

# HR Business Partners Part II: Consulting Skills Implementation

<b>Intended Audience</b>	Mid-Level	<b>Delivery Option</b>	2-Day In-Person (Onsite)
<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>	<ul style="list-style-type: none"><li>• SHRM: 14.75 PDCs</li></ul>

## Program Overview

Heighten your HR business partner (HRBP) skills to better align initiatives with the organization's strategic direction. Practice HRBP methods to help you develop and manage relationships, communicate with impact, coach leaders, effectively facilitate discussions, and drive business results in your organization. Through an integrated case study, identify initiatives that address the needs of your organization while practicing coaching, communication, and change leadership skills.

## Program Objectives

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

- Demonstrate ability 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 necessary 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
- 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