

NS Rajan



Prabir Jha



Pavitra



Anusha



Ruzbeh Irani



HRBP – Guts, Glory and Gore

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Shiv-ABG

HR has come a long way, but do HR managers consistently win the trust of employees?



Three decades ago, HR did everything from canteen to travel to administration .



A close-up photograph of two people's hands clasped together on a wooden table. The person on the left is wearing a dark blue or black long-sleeved shirt. The person on the right is wearing a white long-sleeved shirt with a visible cuff button. The hands are positioned in the center of the frame, with the fingers interlaced. The background is blurred, showing what appears to be an office setting with a desk and some papers.

Over time HR got specialized, and employees are unsure about whom to contact and what to expect from HR.



HR

IR


C and B

L & D

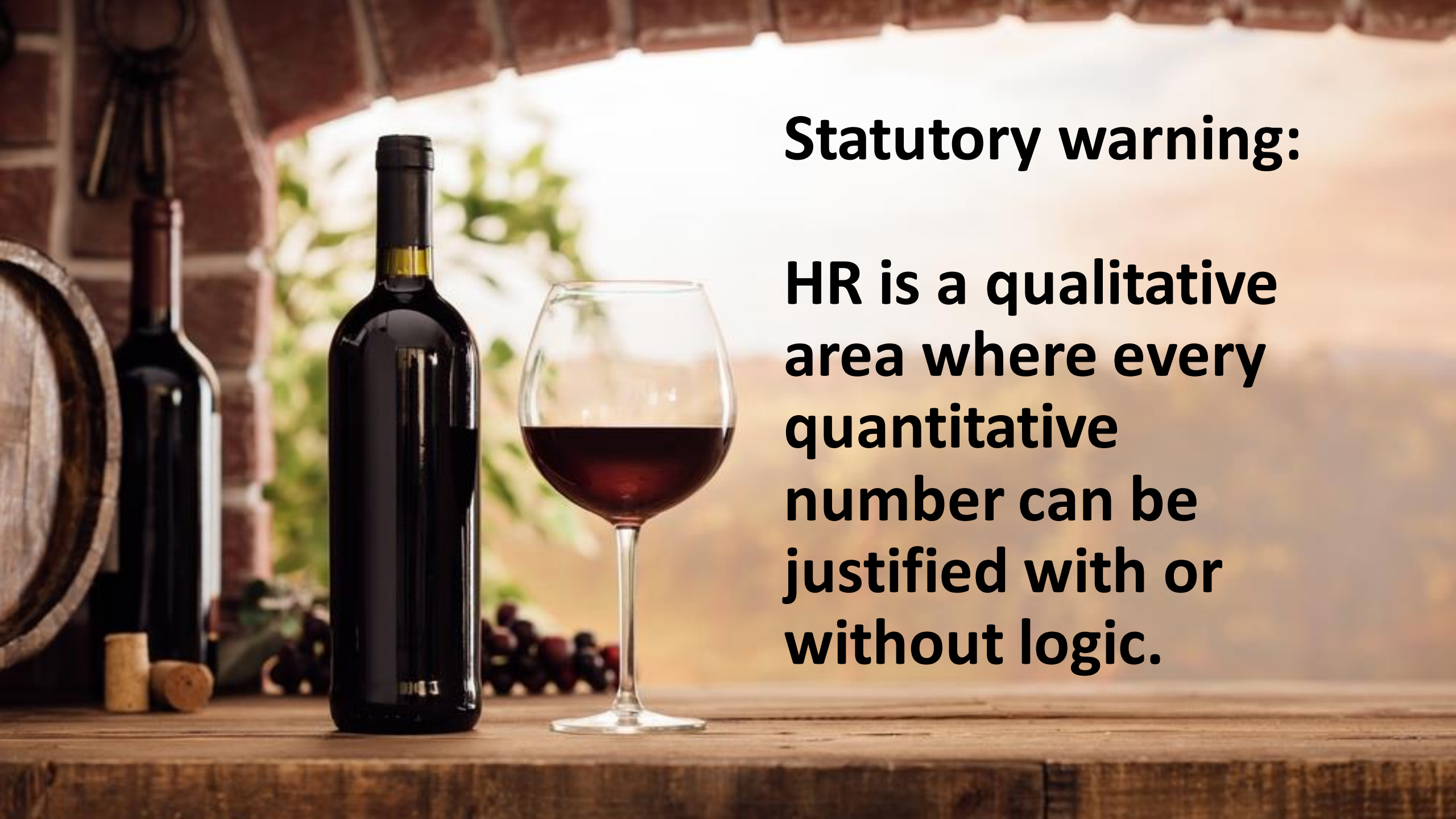
HR for function

Recruitment

HRBP


A still life photograph featuring a dark wine bottle and a glass of red wine on a rustic wooden surface. In the background, a vineyard is visible through a brick archway. To the left, another bottle and a wooden barrel are partially visible. The scene is bathed in warm, golden light, suggesting a sunset or sunrise. The text "HRBP – New wine in old bottle or old wine in new bottle?" is overlaid on the right side of the image.

**HRBP – New wine in
old bottle or old
wine in new bottle?**



Statutory warning:

**HR is a qualitative
area where every
quantitative
number can be
justified with or
without logic.**

A still life photograph featuring a dark wine bottle and a glass of red wine on a rustic wooden surface. To the left, a wooden barrel head and two corks are visible. The background is a soft-focus view of a vineyard under a brick archway, with warm, golden light suggesting a sunset or sunrise. The text is overlaid on the right side of the image.

**In an organization
with less than 100
people, the CEO is
the HRBP**

A person's arm, wearing a grey sweater, points from the left side of the frame towards a list of responsibilities. The background is dark with faint, glowing geometric patterns and silhouettes of people.

What a HRBP is supposed to do

- Work with senior leadership
- Build and drive HR agenda
- Provide direction
- Build capabilities for the future
- Deliver Impact
- Help in handover, onboarding etc
- Call out poor senior management

What a HRBP is NOT supposed to do



- Play games
- Take sides
- Protect some while hanging some
- Be subservient to the CEO
- Abdicate HR responsibility to line manager
- Manage only the Hi Potentials



All companies need

- Strategy
- Agility
- Resilience
- Innovation
- Purpose
- Collaboration
- Execution

- And the latest buzz word....

You cant get this without the right talent







1. A good HRBP knows the business and is not the proverbial 12th man/woman.



2. A good HRBP cares about the wellness of employees and the wealth of the company.

A hand is shown placing a red wooden block with a white person icon into a network of other wooden blocks, each also with a white person icon. The blocks are connected by thin white lines, forming a complex web. The background is a light green surface.

**3. A good HRBP is
aware of context
but values content
of character and
diversity**

4. A good HRBP fights for the employee while upholding company values.





5. A good HRBP has four ears – is a great listener and by listening soothes frayed feathers.

6. A good HRBP enforces rules when needed, else works on principles.



**7. A good HRBP is trusted
HRBP is tougher in MNCs
vs Indian organizations**



What you should take away

- HR has changed
- Response to HR is a qualitative feeling
- HR is about balancing EVP and Employee dreams
- An organization cannot run only on hi potentials and their careers
- It's a tough job
- However., when done fairly, leaves a legacy



Summary