



知享会

HR Excellence
Center



Session Objectives:



Exam HR Business Partner Model, how this works in diverse Chinese business environment?

Sharing cases of HR Business partner applications in China

Review lesson learn & their potential implications in China HR Community

Outlines

Definition of HR Business Partner

- Global
- China

Complexity of China Business Construct

Expectations of HR Business Partner

Required HR Competencies

China Applications – Cases Studies

Lesson Learn & Implications

Definition of HR Business Partner



In 1990s, Mr. Dave Ulrich mapping out HR transformation into a “value adding” functions which includes following four major roles:

- **Strategic Partner** -- Align HR and business strategy: “organizational diagnosis”
- **Administrative Expert**– Reengineering organization processes: “shared services”
- **Employee Champion**– Listening and responding to employees: ‘providing resources to employees”
- **Change Agent**– Manage transformation and change: ”ensure capacity for change”

Definition of HR Business Partner - China



Four major roles Ulrich Described as foundation:

- Strategic Partner
- Administrative Expert
- Employee Champion
- Change Agent

Additional BP Definitions in China:

SOE: State Owned Enterprise
CSR & Relationship Harmonizer

JV: Joint Ventures
Alliance Mixer/Balancer

MNC: Multi National Companies
Culture Advocate

Private Owned Enterprise:
Leader/Owner's Ambassador/Advisor

Complexity of China Business Construct





Various of Business Construct within China (Joint Ventures, SOEs, Private, MNC - WOFEs, etc.)

Each type of business represents difference, challenges & opportunities

- Shareholder structure
- Organization construct
- Leadership style
- Business vs. other priorities
- Culture perspectives

Major Players in China

SOE	JV	MNC	Private Owned Enterprise
 <p>Includes 100% State Owned Enterprise, Holding Companies, Their Subsidiaries/ Affiliates (Public Listing companies included)</p>	<p>Includes different alliances usually involve foreign investment at this stage</p>	<p>WOFEs, Their R&D facilities, or Holding Companies in China (e.g. Global Fortune 500)</p>	 <p>Private Owner, including public listing companies (As ownership still concentrated)</p>
<ul style="list-style-type: none"> ❖ Dominance in Chinese economy & resources allocations ❖ Progressing in all industries 	<ul style="list-style-type: none"> ❖ As Chinese companies evolved, reliance on JV model could sustain ❖ Create win-win between alliance parties is the key 	<ul style="list-style-type: none"> ❖ Bring strategic impact & technology influence to JV ❖ Successful JV strategy could outpace competitors 	<ul style="list-style-type: none"> ❖ Massive momentum with agility to adjust market trend ❖ Organization transformation is critical for long term viability

Difference between enterprise are narrowing as Chinese economy evolves & expands

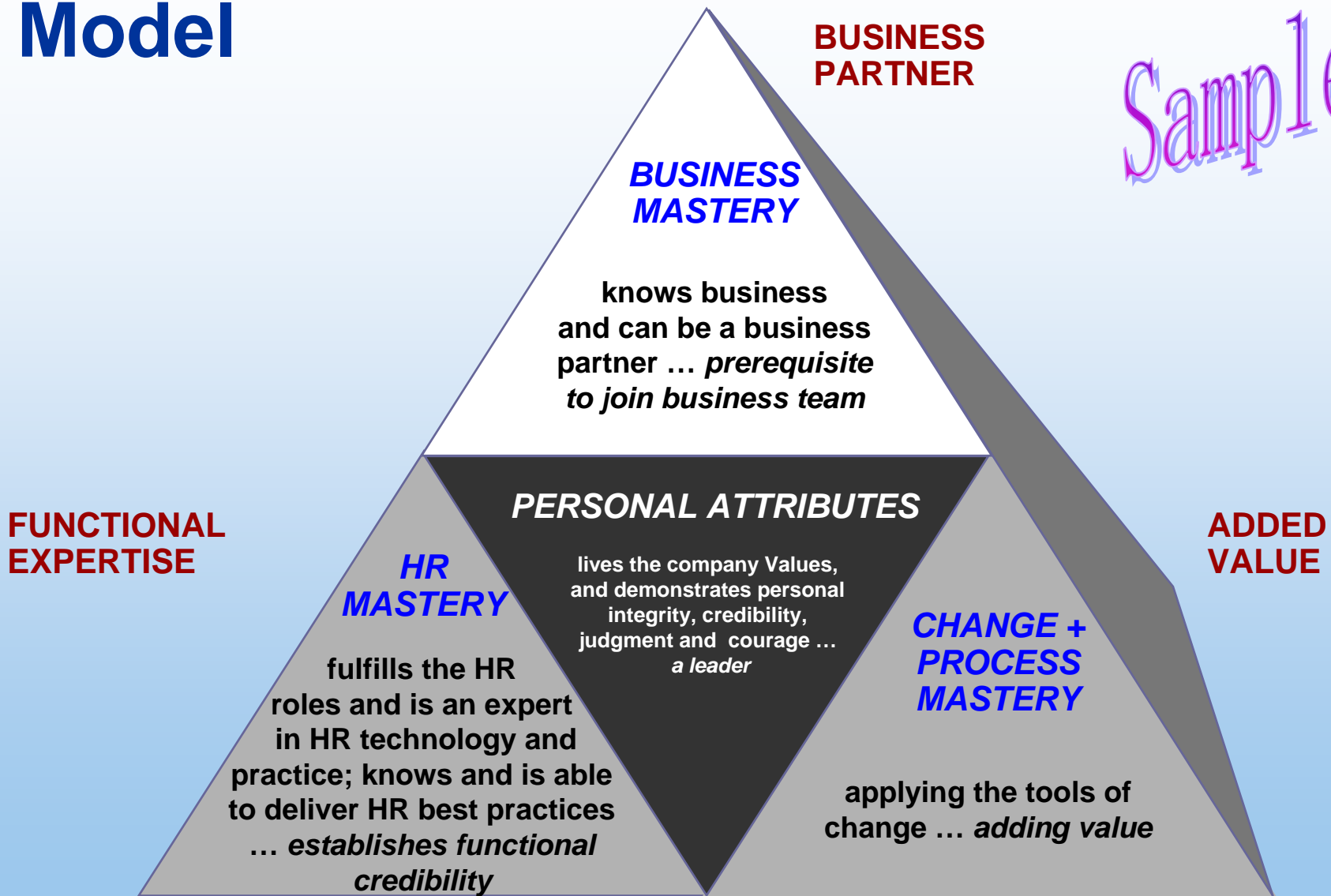
Expectations of HR Business Partner – China Perspectives



	SOE	JV	MNC	Private Owned Enterprise
Strategic Partner	Not necessary reach strategy due to org layers	Focus on strategy alignment	Aligned with business	Execute leader's strategy
Administrative Expert	Focused as savings on COE (Shared Services)	Economic of scale realization	Synergy creation & activities consolidation – COE (Shared Services)	Multi-tasking, not easy to reach economic of scale
Employee Champion	Embrace with Party & trade unions	Embrace with ER, Party & Trade unions	Serve as ER & liaison	Bridge between leader & employees
Change Agent	Not the focus as SOE's top down approach	Expected to bring the best of alliance	Expected to lead & drive change	Execute leader's directions of change As leaders' Sounding Board

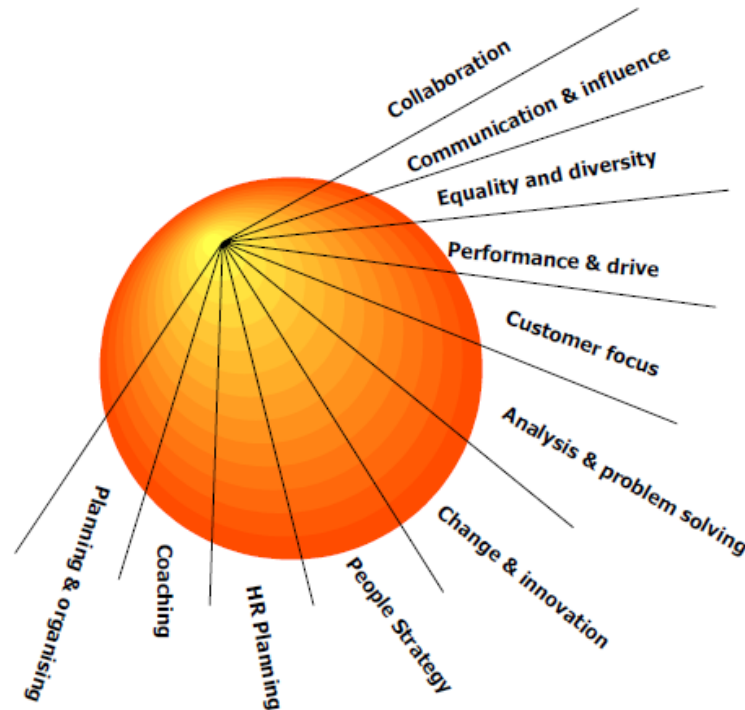
HR Business Partner Competency Model

Sample



HR Business Partner Competency Model

Example HRBP capability framework



Additional Competencies

Required for HR Business Partner in China



	Additional Competency to Success
State Owned Enterprise	Managing complexity & systems
Joint Ventures	Managing matrix organization, ambiguity & paradox
MNCs	Managing global vs. Local culture
Private Owned Enterprise	Managing boss relationships

HR BP Application in China - Case #1



Situation & Action Briefing: SOE Oil Leader in China, with over million employees, aim to transform HR into support business strategy deployment, establishing HRBP model, enhance HR capability and [improve HR efficiency](#)

Major accomplishments:

Common ERP as the HR foundation

- Build performance management system

- Staffing

- Policy deployment

HR Process re-engineering

Synergy & efficiency creation – by Economy of Scale

**Data Source: Harvard Business Review Case July 2009*

Significant improvement in Efficiency

Systems Enable HR Evolutions

Evolution of HR Management

Continuously Upgrading
HR Systems

Sharing & Collaborations

Collaborative HR Shared Service

Human Resources Strategic Plan

Strategic HR Planning & Analysis

Human Resources Management

Strategic Employee Life Cycle
Management

Traditional Personnel Management

Basic HR Operational Functions

**Data Source: Harvard Business Review Case July 2009*

HR BP Application in China Case #2



Situation & Action Briefing: Leading Real Estate Company in China would like to maintain the market leading position while growing organization to the next level.

Empowering HR department as Strategic Partner & Change Agent

Major accomplishments:

Partnering in the organization design & development

Much more flexible in focused talent acquisition

Lean thinking & process enhancement (Six sigma)

Shaping strong company culture – recognized as competitive advantage

**Data Source: Harvard Business Review Case Jan. 2009*

Department/function served as strategic partner

HR BP Application in China Case #3



Situation & Action Briefing: Leading Auto JV Company in China who would like to re-vitalize the entrepreneur spirit in the second ten year of success in China

Adopt global best practices in leadership development

Integrated deployment of HR business partner & shared service

Leverage expertise & Economy of Scale

Major accomplishments:

Best in class leadership development process – top leadership led the process for past 4 years

HR service integrate with business needs

HR enabling the re-shaping of company culture

Another classic case for Harvard Business Review in China

Lesson Learn for China Applications

HR Business Partner Model Evolved Rapidly in China

HR Business Partner is a mindset instead of “*Initiative of the Month*” or “*Program of the Month*”

Regardless Capital or Ownership Structure: Empowerment from leadership is the most important factor for HR BP model to be successful in China

Implications to China HR community



HR professional need to self-upgrade & enhance competencies as roles & expectations of HR evolves (HR + OD)

HR Business Partner need to excel in different business environment which is unique to China

HR Business Partner's Acquisition, Development & Retention become more challenging than ever