

The HR-Business Partnership Programme

The role of the traditional HR function is changing.

- The introduction of electronically available advice, on-line administration systems and HR outsourcing, highlights the need for HR to re-examine its purpose and how it adds value to the business
- In our view, this re-examination of purpose affords HR people the opportunity to play a more instrumental business partner role. The issue is how do they do it.
- The opportunity is to add value where management is often at its weakest – in organisation design and change management. COGNITIS has put together this unique programme to help HR professionals attain these skills and become essential business partners
- This programme explores the relevant theories and models and then teaches how to apply them using practical tools developed over many years of successful consulting

What makes the HR-Business Partnership Programme special?

- Our approach is highly pragmatic. It recognises that the transition from support player to business partner is a challenge for many HR professionals
- Confidence in one's own capability is only developed by first tackling small interventions. The programme provides practical guidance as to what types of intervention to seek to build confidence and capability
- The course is designed and staffed by successful organisation design and change consultants who have worked as part of an HR function and understand the difficulties of the role
- The programme teaches the use of practical tools and models that have been proven to work in hundreds of consulting interventions

Course content – over four days

- Why HR must change – forces driving change
- The shift in HR's purpose – new purpose – new core work – new competencies
- Organisation Design and Change Management – HR's Yin and Yang
- Underpinning organisation and change theory – paradigms, systems, systems thinking, systems models, change equations, work analysis, values and design principles
- The toolset – The System Model, The Change Matrix, The Change Architecture – how to apply it, when and where
- Applying your new skills to real work situations – types of intervention to target
- Consulting to your client – learning what to listen for, scoping a project, selecting the right team, project phases and delivering the results
- Where to get help and support

Who should attend the HR-Business Partnership Programme

All Cognitis courses involve opportunities to review real life change and organisation design issues. For this reason and to get the most learning from the course, we strongly recommend that more than one delegate attends from any organisation and that they have a common topic or project to work upon during the course.

- HR project teams tasked with developing HR-Business Partnerships.
- HR Managers and Directors who recognise that HR must change its purpose and want to explore how.
- HR professionals who are looking to expand the services they can provide to their business clients.
- In-house HR consultants who want to improve their knowledge and skills in the fields of Organisation Design and Change Management.

Questions this course answers

- Why does a shift in HR's core purpose mean a shift in the competencies it requires?
- What are the competencies that will be valued by managers and that HR should develop?
- How quickly can these skills be acquired and used to a level of proficiency that delivers real value to the business?
- How does HR begin the process of becoming a business partner, what are we contributing to the business?
- Are there proven tools and methods that can make HR's transition smoother and quicker?

Course Objectives

- To help HR professionals identify the shift in purpose the function and they must make in order to become business partners.
- To explore and set a realistic scope for this shift in purpose.
- To teach the fundamentals of organisation design and change management and how they may be applied by HR to deliver value to the business.
- To translate theories and concepts into tools and models that can be readily learned and applied to work situations.
- To help delegates understand the types of intervention to target that add value and how to identify and scope projects within their capabilities.

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