

# KNOWLEDGE



# BEANS

## THIS MONTH

### OD CONNOISSEURS' ORATE



Raman TSK expounds on a HRBP model.

### OD ENTHUSIAST'S ORATE



Professor Vijayan Pankajakshan and Natasha Baisiwala elaborate on the unspoken journey - HR business partner to business leader.

### OD FOLLOWER'S ORATE



Sony Thomas shares his thoughts on the concept of HRBP in social organizations.

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## OD CONNOISSEURS' ORATE | Raman TSK

# HR BUSINESS PARTNERS : MYTHS AND FACTS



Raman TSK is an MBA from Osmania University with post graduate diploma in journalism and public relations who operates as an independent management consultant having experience in various verticals such as manufacturing, media, IT & ITES. His career spans over two decades and calls himself a leader without a title, thought leader, strategy consultant, seasoned talent developer and executive coach.

**Myth:** Being an HR business partner is about using hard numbers to gauge success.

**Fact:** Both qualitative and quantitative measures are relevant in determining success. It is more about the impact or outcome of the HR activity than the activity itself.

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## THE EDITOR'S MESSAGE

The theme for this month focusses on "HR Business Partner – Catalysts of Success". HR business partners are professionals who work in conjunction with organizational leaders to carve out an agenda which supports holistic goals. Thus, HR business partners are now an integral part of organizational business success as well as a successful modern HR function, together with shared services and centres of expertise. HR business partnering is becoming more popular as organizations increasingly become people focussed and see the value in aligning people agendas with organizational objectives.

The topic for next month is "BP HR - the Humane Touch to Businesses".

A lot of what makes Business Partners successful is how they apply their technical skills in the business. But it is not enough for a Business Partner to have strong HR skills and knowledge. These may be necessary, but they are essentially baseline qualifying criteria. For the difference that make the difference organization need to delve deeper. It is paramount to invest in building strong and challenging relationships with customers and colleagues with a humane perspective to ensure harness meaningful results.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 300 word article with your brief profile along with your photograph in jpeg format to [atyaasaaeditor@atyaasaa.com](mailto:atyaasaaeditor@atyaasaa.com)

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**Myth:** An HR business partner is purely a consultant.

**Fact:** Consulting is part of an HR business partner role, but it is not the whole story. The consulting model does not take account of the HR business calendar. The things that need to happen on a regular basis throughout the year require project and service management. HR business partners are also coaches, advisers and experts.

**Myth:** The strategic side of the role is more important than the operational side.

**Fact:** The strategic and the operational sides are equally important – and they are interdependent.

**Myth:** A good HR business partner must have worked in the same business for a long time to know how to make a difference.

**Fact:** The most important thing is the HR business partner's attitude. If they are flexible and quick to learn, they will be able to adapt their HR expertise to any other type of businesses.

**Good HRBP:**

1. Are technical experts in their own field.
2. Know the business and the line function well.
3. Are flexible and open to change.
4. Step back and take an objective view.
5. Communicate ideas clearly.
6. Take charge and challenge decisions.
7. Believe in impact of HR on the business through their people and influencing skills.
8. Measure HR initiatives using the results of business.
9. Make themselves heard.
10. Build deep, trusting relationships.
11. Remain independent and may challenge authority.
12. Have a strong belief in their work and the difference HR can make.



A lot of what makes HR Business Partners successful is how they apply their technical skills in business. Business Partners can be developed, but the focus must be on their underlying beliefs; their ways of thinking; and their approach towards what they do. Skills they need may exist, but these alone will not generate exceptional success. "It is the mind-set that makes the difference." **E**

**OD ENTHUSIAST'S ORATE** | Professor Vijayan Pankajakshan, Natasha Baisiwala

## HR BUSINESS PARTNER TO BUSINESS LEADER: THE UNSPOKEN JOURNEY



Professor Vijayan Pankajakshan is the Dean – HR Academics and Research at Prin. L.N. Welingkar Institute of Management Development & Research, Mumbai and principal consultant with a corporate.



He has over twenty five years of corporate experience in personnel management, industrial/employee relations, OD, TQM and manufacturing management with leading organizations. A gold medalist from TISS (1984 batch), he is also a certified GPHR (HRCI) and SCP (SHRM).

Natasha Baisiwala is a literature and management graduate with over a decade of extensive experience in human resources management with media and advertising industry. Her last assignment was with a leading Indian commercial broadcasting television network as a Manager HR.



Many organizations do provide for the role of HR Business Partner (HRBP), in their HR leadership architecture. However, every organization seems to have their own interpretation, as to what the role is and how it is different from other adjacent HR roles.

Many organizations articulate that the HRBP role is to be a strategic partner and a change agent. These organizations also expect the HRBP to closely engage and collaborate with senior leadership to co-create and execute talent (people) strategies towards the realization of business goals. However, often, HRBP gets sucked and 'grounded' in operational challenges and day to day problem solving.

Because of this role dilution, family owned businesses as well as other organizations both

tend to lose the leverage of the primary positioning of their HRBP as a strategic collaborator. It is given that the HR process delivery/operational metrics have to be consistently upgraded and improved. However, the key stakeholders of the HRBP are looking towards expertise and contribution in the life cycle management of talent, enhancing collaboration and teaming besides leadership pipeline development, including key positions/succession.

The success of HRBP cannot be opened by a single key. The role has to influence, exert pressure through behaviours that influence the strategic agenda including business buy-ins while in simultaneity deploy the necessary skill sets for enhancing effectiveness and efficiency of HR systems and services.

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Another essential enabler for the HRBP to succeed and play the pivotal role, is its relationship with the Centre of Excellence, HR service delivery organization, and the overall HR overarching framework.

Increasingly, India is witnessing HRBP occupying key positions at the senior most levels and in some cases as members of the Board of Directors. This becomes possible only when HRBP deeply understands the business, including its external environment, and hence be a trusted advisor and influencer, be it strategic or operational. HRBPs must define, prioritize and measure HR's contribution to business performance, besides reporting and sensitizing business leaders with metrics on people effectiveness.

Finally, communication plays a pivotal role in the way the HRBP tells the story. "I lead, I create, I analyze" could be the theme of communicating the HRBP value. **E**



**OD FOLLOWER'S ORATE** | Sony Thomas

# HRBP - A CATALYST FOR SUCCESS IN SOCIAL ORGANIZATIONS

*Sony Thomas is a consultant, trainer, speaker and coach who is driven by philosophy of celebrating the journey of life and not its destination. Sony is purpose driven in advocating strategic human resources as a critical success factor for an organization. He continues to be instrumental in building awareness and creating a niche for human resources management especially in social organizations.*



Human Resources Management (HRM) is continually evolving to integrate the diversity of human potential for leveraging business success, consequently corporate India now recognizes HR as a 'critical to success' Business Partner.

However, in many social organizations HRM is only debuting. The inhibition of social organization towards HRM is commonly mooted by the restructuring cost with longer incubation period for return on investment (ROI). This sentiment is further rationalized by the feeling that 'they are wasting their limited monetary resources by immediately not serving their 'social vision'. This limiting and conservative belief prevents the social organizations from benefitting through HR partnership that will ultimately result in higher impact on their respective social missions.

Here are the experiences of overcoming two challenges as a HRBP in a social organization.

### Meaning of Social Mission

The driving force in a social organization is not profit making but the 'social mission'. Ironically the meaning of 'social mission' depends on every individual's worldview, values and beliefs. For the HRBP in such a situation it is imperative, to break down the traditional silos, to achieve greater HR collaboration for people focussed decision making and be strategic in aligning to the meaning of 'social mission' among 'people of impact'.

### Access to Leadership

Face-time with leaders is integral to HR business partnering for developing HR strategies that are aligned with the vision of the social organization. This obvious link has to be deliberately cultivated and nurtured in these organizations, where elected members from a community or a group form the management, by staying abreast with the political landscape, non aligned to specific interest groups, and committed to strategic partnerships. Tread cautiously as the good intent of management to integrate HRBP seldom happens at a pace equal to their tenure. Thus, management change compromises the strategic relationship with HR, sometimes to the extent of zero face time.

In conclusion, for HR business partnership to act as a catalyst for success in social organizations, creating and sustaining a shift in the attitude of their managements towards contemporary tools of human resource management should be at the heart of partnership. **E**

## ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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## BEANSTATEMENT

Managing people dynamics is the nucleus of any business success.