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# HR With Business Managers in Talent Retention



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# HR VS Business Managers

## Role of Business Managers

A *business manager* is a person who plans the work of others in order to run a business efficiently.

## Role of HR

*Human Resources* is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of a *human resource manager* to conduct these activities in an effective, legal, fair, and consistent manner.

# BU Manager's Reaction towards HR's Initiatives

Tracy

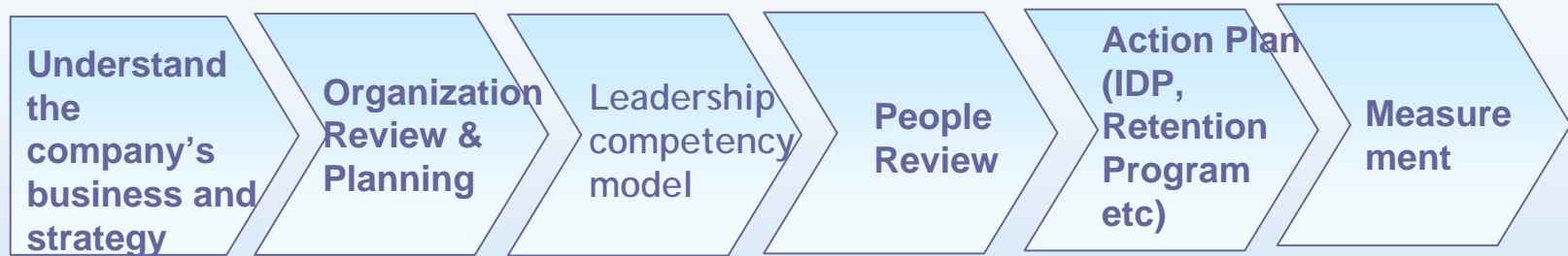


Ignore

Use Their  
Own Way

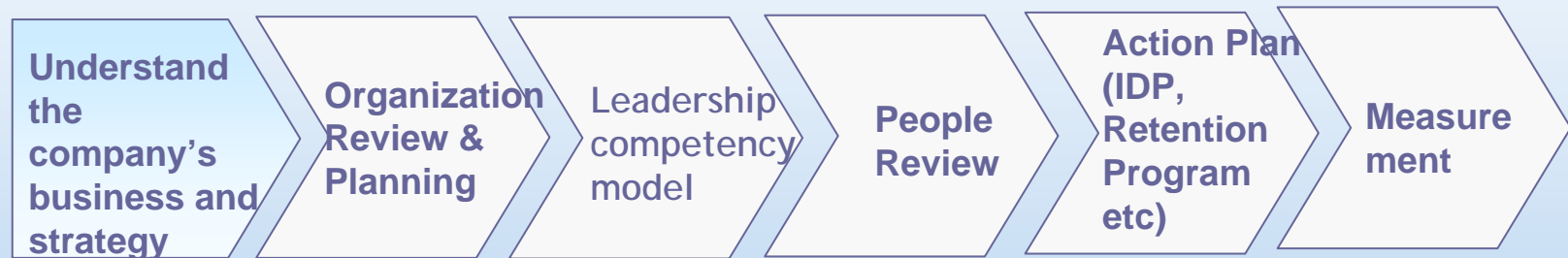
Full  
Support &  
Execution

# HR's Role in Retention Process



- Earn the respect
- Involve the business managers in every process to get their buy-in
- Encourage the commitment
- Share your opinion
- Support while not remove their responsibilities
- Enhance self-esteem

# HR's Role in Retention Process

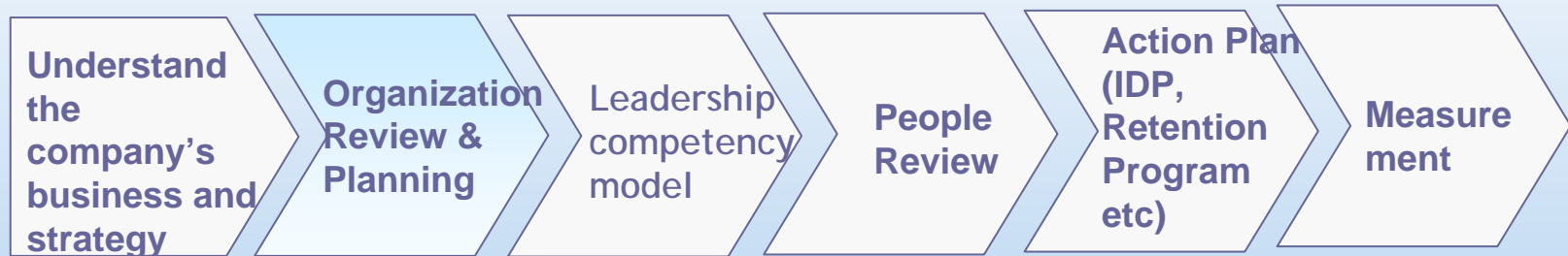


# Understand Business

- Company Business, Vision, Mission, Strategy etc
- Products
- Competitors
- People: your stakeholders, the employees

**Have the same language with the BU Managers!**

# HR's Role in Retention Process



# Organization Review

- Work with business managers to identify the business challenges and organization challenges
- Reasons for changing the current organization
- Headcount review
- Key talents identification

Involvement

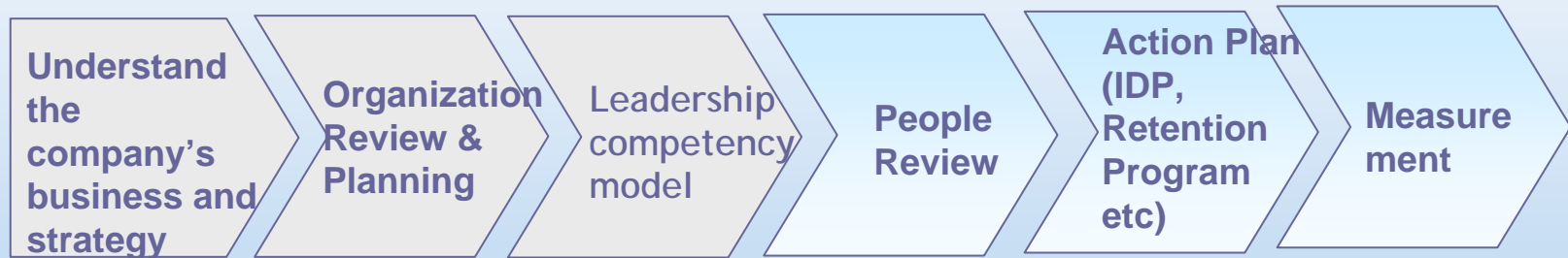
Commitment

Share

Support

Self-esteem

# HR's Role in Retention Process



# People Review



Involvement

Commitment

Share

Support

Self-esteem

# Align the Retention Plan with Line Managers

Who are the highest risk members (cannot afford to loss leaders and functional experts) for assigning retention actions?

## Examples of Retention incentives

- *Title Change* - re-alignment of title to market norm
- *Promotion* - Promote to a more senior role
- *Retention Bonus* - Provide bonus to be paid at the end of certain period of service
- *Spot Bonus* - Provide immediate bonus in recognition of major achievement
- *Salary Adjustment* - Immediate adjustment in fix or bonus scheme
- *Special Recognition* - Other awards, overseas trips, etc.

Involvement

Commitment

Share

Support

Self-esteem

# Investment in Hi-Potentials

Who are the best bets (as leaders, and as functional experts) for assigning development actions?

## Examples of Development Options

*Training* - formal skills training sessions, self-directed study, educational programs

*Short-Term Experiences* - Observe/Dialogue with Role Model, Read/Listen to Experts, Work on short-term projects, develop cross-functional initiative, understand a country/culture

*Developmental Assignments* - Take on major new project, new job with scale/scope shift, transfer across function/geography, work in supplier/customer organization

*Professional coaching* -event-driven coaching (360 process, Chally assessment), coaching, mentoring

Involvement

Commitment

Share

Support

Self-esteem

# HR Consultant Role

- Continuously improve our professional knowledge
- Share HR knowledge and information with the monthly topics
- Listen to and solicit feedback from the members in other departments during the lunch time, spare time etc.
- Talk with the members periodically
- Participate in other departments' activities, weekly meetings etc
- Demonstrate a helping role to the members
- Work as a bridge between managers and members
- Plan and organize cultural change activities to encourage the “right” behavior and attitude.

# A Successful HR Professional

- Global mindset while local implementation
- Business partner when executing the HR initiatives
- A change agent and driver
- Larger influencing circle



**HR As A Real Internal Consultant!**

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