

STRATEGIC HR BUSINESS PARTNERING

Redefining the HR Business Partner role in Asia



VIRTUAL TRAINING

Conducted via 4 x
half day webinars on

4, 11, 18 & 25 June
9.30-12.30pm (SGT)

**Book
now**

to save much more
off the Regular
Price!

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

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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Contact: [Kuala Lumpur] Reggie Ola | +65 6423 0329 | reggieo@humanresourcesonline.net

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 virtual training via a series of four half-day live webinars will share real-world case studies to ensure that participants would benefit from Jon’s 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

COURSE OUTLINE

TIME	AGENDA
Session 1	Thursday, 4 June, 9.30am – 12.30pm
9.30am	1.1 HR as a Business Partner 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 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 meeting needs for centralisation and decentralization Case study – Ernst & Young / EY
10.40am	Break
11.00am	1.2 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 of this, businesses actually 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• Being based on best fit vs best practice with resulting requirements for HR innovation Case studies from the technology sector: Microsoft, IBM, Cisco, HCL – US / India Activity to complete prior to webinar 2: Day in the life of a fully fledged business partner
12.30pm	End of Session 1

TIME	AGENDA
Session 2	Thursday, 11 June, 9.30am – 12.30pm
9.30am	<p>2.1 Taking Action to Meet Strategic Needs</p> <p>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:</p> <ul style="list-style-type: none"> • 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 <p>Case Study: Haier Corporation - China</p>
10.40am	Break
11.00am	<p>2.2 Planning to Meet and Inform Business Objectives</p> <p>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:</p> <ul style="list-style-type: none"> • 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 <p>Case study: McDonald's - UK Activity to complete prior to webinar 3: developing strategic people plans for participants' organisations</p>
12.30pm	End of Session 2

COURSE OUTLINE

TIME	AGENDA
Session 3	Thursday, 18 June, 9.30am – 12.30pm
9.30am	<p>3.1 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 identifying new insights, and providing an opportunity to bring new opportunities to the business, reducing 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 insight to the business • Using insights from analytics as a basis for reporting <p>Case study: Financial Services company – part 1</p>
10.40am	Break
11.00am	<p>3.2 Implementing Business Partnering</p> <p>This course covers the topics participants need to understand to stack the odds of success for HR business partnering considerably in their favour. However strategic HR is about prioritisation and each HR practitioner and organization needs to decide for themselves where to make, and start, change. Participants will be helped to identify and then share some key actions to take away and start implementing.</p> <ul style="list-style-type: none"> • 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 one or an individual generalist into an HRBP <p>Case Study: QBE Insurance - Australia Activity to complete prior to webinar 4: Identifying measures and opportunities for analytics in participants' organisations</p>
12.30pm	End of Session 3

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COURSE OUTLINE

TIME	AGENDA
Session 4	Thursday, 25 June, 9.30am – 12.30pm
9.30am	4.1 Developing a strategy to transform HR 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 HR business partners need to be able to develop their own roles, skills and the effectiveness of the function to optimise delivery of both the people and business strategy. <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 Case Study: Central Provident Fund (CPF) - Singapore
10.40am	Break
11.00am	7. Redesigning HR to enable the people strategy The core to many HR transformations is changing the structure of the HR function, often involving 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, not just be dictated by a standard model. In addition, other factors such as the culture, values, people and capabilities of HR professionals need at least as much attention as the HR organisational structure: <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• Developing new capabilities and behaviours to underpin a more strategic approach• Developing trust through effective project and relationship management Case study: Financial Services company – part 2
12.30pm	End of Session 4 and course

STRATEGIC HR BUSINESS PARTNERING	
Location	Virtual training via 4 x half-day webinars
Dates	4, 11, 18 & 25 June, 9.30am – 12.30om
Price Per Person	<p>Early Bird: USD 880 (on or before 30 April)</p> <p>Regular Price: USD 1,200 (after 30 April)</p>
Contact Person for Registration and Group Discounts	<p>Reggie Ola Project Manager Tel: +65 6423 0329 Email: reggieo@humanresourcesonline.net</p>
Amendment / Cancellation Policy	<ol style="list-style-type: none"> 1. All bookings are final. 2. Should you be unable to attend, a substitute delegate is welcome at no extra charge. 3. HR Masterclass Series cannot provide any refunds for cancellations. 4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics. 5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.

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

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- ASTRO Malaysia
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- 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
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- 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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