

# Certificate in **HRBP**

*Transforming Human Resources  
Enhancing Business Partnering Capability*



## **KC Yan**

*Jointly awarded by ITD World  
(Institute of Training & Development)  
& ATRDO International*

- 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

# WHAT IS THE HRBP (HUMAN RESOURCE BUSINESS PARTNER) ROLE?

Executives of the enterprise are expecting their Human Resources 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. As a part of this mega shift is the emergence of a role called the HRBP (Human Resource Business Partner) role.

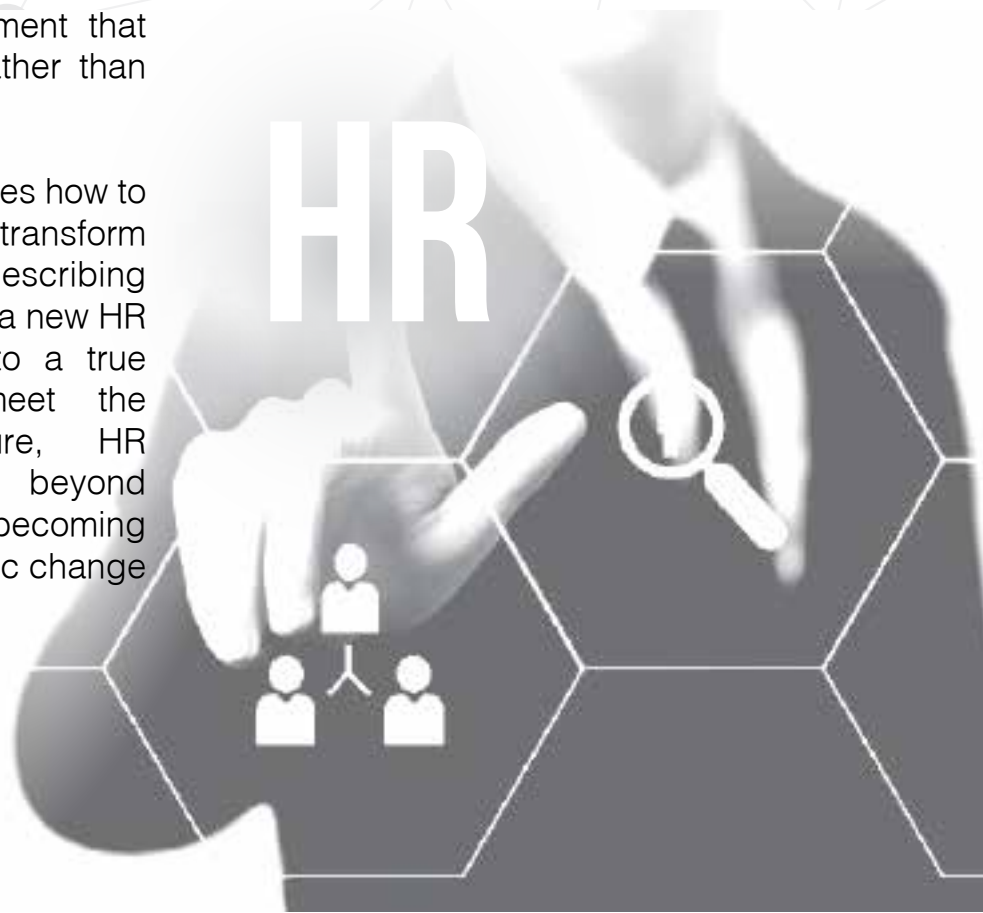
While HR transformation is sometimes a term in search of meaning, it usually means a fundamental re-chartering of what the organization's HR Department is to do, why it exists, and what efforts it undertakes. CEOs have continually stated that they want a more proactive HR Department that operates at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

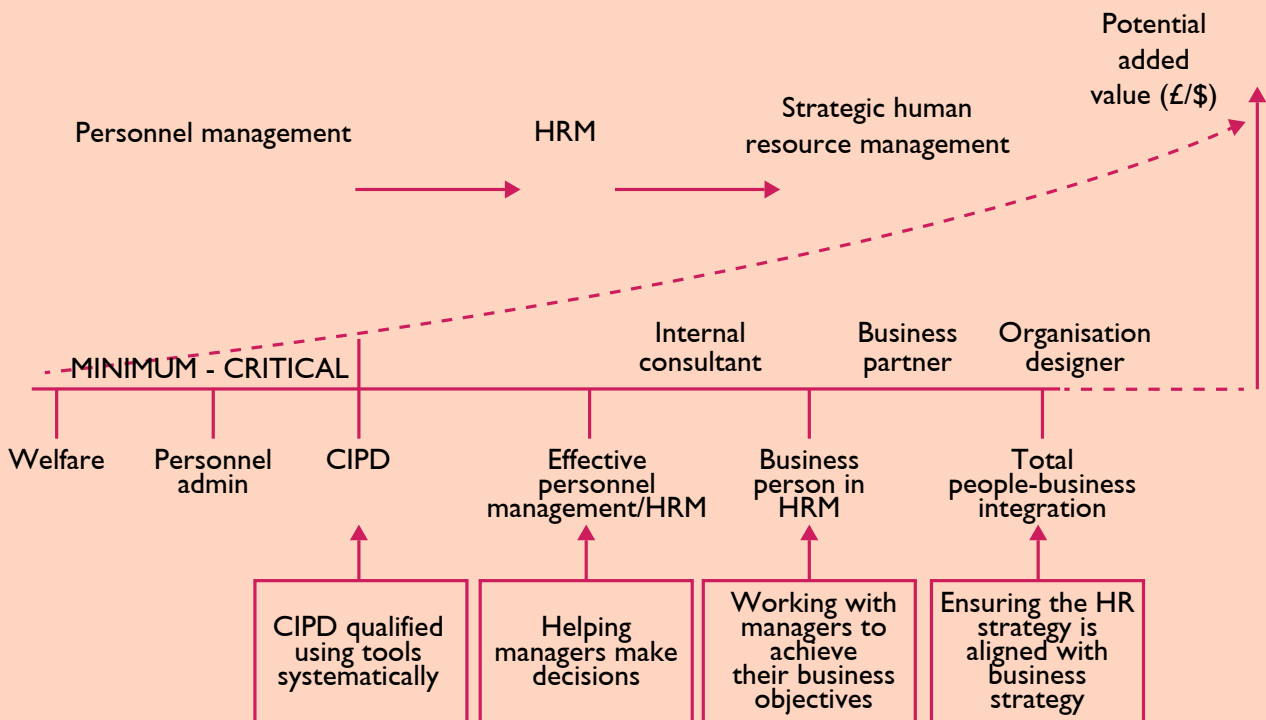
*“For HR to master a new role, centered on deliverables with new patterns of behaviors, both learning and unlearning needs to occur. Learning means appreciating new alternatives; unlearning means letting go of the past.”*

*- Prof Dave Ulrich,  
c- founder of HR Consulting firm RBL*

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

# BENEFITS OF ATTENDING THE 5 DAY 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:

- Make difference to business based on the understanding of HR's strategic value
- Build high performance capability for the Organization with the integrated skills in performance management, talent management, KPI figures, etc.
- Develop the ability to build long-term & credible relationships with business (clients)
- Leverage HR function and act as a strong role model to deliver best results in business outcomes

## 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 particular on the strategy, change management, and organization performance front
- 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 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 -  $S_x$ ,  $H_x$ ,  $D_x$ ,  $T_x$ ,  $P_x$
- 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

### ❖ Performance Management

- Maximizing Employee Contribution Thru Effective KPI Setting
- Use of Balanced Scorecards & Hoshin Kanri for Goal Alignment & Goal Cascading
- Use of CSFs, KRAs to Derive High Impact KPIs
- Effective Performance Feedback Models
- The Development Focused Performance Dialogue

### ❖ KPI Setting & HPOs (High Performance Orgs)

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

## DAY 4

### ❖ Decoding Employee Engagement

- Defining Engagement Drivers, Engagement Outcomes
- 6 Important Steps To Measuring & Improving Employee Engagement
- Gallup's Q12 – Engagement & 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 & EVP Metrics and Analytics

### ❖ Impact of Leadership & Organization Climate

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

## 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 & Analytics

### ❖ Future Centric Leadership Competencies

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



# PROFILE OF KC YAN

**KC Yan** is a Human Resource Practitioner with extensive experience in manufacturing and service industry, with a number of leading global MNCs. From a humble beginning, he has reached the top of the career ladder; having achieved significant milestones in different arenas and different roles with different MNCS across the region. His training covers:

- 1:1 Executive Coaching
- Leadership Development Programs
- Human Resource Function Strategies
- Career Development
- Competency Management
- Strategic Change Management
- Performance Management
- KPI Setting, etc.

Over 25 years experience in Global Human Resource Management - KC Yan's working experience includes being Head of Human Resources for Asia-Pacific | Swiss Reinsurance | Freescale Semiconductors | Motorola | Manufacturing Operations Manager for Motorola Global HR Leadership experience – As regional HR Head, was a staff member of the global Head of HR's senior leadership team formulating HR strategies and governance for the global enterprise.

## 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

KC has managed transcultural business teams including people from Japan, South Korea, People's Republic of China, Hong Kong SAR, Taiwan, Malaysia, Singapore, India, Australia, Thailand, Vietnam, Switzerland, Holland, Germany, France, United Kingdom and USA.

After that KC developed a deep interest to switch to OD/ OE consultancy from manufacturing, during his 18 years of Human Resource or OD experience, he has achieved many major milestones such as cost driven restructuring, talent acquisition, succession planning, policy rationalization, change management, country management for policy regulations, merger & acquisition, set up new performance culture, strategic life cycle talent development and many other strategic projects.

KC holds a Master in Industrial Management degree from University of East Asia, Macau and was also a graduate of Advanced Diploma in Management from Malaysia Institute of Management (MIM). Speaker at a variety of International and Regional Conferences including ARTDO, Center for Creative Leadership, Corporate Executive Board, Conference Board and Conference Board. Part of his passion also is to share of his knowledge, he has delivered programs at diploma level, graduate level and masters level programs for Malaysian Institute of Management (MIM), Institute of Training & Development - now known as ITD World, and also Malaysian Institute of Purchasing & Materials Management (MIPMM). Subjects covered include Human Resource Management, Industrial & Operations Management, Organization Behavior, Management in Action and Strategies for Change. KC has also delivered a wide range consulting projects and in-house training programs.

KC is an action oriented, practical, performance driven HR expert who is both strong in conceptual frameworks and can convert business strategies into executable human capital change initiatives that shows in strategic results. Highly energized, has intellectual bandwidth to deal with new and complex changing business issues and translate into HR solution requirements. Able to zoom in (be data driven and process oriented) and zoom out (engages in strategic insights). Have strong influence skills and able to broker win-win deals in the executive suite.

His ability to facilitate interactive learning sessions and his stories that he shares with his participants has always been memorable. With his extensive experiences, he will be able to share best practices derived from his years of working with different types of industries and organizations.



## What people said about KC Yan:

I have known KC Yan for over 15 years and he has impressed me as a person of high integrity and wealth of knowledge. KC had worked with me at Motorola Semiconductor as the Director of Human Resources for the Asia-Pacific Region.

We had worked closely in many areas, including compensation plan, performance evaluation, talent retention, competitive benchmarking, leadership training, talent pipeline and much more.

In addition, K.C. was also a key staff on my Asia Country Management Council, covering China, Hong Kong SAR, Japan, Korea, Malaysia, India, Singapore and Australia on strategic issues. His deep insights in organization development had contributed to the fast business expansion at the time. I believe his knowledge and skill set should benefit many of the companies seeking for performance excellence.

### Joe Yiu

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

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.

### Martyn Parker

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

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!

### Dato' Mohd Khalis Abdul Rahim

Chief Human Capital Officer TELEKOM MALAYSIA BHD

## ITD GLOBAL CENTRES OF EXCELLENCE:

### SINGAPORE

ITD INTERNATIONAL PTE LTD

Tel: +65 8555 6001 | Fax: +65 6223 6521

E-mail: itdsg@itdworld.com

### MALAYSIA

ITD PENANG (Head Office)

Tel: +604 228 3869 | Fax: +604 228 6869

E-mail: itdpg@itdworld.com

### ITD KUALA LUMPUR

Tel: +603 6203 3880 | Fax: +603 6203 3830

E-mail: itdkl@itdworld.com

### THAILAND

INTERNATIONAL ITD LTD

Tel: +662 650 9324 to 8 | Fax: +662 650 9329

E-mail: itdbkk@itdworld.com

### VIETNAM

ITD VIETNAM

Tel: +84 8 3825 8487 | Fax: +84 8 3825 8483

E-mail: itdhcmc@itdworld.com

### PHILIPPINES

ITD CONSULTING GROUP INC

Tel: +632 887 7428 | Fax: +632 844 8874

E-mail: itdmanila@itdworld.com

### CAMBODIA

ITD-LDC (LEADERSHIP DEVELOPMENT CENTRE)

Tel: +855-23 555 0505 | Fax: +855-23 224 598

E-mail: training@ldcasia.com

### INDONESIA

ITD-GLC (GLOBAL LEADERSHIP CENTER)

Tel: +6221 2930 8710 | Fax: +6221 2930 8747

E-mail: info@glcworld.co.id

## AWARD & RECOGNITION

# ITD WORLD

The Global Leadership Development Expert

### 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 ISO certified & 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.

### Exclusive 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, Schneider, Saint Gobain, Toyota, Ajinomoto, Samsung Vina, Singapore Press Holdings, Capitaland, PT Telkom, Siam Cement 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.

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