Your Leadership Responsibilities as an HR Professional

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Presented by
Linda Lulli, SPHR, Bryant University & CUPA-HR Chair-elect
and Mary Main, Bates College & CUPA-HR Eastern Region Board

Our Focus Today

• Rethinking HR leadership – what, how, where?
• How leadership impacts our strategic success
• Top trend implications for Higher Ed HR
  • What’s now and what’s next?
• Opportunities for HR value creation
• Models for proactive HR leadership
• Building our own capacity for HR leadership
What does it mean to be a Higher Ed HR leader?

As a group, answer these questions on flip chart paper:

- How do you define HR leadership in higher education?
- What does your institution need from HR?
Rethinking HR Leadership

• HR has the most important role
  ▫ We can be the most significant contributor to strategic success

• What is your purpose at your institution?
  ▫ Is there a shared purpose for the HR team?

• How can HR add value?
  ▫ Increase innovation, productivity, reduce costs
  ▫ Use our insights about the institution & its people

• Where can you further your HR contribution?

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Higher Education - Challenges/Trends

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<th>Challenge/Trend</th>
<th>Institution Impact</th>
<th>Implications for HR</th>
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<td>Economic recession impact</td>
<td>Funding/revenue shortfalls Realignment</td>
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<td>Globalization</td>
<td>Different education delivery models Internationalization</td>
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<td>Disruptive Technology</td>
<td>Distance education MOOC's</td>
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<td>Changing Demographics</td>
<td>Nontraditional students Declining high school graduates</td>
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<td>Increased competition</td>
<td>Affordability Innovation</td>
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<td>Cost of higher education</td>
<td>Building brand value Shaping student/parent expectations</td>
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<td>Public policy/regulation</td>
<td>Compliance/Risk Management</td>
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What Are Your Challenges?

- Do you know what the top challenges are that will most affect your institution?
- Has your HR team discussed those challenges and their implications for HR?
- What do you see as the most important strategic priorities over the next 12-24 months?

> As a group, discuss & be prepared to report out to the large group

CUPA-HR’s Six Strategic Priorities

- Create learning and development opportunities that help ensure present and future professional excellence and success
- Proactively influence legislative and regulatory issues that impact higher education, human resources and the higher education workforce.
- Identify emerging human resources and higher education trends and address their impact on the higher education workplace.
CUPA-HR’s Six Strategic Priorities

• Embody a culture of excellence through diversity, inclusion and equitable practices in order to achieve excellence in higher education
• Engage CUPA-HR leaders and higher education human resources professionals in work related to CUPA-HR strategic priorities
• Deliver salary research, analysis and reporting resources that are the benchmark for higher education.

HR Must Respond to Opportunities

• How can you
  ◦ gain and use influence to become a better strategic partner?
  ◦ better understand and develop your role in facilitating organizational change?
  ◦ get out in front and help lead the way?
  ◦ help others understand and see the value that you bring to the total organization?
  ◦ Establish and sustain an inclusive culture?
HR Must Create Value

• We can deliver value through
  ▫ Talent – right people, right work, right skills
    • Engaged, high performing and competent
    • Collaborative and innovative
  ▫ Leadership – what they need to know and do
    • Getting the right results in the right way
    • Building sustainable/next generation leadership
  ▫ Capability – culture, processes, resources
    • Culture for success, organizational effectiveness

HR Leadership Responsibilities

• Creating an environment conducive for change
• Transform HR to build capability to add value
• Build strategic relationships/partnerships
• Help others to be better leaders
• Think & act in both the short term and long term
• Drive sustainable change – make it happen
• Foster institutional networks & relationships
• Invest in your own leadership development
HR Leadership - Your Journey

- Leadership occurs at all levels
- Need to not only know your institution’s business strategy but how to drive strategic success
- Model character, integrity and stewardship
- Aspire to take your leadership to the next level
- Turn aspirations into action
- HR leadership is a work in progress
  - Turn what you know into what you do

Proactive HR Leadership

- What is HR doing to drive strategic success?
  - Anticipate current and future needs
- How is HR providing proactive leadership?
  - Be more proactive in working with leaders to get things done
  - Cultivate strategic alliances
- Cultivate key HR capabilities
  - Strategic thinking
  - Selling/marketing and influencing skills
  - Improved decision making through analytics
  - Align, integrate and innovate
Models for Proactive HR Leadership

5 Rules for Effective Leadership

Source: The Leadership Code (Dave Ulrich, Norm Smallwood & Kate Sweetman)
Align-Integrate-Innovate HR Practices

PERFORMANCE

PEOPLE

HR Practices

COMMUNICATION

WORK

2012 HR Competencies

Source: RBL Group
Six “Must Have” HR Competencies

- **Strategic positioners** - understand evolving business contexts, stakeholder expectations, and business requirements and can translate them into talent, culture, and leadership actions
- **Credible activists** – can build relationships of trust and have a clear point of view about how to build business performance
- **Capability builders** - define, audit, and create organization capabilities required for sustainable organizational success
- **Change champions** - can initiate and sustain change at the individual, initiative, and institutional levels
- **HR innovators and integrators** - look for new ways to do HR practices and integrate those separate practices to deliver business solutions
- **Technology proponents** - use technology for efficiency, to connect employees, and to leverage new communication channels, e.g., social media.

CUPA-HR’s Learning Framework

- Use to develop your HR leadership capability
  - Builds a foundation for common Higher Ed HR language and practices
  - Encourages the highest standards of Higher Ed HR leadership and development
  - Is compatible with current HR practices
  - Can be used in individual/team development planning
**Build Your Own HR Leadership Capacity**

Take a few minutes to review the CUPA-HR Learning Framework. Then, jot down:

- Which competencies included in the framework are most important for **you**? Pick 3 and also note which quadrant(s) these priorities are in.
CUPA-HR ALP Group Outcomes

Summary

- Focus on what your institution needs to succeed
- Turn what you know into what you do
- Deliver HR value – talent/leadership/capability
- Think and act in both the short and long term
- Build strategic alliances and relationships
- Be more proactive – get things done
- Aspire to be an HR leader
  - Leadership is a behavior, not a title