



智享会
HR Excellence
Center



第十届 人力资源业务伙伴年会





联系我们

地址: 上海市武宁路99号我格广场办公楼1701室

邮编 : 200063

电话: +86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址: marketing@hrecchina.org

网站: www.hrecchina.org

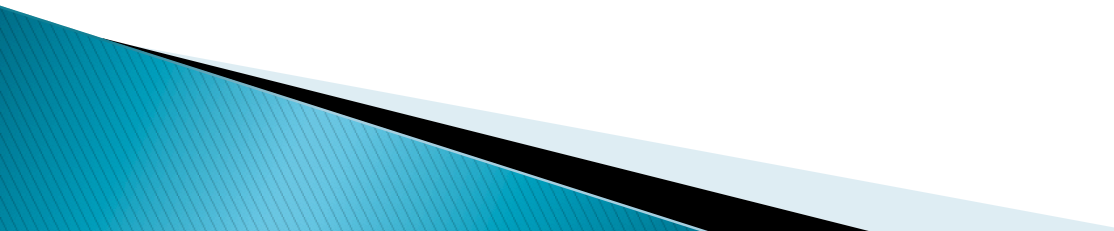


HRBP的定位与能力建设

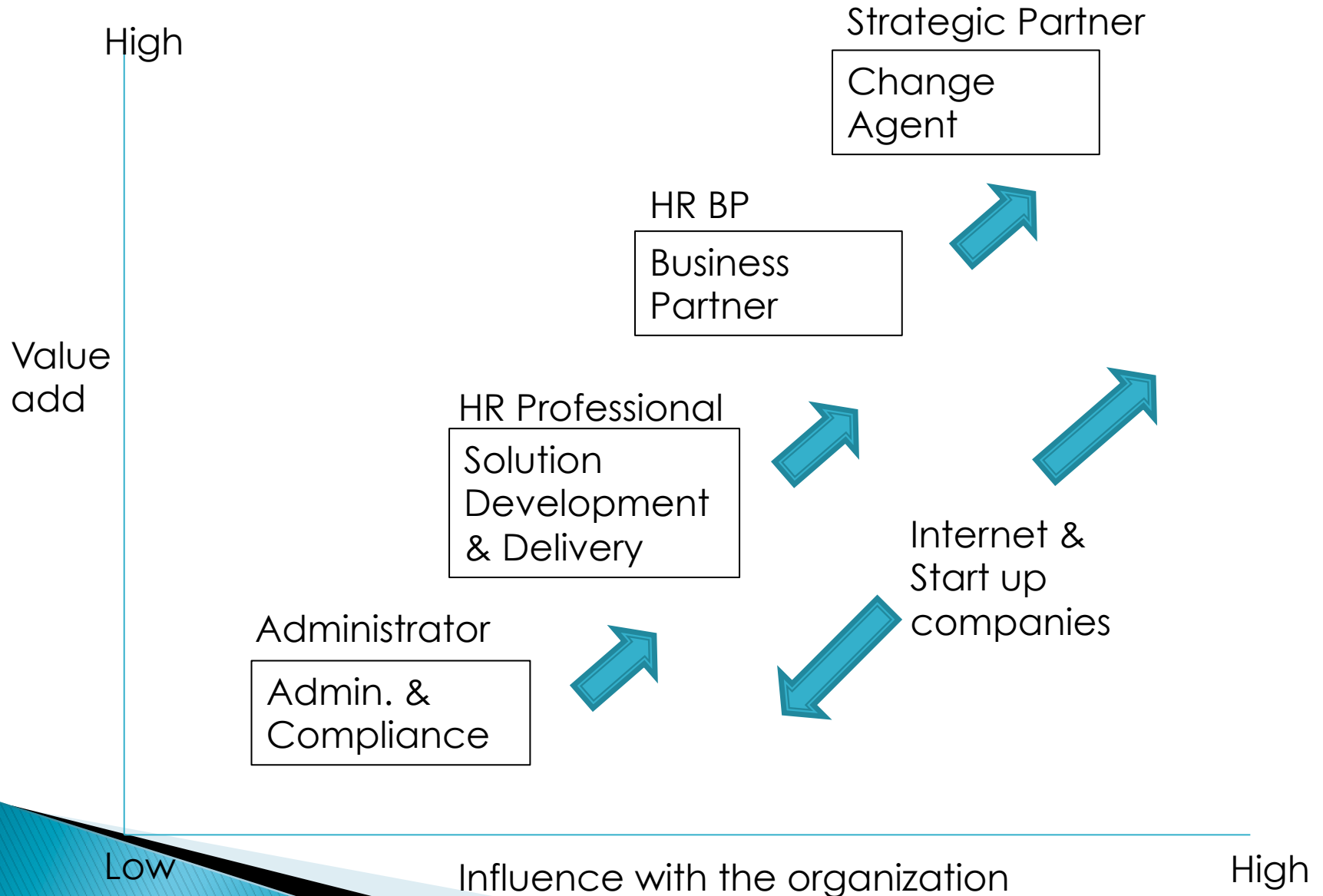
2017 智享会HRBP 年会分享

宋洁

Outline

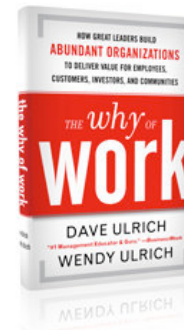
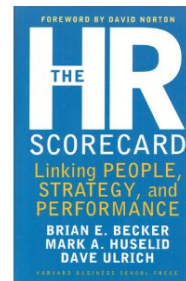
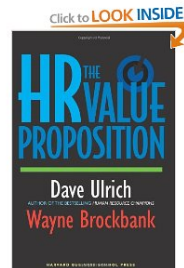
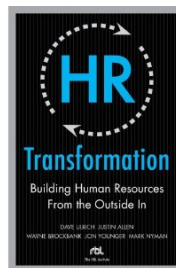
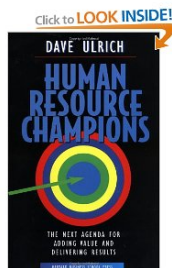
- ▶ Development & trend of HRBP's R&R
 - ▶ Competency model for HRBP
 - ▶ How to be an added-value HRBP
- 

Development & trend of HRBP's R&R



HR Competences- From Dave Ulrich

- Business acumen
- Leading organizational change initiatives using influence skills
- Deep and working knowledge of the basic HR technologies
- Global strategic thinking and planning skills
- Change management technology
- Analytical, conceptual and critical thinking and problem solving skills
- Financial analysis and costing skills



HR Competences- From Vladimir Pucik

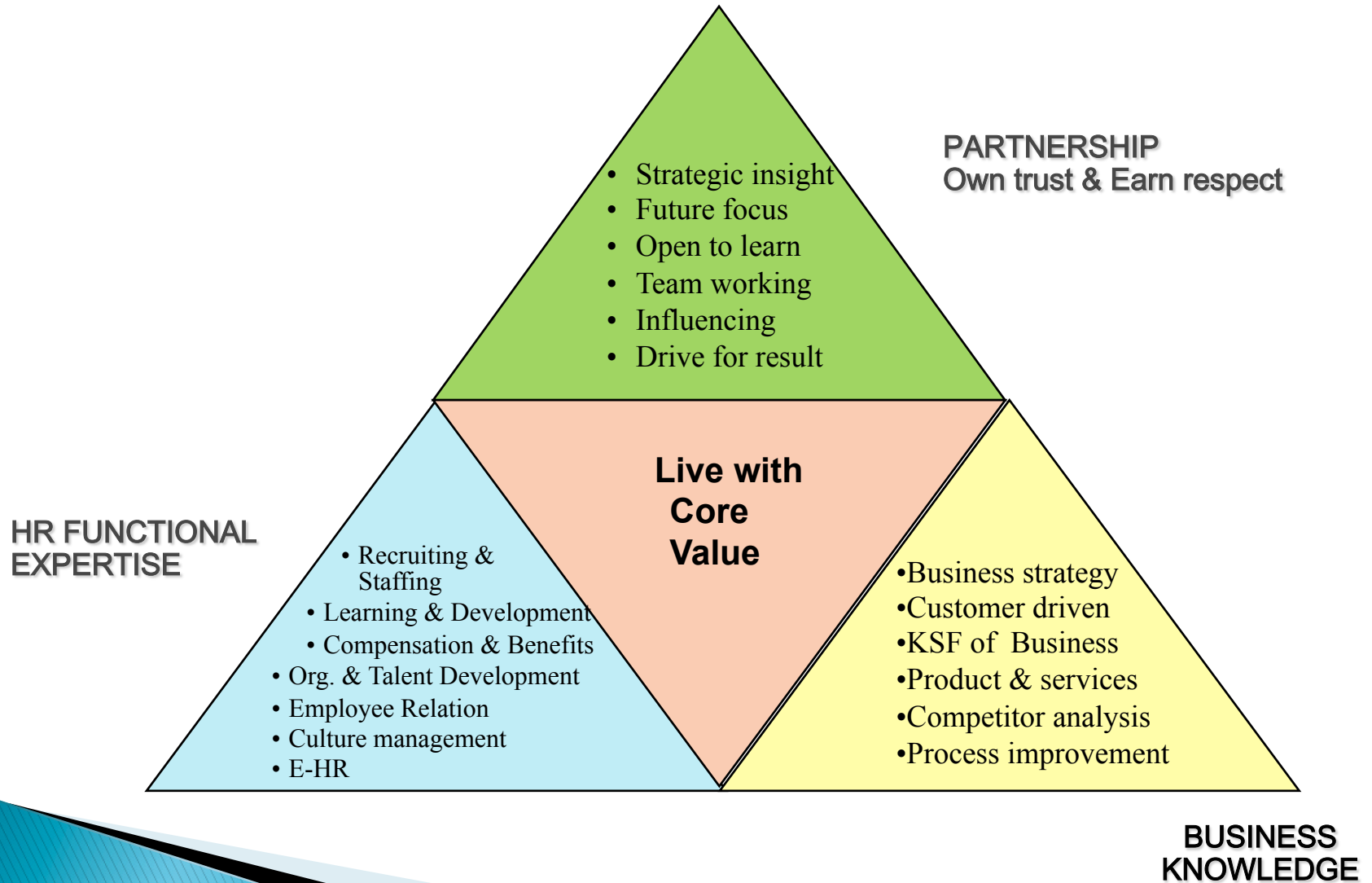


- ✓ Have your heart in your business
- ✓ Have your heart in your people

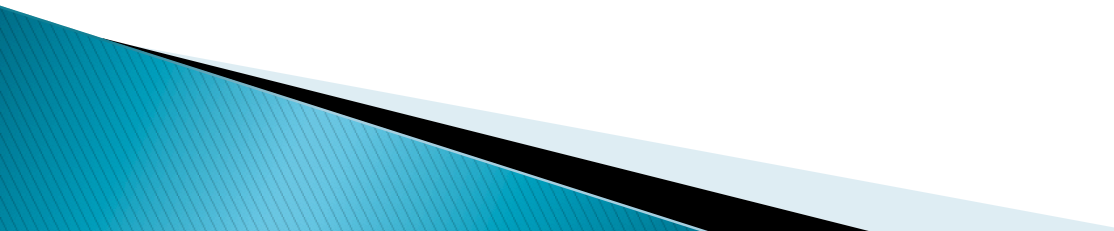
- ▶ **Be the Heart**– Know what our business leaders think and support to turn the business strategy into reality
 - **Sit in** all important business meetings & **contribute**
 - Understand and talk business language
 - **Avoid** to be recognized as a “3rd party”
 - Use **HR expertise** to provide solutions... help business leaders **solve problems**
 - Learn to say no, but work final **workable** options
 - Understand the organization pulse
 - Lead the change, set the pace

- ▶ **Be the Heart** – Engage our employees hearts and minds to support both business & personal growth
 - Build **true** relationship based on **trust** with key business leaders
 - Identify and develop your talent
 - Know your critical position holders **in person**
 - Take all opportunities of formal and **informal** approaches to know the people
 - Get people in the boat as our **partners**

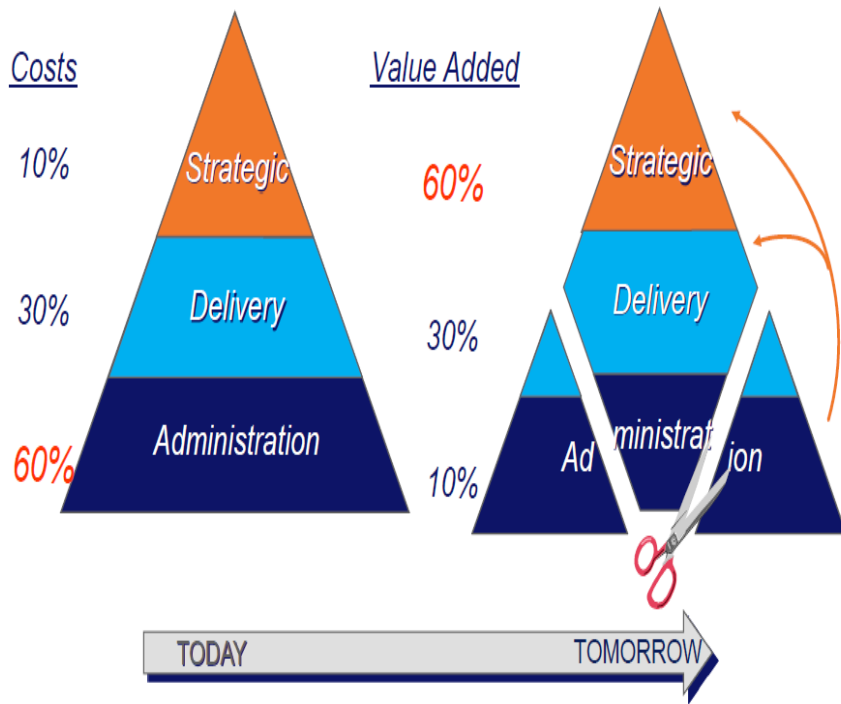
Competency model for HRBP



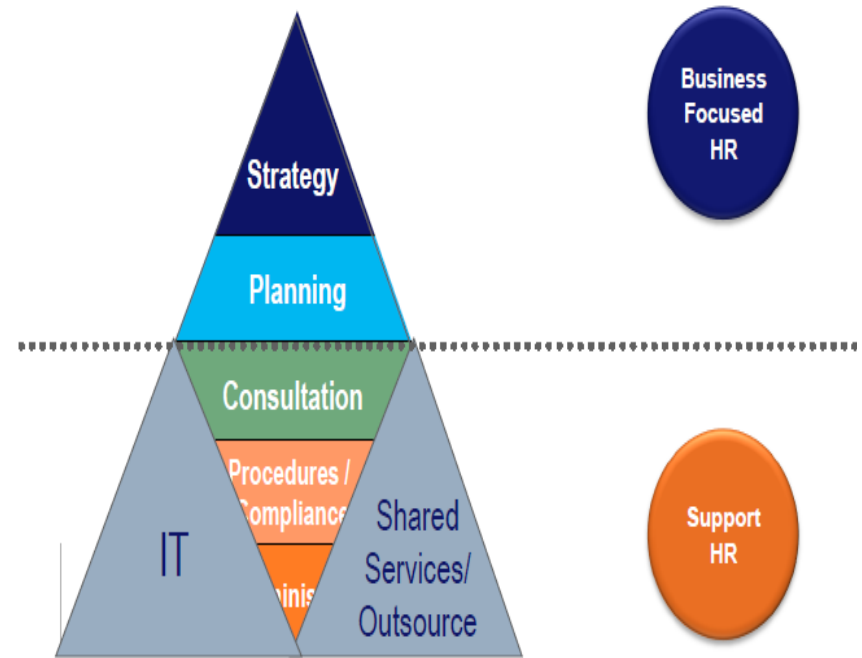
HRBP's Role & Responsibility

- Develop HR strategies & solutions in support of business goals
 - Design organizations and cultures that drive innovation and improvement
 - Support the organization to thrive through periods of change
 - Drive the talent agenda to grow diverse leadership and talent pipelines
 - Promote employee engagement and caring working environment which sustain our core value & culture
 - Provide coaching to leaders
- 

HR organizational transformation to support HRBP achieving added value



Source: Reengineering Human Resources, Lyle M Spencer Jr. PhD.



How to be a value-added HRBP

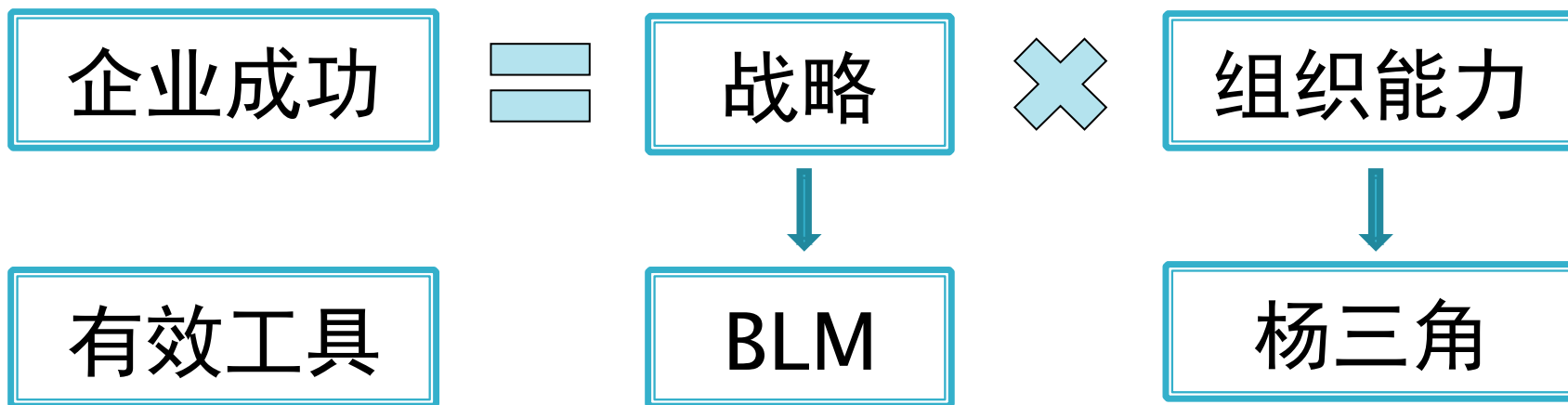
HR partnership with Business management is an on-going

HR engagement process



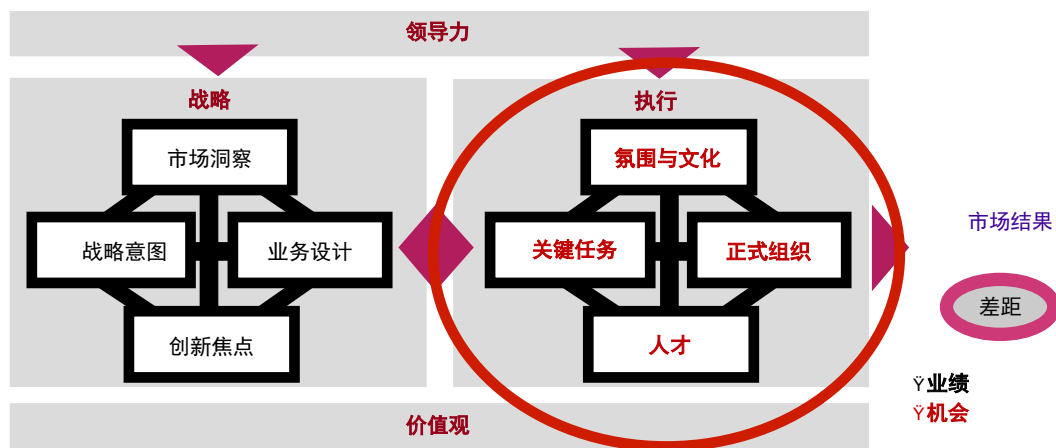
How to be a value-added HRBP

助力企业达成绩效，持续成功



分享之一：IBM业务领先模型BLM

人力资源体系
与业务体系
相互关联



关键任务

• 满足业务设计和价值主张的**必须行动**

正式组织

• 确保关键任务和流程能有效地执行，建立相应的**组织结构**、管理和考核标准，包括人员**角色**、**管理与考评**、**奖励与激励系统**、**职业规划**、人员和活动的物理位置，以便于指导、控制和激励个人和集体去完成团队的重要任务



人才

• 人力资源的**特点**、**能力以及竞争力**。要使战略能够被有效执行，员工必须有**能力**、**动力和行动**来实施关键任务。

氛围与文化

• 创造好的工作环境以激励员工完成关键任务，积极的氛围能激发人们创造出色的成绩，使得他们更加努力，并在危急时刻鼓舞他们

分享之二：构建组织能力的杨三角

企业持续成功的两大关键



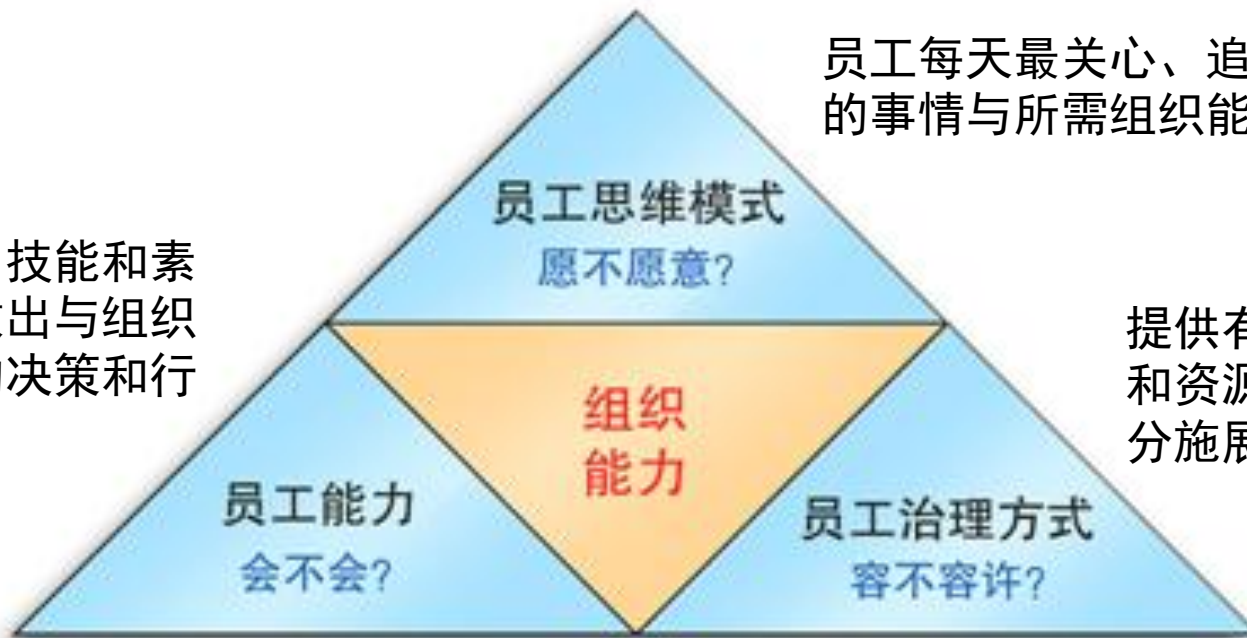
来源：杨国安《组织能力的杨三角》

组织能力的内涵和建设

- ▶ 组织能力的3个支柱—杨三角
 - 员工的思维模式— 意愿
 - 员工的拥有的技能— 能力
 - 员工治理方式— 资源
- ▶ 组织能力（=个人绩效）=意愿 X 能力 X 资源
- ▶ 企业绩效=战略 X 战略实施能力（组织能力）

组织能力的三支柱

杨三角：打造组织能力的三支柱



员工每天最关心、追求和重视的事情与所需组织能力一致。

员工知识、技能和素质是否能做出与组织能力匹配的决策和行为。

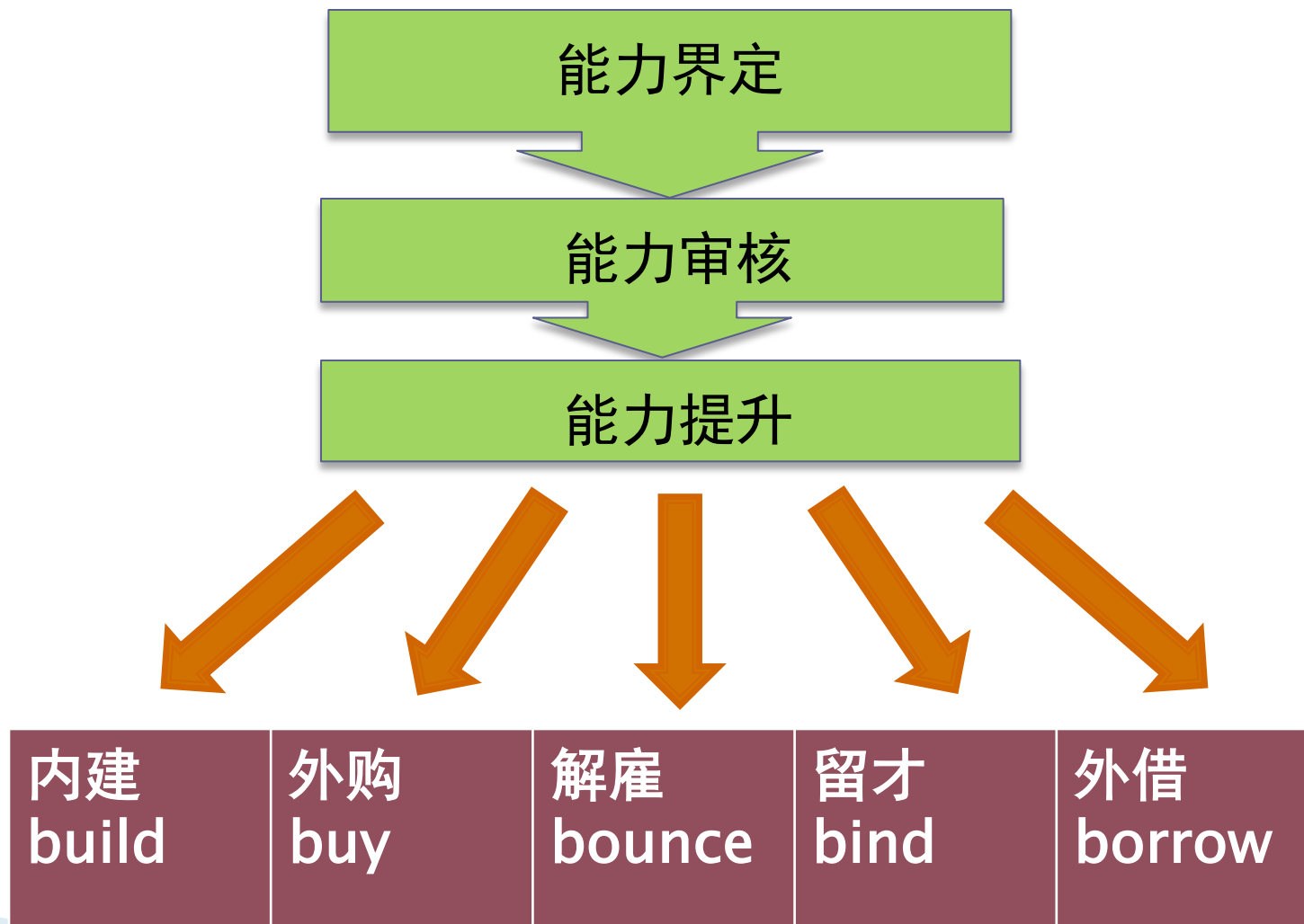
提供有效的管理支持和资源，容许人才充分施展所长。

两个原则：平衡（balance） & 匹配（alignment）

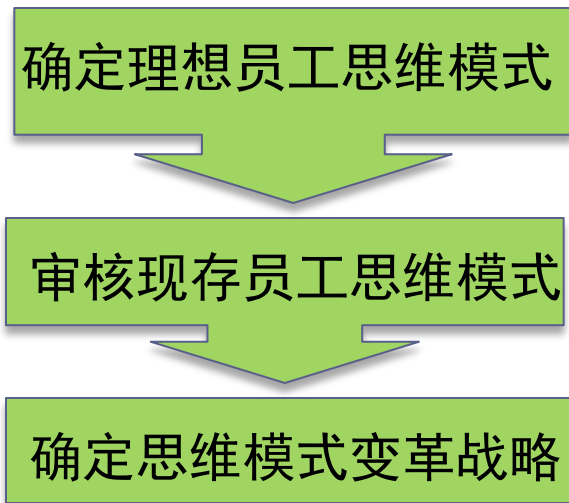
组织能力矩阵

	员工能力	员工思维	员工治理
人员配备	■		
培训与发展			
绩效标准与评估		■	
奖励/激励			
组织文化			
组织构架			■
流程设计			
资讯管理			

如何规划员工能力



如何塑造员工思维模式（Culture）



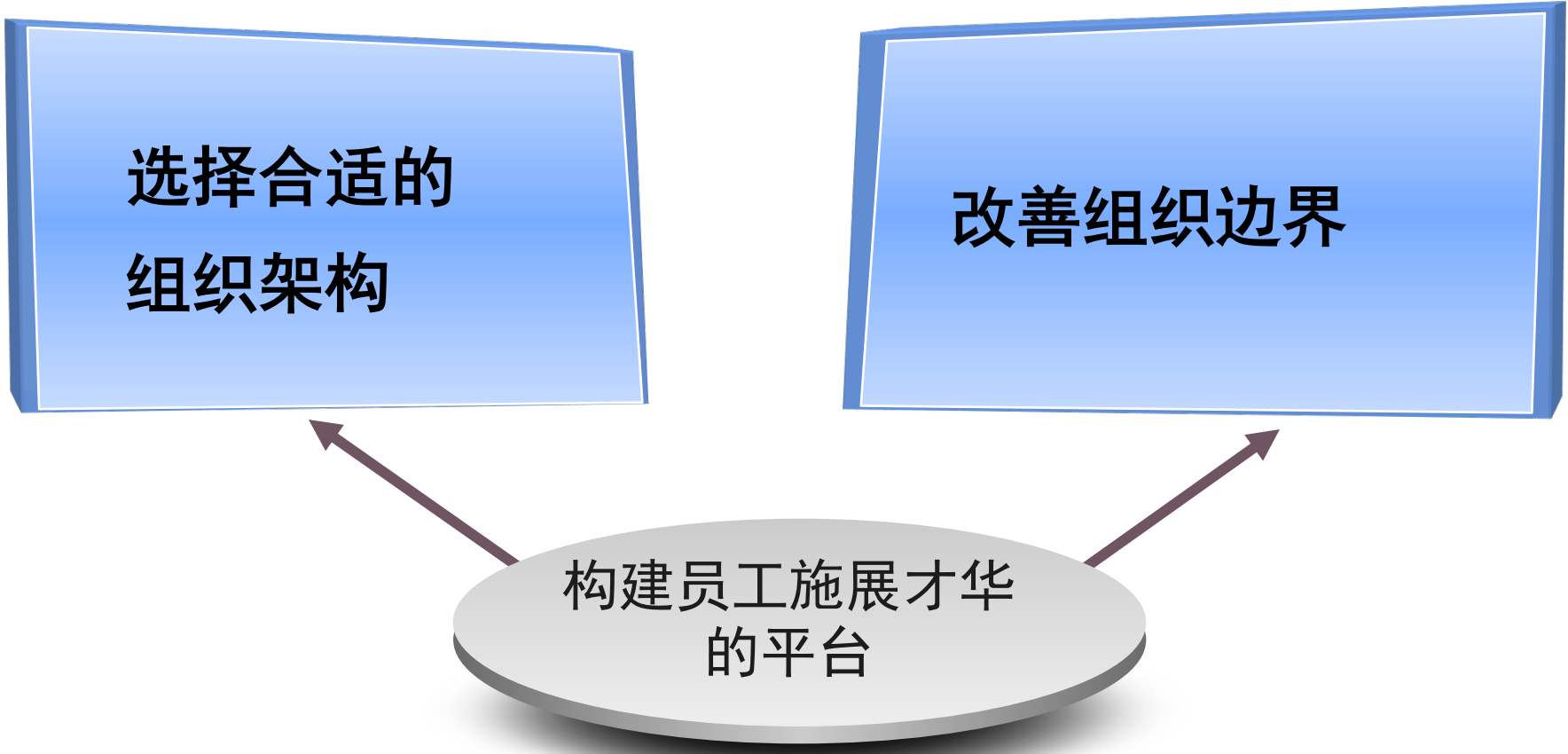
由上而下：依靠高管通过个人言行、决策、制度；
由外而内：依靠外部客户与竞争对手；
由下而上：依靠基层员工参与推动。

建立员工治理模式

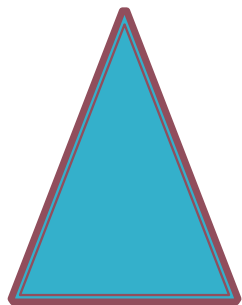
选择合适的
组织架构

改善组织边界

构建员工施展才华
的平台

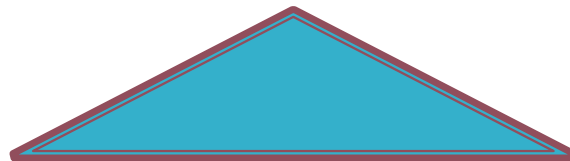


新的组织模式出现



传统模式

- ▶ 规模
- ▶ 角色明确程度
- ▶ 专业分工
- ▶ 控制



新的组织模式

- ▶ 速度
- ▶ 灵活性
- ▶ 一体化，去中心化
- ▶ 创新

建立实施战略的组织能力

公司战略：

所需的关键组织能力：

为了建立这些关键组织能力，我们公司目前三条支柱的具体情况如何？			
	需要哪些	现状评估（+ -）	行动计划
员工能力 （知识、技能和素质）			
员工思维 （心态、价值观和考核激励）			
员工治理 （组织架构、流程和信息系统）			

* 优势+ 劣势-

A green rectangular sign with white text that reads "FUTURE AHEAD". The sign is mounted on a metal pole and is set against a bright blue sky with scattered white clouds. The sign is slightly tilted upwards from left to right.

FUTURE AHEAD