

How to get HR to the next level

Survey report &
recommendations
2022

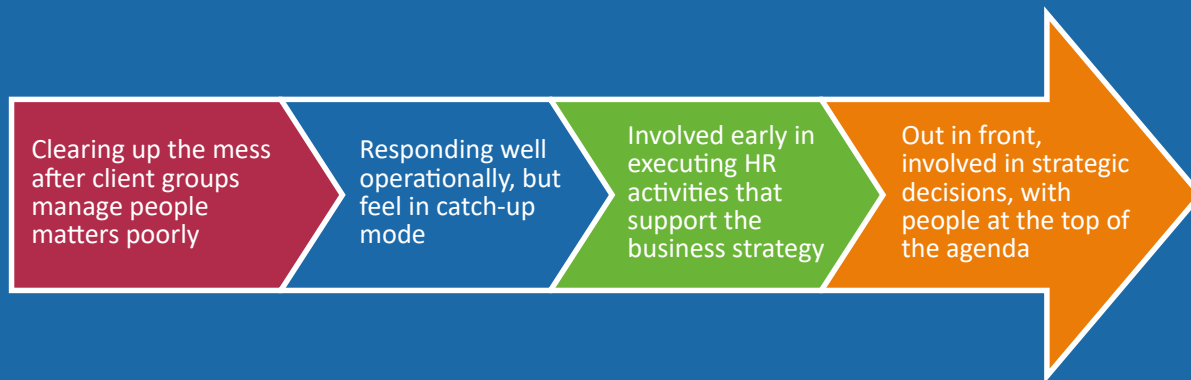
Introduction

Our mission is to enable great HR – to inspire, develop and equip HR people at all levels to fulfil the huge potential within the function to add real value to business and all stakeholders. Learning through research is key to ensuring that we stay close to the challenges HR face. Our previous report on [HR's Reputation](#) proved truly insightful, and we now dig deeper into the issues raised there.

Around the world, HR teams are exhausted after their heroic achievements during the pandemic. The well-deserved uplift in credibility and influence as a result seems slow in coming.

Why is it so hard for HR to become more strategic?

That's what we have revealed in this survey, with practical suggestions for ways forward. Wherever you and your team spend their time, we're sure that you would like to move to the next level:



“ *HR cannot succeed alone. It can deliver only when its work is embraced, embedded and lived by leaders and managers across the organisation.* ”

Deborah Wilkes, 'Empowering HR'

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“ *This is beyond a report.
It's a blueprint.* ”

*Martin Jessen, HR expert and our
Consultant in San Francisco*

Section 1

Executive summary

The challenges

We asked survey respondents to pick 3 challenges from a list of 13. The percentages below represent the proportion of respondents who selected these challenges: eg 47% of respondents selected the top statement as one of their 3.

-  Ensuring that the HR function are seen to add real business value, not just a support function
-  Being involved earlier in decision making to better influence strategic decisions
-  Having enough time to add value at a more strategic level
-  Getting business leaders to make 'people' a priority
-  Getting my team to build more influence and credibility

The themes

We then looked across the top 5 challenges (left) and distilled the following themes that emerged most often from respondents' freetext:



Mindset of business leaders



Resource issues in HR



Proving the value of HR



HR's ability to influence decisions



Mindset of HR

The solutions

Following deeper examination of the challenges, these are our recommendations:

-  1. Make business priorities HR's purpose
-  2. Get HR involved early in business decisions
-  3. Establish HR's status and credibility at all levels
-  4. Build HR's reputation
-  5. Prove the business value of HR outcomes

The benefits

We also asked respondents about the benefits of achieving success in these challenges, and these give us a powerful vision for future partnership – stronger business outcomes through engagement, retention, customer centricity and innovation.

The Next Level HR Survey was designed to elucidate the challenges facing HR in a way that leads to practical solutions. We know that many HR leaders are making headway in many of these challenges – but we wanted to reveal deeper insight into the most troublesome issues in order to help all organisations to build success for all stakeholders through their people.

A narrative emerges of a longstanding struggle to elevate the HR function within a difficult context – a kind of illiteracy around the value of the people contribution and how to leverage that. Similarly, many HR leaders likewise feel their lack of deep business understanding. Rising up to forge a strategic partnership will, in itself, solve many issues, but there are deep-seated obstacles that can seem immovable.

The data reveals some causes for this current logjam. One is that relationships aren't sufficiently cohesive, collaborative and productive to create trust, alignment and a shared strategy. This leads to the difficulties that HR face getting involved earlier in strategic discussions; they find themselves out of the loop and operating in catch-up mode.

Another is workload and capacity; the often reactive nature of HR's responsibilities creates a negative spiral that drives many other underlying causes as well as outcomes: not only does it take time to work out how to raise your game, it also takes courage – and some HR leaders seem quite worn down by a longstanding lack of resources, support - and in some cases lack of respect for people as well as for HR. HR need help to create the bandwidth for strategic HR priorities – e.g. acquiring better, integrated HR tech.

History and beliefs also play a fundamental role; the data reveals the need for HR leaders to shift their beliefs about themselves and the narratives about the value they add. Only then can they present in a way that demonstrates their business contribution and inspires their team - and consequently shifts the beliefs of business leaders.

The role of the CEO is crucial. They will be both the customer and the beneficiary of this upshift. A business case must be made which demonstrates to the CEO the positive outcomes to all stakeholders of a new strategic partnership with HR.

When HR leaders create a consistent and compelling narrative, proving their contribution to business debate as well as business outcomes, they will claim their rightful place as strategic partners in leveraging the organisation's most important and expensive resource.

Upcoming webinar

'Explore the challenges and practical steps forward'



Register your interest here
and we will be in touch

Section 2

Learning from the data
- how the survey worked

Sincere thanks to the over 100 respondents who gave their time and shared their candid thoughts. Participants were a mix of HRDs, HRBPs, and HR Managers.

We asked respondents to select their top 3 challenges from a list of 13 that emerged from our previous research, and from listening to our HR clients and community. We focus on the top 5 in this Report.

How it was structured

'In your role as a leader in HR, what are the main challenges you face in taking your function to the next level?'

'Pick the top 3 challenges you would like to address'



'Please tell us up to 3 reasons why this is hard'



'Please tell us 3 benefits this would deliver'



'What else is on your mind when you consider the challenges HR are facing?'

The 13 challenges

HR's reputation in the organisation

Being able to challenge business leaders

Making the value HR adds more visible

Juggling priorities and stakeholders

Getting my team to build more influence and credibility

Having enough time to add value at a more strategic level

Being seen, personally, as a full partner in business strategy

Getting business leaders to make 'people' a priority

Winning support for getting more resources e.g. IT, people etc.

Making it the norm that business leaders work collaboratively with HR

Making sure you are in the room when important decisions are being made

Being involved earlier in decision making to better influence strategic decisions

Ensuring that the HR function are seen to add real business value, not just a support function



The top 5 challenges - and why people found them hard

We asked HR Directors, HRBPs, managers and practitioners to pick 3 challenges from a list of 13. The percentages below represent the proportion of respondents who selected these challenges: e.g. 47% of respondents selected the top statement as one of their 3.



47%

Ensuring that the HR function are seen to add real business value, not just a support function

- ‘CEO and Directors don't let HR participate as a business partner’
- ‘The organisation just sees HR as fixing people problems’

39%

Being involved earlier in decision making to better influence strategic decisions

- ‘Recognition and endorsement at senior exec level’
- ‘HR people don't understand and show interest in the business dynamics’

26%

Having enough time to add value at a more strategic level

- ‘Lean HR structure, transactional workload’
- ‘Lack of digitisation and strong HRIS’

23%

Getting business leaders to make ‘people’ a priority

- ‘Business leaders don't have a clear vision of the ‘people map’
- ‘HR is seen as a problem and not a solution’

20%

Getting my team to build more influence and credibility

- ‘Historically hiring people who are not business-minded’
- ‘Understanding of people decisions on P&L’

Throughout this report you will see quotes which we have selected from the relevant section as representative of majority views.

On further analysis, the following themes emerge across all 5 challenges when we asked the question:

'Why is this hard?'



Mindset of business leaders

History, culture and closed minds of some business leaders get in the way of strategic and operational partnership. This makes it difficult and discouraging to push forward with a strong people agenda and supportive policies.



Resource issues in HR

Lack of time, people and robust HR systems, together with large workload, push HR people at all levels into transactional activity. They are frustrated by this and their inability to do more value-adding work.



Proving the value of HR

This appears complex and even impossible in organisations where they lack data and access to senior leaders, and experience resistance. HR and business strategies are not linked and HR's activities are hard to measure in business value.



HR's ability to influence decisions

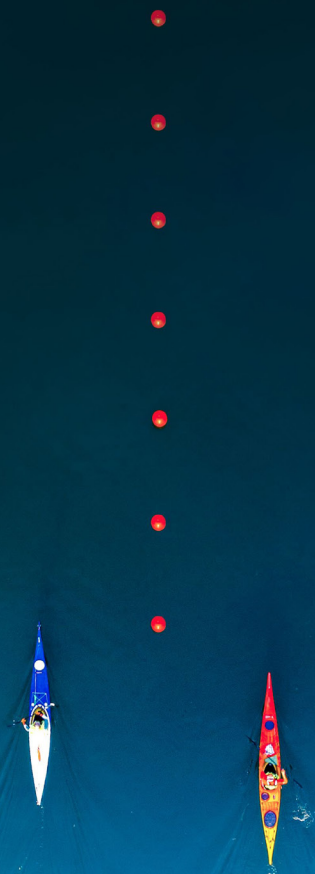
Timing is the critical issue here; influencing business strategy needs to happen early on in the decision-making process and often HR are left out. This leaves HR in catch-up mode and leads to more issues which could have been avoided.



Mindset of HR

Some HR people too seem to hold old ideas about their value and emphasis. There seems to be a lack of confidence to tackle senior leaders and some issues, eg. structural, seem intractable. The two agendas, of business and people, do not appear aligned.

The mindset of business leaders is the biggest issue facing HR respondents in this survey, and clearly contributes to the other issues. The two respective agendas – money and people – appear to be at odds and the stresses of the last 18 months may have caused further entrenchment. We know from our earlier survey on HR's Reputation that many have made positive progress, but the strength of feeling revealed by this survey confirms the depth of the issue.



Recommendations

It is HR's responsibility to tackle the lack of mutual understanding which underpins difficulties in relationships, in delivering successful outcomes, credibility and confidence. In return, business leaders must share accountability for people outcomes. This will demand both strategic and tactical approaches, and courage and determination from HR leaders to grasp the challenge and support their teams.

We have identified 5 areas for action, and will explore these in turn later:

1. Make business priorities HR's purpose

Engage business leaders in a shared strategy that inspires and delivers. Unite to explore and serve the needs of all stakeholders.

2. Get HR involved early in business decisions

HR must muscle in early to the decision-making process – strategically and tactically – and justify how this will deliver more for business.

3. Establish HR's status and credibility at all levels

Identify and engage all relevant parties and tackle their resistance. A shared business and HR strategy demands partnership at all levels.

4. Build HR's reputation

Plan how to create and maximise every opportunity to build HR's credibility. Align around shared purpose and repeat key messages.

5. Prove the business value of HR outcomes

Build business acumen around how the business works, what drives success and how HR contributes to that – and prove it.

“ HR needs to build business acumen ability to translate HR tactics into value. ”

HR Director

CHALLENGE 1: Ensuring that the HR function are seen to add real business value, not just a support function

Why is this hard?

Now we gather responses in different themes, in order of popularity:

The largest group of responses referred to the perceptions of business leaders, and the way in which HR is regarded

- ‘The mindset of leaders: involving HR in the execution and not in the decision-making’
- ‘Some leaders do not see the value that HR has’

This is seen to result in HR being left out of strategic decision-making processes, and not receiving support from senior leaders

- ‘Strategic HR plans are not fully connected to strategic business planning’
- ‘Lack of recognition at senior exec level’
- ‘No seat at the decision table’

Next came concerns about workload, lack of resources and HR systems, and the amount of transactional work. These comments, from HR directors as well as HRBPs and managers, show some frustration with lack of respect as well as of support

- ‘We’re so heavily transactional that we just look like an admin function’
- ‘We’re flat out doing casework’
- ‘We need an effective HRIS’

Some raised issues of culture and legacy, as well as organisational structure, which can seem locked in and hard to break through

- ‘Overcoming historical bias that HR isn’t a business function’
- ‘Not shown at the CEO’s hand on org charts’
- ‘Not on the exec committees’

Respondents realise the need to demonstrate HR’s value, and see the difficulties involved in doing so

- ‘HR’s impacts are hard to measure in business value’

Several respondents, primarily at Director level, see the solutions closer to home. They recognise the need for HR to demonstrate that they can take the lead in adding business value

- ‘Understand business challenges and priorities’
- ‘Other functions took the lead in showing themselves as the critical support functions’
- ‘Lack of strong HR leadership’
- ‘Establishing the right leadership mindset in HR’

If improved, this would deliver:

- ✓ ‘Engaged people’
- ✓ ‘Increased effectiveness of HR and business impact – sales, EBIT, quality ...’
- ✓ ‘New opportunities earlier to drive the business’
- ✓ ‘Retention of quality people’
- ✓ ‘Respect – a seat at the table’
- ✓ ‘Cost-saving – avoid constant problems and avoid crisis management’
- ✓ ‘Feeling valued’
- ✓ ‘Productivity’
- ✓ ‘Trust’

CHALLENGE 2: Being involved earlier in decision making to better influence strategic decisions

Why is this hard?

Here the largest number of responses came from HR directors who recognise the importance of HR's own mindset and capabilities to push forward, develop business acumen and demonstrate it. Then HR can create a positive spiral – taking every opportunity to demonstrate the value HR can add when involved earlier in the decision-making process.

- 🗨️ *'Get the trust of the CEO in crucial decisions'*
- 🗨️ *'Get involved earlier >> build credibility >> get involved earlier'*

There is recognition, however, that this isn't easy, especially where there's a history of the business forging ahead without involving HR. This is clearly a chicken-and-egg situation; where there is honest and open dialogue between HR and the business, then there can be learning on both sides.

- 🗨️ *'Not listened to, no voice'*
- 🗨️ *'HR people don't speak business language'*

The outcomes of lack of influence are hard to take, and several respondents described being excluded from strategic discussions. One comment will be familiar to many who may be excluded because they have to force managers to take a broader perspective than they would like.

- 🗨️ *'Decisions only discussed by the Board'*
- 🗨️ *'No shared vision between HR and business'*
- 🗨️ *'Not at the table'*
- 🗨️ *'Not invited to meetings'*

We see again here the legacy of old thinking and outdated perceptions, and ideas on how to shift these with rational argument.

- 🗨️ *'HR value not recognised'*
- 🗨️ *'Still see HR as an operational job'*
- 🗨️ *'We need robust data'*

If improved, this would deliver:

- ✓ *'Linking people to business outcomes'*
- ✓ *'An integrated strategy – business and people'*
- ✓ *'HR people able to influence on Boards'*
- ✓ *'Learn from stakeholders'*
- ✓ *'A broader perspective for decisions'*
- ✓ *'Build better solutions'*
- ✓ *'Purpose'*
- ✓ *'Satisfaction, motivation'*
- ✓ *'Avoid problems'*

CHALLENGE 3: Having enough time to add value at a more strategic level

Why is this hard?

Unsurprisingly, a large number of responses showed frustration with lack of resources and systems.

- 🗨️ *'Lack of digitalisation and of strong HRIS'*
- 🗨️ *'Lean HR structure'*
- 🗨️ *'Not being able to delegate'*

Transactional work is time-consuming and can feel overwhelming, with no spare time to add value. This creates a frustrating cycle where HR people want to operate more strategically but have to deal with situations which they know they could avoid – if only they had the time, e.g. to coach line managers.

- 🗨️ *'Transactional work can easily take up all of my time'*
- 🗨️ *'Team are too involved in the doing rather than the advising'*

HR roles take many different shapes, with multiple projects as well as the operational work.

- 🗨️ *'Not enough resource to manage multiple projects and BAU let alone focus on strategy'*

We also see the impact of HR being left out of decision-making and lack of access to strategic planning, as well as to robust discussions about what's right and what's most important.

- 🗨️ *'Planning horizons are too short'*
- 🗨️ *'Too many priorities'*
- 🗨️ *'Leaders make reactive, not thought-out decisions, then change their minds numerous times'*

Lack of data, clearly linked to lack of HR systems, also prevents HR people from making the kind of contributions they would like to, to business decisions

- 🗨️ *'Having meaningful data that's easy to report and analyse to inform business decisions'*

A picture emerges of HR people feeling rather isolated, struggling with their workload and unable to focus on the bigger picture together. This is clearly exacerbated by working from home, but may suggest a leadership gap.

- 🗨️ *'Not enough time together as a team – too limited, transactional and critical when we do meet'*

If improved, this would deliver:

- ✓ *'Better thought-through strategies'*
- ✓ *'The opportunity to make things happen rather than react'*
- ✓ *'Reduce time on admin'*
- ✓ *'Empower others'*
- ✓ *'Understand business needs better'*
- ✓ *'Fewer unintended consequences'*
- ✓ *'A trusted business partner who has time to add more value'*
- ✓ *'Bring in new ideas'*

CHALLENGE 4: Getting business leaders to make 'people' a priority

Why is this hard?

Many comments suggest that leaders lack awareness, intellectually, of the part people play in business success. There seems to be a lack of openness to discuss this, whether from lack of time or interest. Some recognise that many leaders don't get trained in these capabilities.

- 'Lack of understanding of how people are the business'
- 'Leaders don't have time for soft skills training'
- 'Lack of time for reflection and conversation about what being 'people oriented' means.'

There is significant criticism of narrow-minded leaders who focus on hard numbers and quick returns. There is frustration that leaders do not 'get' the links between people's skills, commitment and loyalty and the revenue they generate.

- 'Money – it's not seen as a priority to invest profits in staff'
- 'No interest in people just the business agenda.'
- 'Money – chasing 'cash cows' rather than caring about people, who do quality work and look after customers'

There are many mentions of outdated mindsets towards people, and a lack of accountability for people's performance. These comments imply structural or reporting issues as well as attitudinal.

- 'They think that people matters belong to HR'
- 'There is still a command and control mindset'
- 'Operational focus – on WHAT and not HOW (through people)'
- 'Old fashioned CEO'

Respondents feel excluded from decision-making processes that impact them. Given the comments above about leaders' attitudes, it seems that it is difficult to find the way in, as well as get across the arguments, to make the case for more progressive approaches.

- 'They don't let people participate in important decisions'
- 'Leaders are so reactive that I'm always playing catch up'

There seems some irony here that the pandemic has been a human and social crisis, and yet the tough business context may have forced a less than human response from leaders. Some genuine sadness comes across in some respondents' comments.

- 'They don't make people a priority until they realise they are vulnerable and need care'
- 'No top-down awareness and commitment from CEO'

If improved, this would deliver:

- ✓ 'Improved employee productivity and engagement'
- ✓ 'Staff retention'
- ✓ 'More employee commitment'
- ✓ 'Role models'
- ✓ 'Happy people'

CHALLENGE 5: Getting my team to build more influence and credibility

Why is this hard?

Some respondents, particularly at Director level, see capability gaps in their team members. They see a link between HR's business awareness and their ability to partner successfully and build credibility.

- 🗨️ *'The capabilities, business understanding of HR team, data; analytics; financials'*
- 🗨️ *'Understanding impact of people decisions on P&L'*
- 🗨️ *'Focused on admin/legal rather than business outcomes'*

Some mention disappointing perceptions of employees about HR which must be very difficult to manage.

- 🗨️ *'Employees believe HR only intervene in benefit of the business'*
- 🗨️ *'Employees don't feel they can trust HR'*

Transactional work is again cited as something that clearly gets in the way of building credibility and influence.

- 🗨️ *'Too focused on day-to-day tasks'*
- 🗨️ *'Getting bogged down in the detail'*

There are also comments about how HR people themselves see their roles, and the risk that they do not push themselves to add more value. This may be historical, and also is likely to be a leadership issue.

- 🗨️ *'How they see their roles'*
- 🗨️ *'They're comfortable being back office'*
- 🗨️ *'The team's mindset and former 'education''*

The need to deliver more and come across as business-minded are mentioned, and there are clearly behavioural elements here as well as attitudinal. Both skill and confidence are important when challenging business leaders.

- 🗨️ *'Deliver better solutions'*
- 🗨️ *'Capability to challenge business decisions'*
- 🗨️ *'Anticipate problems'*

Some recognise the challenges of being in a function that has to confront and manage difficult and sensitive issues, which can be political. One comment recognises the vital role that senior leaders can play in actively supporting HR people.

- 🗨️ *'Confidence in themselves'*
- 🗨️ *'Exec level engagement early and at a strategic level'*
- 🗨️ *'Fear of an internal blame culture'*

If improved, this would deliver:

- ✓ *'Credible HR can do more for employees'*
- ✓ *'My voice in people decisions'*
- ✓ *'Better informed, more robust decision-making'*
- ✓ *'More fulfilled HR team able to deliver at the level they're capable of'*
- ✓ *'Happier, more productive workforce and better planning for the future'*

Section 3

Recommendations

1. Make business priorities HR's purpose

Engage business leaders in a shared strategy that inspires and delivers. Unite to explore and serve the needs of all stakeholders.

First, HR can get their own act together, and then reach out to their key stakeholders. Strong leadership is vital here to create strong purpose and alignment, firstly within their own HR team, and secondly with business leader colleagues.

HR must be analytical about business problems; make a diagnosis to get to root causes, and use the levers that can help solve them. There's often a combination of business and HR factors - 'let's get together to work this out'.

The desire to be more strategic is there, but what that looks like isn't clear. There is a tendency for HR to come to leaders with themes that are not linked to business needs.

How can HR become more business-driven?

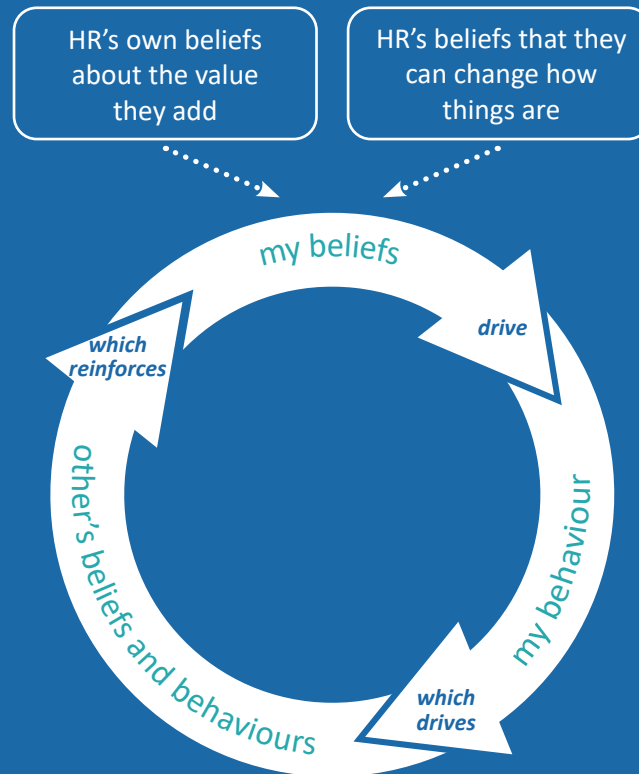
Let's start with HR's beliefs about themselves – there are two themes that emerge from HR people's comments in this respect:

First, consider your own beliefs about the value HR adds, and frame them in a positive way; 'HR make a strong and visible contribution to business success' versus in a negative way 'we can't achieve what we want in HR because business leaders don't value what we do'.

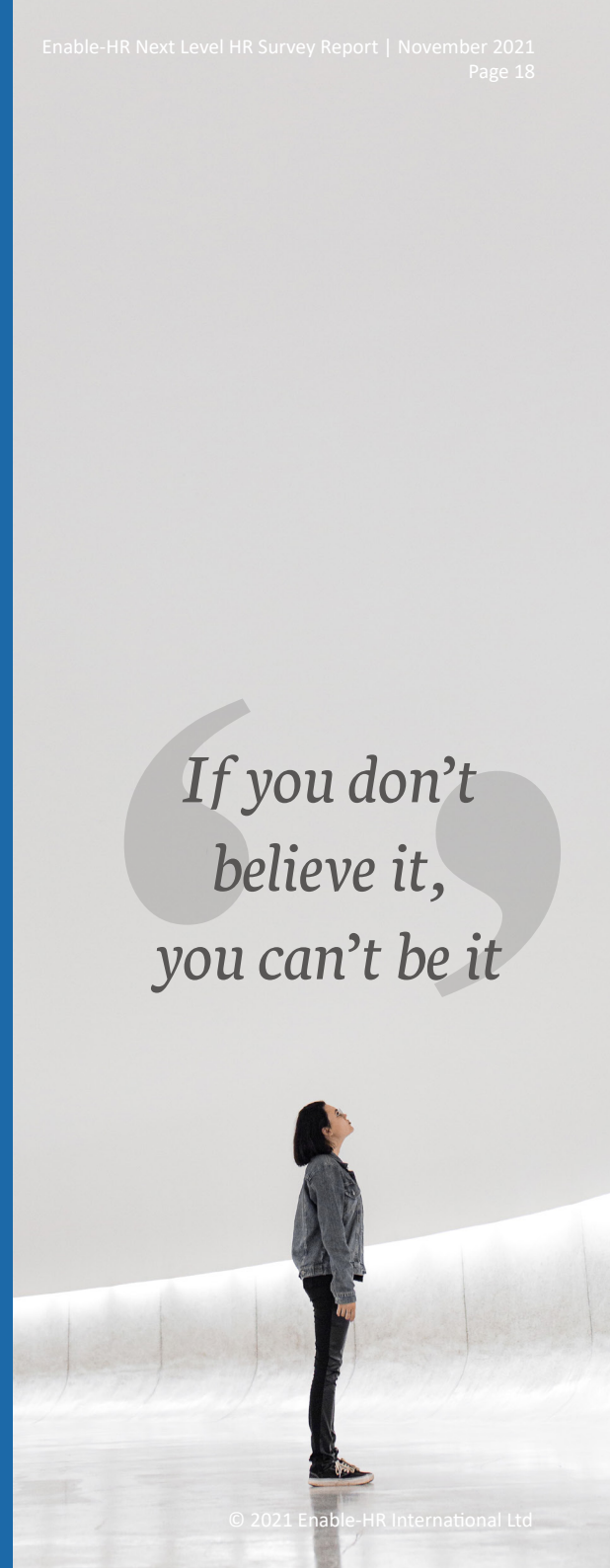
In order to shift those beliefs, HR themselves need the kind of intellectual validation of the value they add that they can then share with others. HR people tend to operate from strong values, which is entirely appropriate. However, HR need to be business-savvy AND caring.

HR can work with Finance and others to build a strong business case for a people agenda entirely aligned with, and supported by, business leaders.

In Recommendation 5, we talk about how to prove HR's Contribution to business outcomes. Use this to create a powerful narrative for HR.



If you don't believe it, you can't be it



2. Get HR involved early in business decisions

HR must muscle in early to the decision-making process – strategically and tactically – and justify how this will deliver more for business.

Imagine the difference between these two thoughts in the mind of an important business stakeholder: ‘Can HR help me with this?’ versus ‘I’d like HR to help me think about this.’ This is about more than the business planning cycle. It involves working out when and how business leaders think, and what they’re thinking about.

Being left out of major decisions is a serious concern for respondents in our survey. Workload and ‘busyness’ are clearly key issues, and yet tackling this problem could have a hugely positive impact and help HR to step out of the reactive cycle. Strategically, HR may need to tackle structural issues, e.g. whether HR are on the Board and other decision-making bodies.

Tactically, our Business Partnering Matrix clarifies how HR can direct their focus during conversations:

All have value at the appropriate time, and all are underpinned by trusting relationships.

Whether you’re a CHRO or an HRBP, you’ll recognise how you move between these modes. The aim here is to illustrate how you can move towards top right:

- spend more time talking about the business (and not HR)
- spend more time talking about the future (and not the present)

Conversation by conversation, HR find themselves engaged in discussing what’s central to business, and well positioned to influence in good time.

Build relationships that enable you to be in the room when leaders are thinking. That’s the best way to ensure that the people agenda is taken into account. Become a valued sounding board. Talk about the business first, and the people issues will naturally come into focus.



3. Establish HR's status and credibility at all levels

Identify and engage all relevant parties and tackle their resistance. A shared business and HR strategy demands partnership at all levels.

Respondents to our survey reveal the frustrations of not being respected and valued by the business. When you've been in HR, you understand the dilemma of being 'dumped on' by line managers whose own bosses think this is okay. Changing this mindset has to start at the top - the CEO must understand the business value that HR can deliver. HR must quantify this.

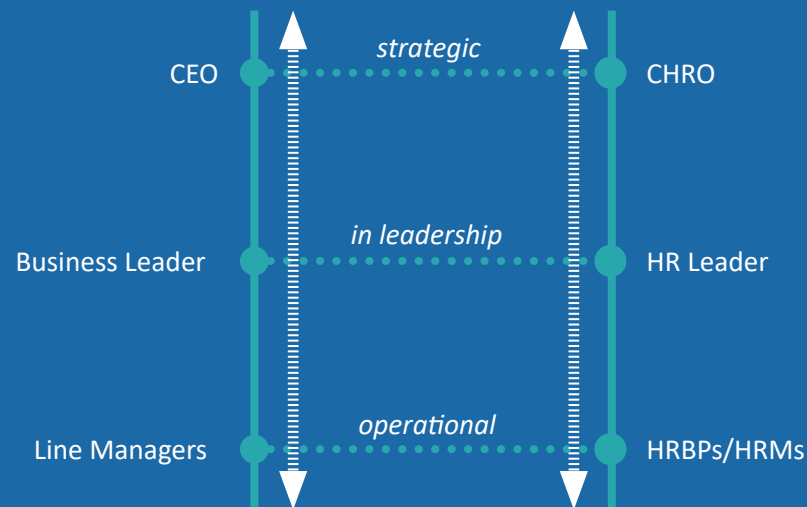
HR needs to build strong relationships at every level within their organisation's structure, led proactively from the top. Senior HR leaders need to make the case for why line leaders and managers should operate in partnership with HR – explain how it can work and the benefits.

Develop a strategy as an HR team – built on clear purpose and unity – and step outside HR to explore more deeply 'the other side' of business. As some survey participants suggested, the learning they get from spending time with key stakeholders helps them to understand the business and the needs of different stakeholders. Learning while building the relationship is clearly a win-win. Where stakeholders are less than open to this, HR leaders need to actively support their HR team – to tackle senior business leaders and get them to ensure that doors are open to HR. Gaps in skills and confidence within the HR team may need to be addressed.

Ideally, HR and business leaders will craft a shared message that can be adapted to every level – 'this is the way we will work together and this is why'.

HR's credibility and influence requires a multi-level partnership:

- Joined up
- Collaborative
- Mutually supportive
- Sharing accountability



4.

How to build HR's reputation

Plan how to create and maximise every opportunity to build HR's credibility. Align around shared purpose and repeat key messages.

Once HR people are clear and feel fully supported, they can develop their skills and confidence to tackle difficult relationships and further develop others.

Identify the opportunities that members of the HR team have to give a consistent message, reinforce priorities, and come across as credible and business-aware. These might be major presentations, which you are used to preparing for. However, there are other critical opportunities that are far less formal but can be far more influential – regular group meetings and one-to-ones, informal chats and interchanges before and after meetings. All these interactions build up into how your stakeholder sees you. They need to be recognised and planned for, and used consciously and with positive intent. This may require some skill development in order to build confidence as well as courage.

State at every opportunity (in a relevant way) the business benefits and proven value of HR - keep reinforcing HR's purpose.

Identify and increase occasions that you can:

CREATE

For example, to make a presentation, or a talk and listen

PREDICT

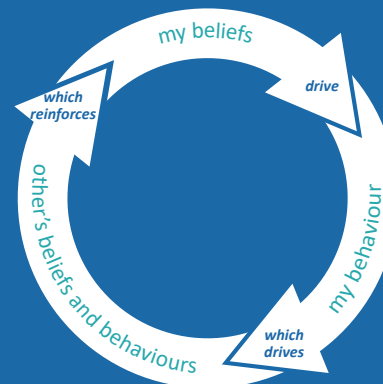
For example, regular or planned meetings that you can predict

RESPOND TO

For example, informal 'water-cooler' moments that you know are likely

Prepare for these critical interactions - manage your beliefs and behaviours

CONSCIOUSLY,
INDIVIDUALLY,
and as
AN ALIGNED TEAM



Check out our [2021 Survey Report](#) on HR's Reputation for more on our research and recommendations

Section 4

Closing thoughts

A once-in-a-career opportunity exists for HR to stake its claim for full strategic partnership. Organisations are rethinking their business models at the same time as the future of work is being fundamentally redesigned. It is logical that these two strategies be explored simultaneously and connectedly.

What will make that happen? For some of our respondents, this seems out of reach. Some respondents seemed discouraged by history and culture that seems fixed and difficult to influence.

There is a sense that some HR leaders find themselves in a kind of bucket. They're pushed down into that bucket by reactive work, a pandemic, dramatic changes to the world of work and unsupportive senior leaders. It seems that HR are expected to get out of this bucket by themselves. This is not realistic. HR need to reach out and build a strong case for shifting how they operate and collaborate with business leaders to make that happen.

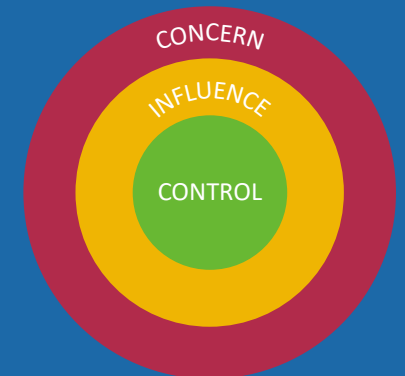
The potential business benefits are clearly set out in this report, but need to be made relevant, compelling and achievable.

HR leaders need to decide where to start. Stephen Covey's circles of influence provide a useful model to help HR to challenge what they can change and be courageous about pushing for more influence in the areas, and relationships, that impact on their ability to succeed.

For example, legacy perceptions of HR may appear out of HR's control, but can be changed. Building a business case for strategic partnership with HR is the key to winning it, and this can be done too..

When you do break through, HR can get great results and feel proud. Fix the mindset of HR first, so that you can then shift the mindset of business leaders. Fight to resolve resource issues in HR, prove the value of HR at every turn, and thus build HR's ability to influence decisions.

Move HR to the next level.



CONCERN - all the challenges and concerns in work and life

INFLUENCE - the challenges you can have impact upon but can't control completely

CONTROL - the areas where you can assert control and make decisions alone

Stephen R Covey

“ In a global interactive economy, more networking and benchmarking (ie. upskilling) is needed to face the challenges ahead. ”

HR Director



Section 5

About Enable-HR International

We help HR to become an influential, valued and respected business function - driving profitability as well as culture.

We inspire and equip HR leaders and their teams to deliver more for their organisations. The critical factor is the quality of the interaction between HR and the business. We researched this complex relationship, and clarified how to develop it and measure it.

We've worked with HR people in some of the world's leading organisations for over 20 years. We help HR to become more strategic and business savvy in their approach, their activities and their behaviours.

Our international team demonstrates the depth of our experience and understanding of HR and business, of learning and development, and of leadership and management. There's a rich mix of backgrounds and expertise in the team, and what brings us together is a passion for enabling people to fulfil their potential.

HR profiling system

Enables you to evaluate how HR operates and how HR is regarded. It reveals insight into how and where HR can shift their emphasis, as well as how HR people can build more skill and confidence in those areas.

We help HR to invest its time where it will have maximum impact on business success.

- Personal Profile
- Personal 360 Profile
- HR Team Profile
- HR Team 360 Profile (client groups and whole organisation).

Development solutions

In-house and open programmes, designed around roles, e.g.

- HR Leader
- HRBP
- HR Team Alignment

or particular challenges:

- Proving HR's value
- Building HR's reputation
- Managing challenging stakeholders
- Business partnering

From bite-sized workshops through to blended solutions fully integrated with business needs and based on analysis of HR's development needs.

Our virtual programmes bring the best of facilitation and technology together, so that they are participative and stimulating.

Coaching

Our approach is client driven, helping you to understand what you want to achieve and how to go about it.

Our expert, highly experienced HR coaches provide skilled and pragmatic coaching that enables HR leaders and professionals to tackle their challenges, build their skills and confidence, and develop their careers.

- One-to-one coaching
- Executive coaching
- Team coaching.

Consultancy

We work with senior leadership, both within HR and the business, to clarify a vision for HR.

Building your organisation's Success Model is often a good place to start.

We facilitate collaboration between them to build relationships and ensure that HR's focus is clear and aligned.

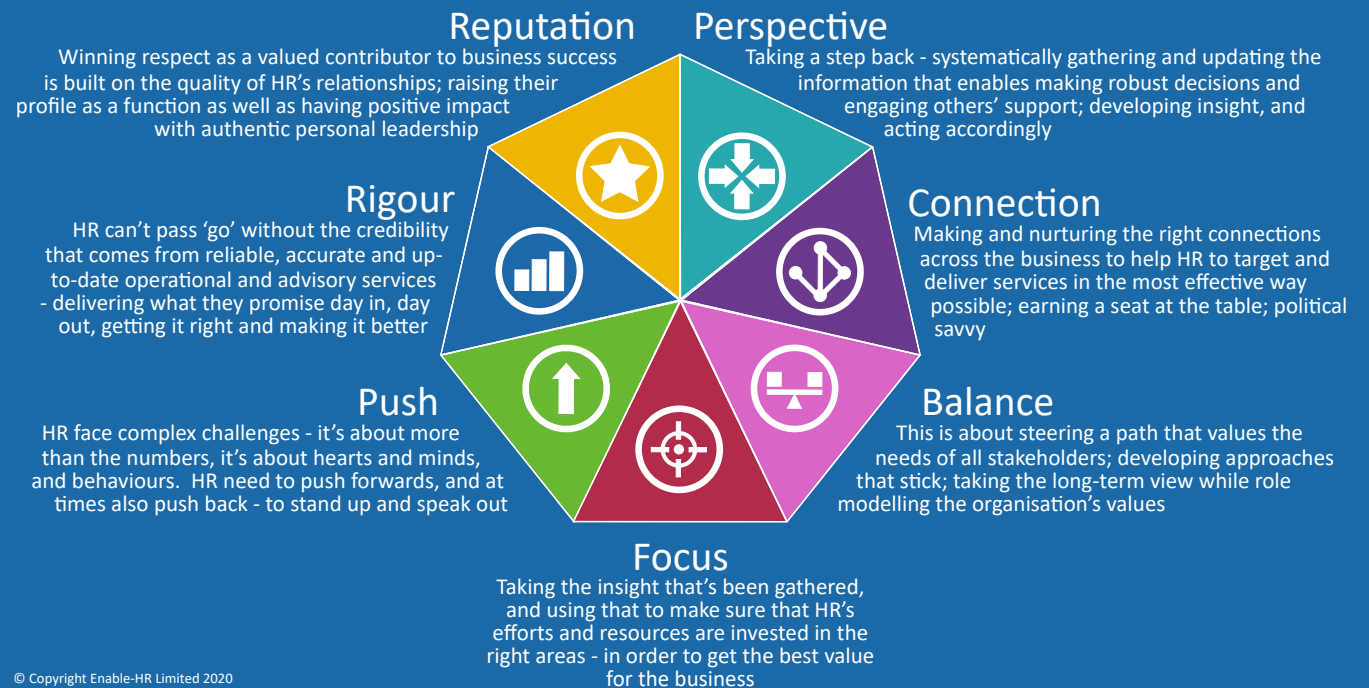
- Making the business case for HR's vision
- HR strategy
- Leading together - how to make the partnership between HR and business leaders and managers work.



Our 7 HR Enablers

We researched what businesses want from HR and distilled this into the activities and behaviours that drive successful relationships and results. Enable-HR provides a framework to understand and evaluate how HR operates, and then to align, develop and inspire HR people.

This development framework enables you to understand, measure and develop your HR people and create the function you need. It is endorsed by Dave Ulrich.



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Upcoming webinar

'Explore the challenges and practical steps forward'



Register your interest here
and we will be in touch

Keeping in touch

We want to hear from you – your thoughts on this research and our recommendations, and how they relate to you and your team. We will keep learning and sharing.

@ Email Deborah Wilkes



Arrange a 30-minute
conversation with Deborah



'Empowering HR' by Deborah Wilkes

These are exciting times for HR. Now is the time to lead a powerful people agenda for business success.

Evidence proves that the best organisations have the most dynamic HR functions. However, HR cannot succeed alone. It can deliver only when its work is embraced, embedded and lived by leaders and managers across the organisation. The critical factor is HR's relationships.

This book shows how HR can build strategic purpose and value-adding partnerships that drive business success and boost HR's credibility, influence and reputation.

Order your copy here





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