

CERTIFICATE IN HRBP

Transforming Human Resources, Enhancing Business Partnering Capability



COURSE LEADER: KC YAN

- Senior Principal Consultant at ITD World
- Strategic HR Expert with over 40 years of global senior leadership experience
- Top International Master Trainer and Mentor Coach

MISSION: TRANSFORMING LEADERS AND CHANGING THE WORLD FOR THE BETTER

WHAT

IS THE HRBP (HUMAN RESOURCE BUSINESS PARTNER) ROLE?



Executives of the enterprise are expecting their Human Resources to function as never before to demonstrate their strategic contribution and value to their organization and to the business. A significant part of that expectation requires major HR Transformation in their delivery model as well as mindsets. A part of this mega shift is the emergence of a role called the HRBP (Human Resource Business Partner) role.

While HR transformation is sometimes a term in search of meaning, it usually means a fundamental re-chartering of what the organization's HR Department is to do, why it exists, and what efforts it undertakes. CEOs have continually stated that they want a more proactive HR Department that operates at the strategic rather than tactical level.

This 5-day workshop describes how to reinvent and fundamentally transform HR in an organization, describing various strategic choices for a new HR so as to transform HR into a true business partner. To meet the challenges of the future, HR practitioners must move beyond technical professionals to becoming true HR partners and strategic change agents.

One of the challenges clouding the situation, however, is that where the role is in place, it differs hugely depending on company size, sector and culture. Where the role is not in place, many HR managers are influencing the business anyways - just they don't have the HR business partner job title.



"It (HRBP) is not a model, it is a mindset, Lots of companies have a business partner model, but the partner is the same as an HR generalist".

Guy Ellis,
co-founder of consulting company Courageous HR

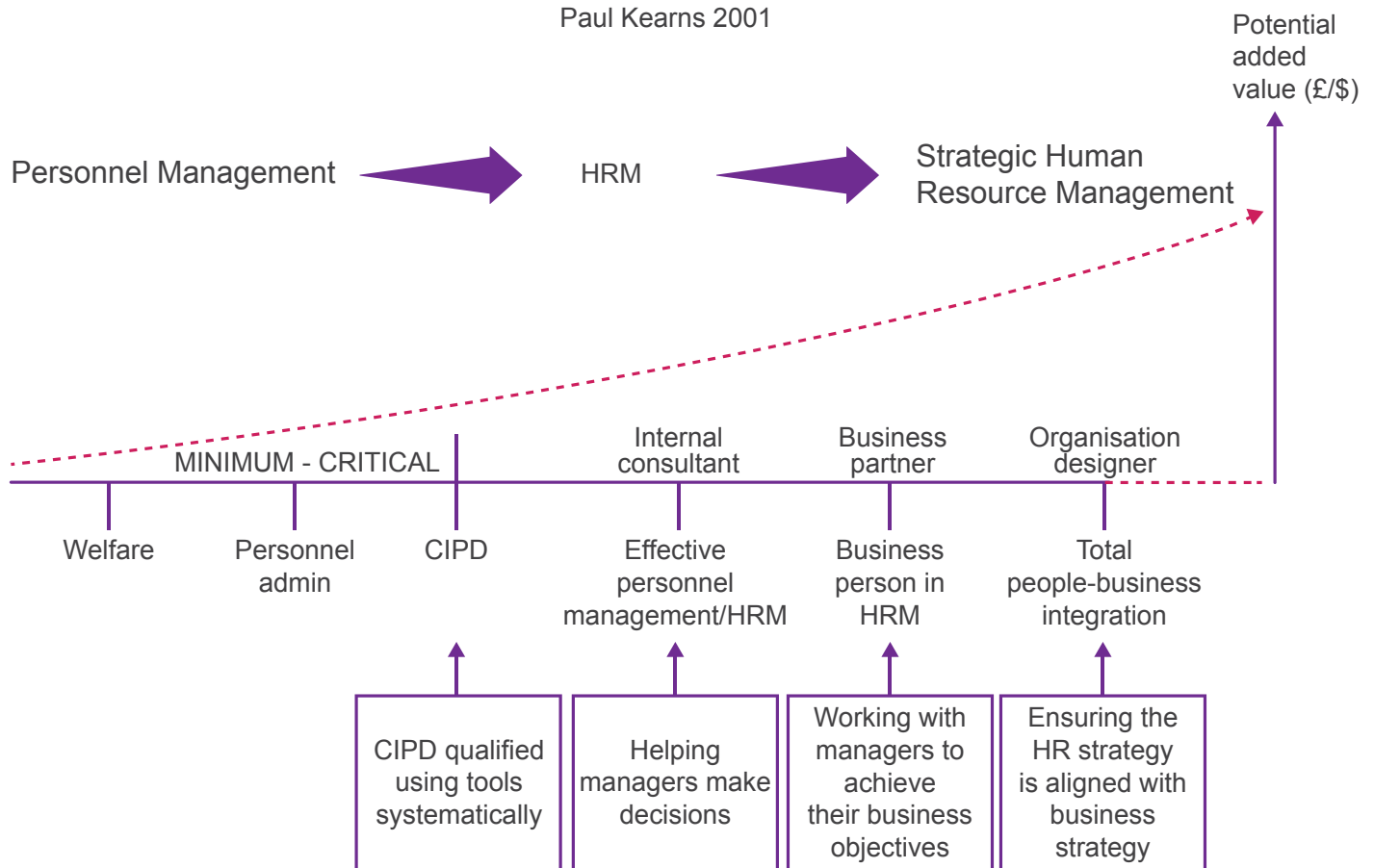
“CHANGING THE LABEL BUT NOT THE MINDSET” HOW TO CREATE A MINDSET SHIFT?

With or without the official title of HRBP, HR professionals performing that role “are individuals who bring new insights to seasoned business managers in terms of answers to the business problems they’ve thought of and those they haven’t, and then integrate delivery of the resulting interventions within the wider organizational context.”

Paul Kearns, founder of The Maturity Institute which is dedicated to enhancing business and societal value created through mature HR practice, characterized the spectrum of low to high value add work of HR as follows and therein lies the significant and strategic impact of the HRBP capability:

HR ROI SCALE

Paul Kearns 2001



“For HR to master a new role, centered on deliverables with new patterns of behaviors, both learning and unlearning needs to occur. Learning means appreciating new alternatives; unlearning means letting go of the past.”

Prof Dave Ulrich,
co- founder of HR Consulting firm RBL

BENEFITS

OF ATTENDING THIS HRBP PROGRAM

Why attend this 5 day program?

By attending the 5 day HRBP program, you will be energized and have a reformed HR professional persona:



- Self-belief in your personal ability to make a strategic difference to the business
- Belief in the strategic value of the HR function
- Confidence to have a strong point of view and express it even if it proves unpopular
- Knowledge and experience of the business and its intricacies and an ability to communicate in business terms
- An ability to build long-term, credible and trusting relationships with business (clients) and with HR colleagues
- A focus on delivering business outcomes through leveraging the whole HR function and acting as a strong role-model for the rest of the HR team

OBJECTIVES OF THE PROGRAM

Upon completing the 5-day program, participants will be able to:

- Define the term human resource transformation and mega trends impacting that transformation
- Reflect on and identify strategies to address the key megatrends.
- Define the term human resource partnering
- Describe and summarize unique choices in HR transformation and HR partnering
- Examine in depth what Talent Management is and how it can become the focus of HR transformation
- Come up with a blueprint of a Strategic HR transformation and partnering plan and implementation
- Strengthen your personal credibility by building a set of partnering competencies that will make a difference to the business in strategy, change management, and organizational development and performance front
- Establish an effective HR Metrics and Analytics framework that provides critical business insights to the human capital model of the enterprise
- Deliver a differentiated and distinct integrated talent management capability to the enterprise



WHO

SHOULD ATTEND

HR Managers, Directors, Vice Presidents, OD Practitioners and Senior Executives responsible for HR functions



PROGRAM OUTLINE

Day 1

Defining Human Resource Transformation, and Making the Business Case for HR Transformation

- What Are The Challenges With HR That Lead To Need for HR Transformation?
- What Are The Definitions of HR Transformation?
- Making the Business Case for HR Transformation
- Activity on Pinpointing The Needs of Your Organization for HR Transformation

Defining HR Partnering and Making the Business Case for HR Partnering

- What leads to HR partnering?
- What is the definition of HR partnering?
- What Are The Other Roles Within HR Function Operating in Conjunction With HRBPs?
- What Are The Roles of Operating Managers in HR Partnership?
- What Are Key Competencies for Business Partnering?

Day 2

OD Management

- OD Consulting – Roles of Internal OD Consultant
- 7Cs of Internal Consulting Stages
- Expert Consulting vs Process Consulting vs Hands On Consulting
- OD Roles – The Organization Diagnostician - Sx, Hx, Dx, Tx, Px
- Appreciative Inquiry (AI) Techniques

Change Management

- Adopting A Robust Change Implementation Model
- Change Management Institute(CMI) Competency Model – Initiating Change, Enabling Change, Sustaining Change
- Change Readiness Assessment Tools
- Change Discipline Through PMBOK (Project Management Book of Knowledge) Compliance
- How To Gain Change Commitment Through BCC (Business Case for Change) Document
- OD/ Change Management Metrics & Analytics

Day 3

HPOs (High Performance Orgs)

- Defining What is HPO
- KPQs Self Evaluation of Current HPO Capability
- HPOs as Learning Organizations and Organization Innovation
- HPOs as Organization Capabilities
- High Performance Organization Metrics and Analytics

Unleashing True Potential of HR Metrics & Analytics (HRMA)

- Critical Success Factors of HRMA
- Gaining “C” Level Traction & Buy In – Establishing Internal Ownership and Accountability
- Measuring Efficiency vs Effectiveness – Operational vs Strategic Measures
- Establishing a Human Capital Dashboard – 7 Workforce KPIs
- Determining What Workforce Inputs (Data) that Drives Business Outputs That Matters
- Measuring and Evaluating Resourcing & Sustainability (Lead & Lag Indicators/ Analytics)
- Work Force Planning (WFP) Driven Predictive Analytics and Risk Analytics

Day 4

Decoding Employee Engagement

- Defining Engagement Drivers, Engagement Outcomes
- 6 Important Steps To Measuring and Improving Employee Engagement
- Gallup's Q12 – Engagement and Enablement PULSE Questions
- 7 Core “All Kill” Drivers – Measure These Critical Focused Vital Few Drivers
- From Employee Engagement to Creating a Differentiated Employment Value Proposition (EVP)
- Engagement and EVP Metrics and Analytics

Impact of Leadership and Organization Climate

- 6 Managerial Styles and Impact on 6 Organization Climate Dimensions
- How to Build “TRUST” in Your Organization – 6 Cs of Credible Leaders

PROGRAM OUTLINE

Day 5

Integrated Talent Management

- Talents Defined – HiPos, Hi Pros
- HR's Role in Talent Management
- Line Manager's Role in Talent Management
- Self-Assessment – How Well Is it Being Done Now?
- SWOT Analysis and Action Plan on 8 Critical Talent Management Processes
- Talent Management Metrics and Analytics

Future Centric Leadership Competencies

- What Are Leadership Competencies?
- Competency Defined and Levelled
- Future Leadership Competencies That Drives Competitiveness
- Distinguishing BOB vs ROB Competencies



COURSE LEADER'S PROFILE



- Senior Principal Consultant at ITD World with over 40 years of international experience.
- Ex Sr Human Resources Director, Asia-Pacific and Japan of Freescale Semiconductor, Swiss Reinsurance and Motorola. Headed the human capital function responsible for 23,000 employees across 12 different countries in the AP region.
- KC managed cross functional projects leading teams from the Americas, Europe, Middle East and Africa as Global HR Senior Leadership Team member.
- Held different roles from Supervisor to Supply Chain and Manufacturing Operations Manager before moving into Human Resources, OD, Learning & Development and HR Business Partnering.
- Transformed business strategies into executable human capital change initiatives that showed in strategic results.
- Certified Coaching & Mentoring Professional and Masters in Industrial Management from University of East Asia, Macau.

WHAT PEOPLE SAID ABOUT KC YAN:

KC was my Senior Human Resources business partner for my role as Regional President AsiaPacific for Swiss Re Group.

We built an effective relationship where he operated as a key sounding board and KC led HR related strategic discussions with the Asia Management Team.

Our key focus was resourcing and succession. Matters of talent engagement, retention and motivation were high on our agenda. KC was highly engaged, often at the individual person level in career discussions and made a valuable contribution to our success.



Swiss Re

Martyn Parker

*Member of Group Management Board Chairman,
Global Partnerships SWISS REINSURANCE GROUP*



Joe Yiu

*Chairman Emeritus Asia Region
FREESCALE SEMICONDUCTOR LTD
Formerly Executive Vice-President & General Manager
Motorola Semiconductor Products Sector/Freescale
Semiconductor Asia-Pacific Region*



Dato' Mohd Khalis Abdul Rahim

*Human Capital Officer
MALAYSIAN AIRLINES BHD*

I was privileged to work with KC Yan at Freescale Semiconductor. KC's strength lies in his keen ability to translate business strategies into granular bites for practical execution on the ground.

With his sharp analytical mind, he can "connect the dots" in the business with ease.

His strategic HR work around talent management and engagement has great impact on workforce retention. Certainly an excellent HR strategist with a well-balanced view of what makes business sense!

KC YAN'S CLIENTS INCLUDED:

- Vietnam – Vietinbank, Vietnam Works, Petro Vietnam Drilling, Vin Group
- Malaysia – Intel Malaysia, Osram Malaysia, B Braun Asia-Pacific, Motorola Solutions Malaysia, First Solar, Guinness Anchor Bhd., Robert Bosch, LotteChem Titan, University Sains Malaysia Graduate Business School, ShangriLa Hotels
- Mauritius – Institutional Expertise Services, Mauritius Civil Service College
- Singapore – Schneider Electric Asia-Pacific
- Thailand – Inter Thai Pharmaceutical, ThaiBev
- Africa – Africa World Scout Council, Indonesia - Citibank Jakarta

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INTERNATIONAL AWARD & RECOGNITION



Mission

Transforming leaders and changing the world for the better.

Vision

The #1 global leadership development expert.

Core Values (LISTEN):

Love, Innovation, Synergy, Trust, Excellence and Nurture.

Competitive Advantage Statement:

ITD World is an award winning Multinational Corporation that provides the world's best leadership development solutions to leading global organizations. We offer comprehensive & innovative solutions that produce superior results.

Core Activities & Resources:

Talent and Leadership Development; Corporate Training and Consulting; Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 238 world-class programs and more than 100 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

Mega Gurus:

Dr. Marshall Goldsmith, Dr. Jack Phillips, Dr. John C. Maxwell, Dr. William Rothwell, Dr. Jack Canfield, Dr. Peter Chee, Brian Tracy, Robert Tucker, Thomas G. Crane.

Quality Certification, Awards & Publications:

- 🔥 Winner of the **ARTDO International HRD Excellence Award** in recognition for outstanding contribution to international Human Resource Development
- 🔥 Bestowed the **Brand Laureate International Award** for the Best Brand in Training.
- 🔥 Cutting edge books co-authored with the **world's Top Mega Gurus**- "Coaching for Breakthrough Success," "12 Disciplines of Leadership Excellence," "Becoming an Effective Mentoring Leader" and "The Leader's Daily Role in Talent Management".

Clients:

Intel, IBM, United Nations Missions, American Embassy, Agilent, Dell, Motorola, Nike, First Solar, Accenture, Citibank, Central Bank of Malaysia & Philippines, DHL, Ericsson, OSRAM, Infineon, Siemens, B Braun, Bosch, Beiersdorf, Schneider, TOTAL SA, Saint Gobain, Toyota, Ajinomoto, Samsung Vina, Singapore Press Holdings, Capitaland, PT Telkom, Siam Cement Group, Thaibev Group, CP Group, BaoViet, Sacombank, PetroVietnam, Petron, SM Supermalls, Thai Airways, Philippine Airlines, Shangri-La Hotels, Six Senses Resort, Sheraton, Prudential, AIA, GSK, MSD, Bayer, Johnson & Johnson, Unilever, Nestle, Pepsico.

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