

20 HRBPs, one face-to-face program, one check-in, and our HR team now walks into business conversations as trusted advisors, not just HR support.

Turning HR Business Partners into Strategic Advisors at a Global Staffing Organization

People form the very heart of any business that deals with people, and this is especially true for the Indian operations of a staffing and workforce solutions provider, which is one of the largest businesses in the world in terms of its operations.
As a result of all that, the role of the HR Business Partner (HRBP) becomes one of the most important positions within the company. With the business being at its stage of development and transition, it became evident to the management team that there was a certain gap in how the job was being done.

The goal was obvious: to prepare its HRBPs to be advisors that would drive business results rather than react to them. That involved making sure people strategy matched business strategy, facilitating cross-functional discussions confidently, and taking responsibility for results outside the HR function.

The organization was also aware that it would not be an additional phase of theorizing. The initiative had to create an ownership orientation, collaborative culture, leadership preparation, and innovation, and these aspects should be reflected in how the HRBPs operated after being placed back into their business groups.

Building Advisory Capability Through a Proven Leadership Framework

The organization partnered with Blanchard India to bring SLII® to 20 of its HRBPs as a standalone, face-to-face program.

The selection of SLII® was not by accident. Influencing without holding a position of power is the essence of what an HRBP does. For HRBPs to be able to provide sound advice to their business leaders, they must first understand where their people and teams are, and give appropriate direction and development. SLII® allowed them to do just that.

In-person execution of the program was also critical. A class of 20 enabled each HRBP to test the framework on actual cases from his or her unit, work through it with other participants, and walk away with conversations he or she felt prepared for.

The training program did not stop at the end. A final debriefing helped the participants reunite for a review of the application of the SLII® process on the job. HR Business Partners discussed what went well, how they overcame the issues that arose during implementation, and how to make the lessons stick



Looking at the Impact

The program was well received by the organization's program lead, and HRBPs reported clear shifts in how they work:

- **A stronger trusted-advisor role,** with HRBPs finding SLII® valuable for positioning themselves as partners to the business
- **More confidence in cross-functional conversations,** as HRBPs led discussions across teams with a clear framework behind them
- **Closer alignment between people strategy and business priorities,** with HRBPs better able to connect their work to what the business needed
- **Learning that held on the job,** as the check-in session helped HRBPs solve real application challenges instead of leaving them to figure it out alone
- **A visible shift toward ownership and collaboration,** supporting the mindset and culture the organization set out to build

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SLII®: What It Brought to This HR Team

SLII® trains the leader to determine the developmental level of their employees who help them accomplish a certain goal or task, and provide them with the appropriate level of direction and support.

For HRBPs, this is a transferable skill which extends into more than just leading a team. This is the way they evaluate the business leader's preparedness in terms of making a people-related decision, how they mentor managers through the process of change, and how they get a multi-functional team aligned to achieve an objective. Presented in person to a highly engaged audience of 20 people, SLII® provided this HR team with a shared language in advising.

Every Business Decision Made Without Your HRBPs at the Table Is a Decision Your People Strategy Has to Catch Up With.

20 HRBPs. 1 face-to-face program. 1 check-in that made learning actionable. Blanchard India is already able to help a global staffing company transform its HR function from supportive to strategic.

Don't let your HRBPs stay on the sidelines of the decisions they should be shaping.

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