

# Consultation: Honing your HR Business Leader Skills

<b>Intended Audience</b>	Mid-Level	<b>Delivery Options</b>	<ul style="list-style-type: none"><li>• 2-Day In-Person (Onsite or Seminar)</li><li>• 4-Week Virtual</li></ul>
<b>HR Competencies</b>	<ul style="list-style-type: none"><li>• Leadership &amp; Navigation</li><li>• Consultation</li><li>• HR Expertise (HR Knowledge)</li></ul>	<b>Recertification*</b>	SHRM: 15 PDCs

## Program Overview

This highly interactive course, which uses an integrated case- study approach, is designed to provide you with hands-on practice using sound consulting methods. You will learn solid techniques for developing strong relationships, communicating with impact, coaching leaders, and facilitating productive discussions—all for the purpose of driving positive business results in your organization.

## Program Objectives

This program is designed to provide you with the knowledge and skills necessary to:

- Demonstrate your skill as a business leader and HR professional through effective communication and influence.
- Coach executives and managers to effectively lead their teams.
- Identify key organizational initiatives requiring a change management process, and communicate the key steps to business leaders.
- Identify opportunities to support the organization through effective facilitation.
- Align HR activities with the strategic direction of the organization, and communicate how HR supports business results.

## Program Modules

This program includes the following modules:

- Module 1: Demonstrating Your Skill as a Business Leader and HR Professional
  - Learn about the organization, industry, competitors, and customers
  - Set direction for the HR organization to support the business goals
  - Build your skill as a strategic contributor
  - Track metrics that leaders and managers value
  - Ensure HR functions are running smoothly
  - Continually ask “How can HR make a difference?”
  - Move toward a partnership role
  - Team leadership



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- Module 2: Supporting Leaders and Implementing Organizational Change
  - Change complexity and impact
  - Identify key initiatives requiring a change management process
  - Individual transition curve
  - Signs of resistance and support
  - Leading and implementing change
  - Change management process
  - Communication during change process
  - Key roles
  - Facilitating change efforts and supporting leaders during changes
- Module 3: Team Leadership
  - Characteristics of an effective team
  - Team chartering
  - The first team meeting
- Module 4: Communication and Influence
  - Upward communication – advocacy and inquiry
  - Horizontal communication – cross-channel communication
  - Downward communication – empowering communication
  - Alignment of communication
  - Present your ideas clearly
- Module 5: Influence Skills
  - Identify needs and wants
  - Influence models
  - Collaboration and win/win solutions
  - Use of influence during change efforts
- Module 6: Coaching Leaders and Managers
  - HRBP role as a coach
  - Model for coaching
  - Linking performance management to organizational goals
  - Effective feedback
  - Scenarios for coaching and feedback
- Module 7: Facilitation Skills
  - HRBP role as a facilitator
  - Opportunities to support the organization
  - Key facilitation skills
  - Plan the process for facilitating a meeting
  - Practice facilitation
- Module 8: Strategic Alignment
  - Organizational strategies and plans
  - Identify and align HR initiatives