

# **Global Manufacturing Company**

**PDE1181**

# **HR Journey to Success**

**Participant Guide**

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# **Introduction**

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# Introduction

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## **Agenda**

### Day One

- |                      |              |
|----------------------|--------------|
| ☐ Introduction       | 8:00 – 8:30  |
| ☐ Why Change?        | 8:30 – 10:00 |
| ☐ Our Winning Future | 10:00 – 5:00 |

### Day Two

- |                      |               |
|----------------------|---------------|
| ☐ Traversing the Gap | 8:00 – 10:00  |
| ☐ Wrapup             | 10:00 – 11:30 |

## **Learning Objectives**

By the end of this workshop, you will be able to:

- Describe the need for change in HR.
- Describe the winning future and the plan for achieving it.
- Use the 4 major HR roles, the products & services matrix (P&SM), and the new service delivery model (SDM) to describe roles and responsibilities in the new HR.
- Apply the new service delivery model to HR practices.
- Improve skill at working with the new products and services matrix.
- Apply the SDM and P&SM to your own situation in the new HR.
- Apply the SDM and P&SM to other situations, regions, and functions in the new HR.
- Apply the eight HR behaviors to your own job.
- Apply the new HR competencies list to your own job.
- Describe the new HR developmental curriculum.

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# **Why Change?**

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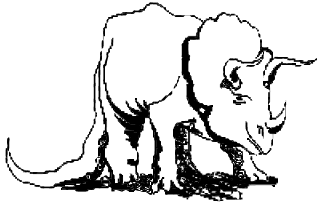


## **Why Change?**

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### Game 1: Confronting our Reality



#### Directions for Play:

In this game, your team will move around the game board following the path around the island, stopping off at each signpost to discuss and answer questions and record your answers about the past and the current reality facing HR.

- Start by placing your dinosaur token in the upper left of the game board by “start here.”
- Answer the set of questions for the signpost and record your responses.
- You are allocated about 3 minutes for each question
- Advance to the next signpost after answering the questions. OR We will stop after the first question to have a large group discussion.
- The team with the most correct answers identified during the large group discussion at the end wins!



1. Our Human Resources department has made a number of significant accomplishments over the last 10 years. Name 4 of these achievements.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Wait to participate in a group discussion before proceeding.



2. Both the company and HR have a history to be proud of, but 18-24 months ago events pointed to a need for change. What happened then with regard to **(external) customer expectations** that pointed to a need for change in the company? What happened with regard to **client expectations** that pointed to a need for change within HR? Name at least two for each.

Change in Our Customer Expectations	Change in HR Client Expectations
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

3. What has happened 18-24 months ago in **technology** that has pointed to a need for change in the company? What has happened that has pointed to a need for change within HR? Name at least two for each.

Change in Technology for the Company	Change in Technology for HR
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- 4. What has happened 18-24 months ago in the **economy** that has pointed to a need for change in the company? What has happened that has pointed to a need for change within HR? Name at least two for each.

**Change in Economy for the Company**

**Change in Economy for HR**

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Proceed to the next signpost.



- 5. Look at the boats to the right of this signpost. Shown are some comments heard from clients and consumers before the HR Renewal process begun 18-24 months ago. What other comments have you heard from clients and consumers about HR at that time? Try to identify four more comments.

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Proceed to the next signpost.



6. Back in 1998, there were some dangers or threats to HR. If you look around the game board, you will see some dangers depicted. How could you relate what they represent to the HR environment at that time? Try to name five of them.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Follow the rope bridge over to the "HR Model" signpost.



7. The HR service delivery model that has been implemented over the last 18 months is shown to the right. Why do you think there are multiple models depicted, with some appearing fuzzy and hard to understand? Why have there been mixed results since the last model was introduced? What were the reasons why that model was not fully successful and embraced? Try to name four reasons.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

8. Since the implementation of this service delivery model, what are some of the comments you have heard from HR's clients and consumers over the last six months? Try to identify four comments you have heard.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

9. What are the consequences that now HR is **now** facing if we don't continue to change, and how do they differ from those that were identified at the beginning of the HR Renewal process? Try to name four current consequences of failure to take appropriate action.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Proceed to the next signpost.



10. What is our leader inviting us to do?

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11. What is the relevance of “evolution or extinction” as a description of the dilemma faced by HR.

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12. Why might “revolution” instead of “evolution” be an even better way to describe the change process necessary to ensure HR’s continued survival?

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**Total score for our team** (out of a possible score of 55)

## **The HR Case for Change: Current Reality**

While there are pockets of excellence in global HR, these appear to be "lost" among the current perceptions of our business clients, HR leaders and HR associates. The absence of HR roles and responsibilities results in the following picture of our current reality:

### ***Client View (Client Sensing Survey, June, 2000)***

- While individual business clients may have a favorable relationship with their HR professional, the overall reputation of HR as a credible service provider is suffering;
- There is a gap between what clients value and what HR does;
- HR clients don't know who is responsible for which aspect of HR; and
- HR clients don't feel that key HR services are producing, such as staffing and training, or that these services have a demonstrated stake in the business.

### ***HR Leadership View (HR Leadership Interviews, June, 2000)***

- Put in place a new service delivery model
- Adopted a program management discipline;
- Teams and members are more difficult to manage and hold accountable;
- HR leaders disagree over ownership and process; avoid 'tough calls'; and
- HR's reputation is negatively impacted by perceived disorganization.

### ***HR Associate View (Pulse Survey, April, 2000, and HR Renewal Survey, June, 2000)***

- HR has eliminated many redundancies and shadow organizations;
- HR has expanded transaction centers;
- HR has improved its ability to think global
- Understand the rationale for cost and headcount reductions;
- Feel under-resourced;
- Confusion, lack of clarity and frustration result in duplication of efforts;
- Inability to identify priorities due to differences among matrix managers;
- Current environment promotes lack of teamwork and trust;
- There is no consequence management;
- Confusion over matrix management results in unresolved differences on priorities; and
- Talent is going out the door, but none is coming in.

***Current Reality Description***

HR has adopted a new service delivery model and has a program management discipline in place. While most HR associates understand the rationale for cost and headcount reductions, many feel under-resourced. HR has eliminated many redundancies and shadow organizations, expanded the number of transaction centers, and improved its ability to think globally. However, client perceptions of credibility, cost, effectiveness and efficiency remain low. HR behaviors demonstrate a 'not-invented-here' attitude, lack of collaboration, multiple faces to the customer, lack of alignment to the model, a mixed focus on the client, and a tendency to avoid tough calls. We have a more conducive environment, but some HR services have yet to take a stake in the businesses. While IBHR has raised the role of HR in strategy development and customer partnering, this has been spotty.

***Consequences***

This current reality has several potential consequences:

- Continuing loss of HR talent to the competition;
- Inability to attract external HR talent;
- Inadequate budget to pursue priorities;
- Outsourcing of key HR activities; and
- Further headcount reductions.

