

# HR Transformation for Creating Value



From the  
Jon Ingham  
Strategic HR  
Academy



## A Strategy to Transform HR

HR transformation, whether based on the 'Ulrich model' or something else, often has two key drivers. The first driver is cost reduction and this is always going to be important. However, it is the second driver, becoming more strategic and creating more value, which offers more potential for HR to take a driving seat within its business, and for creating a more compelling and more human business organisation. Doing this nearly always provides a bigger impact on firm profitability than reducing HR costs.

This training therefore focuses on transforming HR to put more focus on creating value. Dave Ulrich explains that this will generally involve the approach of business partnering, the role of strategic partnering, and the job of the embedded HR business partner. The jobs of the specialists within the centres of excellence are important enablers for business and strategic partnering but are also simpler and more straightforward to get right.

However, the training will also look beyond the Ulrich model, suggesting a new potential archetype, the melded network HR model. But even this is just another best practice model. What really makes the difference to business partnering, particularly when focusing on its strategic impact, is moving from best practice to best fit.

Attend this training to review best fit opportunities to develop new HR structures, processes, cultures, HR practitioner skills, and client relationships. Examine the opportunities provided by digital technologies, not just in the service centre, but also to increase the effectiveness of specialists and business partners, or people working in similar, strategic roles.

The screenshot shows a learning management system (LMS) interface. On the left, there is a sidebar with the title 'HR Transformation' and a progress indicator showing '0% Complete' and 'Last activity on 14/03/2021'. Below this, a list of topics is displayed, including 'Introduction', 'Introductory Zoom call (if in a Study Gro...', 'The Past and Present of HR Transformati...', 'Fully understanding the Ulrich (... 4 Topics', 'The increasing strategic importance o...', 'The original Ulrich model', 'The business partnering approach, in...', 'The latest version', 'Responding to paradoxical, strategic ne...', 'Reviewing the Ulrich (physical) (... 3 Topics', 'Combining conceptual and physical mo...', and 'Other perspectives on Ulrich model typ...'. The main content area features a video player with the title 'Transforming HR' and a thumbnail image of Dave Ulrich. The video player includes a progress bar, a play button, and a volume icon. Below the video player, there is a 'Mark Complete' button. The top right corner of the interface shows the user's name 'Admin\_Account' and a profile icon.

## Course Outline

### HR as a business partner

- Fully understand the Ulrich (conceptual / outcome) model
- Reviewing the Ulrich (physical) model / HR organisation form
- Other perspectives on Ulrich model type transformations
- The job of the embedded HR business partner as the most common weak link in the Ulrich model

### Problems and opportunities in transforming HR

- Research evidence on HR partnering success
- Problems in the approach, the role and the job
- New opportunities and requirements
- Developing HR organisation principles
- Suggestions for a new conceptual model
- HR as experience creator, true strategic player and business driver
- Case study and activity

### New HR organisation forms / physical models

- Increasing diversity in HR roles
- New HR operating models: the melded network HR model
- Opportunities and consequences of digital HR
- Agile teams and their integration into a broader model
- Developing HR communities into a broader model

### Actions for broader HR transformation

- Organising beyond structure / developing HR management practices
- Importance of a 'one HR' approach
- Getting the right staff to partner the business
- New capabilities and behaviours underpinning a strategic approach

### Developing your HR transformation strategy

- The forgotten leg – the role of the manager
- Best practice and common best fit approaches
- Linking HR to design requirements through value chains
- Factors for success
- Review of case study

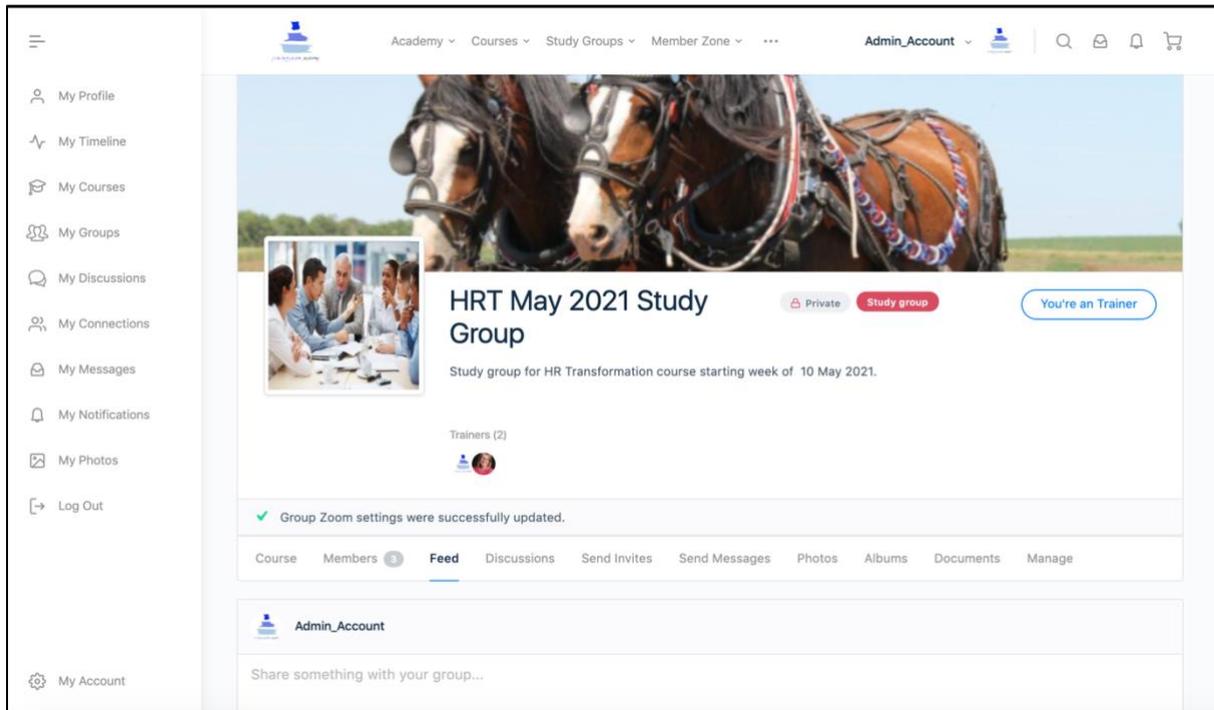
**NEW study group: 18 October – 10 December 2021**

The Academy's study groups are small cohorts of participants focused on a particular course. These last for about two months and are run one or more times per year for each course. Study groups provide the main basis for Q&A with Jon Ingham, and also asynchronous chat-based discussion about the course, and your own opportunities around the course with other participants.

Study groups are also supported by four Zoom calls during the life of a study group. These help members of the group get to know each other, enable us to discuss more complex issues, support activities and provide a basis for reviewing the application of content to your own organisation.

The schedule for the forthcoming HR Transformation study group will be:

Week	Commencing	Focus
1	18 October	<ul style="list-style-type: none"> <li>Orientation</li> </ul>
2	25 October	<ul style="list-style-type: none"> <li>Introduction</li> <li>Initial Zoom call – Overview and connections</li> </ul>
3	1 November	<ul style="list-style-type: none"> <li>Section 1 – HR as a business partner</li> </ul>
4	8 November	<ul style="list-style-type: none"> <li>Section 2 – Problems and opportunities</li> <li>Second Zoom call – Reviewing opportunities</li> </ul>
5	15 November	<ul style="list-style-type: none"> <li>Section 3 – New HR organisation forms / physical models</li> </ul>
6	22 November	<ul style="list-style-type: none"> <li>Section 4 – Actions for broader HR transformation</li> <li>Third Zoom call – Developing options</li> </ul>
7	29 November	<ul style="list-style-type: none"> <li>Section 5 – Developing your HR transformation strategy</li> </ul>
8	6 December	<ul style="list-style-type: none"> <li>Summary</li> <li>Final Zoom call – Action planning</li> </ul>



## About the Jon Ingham Strategic HR Academy

The Academy provides online capability development which is obviously particularly relevant to support remote working during the pandemic. However, this also offers an enhanced learning experience compared to traditional, face-to-face training:

### Key benefits:

- Study at the time and in the location which is most convenient for you
- Participate from anywhere in the world\*, avoiding travel time and costs
- Review or fast forward content to support your own learning needs
- Share insights, experiences and plan actions within small cohorts
- Learn from other discussions taking place across the whole Academy.

Video, other learning materials and study group facilitation are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

## Study Group Timetable

Month	Study groups
<b>September 2021</b>	<ul style="list-style-type: none"><li>• Culture change - what and how</li><li>• Organisation design for modern, compelling and effective working</li></ul>
<b>October 2021</b>	<ul style="list-style-type: none"><li>• Digital transformation for HR</li><li>• Putting people first providing meaning and performance</li><li>• Employee experience to create and share value</li><li>• Strategic partnering to improve HR credibility and contribution</li><li>• HR transformation for creating value</li><li>• Performance management re-engineering</li><li>• Reward innovation: true transformation vs timid tinkering</li></ul>
<b>January 2022</b>	<ul style="list-style-type: none"><li>• Wellbeing and resilience: moving beyond engagement</li><li>• Business relationship management skills</li><li>• Process design in both HR and the business</li></ul>
<b>February 2022</b>	<ul style="list-style-type: none"><li>• Employer branding through organisational differentiation</li><li>• Teams and teaming: high performance for the new world</li><li>• Leadership and management in the new world of work</li></ul>

Notes: course content will be made available shortly before the relevant study group.

Courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at [www.joningham.academy](http://www.joningham.academy)

Or contact [admin@joningham.academy](mailto:admin@joningham.academy)

Follow the academy on LinkedIn for updates and general insights at [www.linkedin.com/school/jon-ingham-strategic-hr-academy](https://www.linkedin.com/school/jon-ingham-strategic-hr-academy)

