

Transforming the HR Organisation to Create Value



VIRTUAL TRAINING

**25 Nov 10.00am-
04.30pm (SGT)**

**Book
now**

to save much more
off the Regular
Price!

LEARN HOW TO

- Understand the business partnering approach, the strategic partnering role, and the job of the embedded HR business partner as well as the benefits these can provide
- Consider different HR organisation structures and when they may be most relevant
- See how to develop a holistic HR organisation around a particular form
- Review a process to link HR transformation to the needs of your particular organisation
- Review your own role and capabilities compared to those of a fully fledged business partner in order to understand the level of strategic impact which may be possible given the way HR is being organised
- Understand how line managers need to be developed or more broadly enabled to play an effective role in the HR model

This one-day, online course is based on the second day of the two day face-to-face programme, Strategic HR Business Partnering, which Human Resources Online has been running in South East Asia for the last five years.

The course now also contains specific focus on HR transformation within the current pandemic, such as moving further to using digital technologies, and supporting business clients using these technologies too.

The first day of the previous programme is now a separate online course, 'Increasing Impact through Strategic HR Partnering'. Each course can be attended as an independent training day. However, the two sessions also complement each other and you may therefore like to attend both trainings.

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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www.hr-masterclass.net

WHY YOU SHOULD ATTEND

HR Transformation, whether based on the 'Ulrich model' or something else, often has two key drivers. The first driver is cost reduction and this is always going to be important. However, it is the second driver, becoming more strategic and creating more value, which offers more potential for HR to take a driving seat within its business, and for creating a more compelling and more human business organisation. Doing this nearly always provides a bigger impact on firm profitability than reducing HR costs.

This training therefore focuses on transforming HR to put more focus on creating value. Dave Ulrich explains that this will generally involve three things. The first is the approach of business partnering, getting closer to and having more impact on the business. The second is the role of strategic partnering, aligning HR activities with business needs in order to transform the success of the organisation. And the third is the job of the embedded HR business partner. The jobs of the specialists within the centres of excellence are important enablers for business and strategic partnering too, but are also simpler and more straight forward to get right.

Therefore, whilst the training is focusing on the Ulrich model, most attention will be paid to the job of the business partner, and in particular, the idea of a fully fledged business partner, which participants can use to compare against their own role, or the role of embedded business partners within their own organisation.

However, the training will also look beyond the Ulrich model, suggesting a new potential archetype, the melded network HR model. But even this is just another best practice model. What really makes the difference to business partnering, particularly when focusing on its strategic impact, is moving from best practice to best fit.

The training will therefore review best fit opportunities to develop new HR structures, processes, cultures, HR practitioner skills, and client relationships. It will also review the opportunities provided by digital technologies, not just in the service centre, but also to increase the effectiveness of specialists and business partners, or people working in similar, strategic roles.

Through leveraging these opportunities, HR can substantially increase its credibility and contribution, and the impact it has on the organisation it works within.

WHO SHOULD ATTEND

- HR director, Head of HR, etc
- Head of business partner team or a business partner
- Head of centre of excellence or a specialist want to be more strategic
- HR generalist wanting to develop a more strategic approach
- Any HR professional wanting to excel in their strategic partnering role, and to make a broader contribution to their HR organisation's business partnering approach in order to increase their business impact

TIME	AGENDA
10.00am	<p>HR as a Business Partner</p> <p>Welcome and introductions</p> <p>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:</p> <ul style="list-style-type: none"> • The objectives and requirements for HR 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^[1] in a transformed HR function • Ulrich's conceptual and physical models, helping meeting needs for both centralisation and decentralisation • Research evidence on current levels of success in transforming HR into an effective business partner <p>Case study – Ernst & Young / EY</p> <p><i>15 minutes break included</i></p>
11.15am	<p>The Fully Fledged Business Partner</p> <p>The job of the embedded HR business partner is often misunderstood and confused with the broader approach to business partnering, or the role of strategic partnering. Whilst most time within an HR transformation may go into technology and setting up a service centre, the most difficult piece to get right is the embedded business partner. Making this work is helped by understanding what an embedded business partner role could look like, and then drawing back to help understand what the role should look like within a particular organisation.</p> <ul style="list-style-type: none"> • Reviewing the day in the life of a fully fledged business partner (embedded in a business, supported by a centre of excellence and service centre, and with an appropriate set of competencies and technology etc) • How centre of excellence specialists would need to work alongside business partners in this scenario • Broadening business partnering beyond HR, eg working / merging with IT Business Relationship Managers • Looking to the future, the role of the HR to business network broker <p>Activity: The Fully Fledged Business Partner</p>
12.15pm	<p>Lunch break</p>
1.00pm	<p>Structuring HR to Enable the Business Strategy</p> <p>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.</p> <ul style="list-style-type: none"> • The increasing diversity of HR roles and structures • Opportunities beyond the Ulrich model / three legged stool • Impacts of increasing automation in HR service centres, new approaches in networks of excellence, and the resulting increase in the importance of partnering • Looking forward: the melded network HR model <p>Case study: Financial Services company</p> <p><i>15 minutes break included</i></p>

2.15pm

Actions for Broader HR Transformation

In addition to HR organisation structure, other factors such as the culture, values, people and capabilities of HR professionals need at least as much attention as the structure. This session will review these opportunities.

- 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 to underpin a more strategic approach
- Retaining a 'One HR' approach in a dispersed HR function
- Developing trust through better project management and relationship management competencies and activities in working with business clients

15 minutes break included

3.30pm

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.

- Common problems and resulting opportunities to develop HRBP effectiveness
- The importance of organisational context, and of identifying and developing line manager capability
- Aligning HR transformation with business strategy and organisational outcomes
- Using HR principles to steer effective transformation
- Changing from a generalist model into a business partnering one or an individual generalist into a more evolved role

Case Study: Central Provident Fund (CPF) - Singapore

Conclusions and action planning

4.30pm

End of training

REGISTER NOW

Transforming the HR Organisation to Create Value			
Format	Virtual training		
Dates	25 November 2020, 10.00am – 4.30pm		
Price Per Person	<p>Early Bird: USD 399 (on or before 11 November)</p> <p>Regular Price: USD 499 (after 11 November)</p>		
Contact Person for Registration and Group Discounts	<table><tbody><tr><td>Reggie Ola Project Manager Tel: +65 6423 0329 Email: reggieo@humanresourcesonline.net</td><td>Adrian Ray Project Manager Tel: +65 6423 0329 Email: adrianr@humanresourcesonline.net</td></tr></tbody></table>	Reggie Ola Project Manager Tel: +65 6423 0329 Email: reggieo@humanresourcesonline.net	Adrian Ray Project Manager Tel: +65 6423 0329 Email: adrianr@humanresourcesonline.net
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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.		

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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.

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