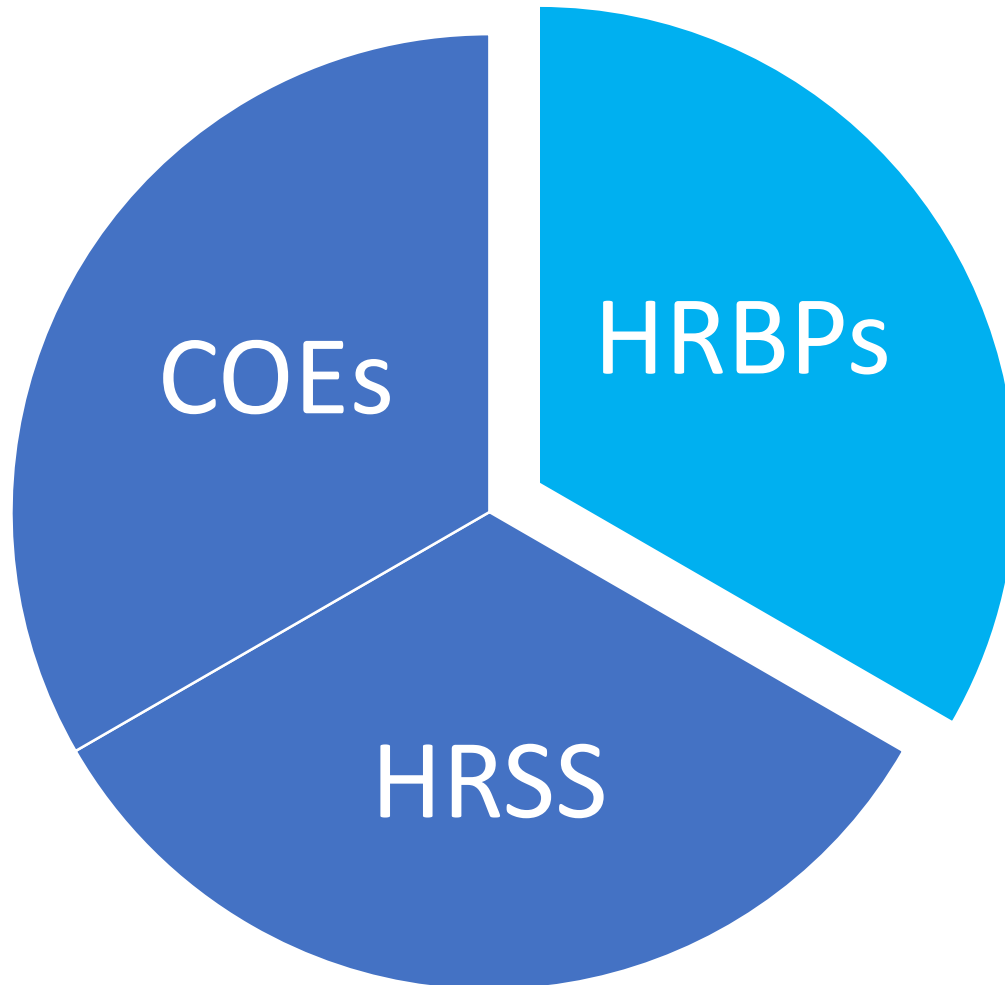
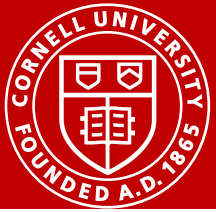


# CAHRS Webcast

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Beth Flynn-Ferry, Executive Director, CAHRS

## HR Operating Model Transformation





Line HR  
HR Director  
HR Business Advisor  
Employee Facing Work  
Regional  
Divisional  
HR Advisor  
Senior HRBP  
Senior Generalist  
Geographically  
Functional  
Multi-tiered HRBP organization  
Strategic Business Partner  
HR Consultant  
Business unit  
HR Manager  
Generalist  
Local  
Country  
HRG  
Global

## HRBP – Summary

### Key Roles & Responsibilities

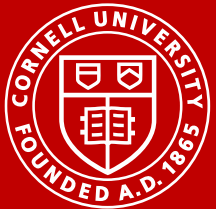


### Traits & Personal Attributes

- Strategic & "Big Picture" Thinker
- Interpersonal Savvy; Ability to Influence & Impact
- Emotional Intelligence
- Candid, Courageous & Tough-Minded
- Ethics & Integrity/Trusted Advisor
- Business Outcome Focused
- Integrator & Applicator of Information & Knowledge
- Continuous Learner
- Applies Judgment Based on Both Experience & Data

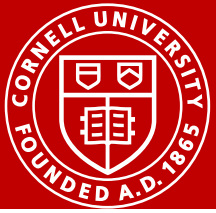
### Competencies & Capabilities

- Translates Deep Industry & HR Knowledge into Business Drivers
- Change Leadership
- Strategic Talent Mindset
- Leadership Development of Individuals and Teams
- Organizational Agility
- Complex Problem Solving
- Systems Thinking
- Basic Project Management Skills & Practices
- Consultation Agility
- Facilitation and Coaching Skills
- Technological & Social Media Savvy
- Global & Cultural Fluency

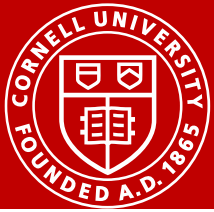


## **Challenges Companies are Facing**

- Change Management -- with HR and with clients
- Developing HRBPs – upskilling, career paths
- Navigating the Transformed Team



**Questions?**



## Upcoming Events

**3/26/19 Talent Strategy: Disruption and its Implications for Talent Acquisition and Development Working Group |**

Hosted by Microsoft | Sunnyvale, CA

**3/28/19 Preparing the Workforce of the Future Working Group |** Bellevue, WA

**5/15/19 Workspace Design Webcast**

**5/16/19 Maximizing Internal Staffing & Succession Planning Working Group |** Hosted ADM | Chicago

**5/16/19 HR Transformation Working Group |** Hosted by ING Bank | Amsterdam

**6/18/19 HR Analytics Working Group |** Hosted by Estee Lauder | New York City