The Time is now!!!!

This is the Decade of HR, only if we make it so.

The business results are clear and unambiguous: it is the people processes that distinguish great from average organizations. It is easy to replicate the tangible assets of an organization; it is very, very difficult to mimic culture and people practices. These are the things that matter to enduring success, and we know this because the business evidence is too great to continue to ignore.

HR needs to get over its inferiority complex, stop apologizing and seize the opportunity. We need to focus on the strategic role of the HRBP and realize that all the strategy and great thinking will go for naught unless it works at the business unit level. We need to develop HRBPs and equip them for success. And we need to develop an attitude and a bold point of view so that we are not just partners but leaders in moving our organizations forward. Turn on the spotlight; it is time to shine.
THERE ARE A MYRIAD OF PROGRAMS OUT THERE – WHY LOOK AT OURS?

1. Our programs are **RELEVANT** and high value – we work forwards from our clients organisational strategies

2. We are **PRAGMATIC** – Our programs combine assessment and action based learning techniques to ensure application

3. We use proven **RESEARCH** frameworks and theories as the foundation to deliver real outcomes
The Strategic HR Business Partner
Professional Development Certification Program 2017

Enhancing HR’s Strategic Role as Business Partner: HR as a Key Enabler of Value Creation through HR Biz Partnering

November 29 & 30, 2017, The Royal Orchid Central Hotel, BANGALORE
December 07th & 08th, 2017, The Grand Sarovar Premiere Hotel, MUMBAI
December 14th & 15th, 2017, The PIlazio Hotel, GURGAON
What makes a True Strategic HR BP?
Quite possibly not what you think.

The best HR Business Partners share:

**SELF-BELIEF**
A deep belief in the value of the HR function and their personal ability to make a valuable difference to the business.

**INDEPENDENCE**
The confidence to have a point of view and be courageous enough to express it even if it may prove unpopular.

**BUSINESS ACUMEN**
Profound knowledge and understanding of the business and its strategy and the ability to communicate in business terms.

**RELATIONSHIPS**
The ability to build deep, strong and trusting relationships with their clients and HR colleagues.

**BUSINESS RESULTS DELIVERY**
A clear focus on delivering business outcomes through harnessing the whole HR function’s capabilities and being a strong role-model for the team.

These attributes all need to be present to produce exceptional performance, as together they form a virtuous circle; a self-reinforcing system that generates ever-increasing credibility, influence and delivery of the right results.

Researched & Developed by:
The business of Human Resources (HR) is the business

HR has a mission: **High impact**.

A new Operating Model for HR is emerging. So what is holding HR back from making the impact the business expects?

Our 2016 “**Leading as HR Business Partner**” research combined with experience with complex clients in the field, has revealed three primary drivers:

1. The traditional definition of the Business HR role has not evolved or adapted to meet the business and workforce challenges of the 21st century. Business leaders and often times HR itself have an aged perspective on HR’s strategic and business potential.

2. Business HR roles have typically been left to evolve organically in the hope to become more strategic merely by centralizing some activities to a traditional HR Shared Services group and implementing HR technology. These changes or use of titles like “HR Business Partner” generally have not provided the Business HR teams with the tools, training, or infrastructure to realize the seemingly elusive goal of becoming strategic.

3. The geographical spread of global organizations often means that the local administrative roles get combined with a more strategic role, which potentially further undermines the job content of the Business HR role.

While not for lack of trying, in many organizations, today’s “HR Business Partners” are yesterday’s “HR Generalists” without much more than a new title, some new automation, and centralization of some shared services. HR leaders tell us they still find it difficult to drive new outcomes when the HR professionals closest to the business are still doing the same things they were before.

One of the major shifts in achieving the High-Performing HR BP Operating Model is taking the role of Business HR to the next level—creating expert consultants close to the business.

Yet, despite the widespread adoption of a business-focused HR role, companies we work with indicate that they are not achieving the anticipated impact and return on investment from the change. In fact, a large portion of the HR work today remains administrative and transactional in nature.

The HI-PERFORMING HR BP Operating Model places HR customers in the center with Business HR positioned closest to the customer to drive strategic business objectives and enhance business performance by working in partnership with leaders of people and the business, applying increased HR agility, flexibility, coordination, networking, and alignment.

At Inconnectiva we have been helping organizations with HR business partnering for many years. They have benefited from our experience of best practice for HR business partnering, our expertise in implementing the approach and in developing HRBP professionals, and our understanding of how to develop, implement and maintain an effective HR business partner approach through our in depth research.

For over 10 years, Inconnectiva has been at the forefront of helping organisations succeed through their people. From grounded research – like ‘Maximizing the value of HR business partnering’ – to consultancy across all sectors, from short courses to Master’s Classes we have an envied understanding of people and organisations. And that wealth of understanding, not only of HR, but OD and Leadership development makes us unique.

**The High-Impact HRBP Professional Development Certification Program 2017** will help provide you with some useful prompts and raise useful questions regardless of your role within HR business partnering in your organisation.

Designed in conjunction with practising, highly experienced HR Business Partners, this unique and practical programme will enable you to identify how to achieve business objectives, through the design and implementation of agile and value-driven HR solutions and behaviours.
INTRODUCTION

HR AS A STRATEGIC BUSINESS PARTNER: THE CHALLENGES FIRST

Exploring the Challenges of Implementing the HR Business Partnership Model within Your Organisation

Strategic Transformation of HR: From Cost Centre to a Value adding identity

- Cost Centre vs. Profit Centre - where is HR?
- Exploring the strategic levers that need to be pushed to make this happen
- The change journey - transforming HR into a more effective business resource and profit contributor
- Sustaining the change - innovation and a peek into a futuristic HR model

Defining what CEO’s / Leaders Expect from an HR Business Partner

- Increasing HR’s creditability and value in the eyes of the wider business
- Evolving HR into architects of culture and change by spearheading transformation initiatives
- Coaching and challenging top management and executive teams to ensure that holistic strategies are implemented effectively
- Establishing processes that ensure strategic clarity of the Organisation’s direction and vision
- Leveraging HR as a means to drive Business Improvement

Where did Your HR Business Partner Model Go Wrong?

- Exploring the roadblocks of establishing and executing the strategic HR business partner role
- Establishing the right balance between transactional HR operations and strategic responsibilities
- Uncovering the limitations of your HRBP model and how to overcome them
- Encouraging line managers to work as “partners” with HR

BASELINE WITH THE BEST: WHERE ARE WE IN THE JOURNEY???

HR business partnering is every changing and over the years has evolved, how do we benchmark with best and what is the best in business? Baseline with the best helps you to access where are you in the HRBP business and how do we ensure to create a action plan which will help us to become the best in times to come

By the end of the module, you’ll be able to:

- Understand the best and inspiring practices in HRBP domain
- Map you current state of HRBP on 10 dimensions
- Create a action plan for next 12 - 18 months
- Able to do your own SWOT analysis
WAR & PEACE: THE ART OF COLLABORATION BETWEEN HRBP, COE & SHARED SERVICES

✓ Understanding the ROLE of HRBP and COFE (Centre of Excellence)
  • What is the Role of HR BP in the COFE?
✓ Understanding the Role of The Shared Services Centre
  • What is the Role of HR BP in the SSC model?
✓ Understanding the Role of Outsourcing
  • What is the Role of HR BP in any Outsourcing arrangement?

HANDS-ON EXERCISE WITH ACTION PLANNING

FROM HR GENERALIST TO HR BUSINESS PARTNER: A Journey to the Next Frontier

BUSINESS SKILLS IN HR: THE HIDDEN GEM

✓ DEVELOPING STRONGER COMMERCIAL AND BUSINESS ACUMEN TO KICK-START THE JOURNEY AS A HR BUSINESS PARTNER
  • What does Value Creation means to Business
  • What are the fundamentals of a HR Strategy Plan
  • The Nuts and Bolts of a Strategy Plan (Steps / Process)
  • What can be outsourced and what should not be?

✓ PRESENTING YOUR FINANCIAL PLAN AND IMPRESS THROUGH RETURN ON EXPECTATIONS

By the end of the module, you’ll be able to:
  • Understand many of our proposals fail to impress
  • Understand and appreciate the mistake we make while proposing new ideas
  • understand the template in which we propose our ideas
  • Understand the science of presenting ideas with financial data

ROLES, RESPONSIBILITIES AND STRUCTURE OF HR BPS

Being the Business Partner is a dream of each Human Resources department. It is not just about the changed approach of Human Resources, defining new HR Role in the organization, but is also about new HR Business Partner’s responsibilities in the organization as the business partners have a different kind of the relationship and they are on the next level of the co-operation.

✓ The core purpose of BPs
✓ BP structures and segmentation
✓ To whom do HR BPs report?
✓ Business reporting line
✓ HR reporting line
✓ How strategic or operational?
✓ Who is our Stakeholder
✓ What are their Expectations
✓ Key Deliverables that Business is expecting
✓ What is HRBP responsible for?
✓ What is HRBP not responsible for?
✓ What Roles & Responsibilities add value & what depreciates value?

KEY TAKEAWAYS
  • CREATING THE NEW AGE HRBP JOB DESCRIPTION / KRA
DEVELOPING HR BP CAPABILITIES AND MINDSET

THE SKILLS & COMPETENCIES OF HR BP

Organisations that want to transform their HR functions should concentrate as much, if not more, on upgrading the quality of their people as on the restructuring process itself. Arguably, one of the biggest obstacles to successful HR transformation is the dearth of high-calibre HR BPs.

- Knowledge and experience
- The ‘HR generalist’ – past or future?
- Personal characteristics
- Influencing skills
- Resilience
- Commercial acumen
- Personal values that intrinsically win respect
- Being strategic

KEY TAKE-AWAYS

- Qualities & Competencies of a Business HR Partner
- The Must Have and Nice to Have
- How do I Build Them
- HANDS ON EXERCISE: BUILDING YOUR INDIVIDUAL DEVELOPMENT PLAN (IDP)

End of Day 1

Pre-Course Questionnaire

We are committed to delivering the highest possible standard of training and ensures that you achieve maximum benefit from this training course. Therefore, after receiving your registration, you will be asked to complete a Pre-Course Questionnaire to be sent back to us. This will include your specific interests, needs and objectives to help us serve you better.

Your Satisfaction is guaranteed!!!!

At Inconnectiva Training, we guarantee the quality of our training courses. It's that simple. More than 99% of our participants say that they would come back and attend our events in the future. If the actual course content falls short of the course objectives and outline as printed in the brochure, Inconnectiva will give you credit towards another course of equal value within the next 12 months.

Each participant will also receive a Certificate of Participation after attending this course.
COMPLETING THE JIGSAW: PARTNERING WITH LINE FOR A WINNING STRATEGY

1) ENGAGING LINE MANAGERS: BUILDING WIN WIN CRITICAL SKILLS

A. SKILLS & COMPETENCIES OF LINE MANAGER AS HRBP PARTNERS
   - TOOLKIT FOR HRBP LINE MANAGER ASSESSMENT

B. SUPPORT AND CHALLENGE FOR THE LINE: BUILDING HR CAPABILITIES IN LINE
   - CHECKLIST FOR IDENTIFYING THE BOTTLENECK

C. LISTENING TO THE LINE
   - CHECKLIST FOR IDENTIFYING: WHAT DOES THE LINE WANT FROM HR BUSINESS PARTNERING

D. REWARDING AND RECOGNISING THE LINE MANAGER – GETTING THE ‘EQUATION’ RIGHT
   - CHECKLIST FOR IDENTIFYING THE BOTTLENECK

2) BUILDING WIN-WIN RELATIONS - THE CRITICAL SKILL’S

Business partnering implies that HR BPs should be close colleagues of managers at different levels in a peer, rather than subservient relationship. They will have technical and managerial capability and a full understanding of the business area or function being serviced.

The personal skills are crucial to making any relationship work, as is the need to collaborate around a common purpose – effecting HR solutions to the line and related issues. The basis of any successful partner relationship is a clear delineation of roles, expectations and accountabilities, with good communication between the parties concerned.

One of the major recurring themes in our interviews with line managers was the frustration they experienced in accessing consistent, fit-for-purpose advice and support on transactional HR from shared services or from the intranet.

This may appear a low level concern if your focus is on the HR business partner’s strategic contribution to the business, but quality issues in shared services will inevitably colour the line’s overall perception of HR and therefore its willingness to play ball at a strategic level. Failure here might also leave the organisation exposed if HR standards slip as managers fail to follow policy and best practice guidelines in their daily people-related activities.

- Removing the comfort Blanket
- Collaborating & Co-Creating with HRBP
- Top 10 Reasons why the Line Manager Hesitates in Collaborating with HRBP

Key Takeaways
- CHECKLIST FOR IDENTIFYING THE BOTTLENECK
Culture is the way decisions are made in organizations. It is what happens when no one is looking. Culture is certainly leader-driven, but it does not have to be leader dependent; in fact, a culture so dependent on one personality or presence will likely not survive. Every organization has a culture; the question is whether this default culture is what is intended or desired. Some believe that culture is too big, amorphous and too difficult to change; but increasingly there is ample evidence of organizations that have taken a very systematic approach to shaping the type of culture that matters to various constituencies, not just those in the boardroom. Values have become more than just words on a poster and have been the beacons for making decisions, attracting talent and creating a new compact with employees.

HRBPs, in conjunction with their business unit leaders, need to shape the context for a meaningful workplace. These “opt-in” cultures pay tremendous dividends,

- **Culture Change**: Enabling both an engaging and high performing culture
- **Values**: Why freedom within a framework, building confidence, resilience and personal awareness are the core ingredients or success
- **Organisation Design**: How insights from neuroscience can transform your culture change programmes.

**You will take away:**
- ideas and inspiration of the core components to successfully enable cultural change
- simple and powerful approaches to bringing your organisational values to life
- examples on how to apply neuroscience to enabling motivation, learning and to embedding culture change

**CONSULTATIVE SKILLS FOR HRBPS**

The Strategic HR Business Partner as Consultant and Change Agent

Human Resource (HR) professionals are being asked to be more “strategic,” or to act as “internal consultants.” Regardless of the terms used, a common business imperative is that HR professionals must work with management to help move the business forward. To perform this role successfully, HR professionals must possess strong consulting skills in addition to their traditional HR skill and knowledge base.

**KEY TAKEAWAYS**
- Develop and refine your consulting strategy.
- Clarify and utilize various consulting roles with customers.
- Conduct effective situation assessments and clarify customer needs.
- Identify and work through challenging situations.
- Establish clear expectations and win-win agreements.
- Form effective partnerships with line management.

**CHECKLIST FOR IDENTIFYING THE BOTTLENECK**
LEADERSHIP & SUCCESSION PLANNING

• MAKING ORGANISATIONS FUTURE READY THROUGH SUCCESSION PLANNING

If your CEO has a sudden heart attack, do you know who will take the chief executive's place? What if your top executives are wooed away to another firm? Do you have the next generation of leaders ready to fill those roles? If not, you may end up with an empty C-suite—or worse, under qualified people moving into leadership roles because there is no one better to take over.

The only way to reduce the effect of lost leadership is through a strong succession planning program that identifies and fosters the next generation of leaders through mentoring, training and stretch assignments, so they are ready to take the helm when the time comes. Research supports sound succession planning. A study some years ago from consulting firm Booz Allen Hamilton concluded that "over their entire tenures, CEOs appointed from the inside tend to outperform outsiders" when it comes to returns to shareholders. Yet many organizations struggle to take their succession planning programs beyond a static list of names slotted for a few top spots.

• Understand the basics of Succession Planning - Build Vs. Buy + Critical Roles Vs Successors + Special treatment Vs Generic etc.

BUILDING CREDIBILITY TO INFLUENCE

Understanding & Influencing Stakeholders

- Who are the stakeholders for Leadership Development
- How stakeholders behave and why
- What is the difference between Power & authority
- Role of Credibility in Power
- How do we influence – Ideas that work

GROUP DISCUSSION

REGISTRATION INFO

Register By OCTOBER 20, 2017
& SAVE 10% on the Registration Fees!!!!

Save with our 5- for the-Price-of- 4 Team Offer!

(CALL )
+919867712415; +919821587845;+919821287845 | (022) 401018414 / 42667691

(Email):
register@inconnectivaconferences.co.in \ sayeed@inconnectivaconferences.co.in
dinaz@inconnectivaconferences.co.in
A) HR BP AS TALENT HUNTERS

- Selection of HR BPs
- Selection criteria
- Recruitment Channels
- Some of the challenges
- Career management for Business Partners
- What is happening on ground today?
- The Role of Succession Management
- HANDS ON EXCERCISE

B) HR BP AS TALENT FARMERS

- Re-Designing The Talent Management Model
- Re-Designing the Learning Landscape (60/30/10)
- Role of Innovative Learning Interventions (Coaching / Mentoring / On-Job Training / Secondment)
- HANDS ON EXCERCISE

05 MEASURING THE IMPACT OF STRATEGIC HR BUSINESS PARTNERSHIP IN YOUR ORGANISATION

HR Business Partners basic pedigree would be the ability to quantify the contributions to business either in terms of enabling of the Top Line or Bottom line, so how does HR transit this journey, what metrics and measurements would enable the same, what is the role of intelligent dashboards and how do they analyse the bare facts into interesting trends, what are the top metrics which need to be in your compendium.

- Formulating metrics to determine the true cost and benefits of HR Business Partnering and the impact to the organisation
- Forecasting ROI to identify which strategy should be prioritised and implemented
- Overcoming common challenges with establishing the right metrics for accurate ROI assessment
- Driving Senior Managing Buy-In by translating your ROI findings into a “story” that frames the impact to your business in a meaningful way

06 TOP 10 LEARNING’S FROM OUR RESEARCH AND EXPERIENCE OF LAST 10 YEARS

HR as a function has gone through an evolution over the last few decades. The demands of a faster paced, digitally enhanced, analytics focused world amongst other aspects have promoted extensive transformation, and HR professionals now operate under many different guises in order to effectively support the complex businesses within which they operate. The HRBP’s role is one of the most significant products of this change. It is often said that one key aspect that defines the HR Business Partner role is the way people initiatives are linked to wider business strategy. Determining the essential criteria for formulating the right HR Business Partner model for your organisation

- What does it actually mean to be a true HR Business Partner?
- Where is the distinction between HR and business accountability
- What does it take to build credibility with the business?

End of Workshop

QUERY?

(CALL )
+919867712415; +919821587845; +919821287845 | (022) 401018414 / 42667691

(Email):
register@inconnectivaconferences.co.in \ sayeed@inconnectivaconferences.co.in
dinaz@inconnectivaconferences.co.in
WHY Attend Our Events?

How often do you go to conferences & Workshops which truly engage you?

Do you feel that most conferences & workshops are events you attend OR events that you participate in?
From our event testimonials that we get show that the community of people who have attended our events believe that we do things in a different and better way.

We have built our brand on delivering Interactive, Participative events.

- **We're obsessive about quality**: Our case studies are thoroughly researched and vetted to make sure there are practical takeaways. No product pitches, no corporate PR. Just original, insightful examples that you can learn from.

- **We take a Strategic approach**: We focus on the practical approach rather than the theory. So we won't tell you the theory, we'll tell you the how.

- **We're research-led**: We don't just report on an industry, we go much further. We research your needs. We go out, we meet your peers, we talk to them in their offices, understand their challenges and our products answer their questions.

We create a forum in which people feel safe to tell it as it really is:

**Benefits:-**

1. You don’t just get the ”didn’t we do it well” stories, you get to see what really happened including the mistakes and lessons learnt.

2. The barriers between people are broken down. Therefore the quality of interaction is deeper and truer, bringing great benefits for learning and network development.

3. We are passionate & we take pride in making sure you get every last drop of value from the event.
About Your Expert Facilitator

K. Srinivas Rao (Srini)

Srini is a human capital strategist, with considerable background in Human Capital Value Chain. He has worked both as internal staff and external consultant to organizations of varying size across multi industries including Manufacturing, IT, ITes, Banking & Financial Services, Aviation & Transport etc.

He has over 21 years of expertise in the areas of leading » Core HR Function {Leadership development, Performance Management including C&B, Employee Communication, HR Technology} » Change Management {Organization design and development, Aligning Org. Cultural to Strategy, Organizational Effectiveness Assessment} » M&A Integration, {Integration, Restructuring, Downsizing}

Srini has vast experience in developing Talent Management frameworks and blueprints from organization size ranging from 100 to 100K employees. He has specialized in Talent Management framework for Hi Potentials and Successors with considerable experience and expertise across industries.

He is currently Partner at the Global People Advisory & Research Firm 'The Strategist'. Previous to this he was heading Strategy - HR at Satyam Computer Services. He has held management roles at all levels in CATS (Computer Associates-TCG), Baan Info Systems, Ernst & Young, Videocon International

A avid writer and guest speaker on the subject of Change Management and Human Capital, his writings include “Managing HR Issues in a Merger” – Published in the Handbook of Business Strategy 2002 – A annual publication of Journal of Business Strategy – Thomson Financials USA (currently part of the Emerald Publications) and “Principles and Practices of Management” – A text book for undergraduate students recommended by State Government of Madhya Pradesh for Open University. He was invited to present a paper at “M&A Summit 2002” – in Calgary, Canada. His new book titled “Whispers of a Devil in an Angel” – A workbook for change manager and merger integration champions is on stands. Some of his other co-writing include “Collective Independence” (Generalist and Specialist), “Enhancing Efficiency of HR function through IT – Satyam Journey” (The battle between Hi Touch and Hi Tech.).

He holds dual Masters’ degrees; he attended Indore School of Social Work where he topped the class of ‘93 & received a Masters of Social Work with an emphasis in Human Resources and later went on to do Masters in Military Sciences. Currently he is a Research Scholar at XLRI Jamesshedpur. He was Awarded “HR Leadership Award” in 2008-09 by Employer Branding Institute and member of the CII – Hyderabad Forum (Industry & Employee Relation Panel), He is currently The Editor – NHRD Newsletter
DELEGATE REGISTRATION FORM
Please Fill this form and Email it immediately to: Mr. Sayeed Sheikh
Email: sayeed@inconnectivaconferences.co.in

Delegate Information
City That You Wish to Attend: __________________________
Name: _______________________________________________
Designation __________________________________________
Email __________________________________________________
Name: _______________________________________________
Designation __________________________________________
Email __________________________________________________
Organisation: __________________________________________
Address _______________________________________________
(Tel) ___________________ (Fax) __________________________
Nature of Business: _____________________________________
Authorization Signatory must be authorized to sign on behalf of contracting organisation
Name: _______________________________________________
Designation __________________________________________
Signature: ___________________________________________ Dated: __________________
This booking is invalid without a signature

PRICING
Workshop Fee for 2 Days
@ INR 19,250.00 (Per Delegate)
GST @ 18% Additional
The Fee covers All Training Material / Documentation, Breakfast, Refreshments and Lunch all the Days.
The programme is Non-Residential

DISCOUNTS & OFFERS
Register by OCTOBER 20, 2017
and save 10% WITH OUR SPECIAL EARLY-BIRD SAVINGS OFFER!

Premier PLUS!!
Save with our 5-for-the-Price-of-4 Team Offer!
Group of 4 bookings for the workshop at the same time from the same company gets you the 5th delegate "FREE".

PAYMENT DETAILS
Payment is required within 10 working days on receipt of invoice
Cheque: Made payable to: Inconnectiva
D/703, Crystal Plaza, 7th Floor
Opposite Infiniti Mall, New Link Road,
Andheri - West .Mumbai- 400 053, India

Confirmation Details: After receiving payment a receipt will be issued. If you do not receive a letter outlining joining details one week prior to the event, please contact the administration at Inconnectiva

4 Easy Ways to REGISTER
(Call) : +91986712415 / +912587845 / 9867112415
(022) 40108414 / 42667691
(email) : register@inconnectivaconferences.co.in
(online) : www.inconnectiva.com

Cancellations / Substitutions
Cancellations can be made at any time. All bookings carry a 50% liability immediately after a fully completed sales contract has been received by the Inconnectiva sales office. To obtain the balance of the conference fee as a credit to be applied against another Inconnectiva Conference, Seminar, Training Course, written notice of the cancellation must be received by mail or fax 21 days before the workshop. Cancellations with less than 7-day notice of the conference date carry a 100% liability. Payment must be made prior to the conference and the client agrees that in case of dispute or cancellation of this contract Inconnectiva conferences will not be able to mitigate its losses for less than 50% of the contract value. If for any reason Inconnectiva conferences decide to cancel this conference, we are not responsible for covering airline, hotel or other costs incurred by registrants. In the event that Inconnectiva conferences cancel the event, Inconnectiva reserves the right to transfer this booking to another conference to be held in the following twelve months, or to provide a credit of an equivalent amount to another conference within the same sector within the following twelve months.