

CAHRS Working Group:

The Continued  
Evolution of the  
HRBP Role

## The Continued Evolution of the HRBP Role

October 17, 2023

Human Resources Business Partners (HRBPs) play crucial roles in the organization. They have been on the front lines as the work environment has continued to change. They are key partners with line leaders to support the business while striving to build cultures that enhance the employee experience. **In this working group, CAHRS members explored the ongoing challenges faced by HRBPs as well as discussed strategies by which to address these challenges.**

### Discussion Takeaways

#### 1. Many partners are undergoing an HR Transformation

- HR is undergoing a major transformation all over the globe, with the HRBP role being the most impacted as they move from transactional to strategic. The speed of change within HR and for their support to other functions' transformations has HR professionals struggling to avoid burnout.
- HRBPs need to upskill with this role shift in a number of areas: Business Advocacy, Trusted Advisor/Coach, and Consulting.
- One model has the HRBP as the "conductor of the orchestra" (which includes Talent Development, Diversity & Inclusion, and Recruitment partners), ensuring that all members of the team have timely and relevant information in order to pivot strategies where required.
- HR Transformation, like many organizational changes, is very difficult. Keys to success are to define the new model, have a change management plan, and hold the line. Some tips mentioned were to change the person currently supporting leaders so there's a clean break and need to recontract new responsibilities.

#### 2. There are new Challenges HRBPs Face in Supporting the Business

- HRBPs need to build comfort and capability in order to address equity and inclusivity. Don't assume that because someone is in HR they have the capability needed in this area.
- The new HRBP model operates at a very senior level. Companies are struggling with ways to provide growth given these gaps. Some ideas discussed were:
  - Leadership of enterprise-wide initiatives
  - Utilizing cross training to "stretch the HR muscle"
  - Taking what talent you have and plugging them in and seeing them thrive

13 attendees from 12  
companies:

Bloomberg  
Boeing  
CNH Industrial  
Corning  
Hormel Foods  
HP  
Intel  
KLA  
McDonald's  
McKesson  
Merck  
Trane Technologies

The Continued Evolution  
of the HRBP Role

October 17, 2023

CAHRS Working Group:

The Continued  
Evolution of the  
HRBP Role

- Adopting a skills-based marketplace which helps open new opportunities
- Implementing rotational programs and helping people define their own career path

**3. There are some new or enhanced capabilities needed to succeed as an HRBP**

- Business Advocacy
- Trusted Advisor/Influencing/Coaching skills
- Critical thinking
- Structured problem solving
- Project Management
- Data and Analytics
  - What is the right data to collect? How do you make decisions based on the data?
  - How do you leverage AI?
- **People-centered leadership**

**4. It's important for HRBPs across the enterprise to connect from a business and HR functional standpoint**

- Companies mentioned this is very important but have mixed results with operationalizing this due to the volume of work.
- Some suggestions to make this happen:
  - If your business leaders interact as peers, that opens the door for the HRBPs as well.
  - Set up weekly HRBP meetings to maintain alignment, hear from the HR COEs, etc.
  - Have monthly HR Roundtables with HRBPs from the Business Units for business updates and learnings.
  - Be intentional about where you sit (if in person) or making connections online.

This Summary Report was prepared by Beth Flynn-Ferry and Katherine Jessie Bojorquez for participants of "The Continued Evolution of the HRBP Role" Working Group.

The Center for Advanced Human Resource Studies (CAHRS) is an international center serving corporate human resources leaders and their companies by providing critical tools for building and leading high performing HR organizations.

The Continued Evolution of the HRBP Role

October 17, 2023