pm	<p>8. Structuring HR to Enable the People Strategy</p> <p>The core to many HR transformations is changing the structure of the HR function, often moving from a team of HR generalists to the three-legged stool of centres of excellence, a service centre and embedded 'Business Partners'. However, to work effectively, the structure of HR needs to follow the logic of the business, and not just be dictated by a standard model.</p> <ul style="list-style-type: none"> The increasing diversity of HR roles and structures Impacts of increasing automation in HR service centres, new approaches in networks of excellence, and the resulting increase in the importance of partnering Challenges and opportunities in HR career development <p>Case Study: Financial Services Company – Part 2 Exercise: Choosing the HR structure for a financial services client</p>
3.00pm	Break

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3.15pm

9. Taking Broader HR Action

Another problem frequently encountered in HR transformation is a heavy reliance on structural change whereas effectiveness is most often associated with other factors such as the culture, values, people and capabilities of HR professionals. These areas need at least as much attention as the HR organisational structure:

- Why HR is not and should not be seen as a support function – within HR or from the perspective of another business leader
- Developing new capabilities and behaviours underpin a more strategic approach
- Retaining a 'One HR' approach in a dispersed HR function
- Developing trust through effective project and relationship management

Case Study: *Central Provident Fund (CPF), Singapore*

Exercise: *Examining strengths and weaknesses of the approach in the case study*

10. Action Planning

This course covers all the topics delegates need to understand to stack the odds of success for HR Business Partnering considerably in their favour. However, strategic HR is about prioritisation. Each HR practitioner and organisation needs to decide for themselves where to make, and start, change. Delegates will be guided to identify and share key actions to take away and start implementing back in their workplaces.

- Influencing business leaders, other functional leaders, line managers and all employees to build support for HR strategic partnering
- Changing from a generalist model into a business partnering model, or an individual generalist model into a HRBP model

Case Study: *QBE Insurance, Australia*

Exercise: *Action Planning*

5.00pm

End

STRATEGIC HR BUSINESS PARTNERING		
Location	Kuala Lumpur	Singapore
Dates	22-23 April 2019	25-26 April 2019
Price Per Person	<p>Pre-Early Bird: USD 1,100 (on or before 11 March)</p> <p>Early Bird: USD 1,1500 (on or before 25 March)</p> <p>Regular Price: USD 1,900 (after 25 March)</p>	<p>Pre-Early Bird: SGD 2,000 (on or before 11 March)</p> <p>Early Bird: SGD 2,300 (on or before 25 March)</p> <p>Regular Price: SGD 2,800 (after 25 March)</p> <p>*Excluding GST</p>
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Rebates under Government Schemes	<p>Malaysia – Under the Human Resources Development Fund (HRDF), registered employers can claim rebates for trainings conducted by an overseas trainer/ training provider. For more information, please visit http://www.lighthousemedia.com.sg/HRMY_HRDF.pdf</p>	
Amendment / Cancellation Policy	<ol style="list-style-type: none"> All bookings are final. Should you be unable to attend, a substitute delegate is welcome at no extra charge. HR Masterclass Series cannot provide any refunds for cancellations. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event. 	

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ABOUT HR MASTERCLASS SERIES

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

Past HR Masterclass Series Delegates were from

- ABB
- AEON Credit Service
- AirAsia
- Alliance Bank Malaysia
- Allianz Insurance
- AstraZeneca
- ASTRO Malaysia
- Bank Negara Malaysia
- Bumi Armada
- Canon
- CapitaLand
- Carrier International
- DHL
- DSO National Laboratories Singapore
- Ericsson
- FMC
- Fuji Xerox
- Fujitsu Asia
- Gamuda
- Gucci
- Hilton Hotels & Resorts
- Hong Kong Jockey Club
- International SOS
- Kantar Health
- Malaysia Airlines
- Malaysia Airports Holdings
- MasterCard
- Maxis Mobile
- McCann Erickson
- MediaCorp Singapore
- National Australia Bank
- NetApp
- NCS
- PETRONAS
- Prudential
- S P Setia
- Sands China
- Schneider Electric
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMCP Hong Kong
- SME Bank Malaysia
- StarHub
- Suntec Singapore
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- Tune Hotels
- United Overseas Bank (UOB)
- VADS Berhad
- Volvo
- WorleyParsons
- Yale-NUS College
- Yokogawa Engineering
- Zurich Insurance

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