

# HRD Summit/ Europe

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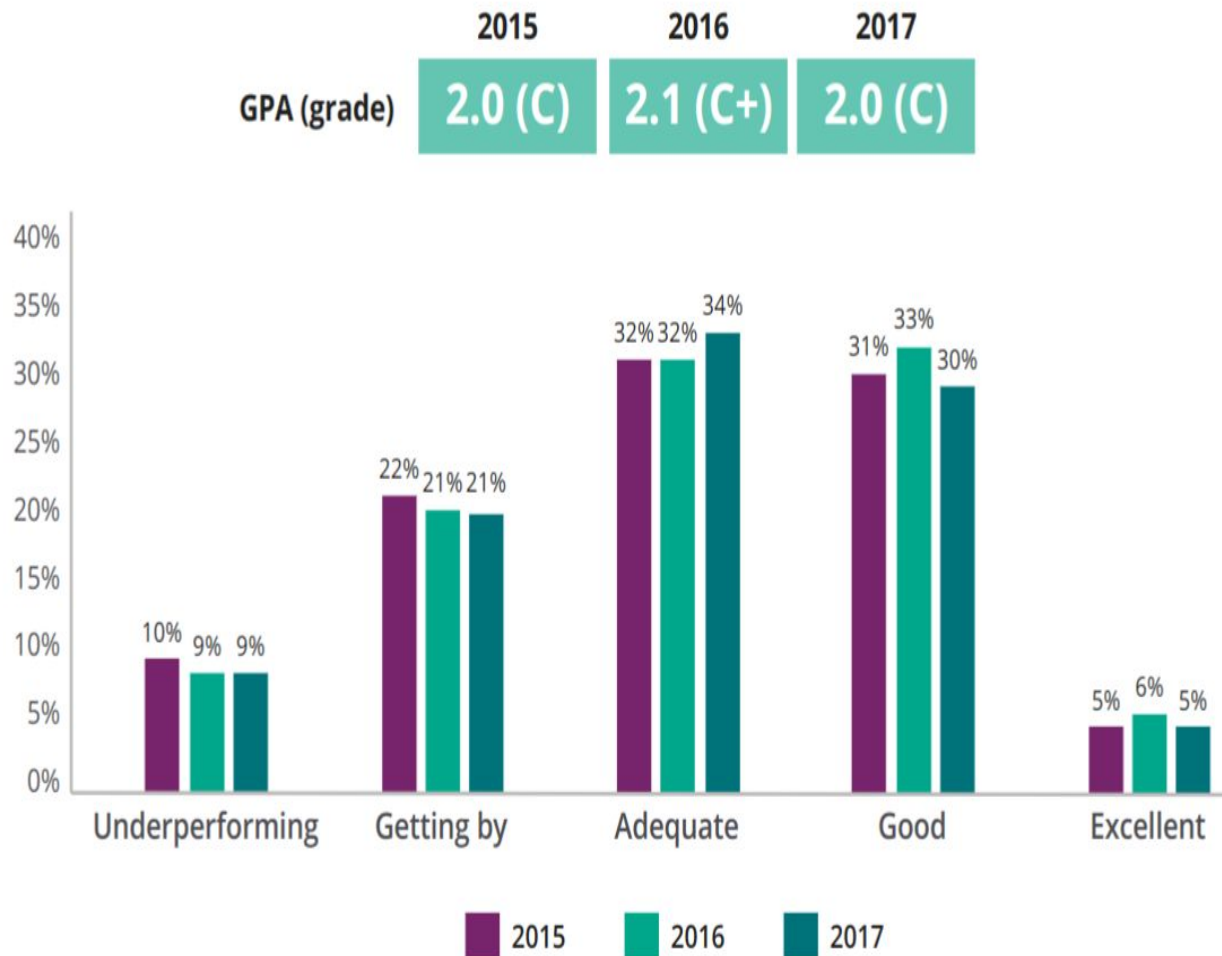
*Turning Strategic  
Business Partnering into  
Reality*

"Why HR isn't a strategic partner"

"Getting beyond bureaucracy in HR"

"It's not HR's job to be strategic"

Figure 5. HR performance scorecard, 2015–2017



The proportion of respondents rating their HR capabilities as “Getting by” and “Adequate” has marginally increased, and that rating their capabilities as “Good” has marginally decreased, since 2016

Google

UBER

We have to step up our game



## BATTLE PLAN

You flank from the left.. I'll grab the cookies.

Three initiatives to give you time  
back in your day to be more  
strategic

# #1 Invest in Analytics

## *Basic Data Clean Up & Reporting*

8 percent report they have usable data

15 percent have broadly deployed HR and talent scorecards for line managers



# #1 Invest in analytics



***Build data warehouse that includes HR data, workplace data and business metrics***

# #1 Invest in analytics



# #1 Invest in analytics





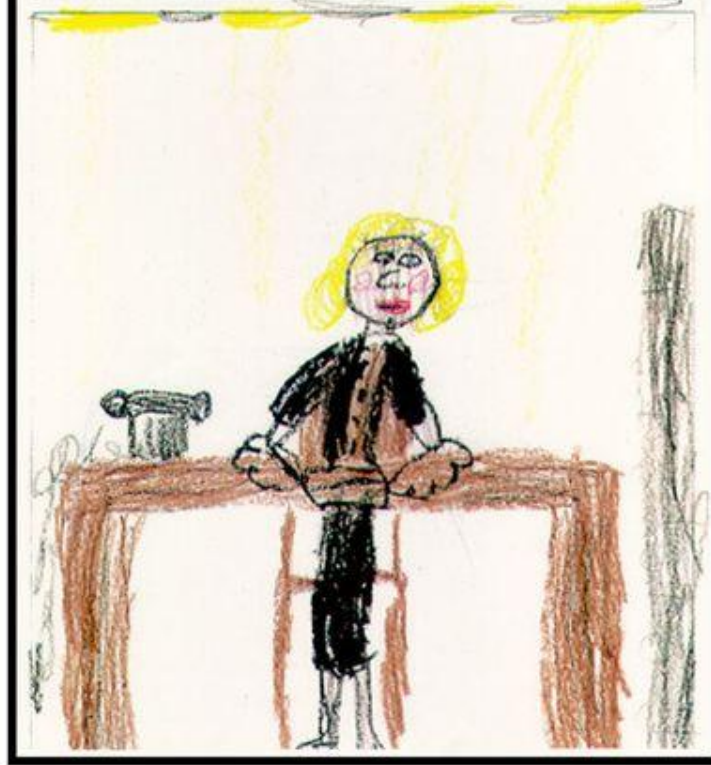
***Determine outcomes and actions before analyzing***

DRAW A PICTURE OF A MANAGER AT WORK.



"Managers read the paper all day. That's what my mom's manager does."  
-11 year old

DRAW A PICTURE OF A MANAGER AT WORK.



"Managers boss the workers but they get bossed by the boss.  
They make sure things are alright. They use the phone a lot."  
-14 year old

# #1 Invest in analytics



RATING

<input checked="" type="checkbox"/>	<b>Exceptional</b>
<input type="checkbox"/>	Exceeds requirements
<input type="checkbox"/>	Meets requirements
<input type="checkbox"/>	Needs improvement
<input type="checkbox"/>	Poor

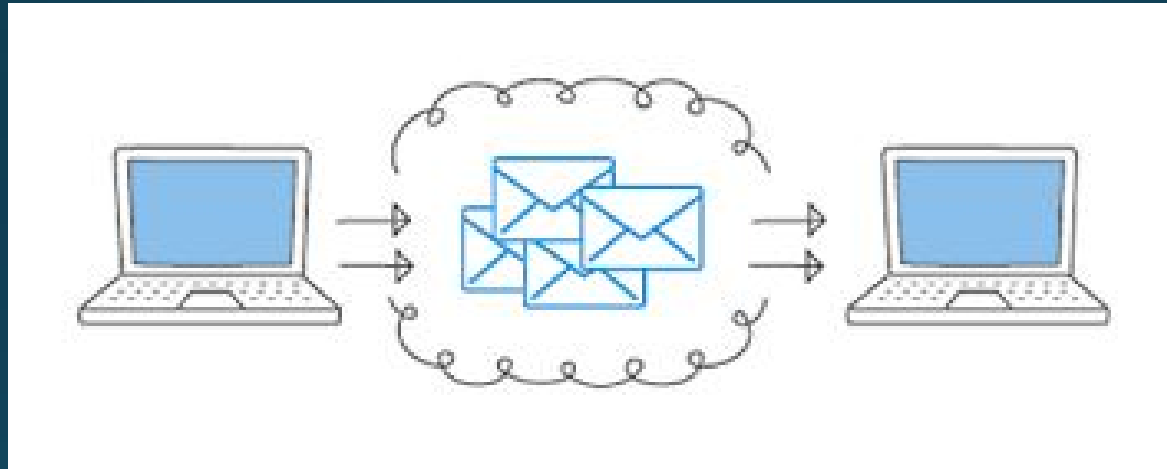




**#2** Invest in making managers and leaders more effective

***Build a management training and coaching program that all managers \*want\* to attend***

## #2 Invest in making managers and leaders more effective



*Create automated “nudge” coaching emails to managers*



#3 Align the HR model to the support the expectations of HR Business Partners

*100% Digital*

# #3 Align the HR model to the support the expectations of HR Business Partners

***You must provide dedicated operational support to offload work that isn't strategic, this should differ by region depending upon the needs***



#1 Invest in analytics

#2 Invest in making managers and leaders more effective

#3 Align the HR model to the support the expectations of HR Business Partners

"Why CHROs make great CEOs"

"It's HR's time to shine, AI accentuates the need for us to strengthen skills such as EI, creativity and moral judgement "

"Strategic HR is needed now more than ever..."