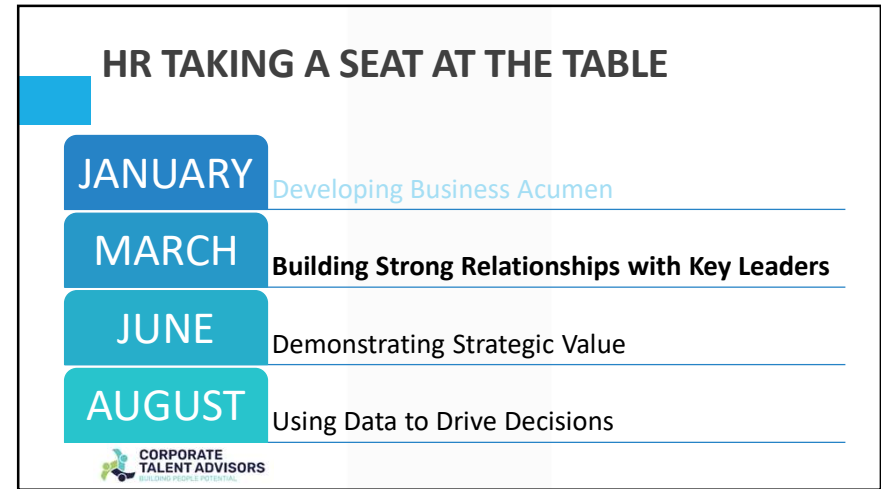




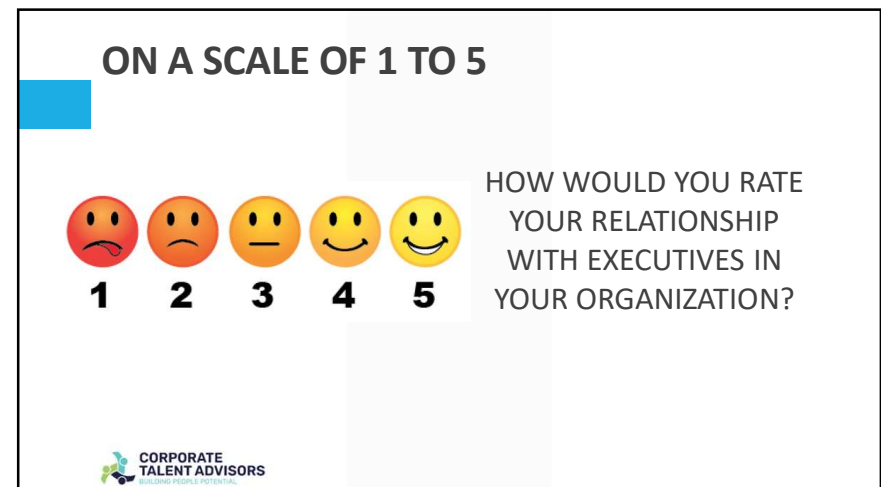
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WHAT GETS IN THE WAY?



"The inability for HR and the business to work together to effectively manage talent is a key contributor to turnover and lack of performance."

- Brandon Hall Group – Retaining Talent study



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WHAT ARE THE CONSEQUENCES?

Decreased
Employee
Morale

Legal and
Compliance
Risks

Inefficient
Talent
Management

Operational
Inefficiencies

Strategic
Misalignment

Loss of
Credibility



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AGENDA



Engage in consultative conversations to better understand needs



Build influence and trust, offer tailored HR solutions



Foster partnerships by listening, adapting HR strategies to support business



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CONVERSATIONS THAT IMPACT RELATIONSHIPS

Using just one line.....

- What is an example of something HR doesn't want to hear from a leader?
- What is an example of something a leader does not want to hear from HR?

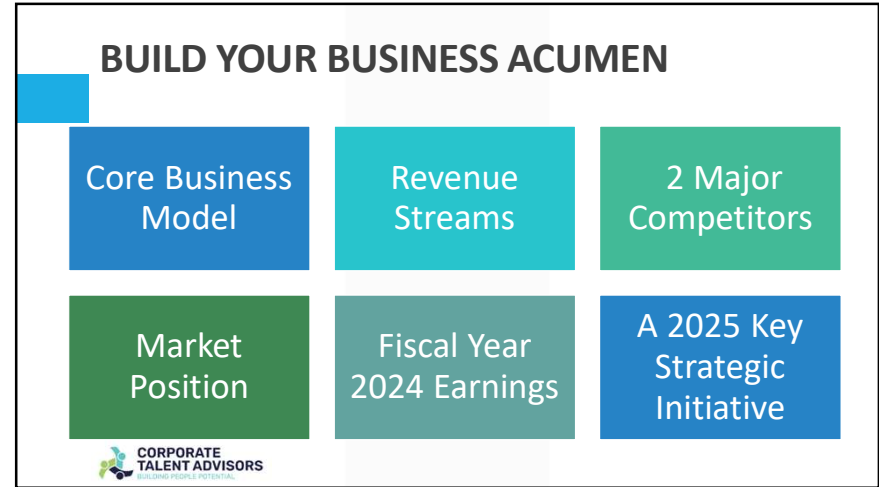


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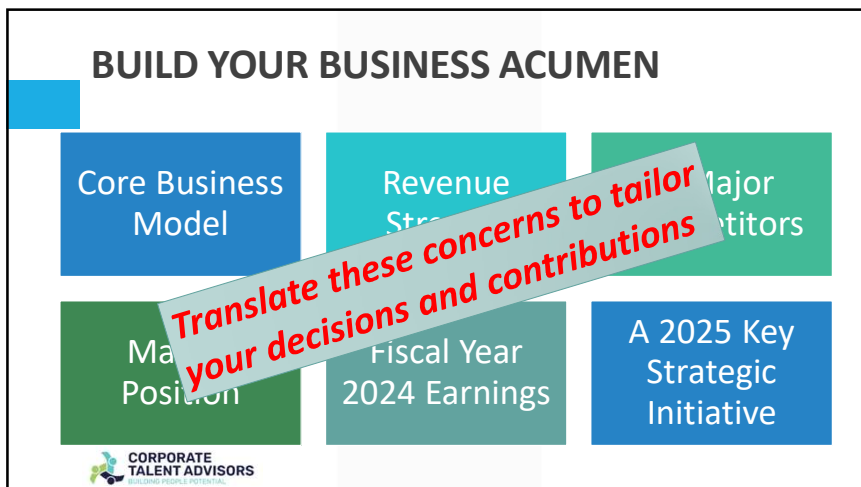


ENGAGE IN CONSULTATIVE CONVERSATIONS

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OFFER STRATEGIC SOLUTIONS



- **Propose customized solutions** - aligned with specific business challenges and objectives
- **Collaborate in decision making process** - offer diverse perspectives and solutions
- **Identify potential issues** - propose proactive solutions, and offer future preventative strategies

CORPORATE TALENT ADVISORS
BUILDING PEOPLE POTENTIAL

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MAKE DATA-DRIVEN DECISIONS

- **Leverage HR analytics** - measure the impact of HR programs and identify areas for improvement
- **Present actionable insights** - provide management with data-backed recommendations to inform decision-making
- **Develop metrics that align with business goals** - ensure HR metrics are relevant to the company's strategic priorities



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PRACTICE ACTIVE LISTENING AND INQUIRY

- **Ask open-ended questions** - go beyond simple yes/no answers
- **Pay attention to both verbal and nonverbal cues** - to understand their perspective
- **Reflect back on key points** - to ensure accurate understanding and to address concerns



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**BUILD TRUST
AND
INFLUENCE**

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WHAT DOES IT LOOK LIKE?

TRUST



INFLUENCE



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COMMUNICATE EFFECTIVELY

- **Be honest, genuine, transparent, concise, and consistent** - in words and actions
- **Clearly communicate** - company policies, updates, regulations, and potential challenges
- **Provide timely information** - to all leaders
- **If you don't know....ask!**



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COLLABORATE TO SOLVE PROBLEMS

- **Be proactive** - Identify potential issues before they escalate and present proactive solutions to management
- **Foster a collaborative relationship** - involve leaders in decision-making processes whenever appropriate
- **Be reliable** - deliver on commitments



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BE THE EXPERT

- **Demonstrate expertise** - Stay updated on industry trends and legal compliance to provide reliable guidance to management.
- **Position yourself as the SME** - proactively share relevant information
- **Foster a collaborative relationship** - involve them in decision-making processes whenever appropriate.
- **Don't just discuss problems** – research, evaluate, and proactively offer solid solutions



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STAY IN ALIGNMENT

- **Demonstrate alignment** – between the organization's strategic goals and objectives and the HR initiatives to support them
- **Back up recommendations** - with relevant data and analysis to showcase the impact of HR decisions on business outcomes



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LISTEN..BUT BE QUIET

- **Pay close attention** - to concerns and feedback, demonstrate genuine interest and understanding
- **Listen actively** - ask questions, paraphrase back what was said
- **Seek feedback** - and guidance
- **Maintain confidentiality** - regarding sensitive information



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RESPECT THEIR ROLE



- **Respect their time** - Be concise and prepared when interacting with senior leaders.
- **Be aware of your body language** - Project confidence and professionalism in your interactions.
- **Adapt your communication style** - Tailor your approach to each individual leader's preferred communication style.
- **Be mindful of hierarchy** - Maintain appropriate professional boundaries while building relationships.



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BUILD TRUST AND INFLUENCE

- **Be a trusted advisor** - Offer strategic advice and support to management, not just administrative tasks
- **Maintain professional boundaries** - While building rapport, ensure professional conduct and appropriate communication
- **Be mindful of cultural nuances** - Adapt communication style to fit the leader's preferred approach



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COLLABORATE & FOSTER THE RELATIONSHIP



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WHAT DOES THIS LOOK LIKE?

COLLABORATE



FOSTER THE RELATIONSHIP



GROW YOUR BUSINESS UNDERSTANDING

- **Regularly meet with key leaders** - Actively seek insights into their pain points, priorities, plans
- **Analyze business metrics** - Gain a comprehensive understanding of KPIs, ask where HR can contribute most effectively
- **Stay informed about labor market** - Keep up-to-date on competitors, local, and industry developments and their potential impact



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ALIGN WITH ORGANIZATION'S STRATEGIES



- **Translate business strategy into HR initiatives** - develop HR policies and programs to directly support strategic goals
- **Align talent management with business needs** - create a shared vision, focus on developing employees with the skills required for the future
- **Communicate HR strategy clearly** - articulate how HR initiatives will contribute to organizational success and address potential concerns

BE OPEN AND TRANSPARENT

- **Regularly update stakeholders** - communicate key HR updates, initiatives, and progress to relevant parties
- **Foster a culture of feedback** - encourage and actively solicit feedback from leaders on HR practices
- **Address concerns promptly** - respond to manager feedback in a timely and professional manner.
- **Be authentic, genuine, transparent** - communicate thoughts and perspectives openly



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THINK COLLABORATION FIRST



- **Focus on shared values** - build relationships, and offer support to leaders
- **Network strategically** - build relationships with key stakeholders, practice growing relationships daily
- **Involve managers** – seek their input in HR process improvements
- **Facilitate cross-functional collaboration** - between HR and a variety of departments to address complex organizational challenges

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OWN IT



- **Be authentic**, empathetic, and curious
- **Be consistent** in actions, reliable in commitments
- **Regularly listen** and work on understanding their perspective, pain, fears, frustrations
- **Follow thru** on actions, promises, assignments

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ALWAYS REMEMBER THE RELATIONSHIP



- **Ask for feedback** - accept responsibility (and applause) for your actions and those of your team
- **Take ownership of mistakes** - actively work to rectify them, demonstrate integrity and commitment to improvement.
- **Develop personal connections** – with all leaders through regular check-ins and open dialogue.
- **Build rapport**, find common ground, create a personal connection
- **Continuously reflect** on the relationship

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KEY POINTS....

- Build your business acumen
- Be authentic, transparent, curious
- Actively listen to their needs, align their goals with your work
- Demonstrate your value by offering solutions and support
- Seek out opportunities to learn, ask for guidance



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