

# THE RELATIONSHIP BETWEEN LEADERSHIP AND HR

Discussion Group 4

## What can HR do for Leaders?

### Strategic

Understand and input to  
Organisational Strategy and  
link to HR Strategy  
Personal credibility and  
proactivity

### Change agent

Be courageous  
Personal credibility  
Bring people implications and  
long term implications  
Especially in times of crisis

### Administrative expert

Effectiveness and efficiency  
Shared services  
Restructuring  
Integrated services

### Employee champion

Leadership development  
programme  
Well-being

# What can leaders do for HR?

## Strategic

Involve HR  
Utilise the whole HR expertise  
Realize that decisions have HR implications

## Change agent

Recognize the possibilities and limitations of change and match resources  
Own the change  
Listen  
Communicate consistently

## Administrative expert

Don't add to the burden  
Don't interfere  
Make sure HR has the right tools

## Employee champion

Lead and be involved in development programmes  
Defend staff and HR (as appropriate)