

## Discussion Group 4: The relationship between leadership and HR Professionalisation

### Introduction

**Definition of Leadership** – based on CIPD definition and picking up comments and points from the morning's session on Leadership in a Changing Public Administration.

**Definition of HR Leadership** – based on the work of CIPD and the emphasis placed on leading the HR function.

Explanation of the **HR Professionalisation Programme** within the European Commission, why it was introduced, how, what it covers, how it has been rolled out, what is currently happening.

Since the Discussion Group is in 2 parts I have taken 2 complementary themes:

### 1. What can HR do for Leaders?

<p><b>Strategic Partner</b>            What do leaders expect from HR professionals?            what can HR do to align business and HR strategy?            What is the role for HR in achieving business objectives?            "Next Generation" HR Consultancy</p>	<p><b>Change Agent</b>            What do leaders expect from HR?            What is HR's role?            Is it in business decisions?            Is it managing change after the decisions have been made?            Who looks after the "people" issues in a change programme?            Is HR at the table or on the menu?</p>
<p><b>Administrative Expert</b>            what do Leaders want from HR? – right person, right place, right time?            What else?</p>	<p><b>Employee Champion</b>            what do leaders want from HR in terms of:            talent management,            succession panning,            learning and development – particularly leadership development programmes?            employee engagement,            communication.</p>

### 2. What can Leaders do for HR?

Reverse the questions from above. With particular emphasis on leaders involvement in HR Strategy, their input to leadership development programmes and employee engagement.

### Conclusion

4 or 5 clear points on concrete actions HR can take and which leaders can take.

There is a symbiotic relationship between leadership and HR. So much of good HR strategies, policies and practices are dependant upon good leadership and so much of good leadership is dependant upon good HR practices – the right interventions at the right time, for the right leaders.

**Leadership** – the capacity to influence people by means of personal attributes and/or behaviours, to achieve a common goal.

**HR Leadership** – to ensure that the HR function has the right capability, capacity and organisation design, and that human resources employees are fully engaged, work collaboratively and possess a deep understanding of organisation and the drivers that create value.

**HR Professionalisation** – continuous professional development for HR professionals aimed at attracting, developing and retaining competent staff in the HR area by focusing on individual learning needs within a framework of improved management practices.

### **What can HR do for Leaders?**

What is it that Leaders want from HR both in terms of business objectives – high performing, sustainable organisations; achieving their goals and looking to a future strategy; and from a personal learning and development focus?

Topics for discussion will be based on the Ulrich model and include:

**Strategic Partner** - alignment of business and HR strategy; "next generation" HR; the role for HR in achieving business objectives? "Next Generation" HR; Consultancy role

**Change Agents** – What is HR's role? Is it in business decisions? Is it managing change after the decisions have been made? Who looks after the "people" issues in a change programme? Is HR at the table or on the menu?

**Employee Champion** - what do leaders want from HR in terms of: talent management, succession panning, learning and development – particularly leadership development programmes? employee engagement, communication.

**Administrative Expert** - right person, right place, right time? What else?

### **What can Leaders do for HR?**

Taking the topics from above most successful HR initiatives rely on authentic and visible buy in from the senior leaders within an organisation and successful implementation by first line managers. Given what Leaders expect of HR in these areas what can they offer in practice to ensure that these strategies, policies and practices succeed?

### **Conclusion**

From the discussion we should be able to identify a small number of practical, concrete proposals from both sides which will lead to an improved service delivery from HR to Leaders and greater input and commitment from Leaders to HR in supporting HR initiatives.