



## **COURSE OUTLINE: HR CAPABILITY BUILDING**

*Change management and internal consulting skills to design, drive and implement people management projects for real business value.*

### **Overview (why you need this)**

The political, social and business environment is changing at a rapid rate. Businesses are required to continually refocus, restructure and respond to change in order to cope with the diverse demands. High performing individuals and teams are becoming more and more important to deliver the strategic and operational goals. There is a need for greater capacity and strategic focus in the delivery of Human Resource strategies and processes. HR business partners need to have the capability to engage as partners with line managers, to listen and to diagnose problems and opportunities, to design and plan systems, processes and interventions and most importantly to deliver on promises made.

The purpose of the workshop is to learn about critical internal consulting tools and processes and have the opportunity to practice these in a group environment. This ensures instant feedback to build the awareness and effectiveness of the internal HR consultant.

### **Outcomes (what you will get)**

The workshop is designed to assist HR professionals become more effective business partners and internal consultants to line managers. The aim is to build the mindsets, skills and behaviours for HR professionals to build their reputation and effectiveness in business through:

- Assisting line managers with strategic HR leadership to solve real people management problems
- Building effective relationships with line managers to really understand their business needs
- Partnering line managers in delivering business results through people
- Being responsible, competent and confident in responding to line managers
- Effective implementation and change management of people management projects

Optional extra: On-line multi-rater leadership competency assessment – find out how your colleagues and staff perceive your leadership strengths and development areas.

## Outline (what you will learn)

Module 1 HR Leadership	Module 2 Project Design	Module 3 Project Delivery	Module 4 Consulting Skills
<p><b>Changing Role of HR</b></p> <ul style="list-style-type: none"> <li>How the role of HR is shifting within the greater business context</li> </ul> <p><b>Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>Building awareness of mindsets, choices and actions for impact and effectiveness</li> </ul> <p><b>Leadership Effectiveness</b></p> <ul style="list-style-type: none"> <li>Understanding the role of leaders in HR and the competencies and behaviours required for success</li> </ul>	<p><b>Diagnostic &amp; Analysis</b></p> <ul style="list-style-type: none"> <li>How to accurately identify and analyse the client's needs</li> </ul> <p><b>Design &amp; Benefits</b></p> <ul style="list-style-type: none"> <li>How to design an intervention that will address the client's needs and clearly demonstrate the benefits</li> </ul> <p><b>Process Mapping and Role Allocation (RACI)</b></p> <ul style="list-style-type: none"> <li>How to clarify what must be achieved, in what sequences, by whom and to identify the interdependencies</li> </ul>	<p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>How to effectively manage a project from design to implementation</li> </ul> <p><b>Stakeholder Management</b></p> <ul style="list-style-type: none"> <li>How to identify and plan the management of stakeholders to ensure their buy-in support and action in projects</li> </ul> <p><b>Change Management</b></p> <ul style="list-style-type: none"> <li>How to ensure sustainable change by implementing change management processes before, during and after an intervention</li> </ul>	<p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>How to build effective, credible relationships with clients through expectation setting, communication and involvement</li> </ul> <p><b>Influencing Skills</b></p> <ul style="list-style-type: none"> <li>An introduction to key influencing skills and techniques for greater influence and impact</li> </ul> <p><b>Facilitation Skills</b></p> <ul style="list-style-type: none"> <li>How to facilitate in challenging environments and circumstances</li> </ul>

## Approach (how you will learn)

Our workshops are customised to suit the specific needs of our clients. Our workshops are practical, relevant and highly interactive. We focus on sustainable change in mindset, skills and behaviours. There is a good blend of information sharing with personal reflection, assessments, practice sessions, case studies and identification of application opportunities back at work. Group learning and discussions are encouraged with feedback and coaching from the facilitators. Workbooks are provided with tools and activities for on-going learning. A CD with consulting templates will also be provided.

This workshop contains a detailed people management project case study that follows the process; from initial needs analysis, through design, gaining buy-in, project planning, change management and measurement of success. This enables delegates to work through all the phases of a project.

## Target audience (who needs to attend)

HR practitioners, HR business partners and HR managers.

For more on Catalyst Consulting, see: [www.catalystconsulting.co.za](http://www.catalystconsulting.co.za)