

HR & TALENT ADVISORY

# Rethinking HR Transformation

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## The Challenge

Driven by the pressure to deliver more value, and with the widespread adoption of Cloud-based HR technologies, a new generation of leaders has embarked on the challenge of transforming HR to be a more performance-driven organization that creates significant value for the business. And while there will be exceptions, many of these transformations are likely to miss the mark, just like their predecessors.

The reason is simple. Technology, no matter how transformative, is not synonymous with transformation. New enabling technologies are almost always required, but they must be accompanied by an entirely new approach to delivering HR services – one that designs solutions from the perspective of HR’s customers, deploys resources in innovative ways, and provides tailored solutions that help propel the business forward.

### Rethinking HR Transformation

Overreliance on applying three-pillar model



Addition of model-specific roles and flexible staffing

Technology as the panacea for everything



Technology + Analytics + Customer Centricity + HR Capability

Loosely defined governance  
(or sometimes overly rigid)



Focus on integration and role clarity

HRBP success is about removing obstacles



HRBP success is about the right people and capabilities

## The Opportunity



### Employee-Centric Service Delivery

Frictionless employee experience throughout the employee lifecycle



### Flexible Expertise Model

Flexible staffing to ensure optimal deployment of expertise



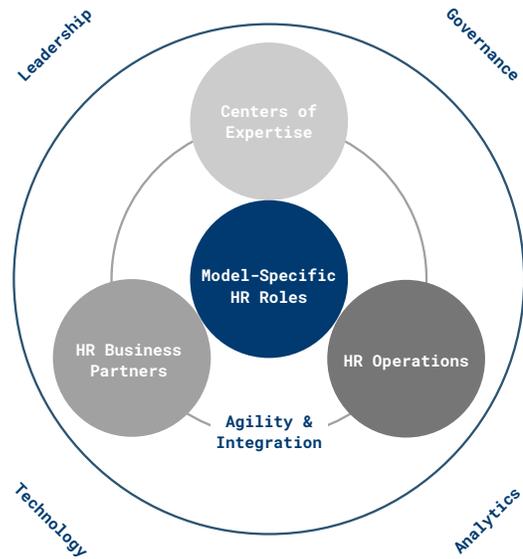
### Business Performance Consulting

Innovative and relevant people interventions to address challenging business problems

# Making the Model Work

## One Size Does Not Fit All

The design of a three-pillar HR model – COEs, HR Business Partners, and HR Operations – must be tailored to meet the specific goals and circumstances of each organization.



# Taking Action

## Critical Enablers: Agility, Integration, and Leadership & Governance



The Right People



In the Right Model



Prepared to Deliver



Employee-Centric Solutions

What Great Looks Like

- HR staff who think from the outside in
- HRBPs with the right mindset and aptitude to provide business performance consulting services

- Well-designed HR operating model with clearly defined roles and flexible resource deployment to meet emerging business needs
- Clearly designed processes that shift operational work to the right resources

- HR staff with the right skills and capabilities
- Alignment with business leaders on the role for HR in general and HRBPs in particular

- Intuitive HR portal and other tools to create a frictionless employee experience
- Access to the right data, analytics, and insights
- Processes and capabilities for driving strategic initiatives and leading organizational changes

Critical Actions

- Develop the HR competency model and career progression frameworks
- Assess and select HR staff using leading practice processes and tools

- Rethink governance to ensure priorities are focused on the right outcomes
- Implement leading-practice, employee-centric service delivery
- Develop HR interaction models to address the gray space and how teams work together

- Build strategic change management expertise, methodology, and tools
- Identify and address HR capability gaps
- Promote and operationalize HR knowledge sharing and collaboration

- Deploy intuitive and flexible systems and tools to meet evolving organizational needs
- Design end-to-end processes with the employee experience as top of mind

To be successful, organizations should prioritize actions that are aligned with their Human Capital and Business strategies.

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## About Kincentric

Kincentric, a Spencer Stuart company, approaches human capital differently — we help you identify what drives your people so they can drive your business. Formerly a part of Aon, our decades of expertise in culture and engagement, leadership assessment and development, and HR and talent advisory services enable us to help organizations change from the inside. And our global network of colleagues, our proven insights and our intuitive technologies give us new ways to help organizations unlock the power of people and teams — fostering change and accelerating success. For more information, please visit [kincentric.com](http://kincentric.com).

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