



**BUSINESS
PARTNER
PROGRAMME**

THE SESSION WILL START SHORTLY



**BUSINESS
PARTNER
PROGRAMME**

THE NEW ROLE OF THE HRBP

WHAT WE HOPE TO DO TODAY

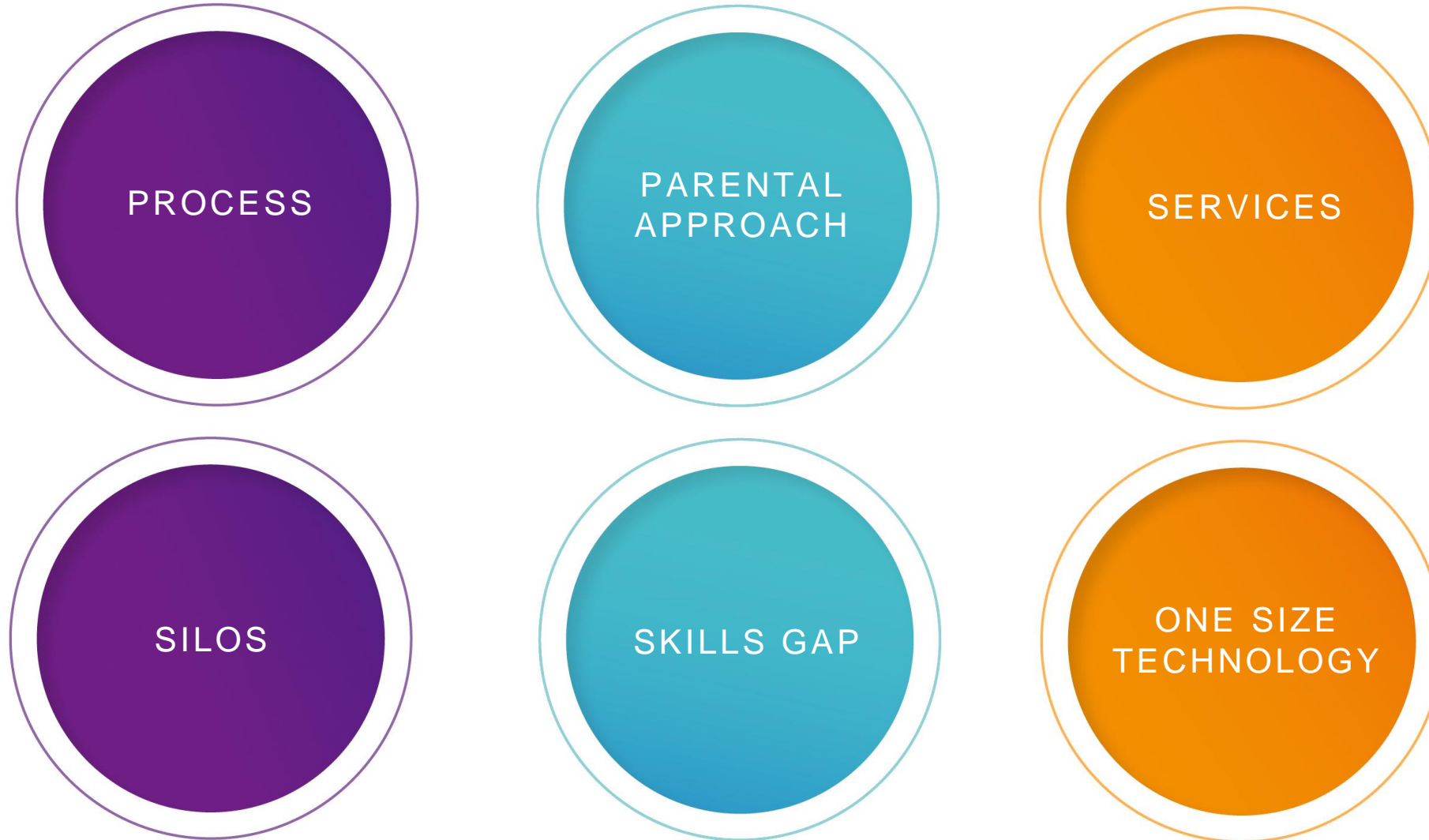


1. Compare the traditional to the new HRBP
2. Understand the challenges you face
3. Look at how you can reduce your focus on ER/Operations
4. Explore how you can work differently
5. Consider different HR designs

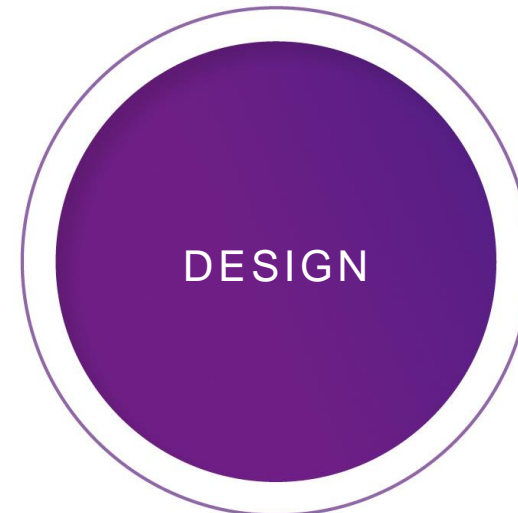
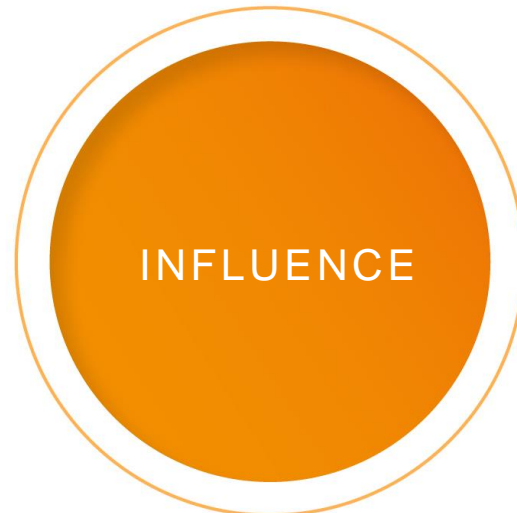
WE EXPECT SO MUCH FROM THE HRBP



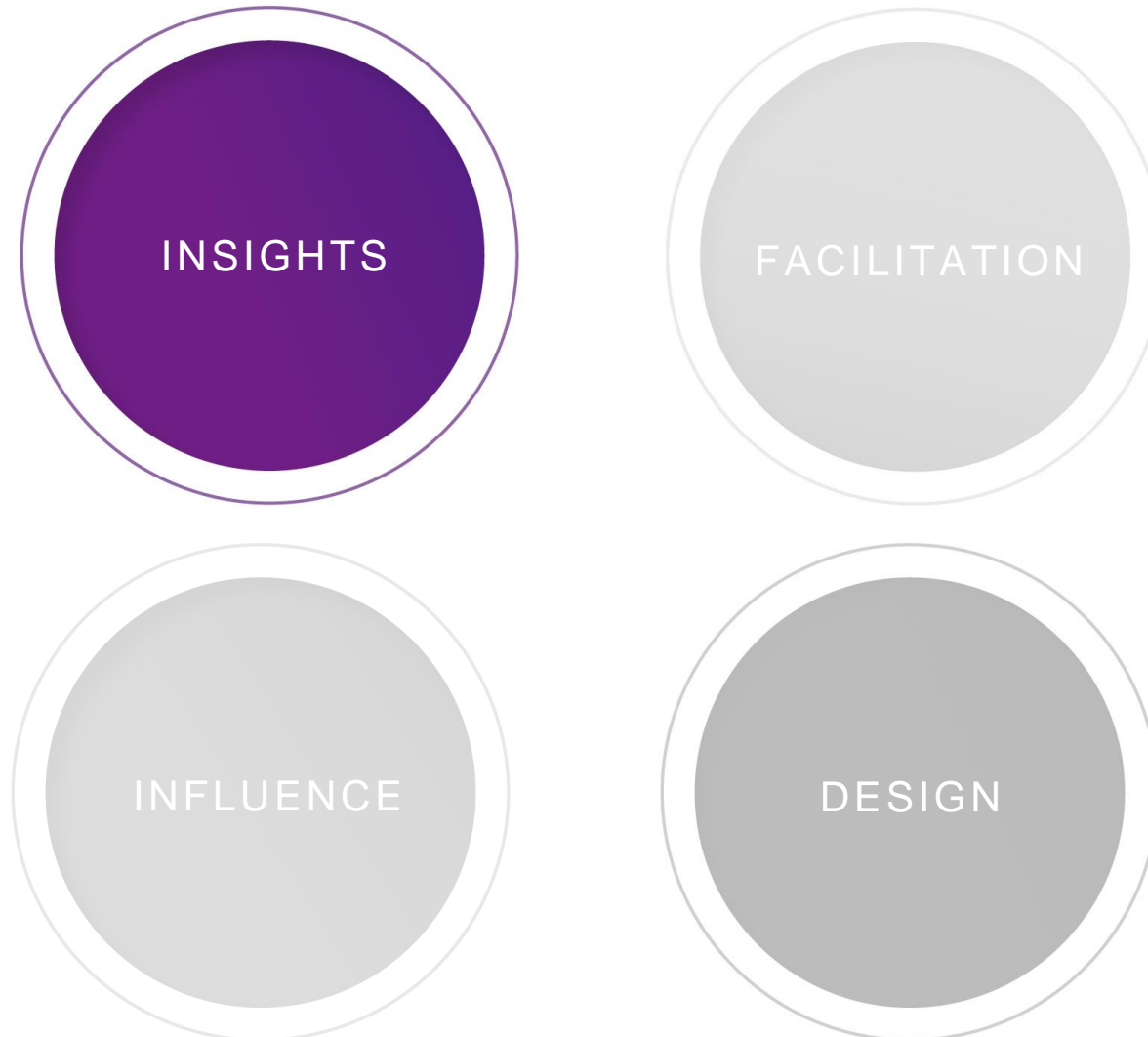
THE TRADITIONAL HRBP



THE NEW HRBP ROLE



THE NEW HRBP ROLE



Insights

In addition to providing the relevant people insights relating to your business ...

Your leaders':

- Motivations
- Capabilities
- Impact

Your employees:

- Types or persona
- Capabilities
- How they feel

Impact of HR products
(not completion of processes!)

THE NEW HRBP ROLE



Facilitation

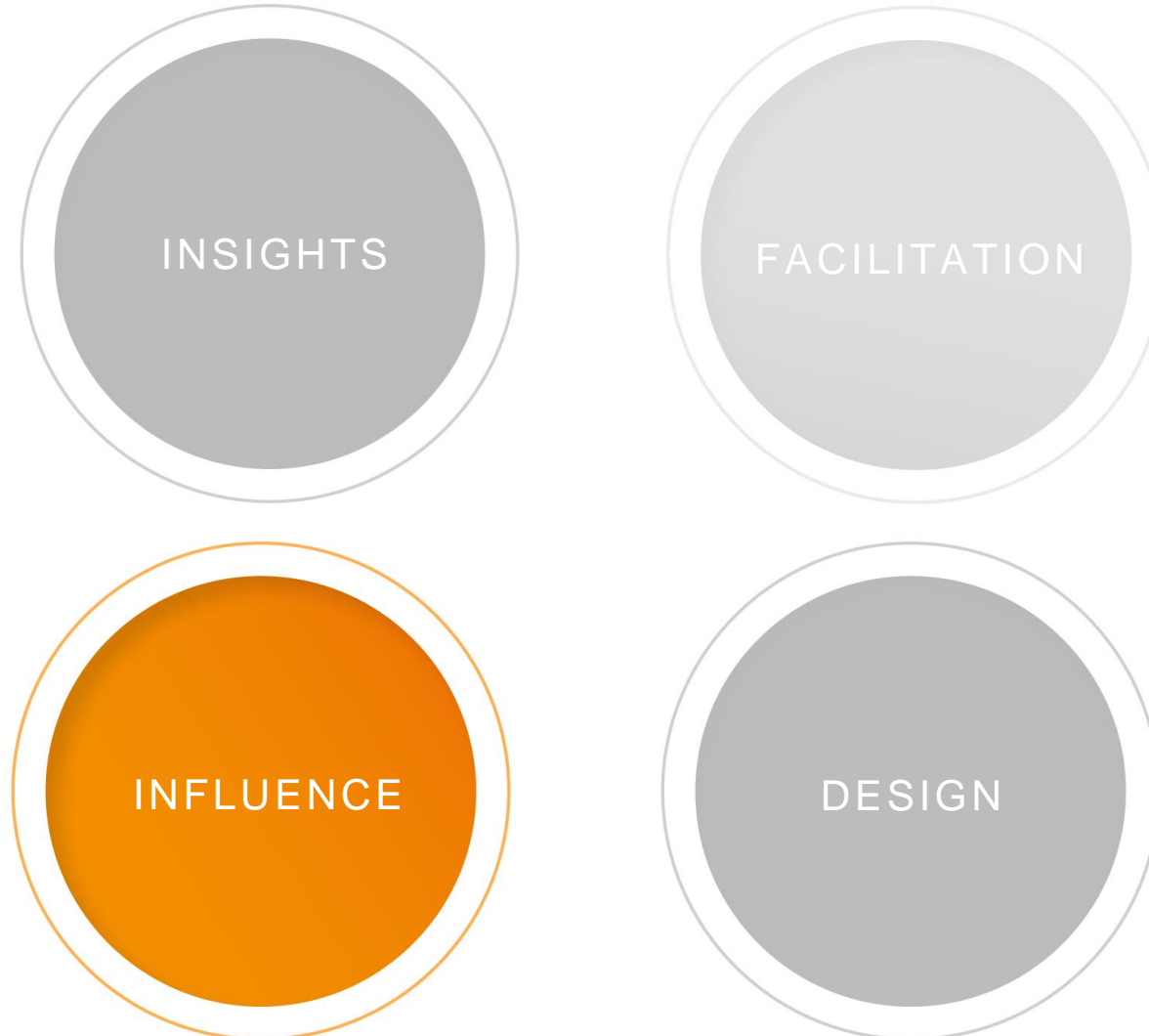
Helping leaders to

- Build their talent community
- Create a more inclusive culture
- Build their confidence to tackle difficult issues
- Have great conversations

Connecting your part of the business with the wider HR team

Ensuring the colleague voice is heard and factored in

THE NEW HRBP ROLE

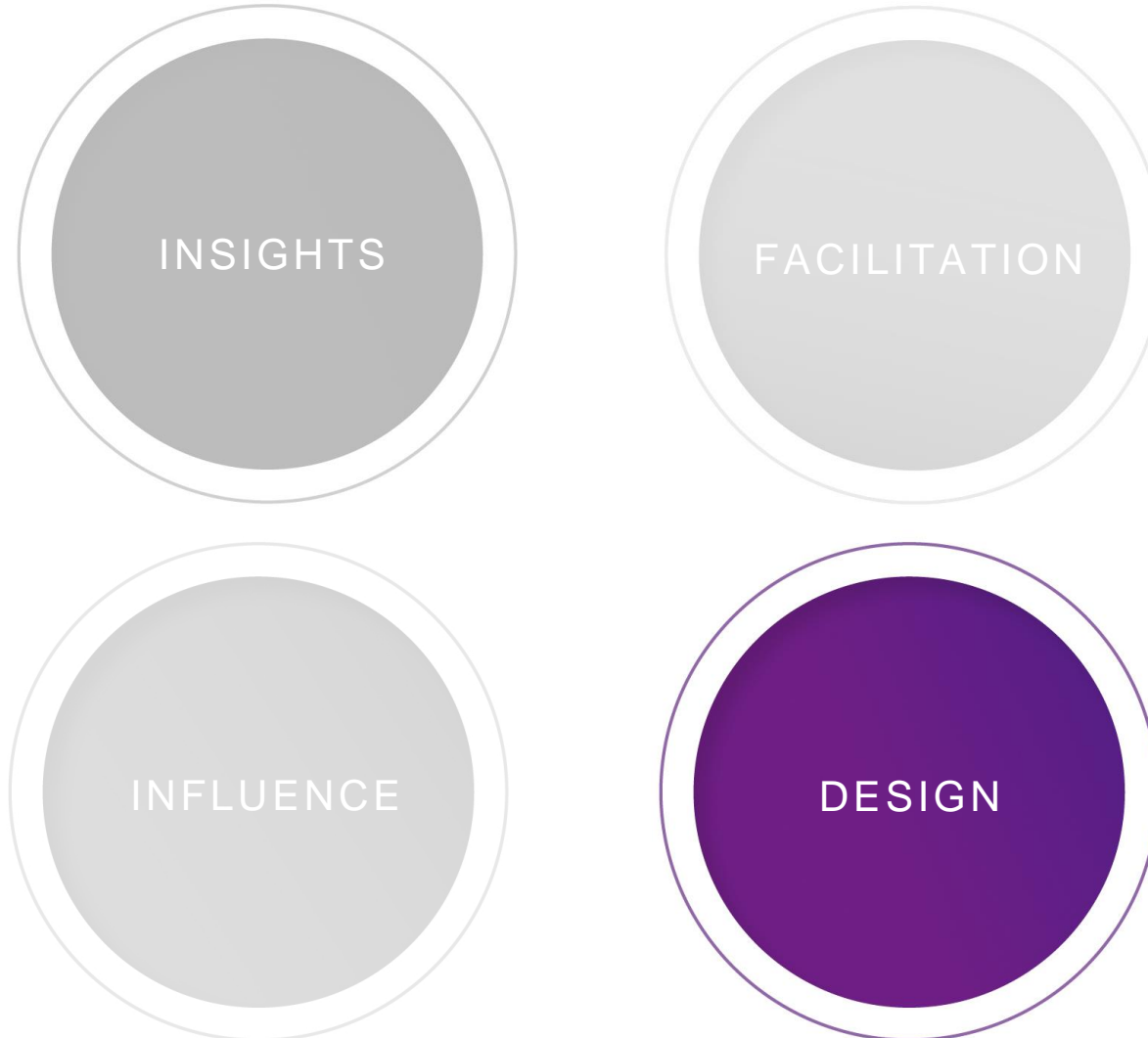


Influence

Coaching or developing your leaders and employees to change mindsets and behaviours

Ensuring Group HR understands and responds to the needs of your business area

THE NEW HRBP ROLE



Design

Ensuring HR products are based on data and insight

Co-creating HR products with your leaders and employees

Designing employee experiences that align with your brand and drive your business strategy

Designing products that help leaders and employees do things for themselves.



THE NEW HRBP ROLE



Check out the [HRBP Job spec](#)
on The Club

NEW SKILLS AND CAPABILITIES

**YOUR
ASSIGNMENT**

HR Business Partner Diagnostic

Using a rating of 1-5 (1 = totally true, 5 = not true at all), assess yourself as you stand today

1. DATA AND INSIGHTS	SCORE
I have a strong understanding of the overall purpose and goals of our organisation	
I have a strong understanding of the purpose and goals of my business area	
I get regular stimulation about topics outside of HR	
I use data and insight to understand what our people priorities are	
I have a good understanding of human behaviour and what makes people behave the way they do	
I build and collate insight on how our people feel and what's important to them	

THE CHALLENGES YOU FACE

1. A difficulty in challenging or disagreeing with managers when they are also 'the client'
2. Leaders resistant to HR change
3. Lack of leadership/management skills in the organization
4. Acting as nursemaid and compliance police
5. Overwhelmed by transactional demands
6. Poor and outdated systems
7. Lack of good data and insight
8. Too many initiatives and process beyond my control (eg: Group HR activity)
9. Wider HR team resistant to new ideas
10. Local geographical or regulatory constraints

MOVING AWAY FROM ER/OPERATIONS

THE PROBLEMS WITH POLICIES



MORE RULES = LESS JUDGEMENT

HOW TO CHALLENGE OUR THINKING

1. The Trust Test
2. Encourage judgement
3. See it through their eyes

FRESH TAKES ON EMPLOYMENT POLICY



MAKING THE CHANGE



CULTURE
HANDBOOK



DITCH
POLICIES YOU
DON'T NEED



REPLACE WITH
STATEMENTS

MOVING TO THE NEW APPROACH

Ask your people



Re-framing



CONDÉ NAST

Scaffolding



Give them all the info

THINK MARKETING NOT COMPLIANCE

TONY'S CHOCOLONELY EMPLOYMENT AGREEMENT

START
what's your name?
.....
start date: ☐ indefinite period ☐ 00-00-00
till date: 00-00-00

your role:
.....
(check out your impact profile for all the details)

work location:
.....

probation period:
0 0 0 0
month(s)

We both can break up at any time, in writing and with the statutory notice period in mind. Our collaboration stops automatically on the day you reach the State Pension Age (AOW in Dutch...)

ON A SERIOUS NOTE, PART 1
• You agree that you will handle all confidential Tony's information etc. confidentially.
• All work results that you develop or create, solely or jointly with others, during your employment with us is owned by Tony's Chocolonely (called 'Intellectual Property rights...'). When we split up, you will return all documents relating to our business and your work for us to us (like reports, manuals, drawings, correspondence and customer lists), obtained by you during your time with us, without keeping any copies.

OUCH!
...mind your step! you're off to those nerve-racking serious notes

gross salary:
€ 000.000.000,00
per month (on a fulltime basis)
+ 8% holiday allowance.

number of hours per week: 0 0 0 0
divided over 0 0 0 0
working days.
(but hey, results are more important than the number of hours you make)

Unlimited holidays, with a minimum of 28 days (based on a fulltime working week). You have to take these days off as a minimum to stay healthy and sane and to make sure you spend enough time with family, friends and to things you like to do.

YOU ARE GOING TOO FAST!
-go to the serious stuff for a cool down!

ON A SERIOUS NOTE, PART 2
• You can't accept a provision or compensation from our relations or clients.
• Only if it's chocolate coins.
• Want to combine your job at Tony's with another fancy side job? Make sure you discuss it upfront.
• The Serious about People Guide, as it is or as it will be, is part of this agreement so read it well before you sign.
• This Agreement falls under Dutch law.

Other Tony's benefits:
• Expense allowance of € net per month for work related purchases.
• Profit-sharing bonus
• Pension
• Participation in Tony's Chocolonely's Stock Purchase Plan ("Golden Wrapper"), when you meet the rules and conditions of the plan.
• A monthly commuting allowance + Q park subscription + NS business card for work related travels + a bright, shiny company car.

BACK TO START

HOORAY

PS. We will take a lovely mugshot of you and put it on a eh... mng, among other things, like our website or annual FAIRreport. You might also be photographed on other moments, because we occasionally give a peek of working life at Tony's online or in other publications. Whaaa?

Tony's Chocolonely
Pasmantstraat 1
1014 DB Amsterdam

sign here →

yes no

Address
Zipcode, Residence

you sign here →

yes no

THE THRIVE TRIBE WORKING DAY

THE BEST BITS...

- We don't measure you by how many hours you work or how much you're in the office – we just care about achieving great outcomes.
- In our line of work it's not always possible to work Monday to Friday 9 – 5 so we ask you to be flexible!
- Look after your fellow tribe – in other words please share unsociable hours!
- Client needs come first, but we trust you to manage your own workload/work pattern – just let your manager know what you're doing.
- Speak to someone if you feel your hours are interfering with your life or your health!
- If you want a more formal change to your contractual hours our **flexible working** policy is available on the intranet.

DEVELOPING YOUR LEADERS

- Offer online coaching clinics
- Themed webinars e.g. 'How to handle a difficult conversation' 'How to have a good check in' etc.
- Toolkits
- 'Whisper' emails
- Send round useful resources



HOW HR CAN WORK DIFFERENTLY

WORKING DIFFERENTLY



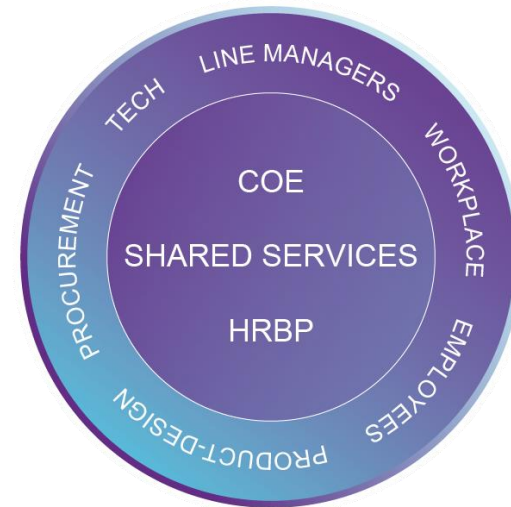
It doesn't always have to be a process



Customise where you can



What could you stop doing?



Involving your wider network

WORKING DIFFERENTLY



Think 'product' not service



It doesn't have to be perfect

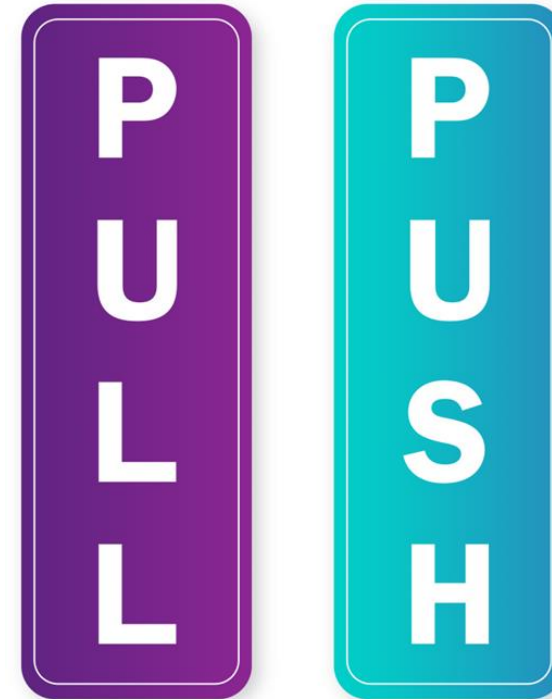
SELF SERVICE

Design products that are
owned by managers

WORKING DIFFERENTLY



Design for the majority



THERE ARE SOME INTERESTING MODELS OUT THERE

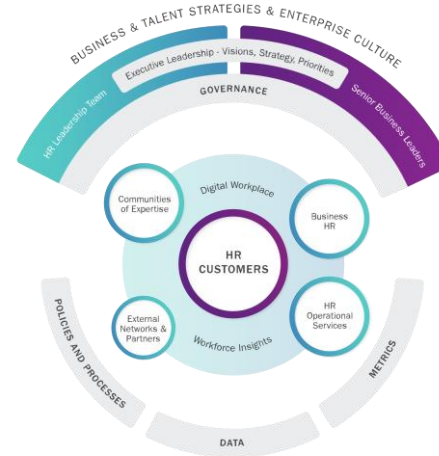
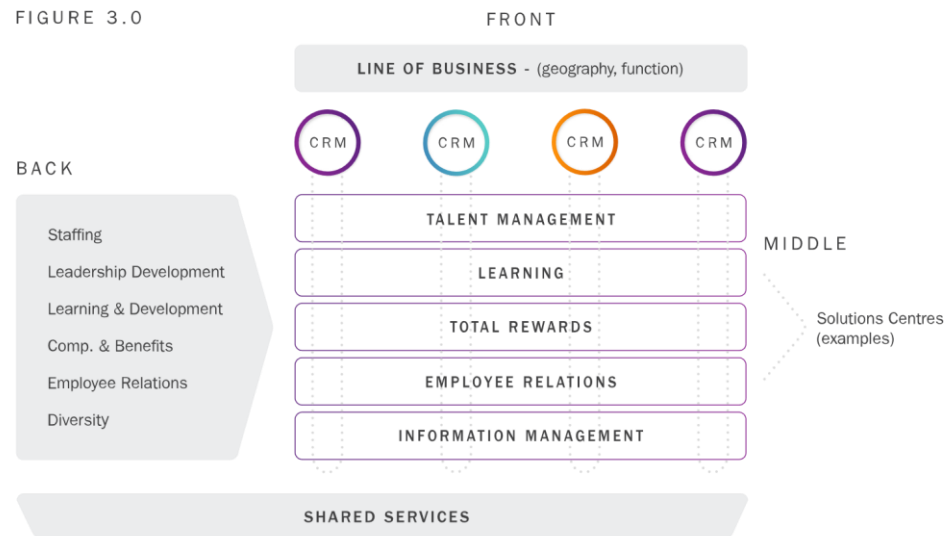


FIGURE 3.0



**Shared
services**

**Strategic
business
partners**

**Centres of
excellence**

But the traditional Ulrich model remains the most popular by far

WE LIKE THIS APPROACH



Developing products that
Identify, attract, reward and
develop your talent

TALENT EXPERTISE



Digital solutions/apps for
employees that mirror a
consumer experience

DIGITAL/BRAND/
MARKETING EXPERTISE



Deliver the employee
experience, tailored
products, upskill leaders

HRBP

Operations

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

ADULT

THE HRBP...

- NOT A COMPLIANCE OFFICER OR A NURSEMAID
- STARTS FROM POSITION OF TRUST
- AVOIDS MANDATORY
- ENCOURAGE OUR PEOPLE TO OWN THEIR OWN PERFORMANCE AND CAREER
- DOESN'T TRY AND COMPENSATE FOR POOR MANAGERS
- HELPS LEADERS TO HELP THEMSELVES

CONSUMER

THE HRBP...

- HAS MEANINGFUL DATA AND INSIGHT ON THEIR PEOPLE
- MAKES THINGS RELEVANT FOR DIFFERENT TYPES OF EMPLOYEES
- FOCUSES ON THE EXPERIENCE FOR THEIR PEOPLE
- USES MARKETING TECHNIQUES TO 'SELL' THEIR PRODUCTS

HUMAN

THE HRBP ...

- UNDERSTANDS HOW HUMANS THINK, FEEL, BEHAVE, ETC
- DESIGNS APPROACHES AROUND HUMAN BEINGS
- CREATES USER-FRIENDLY PRODUCTS AND TOOLKITS
- THE 'PEOPLE' – NOT THE PROCESS EXPERT
- FOCUS ON THE OUTCOME RATHER THAN THE PROCESS
- USES HUMAN LANGUAGE NOT JARGON



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THANK YOU AND SEE YOU AT YOUR SEMINAR

www.disruptivehr.com