



HR Champions by Dave Ulrich (1997) Abstract

Volker Seubert
Sun Microsystems

The next agenda
for adding value
and delivering
results.



About this book

- Author
 - Dave Ulrich is a professor at the School of Business at the University of Michigan
- Book
 - Still one of the most recognized outlines of the value proposition for HR and an appropriate HR organization going with it
 - Was a baseline of HR reorg at Sun!
- Both HR and Managers are HR Champions!!

Contents

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1. Competitive Challenges

- Globalization
- Value Chain
- Profitability through cost and growth
- Capability Focus
- Change
- Technology
- Attracting, Retaining and Measuring Competence and Intellectual Capital
- Turnaround is not Transformation

Implications of Challenges

- Competitiveness alone is not sufficient, organizational capabilities make the difference!
- Executives must see their HR practices as source of competitive advantage and become HR Champions!

Implications for HR

- Measure of HR Processes is extent to which they enhance competitiveness!
- Focus on deliverables, value-add, business results to follow quickly!
- Lead cultural transformation!

2. HR Role Model



Role Definition

Role / Cell	Deliverable/ Outcome	Metaphor	Activity
Management of strategic HR	Executing Strategy	Strategic Partner	Aligning HR & Business Strategy
Management of Firm Infrastructure	Building an efficient Infrastructure	Administrative Expert	Reengineering Organization Processes: "Shared Services"
Management of Employee Contribution	Increasing employee commitment and capability	Employee Champion	Listening and responding to Employees: "Providing resources to employees"
Management of Transformation and Change	Creating renewed organization	Change Agent	Managing transformation and change: "Ensuring capacity for change"

Multiple Roles

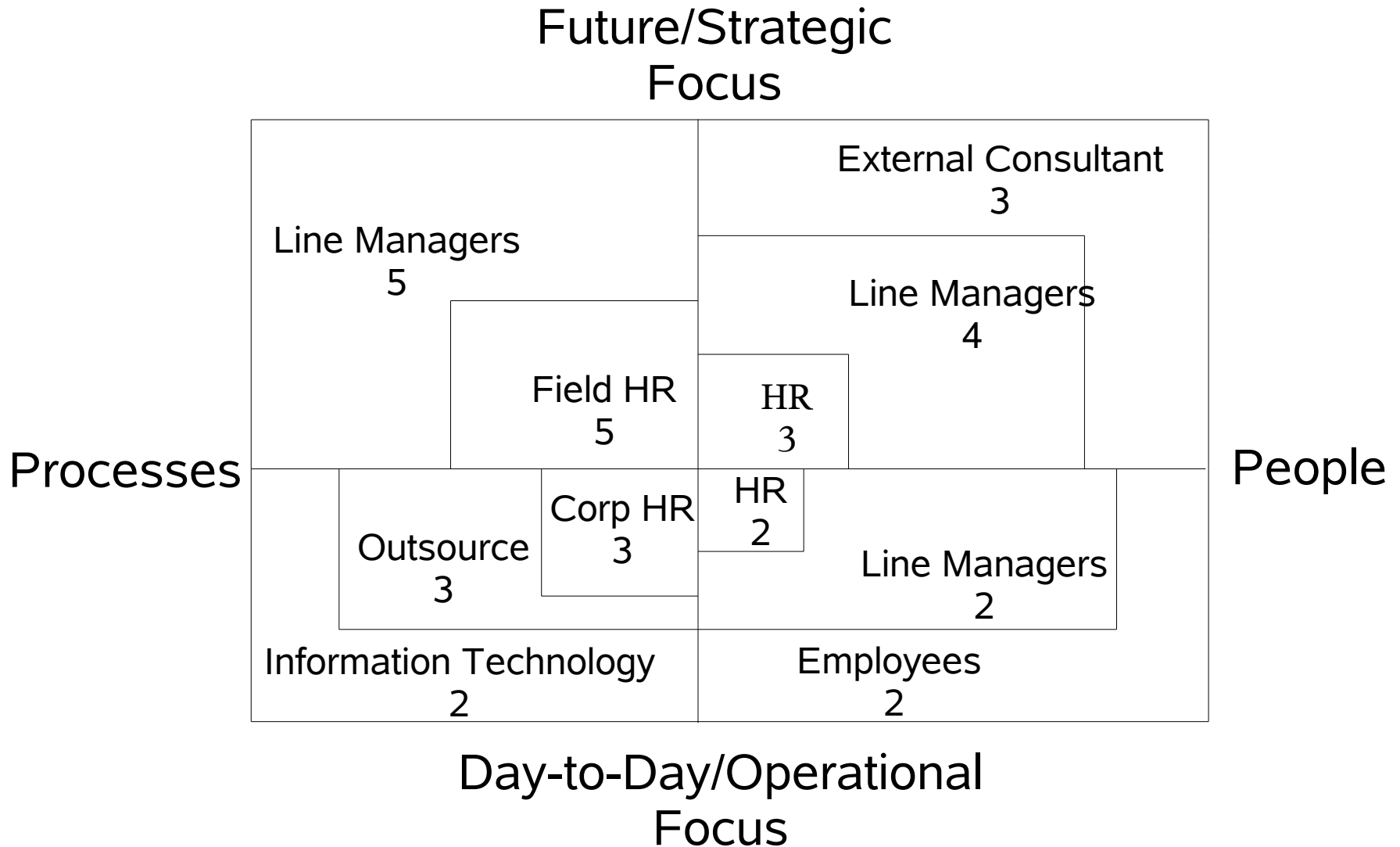
Business Partner = Strategic Partner
+ Administrative Expert
+ Employee Champion
+ Change Agent

- No discrimination of any of the roles!
- All players contribute to the success of the HR function!
- Learn to master both operational and strategic processes and people!

HR Role Assessment

- Assess quality of HR Services
- Conduct survey with both HR and Line Managers
- Scores for overall quality
- Scores for each HR Role
- Performing this survey over the years will show evolution of HR function

HR Role / Shared Responsibility



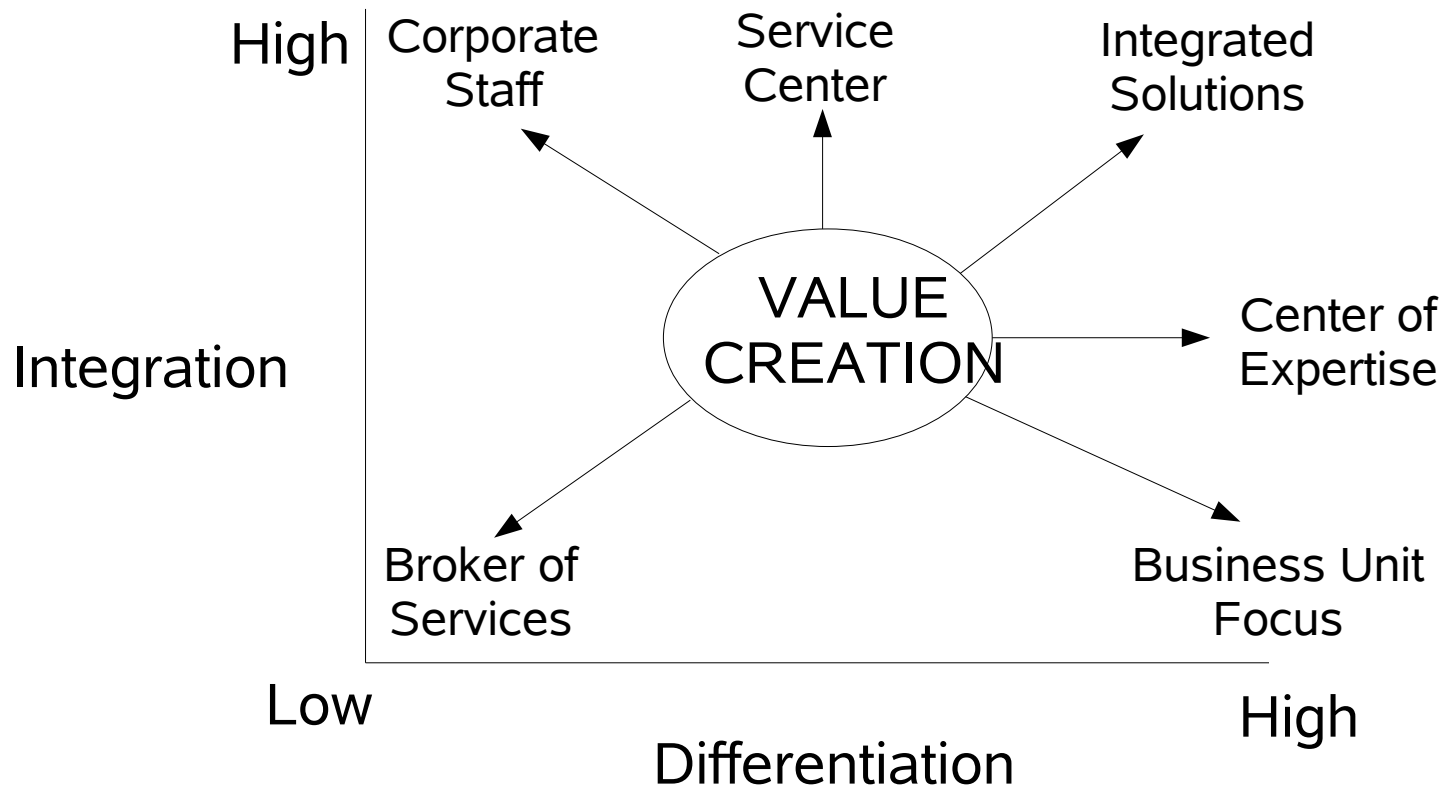
3. Strategic Partner

- Translate Business Strategy into Action
 - Turning capabilities into HR practices
- Establish organizational architecture
 - Assess, improve, prioritize

4. Administrative Expert

- Two phases of reengineering HR
 - Improving processes
 - Rethink HR Value Creation
- Value is defined by receiver of services
 - Value for the business!
- Focus from “What is done” to “What is delivered”

Delivery Mechanism of Value Creation



Value Creation in Shared Services

- Customer Requirements
 - What does HR do for the business?
- Customer Interface
 - How does HR interface with the business?
- Process
 - How does HR get its work done? (different delivery channels)
- Shared Services
 - How does HR create shared services to leverage work?

Key Success Factors for HR Service Delivery

- Involve customer in defining deliverables
- Educate line management on importance of strategic HR and role of HR strategy
- HR professionals being skilled in org diagnosis
- Use multiple delivery channels (not do everything yourself!)

Key Success Factors for HR Service Delivery (cont.)

- Remove boundaries within HR, encourage teamwork
- Clarify multiple roles
- Co-locate members of shared services organisation
- Define measures of shared services success
 - Customer satisfaction, cost, cycle time

5. Employee Champion

- Focus on right balance between demands on employees and resources
- Participating in building employee contribution, ensure that employees can meet their managers expectations
- Listen, respect employees confidence, be trustworthy, work with management

6. Change Agent

- Champions of Change
- Facilitators of Change
- Designers of Change
 - Lead the cultural change by redesigning HR processes (eg. Staffing, development etc.)
 - Invent and Implement HR practices that support cultural change
- Demonstrators of Change
 - By implementing change in HR Organization

8. What's next?

- Who is primarily responsible for HR practices in a firm:
 - LINE MANAGERS!
 - They must become HR Champions
 - Understand org caps as critical source of competitiveness
 - Ensure business plan has org action plan for implementation
 - Partnership between line and HR
 - Line: authority, power, sponsorship
 - HR: technical expertise

Challenges for HR in Future

- HR Theory
- HR Tools, in addition the following:
 - Global HR
 - Leadership Depth
 - Knowledge Transfer
 - Culture Change
 - Customer focused HR
- HR Capabilities
- HR Value Proposition
 - HR practices -> Org Caps -> Cust. Value -> Economic Val.

Challenges for HR in Future cont.

- HR Governance, Organization forms
 - Small HR function which serves as broker of services
 - Function split into COEs, Generalists, Service Centers
 - Centralized strong function ensuring company responsiveness to local needs
- HR Careers
- HR Competencies



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