

A SEAT AT THE TABLE

BOOSTING
HR
INFLUENCE

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aware • understand •

MAXIS GBN

2013 ASIA-PACIFIC HR FORUM

Singapore
19 March 2013

**BOOSTING
HR
INFLUENCE**



Why?



How else?



What else?



Quick Survey

HR has a full-fledged seat at the table, alongside key business decision makers

- Yes
- Maybe
- No



After close to 20 years of hope about becoming **strategic partners** with a **seat at the table** where business decisions are made, most **HR** professionals aren't nearly there

Fast Company
2005



...today's **HR** professionals...spend
no more time being a **strategic** partner
than did the respondents to the
initial survey in **1995**

Korn/Ferry Institute
USC Center for Effective Organizations
2013



Mindset

3 reasons why HR:

should have a seat?



may not be invited?



Perception

- Principal's office

What are **you** doing to change perceptions, and to boost your **strategic** influence?

- Don't relate to business' issues



He thinks
it's so easy...

HOW

else can we do it?



Let's focus on **1** top-of-mind strategic concern for business and HR





LEADERSHIP

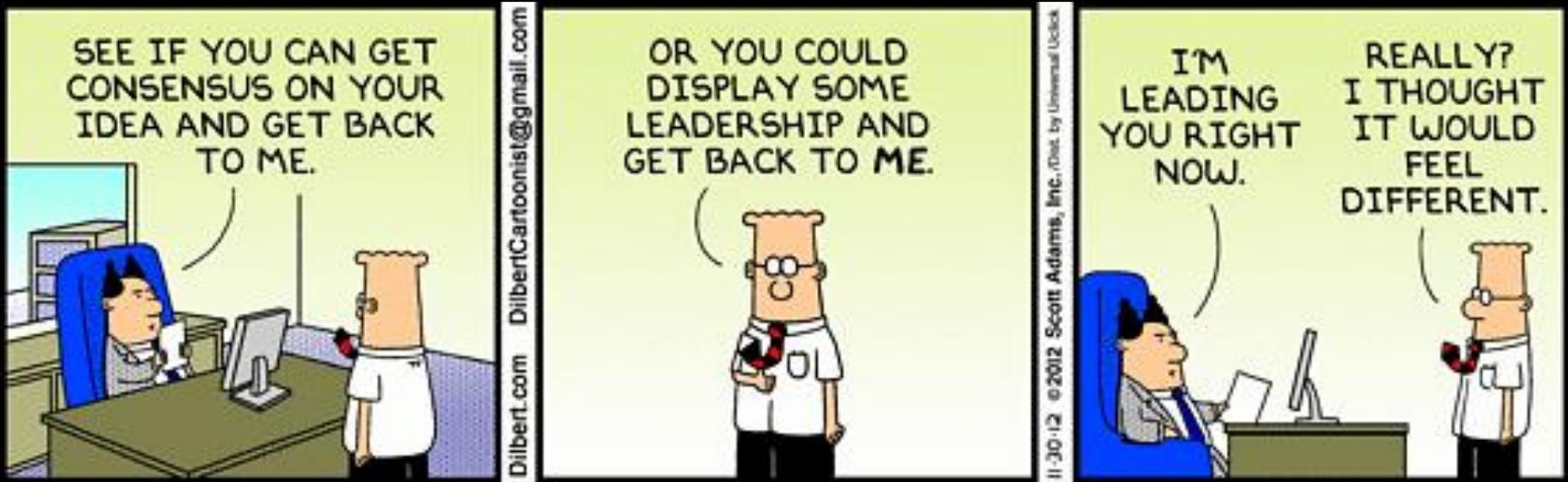
Annual spend on leadership development

US\$ **60** bn

25%



...and the **outcome**:



About $\frac{1}{2}$ of leaders are **ineffective** in the skills critical for the next three years

Only $\frac{1}{3}$ of leaders and HR professionals rated their leadership development efforts as **highly effective**

Internal **coaching** (and **consulting**) under-utilised by organisations



OPPORTUNITY



We're doing
everything strategic...

WHAT

else can we do?



- Why
- How
- What

Fundamentals

Human resource
Human resource
vital function
corporate environment
is also the name
responsibility



and.....



Move away from
investing in
formulaic
training...



...what made **Jack**
a leader will not
turn your employees
into leaders.



Move to reframe

the *approach*

Google: analytics and algorithmic based HR

the *function*

Google: people operations

Culture Secret: human empowerment

the *role*

HR as internal consultants



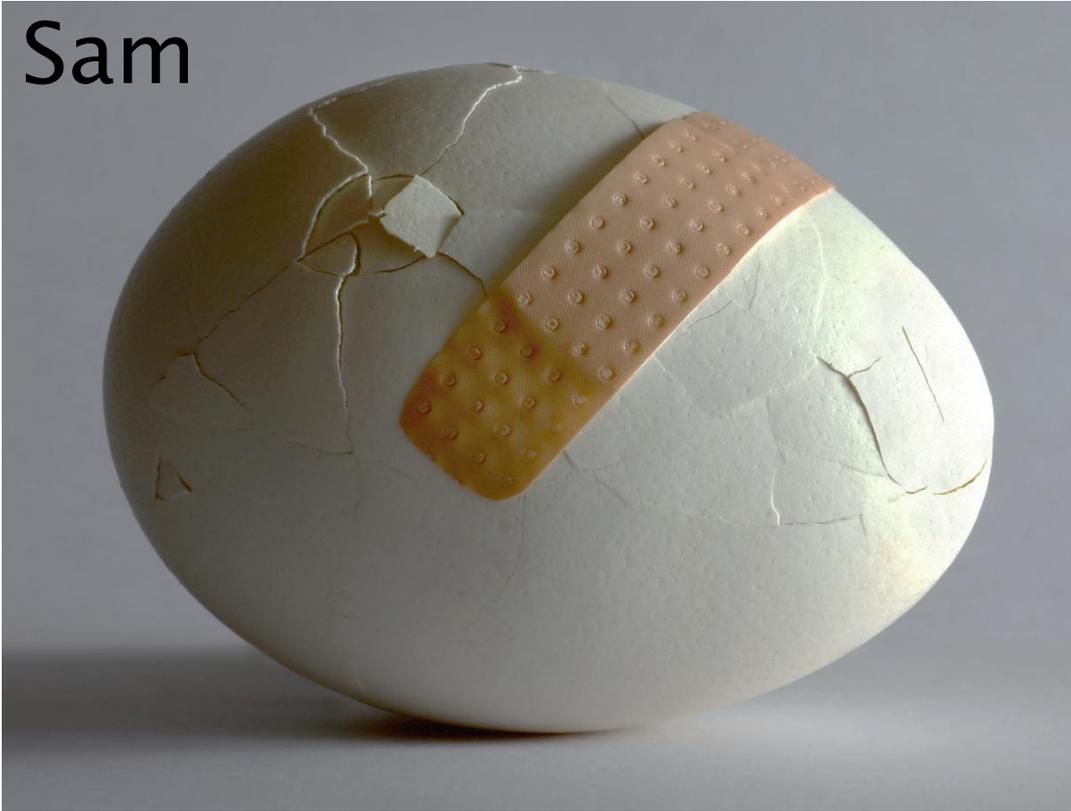
CoSi

Consultative
Systemic
interventions



Case Study

Sam



- Underperforming
- KPIs ↓
- Staff leaving



When I point,
Look **where** I point;
Not at my finger

Miss the **point**
by analysing
the **pointer**



Journey...

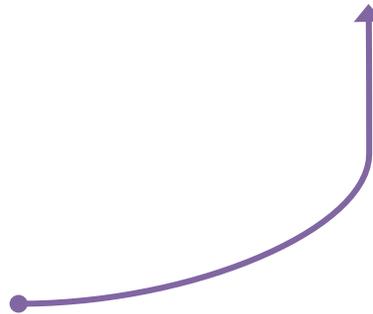
...to boost your strategic influence

General

- Solid fundamentals
- **Aware** of mindsets and perceptions
- **Understand** business' key concerns to “enter” their space as a strategic partner
- **Act** to reframe mindset and role

Specific

- HR: internal consultant
- CoSi model





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