

STRATEGIC HR BUSINESS PARTNER CERTIFICATION PROGRAM

Build credibility as an HR leader that influences, impacts, and advances your business

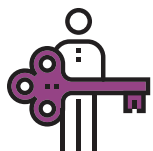
The most effective HR professionals today possess an entirely new set of competencies, ranging far beyond human resource functions. This intensive three-day course builds the financial acumen and consulting skills necessary for HR professionals to have a meaningful impact on the future of the business, beyond just talent management.

The Evolution of HR

The conversation about HR having “a seat at the table” is over. Human Resources is a critical business function, and a true HR Business Partner who serves as a skilled business advisor and leader is critical to ensuring success. Many organizations have struggled on this front, filling the role of Business Partner with HR generalists based on demonstrated skill in HR functions. A new set of competencies grounded in a holistic view of the business is paramount.

A Multifaceted Professional

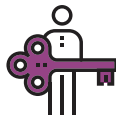
What makes an HR professional a true Business Partner? This course focuses on three pillars for building business acumen: Financial and Analytic Capability, Improving the Workplace through Effective Talent Management Practices, and Consulting and Execution Skills. This course identifies connections and parallels between different facets of the business, outlining how the Business Partner can effectively build and overall strategy that supports short and long-term business goals.



Strategic HR Business Partner CERTIFICATION PROGRAM

- ✓ 3-day interactive session
- ✓ Offered in-person, online and in-house at your organization
- ✓ Includes industry-recognized certification
- ✓ Supports HRCI and SHRM recertification





Course Structure

Session One—Building Financial and Analytic Capability

The first day of the program covers the increasingly important decision science of talent analytics. This skill is critical to recommending and making sound business-based talent decisions. The day is built on three important pillars:

- ✓ **Building Financial Acumen**—The language and thought processes used in making strategic business decisions
- ✓ **Improving Financial Literacy**—Identify the quantifiable benefits of talent initiatives and use the process the business requires to justify investments
- ✓ **Acting on Meaningful Analytics**—Build a Talent Scorecard that aligns key talent metrics with business objectives

Session Two—Strategies for Improving the Workplace through Engagement, Collaboration & Retention

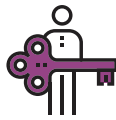
The second day of the program, Strategies for Improving the Workplace through Engagement, Collaboration and Retention, is centered on the important advances in talent practices made since many business leaders attended “B School.” This session encompasses three main topical areas that transform these behaviors from nice benefits to “must have” business drivers and presents the logic and methodology necessary for you to transform the work of your business unit leaders.

- ✓ **The ROI of Engagement, Collaboration and Retention (ECR)**—How improvements here pay for themselves over and over and how to make that case to your leadership team
- ✓ **Building Trust & Transparency**—The key traits that business leaders must possess in this area and how to help them build and improve them
- ✓ **The Eight Drivers of Improvement in ECR**—Turning Values into Observable Behaviors

Session Three—Consulting & Execution Skills

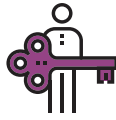
The third and final day of the program covers the important set of skills and competencies that HR Business Partners must possess in order to move from being a service provider to a partner capable of full participation in business outcomes. It is not enough for HR to proscribe a series of activities for employees, they must be able to build coalition and effect change. This session covers these key areas:

- ✓ **Execution & Change Management**—How to accelerate and drive change
- ✓ **Influencing Skills**—Learn how to move audiences and recognize the stages involved in acceptance
- ✓ **The Migration of the HRBP**—Understand the next steps involved in implementing your new capabilities toward business impact.



Course Outline

SESSION 1: Building Financial and Analytics Capability (BFAC)		SESSION 2: Improving the Workplace through Improved Engagement, Collaboration and Retention (ECR)	
Section	Key Topics	Section	Key Topics
Becoming Effective Strategic HR Business Partners	<ul style="list-style-type: none"> Video: Effective Strategic HR Business Partners What Does It Mean to be Strategic? The HCS Model and ROI The Human Capital Value Chain Data-driven HR and Decision Frameworks 	The Strategic HR Business Partner as Workplace Architect	<ul style="list-style-type: none"> Video: Effective Strategic HR Business Partners Strategic Talent Management Model ECR Defined
Strengthening Business Acumen	<ul style="list-style-type: none"> Strategic Direction SWOT and External Factors Tools Business Supply Chain Alignment and Line of Sight Tools 	The Financial and Business Impacts of ECR	<ul style="list-style-type: none"> The Financial and Business Impacts of ECR Lessons Learned from Engagement Programs Video: Dan Pink on Drive The ROI of Engagement Collaboration Examples from Cisco, IBM, Starbucks, GE, 3M, Qualcomm and W.L. Gore The Whole Workforce: Employees and Contingent Labor ECR Issues for Contingent Workers Video: Herb Kelleher
Improving Financial Literacy	<ul style="list-style-type: none"> The Big Four: Revenue, Profit, Cash and Assets Understanding an Organization's Financial Strength The Income Statement and Balance Sheet Justifying HR Initiatives Cash Flow Net Present Value and Internal Rate of Return 	A Framework for Improving the Workplace and Workforce	<ul style="list-style-type: none"> The Foundations of Trust and Transparency Turning Values into Observable Behaviors Walkthrough Toolkit The 13 C s: The Big Purpose, The Job, The Network, The Coach, The Experiences, The Whole Person, Flexible Options and The Legacy Best Practices for the 13Cs from Genentech, Panera, Pepsi, Zappos, Atlassian, Google, Deloitte, GE and IBM Tools for the 13Cs
Meaningful Analytics	<ul style="list-style-type: none"> Metrics that Are No Longer Good Enough Examples of Analytics in Action Video: Google Analytics Value Chain Building Meaningful Analytics Key Outcome Measures BFAC Development Portfolio Having Financial Conversations Assignments and Tools 	The ECR Journal and Action Plan	<ul style="list-style-type: none"> Having Practical Conversations with Business Leaders Assignments and Tools



Course Outline

SESSION 3: Consulting and Execution Skills (CES)	
Section	Key Topics
The Strategic HR Business Partner as Consultant and Change Agent	<p>Video: Effective Strategic HR Business Partners</p> <p>Critical Consulting and Execution Skills</p>
The CES Methodology and Axiom Case Study	<p>Define: Definition, Barriers and Outcomes Effective conversations with business leaders</p> <p>Plan: Definition, Barriers and Outcomes Components of a good plan</p> <p>Gather Data: Definition, Barriers and Outcomes Effective data gathering</p> <p>Recommend Solutions The structure of the research report Visualization of results</p>
Execution and Change Management	<p>Implement: Definition, Barriers and Outcomes Barriers to Accepting Change The 8 Accelerators of Change (Kotter)</p> <p>Evaluate: Definition, Barriers and Outcomes Designing an evaluation study</p> <p>Follow Up: Definition, Barriers and Outcomes Project management and tracking tools</p>
Influencing Skills	<p>Moving Others: Attunement and Buoyancy (Pink)</p> <p>Influencing Others to Change</p> <p>Crafting Individual Cases for Change</p> <p>Making Compelling Business Cases</p> <p>CES Development Portfolio</p> <p>Having Practical Conversations with Business Leaders</p>
The Next Steps For Strategic HR Business Partners	<p>Historical Contributions of HR</p> <p>Becoming a Credible Activist</p> <p>sHRBP Accountability</p> <p>Advanced Skills</p> <p>Assignments and Tools</p>



Who Should Attend?

The sHRBP curriculum is designed for high-potential and high-performing human capital and business practitioners.

- ✓ VPs, Directors and Managers of HR
- ✓ VPs, Directors and Managers of Talent Acquisition and Recruitment
- ✓ VPs, Directors and Managers of Organizational Development
- ✓ VPs, Directors and Managers of Strategy and Workforce Planning
- ✓ Strategic HR Practitioners
- ✓ Business Line Managers and Executives
- ✓ Future leaders in the disciplines of HR, OD or the Line

HCI's Approach to Learning

Human Capital Institute provides solutions that advance the practice of human capital and strategic talent management. We are a global clearinghouse and catalyst for new ideas and next practices, and a resource for the most progressive organizations and executives in the world, with over 20,000 participants trained through our education programs.

HCI courses use the most current insights, perspectives, and original research to create a highly adaptive, interactive, and collaborative learning experience that incorporates:

- ✓ Practical and actionable concepts, facilitated in a case-based format by senior thought leaders and executives.
- ✓ Intense focus on building strategic perspective and enabling better decision-making.
- ✓ Guided action planning to ensure on-the-job utilization and produce measurable results.
- ✓ A blended, learner-centered approach to maximize engagement and outcomes.
- ✓ An extensive library of learning resources and comprehensive toolkits for deeper learning and application.



Approved for **18 Business** recertification credit hours toward PHR, SPHR, and GPHR recertification through the HR Certification Institute.



Pre-approved for **18 Professional Development Credits (PDCs)** toward SHRM-CP or SHRM-SCP Certifications.

TO LEARN MORE OR REGISTER NOW, PLEASE CONTACT:

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