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BUILDING STRATEGIC HUMAN RESOURCE CAPABILITY

**A Learning and Development Program
for
Senior Level Human Resource
Professionals**

Dawson Consulting Group



Dawson Consulting Group
830 Covington Road, Suite A Belmont, California 94002 650.773.2925
cdawson@DawsonConsult.com www.DawsonConsult.com



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Creating HR for the 21st Century

Developing HR Strategic Business Partners

Building HR as a Strategic Asset

The Dawson Consulting Group Development Program for HR Business Partners

Value Proposition and Program Objectives

Building capability. The Dawson Consulting Group Development Program for HR Business Partners (SDP-HR) is a powerful approach for building a very specific kind of organizational capability that transforms the human resources function from a transactional, 'responding' function to a proactive, strategic asset that provides high-value leadership to internal business unit executives.

Human Capital Stakeholder Assessment. Prior to implementation, Dawson Consulting Group recommends administering our Human Capital Stakeholders' Assessment Tool to identify key areas of focus for the SDP-HR, ensuring that improvement efforts individually collectively have a mandate from internal HR customers. In some cases, this may be unnecessary, but it is always important to custom-tailor the SDP-HR for unique challenges of that organization and HR function.

Practical. The Dawson Consulting Group Development Program for HR Business Partners (SDP-HR) is a 90-day intensive development program for senior-level HR generalists who aspire to significantly and rapidly improve their functional competency in these areas:

- ❑ Acquisition of, and familiarity with, state-of-the-art tools and methodologies for understanding:
 - Human capital assessment and metrics
 - OD/OE assessment, tools and metrics
- ❑ Strategic business model of the firm
 - Strategic capabilities assessment competence
- ❑ OD/OE consulting competence
- ❑ Individual development of leadership, consulting and organizational influencing skills required to be successful in the Strategic Business Partner role

The program is designed and delivered by Dawson Consulting Group Group senior partners – all of whom have 20-years plus, in delivering human capital value and coaching HR business partners. Although there is a core body of knowledge, the

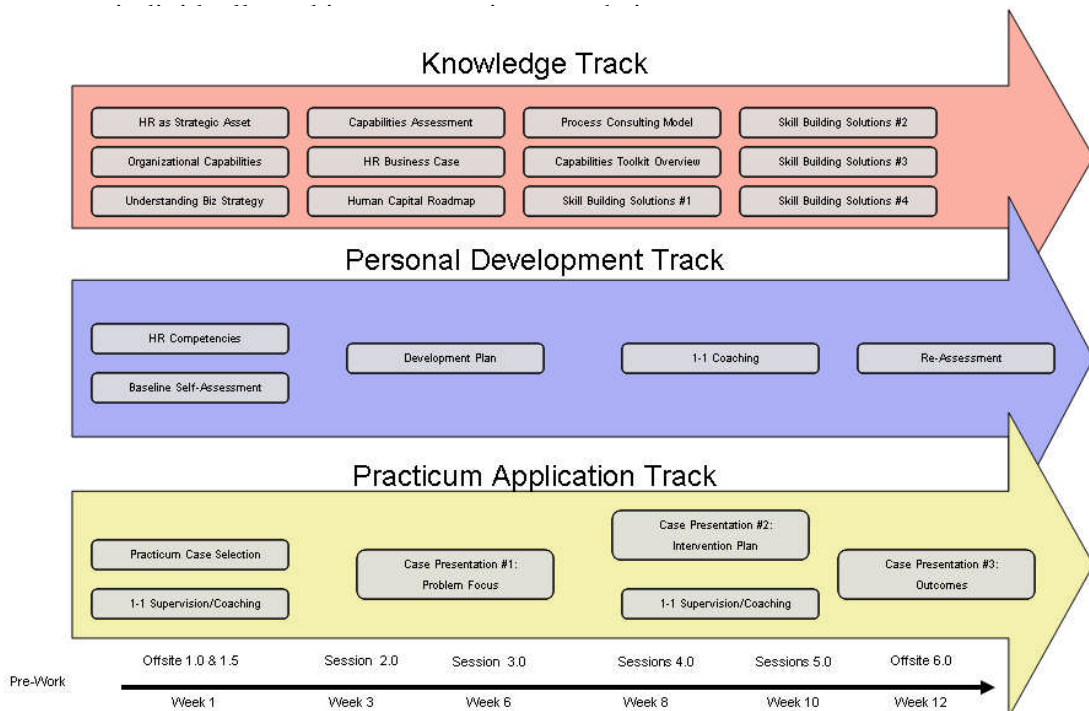


program is tailored to include unique elements of the client organization’s business model, role of the HR business partner, and evolution of the HR function toward the goal of being a truly strategic asset.

Program Overview

There are three parallel tracks of activity that flow in parallel through the 90-day program:

1. **Traditional knowledge transfer** of current best practices in the area of strategic human capital and organization development models, tools and methods.
2. **Individual professional development.** All participants will complete an inventory of competencies and personal attributes required for success as a strategic business partner. This comprehensive assessment will form the basis for an individual development plan for every participant.
3. **Practicum case studies.** All participants will select a live, current client that they are working with internally, to focus learning on during the program. This client will be a practicum case in which basic assessment and action-planning methods are applied. Participants will receive coaching and supervision,



Curriculum Areas Covered

The knowledge transfer portion of the curriculum draws from cutting edge work in the human capital area. During the practicum and applied learning portions of the program, participants will learn how to use a variety of tools

I. Content



- A. Core curriculum**
 - 1 HR as a strategic asset
 - 2 Organizational capabilities premise and framework
 - 3 Understanding business strategy
 - 4 Human capital and organizational capabilities assessment
 - i. Tools & methodology
 - 5 Developing individual strategic business partner competencies
 - i. Process consulting role and tools
 - ii. Individual assessment and development plan
- B. Solutions, tools and consulting competencies**
 - 1 Strategic tools
 - i. Human Capital Stakeholder Assessment
 - ii. Human Capital Plan
 - iii. Strategic Innovation
 - iv. Organizational Capabilities
 - 2 Organizational
 - i. Organizational design
 - ii. Culture as Competitive Advantage
 - 3 Leadership
 - i. Individual development and coaching
 - ii. Team intervention
- C. Practicum**
 - 1 Case studies selected by participants and presented during the program

II. Outcomes

There are four key outcomes targeted by the Dawson Consulting Group Strategic HR Development Program:

- A. Basic competency in an approach and consulting methodology**
 - 1 All participants will acquire, or hone, internal consulting skills. Progress in this area will be measured with the Dawson Consulting Group HR Competency Tool
- B. Toolkit of solutions and methods**
 - 1 Dawson Consulting Group has a large portfolio of online tools, and repeatable processes for creating predictable results in the human capital area.
 - 2 Although not all of these are appropriate in this context, many of them – especially the initial assessment and diagnostic tools – will be discussed in context of consulting methods in such areas as
 - i. strategic capability gap assessment,
 - ii. team effectiveness,
 - iii. culture assessment
 - iv. organizational design
- C. Personal development plan to address skill and competency gaps**
 - 1 Although it is a lower profile, 1-1 element of the program, Dawson Consulting Group's individual assessment of leadership ability, technical HR competence, and consulting expertise are critical ingredients for success.
 - 2 All participants will complete an extensive initial assessment, followed by 1-1 coaching and ending in a professional development plan.
 - 3 This Individual Development Plan will identify key areas of improvement in 'softer areas' such as a persuasion and communication, as well as practical knowledge of the business and value-added consulting tools.
- D. Value added service through the case study**



- 1 Dawson Consulting Group believes strongly that the Strategic HR Development Program should have an applied and practical thrust. There are many academic courses that offer theoretical knowledge transfer, but cannot apply the learning in the setting where it will be used.
- 2 A key outcome of the program is that actual value is delivered to participants' internal clients during the course of the learning. All participants will select a business problem in an actual client setting and use it as a 'living laboratory' to apply new skills, as well as present learning opportunities for the entire participant group.

III. Process

The program is comprised of total four days group time spread over 90 days and four learning events. In addition to the group time, individual coaching is provided after Session Two to ensure creation of a solid development plan for all participants, and before Session Four for those who wish input on their final case presentation. All participants select, work on, and present a live case.

- A. **Session One: 1.5 days offsite**
 - 1 Core curriculum Part A (1-4 above)
 - 2 Self-assessments
 - 3 Selection of practicum case
- B. **Session Two: 1 day onsite**
 - 1 Process consulting role and tools
 - 2 Overview of solutions and tools
 - 3 Feedback on individual self-assessment
 - 4 Initial practicum case presentations
- C. **Intersession 1-1 consultations with development plan**
 - 1 Onsite 1-1's with all participants
- D. **Session Three: ½ day onsite**
 - 1 Solutions, tools and methods
 - 2 Case study presentations
- E. **Session Four: 1 day offsite**
 - 1 Final case presentations by all participants
 - 2 Program and self- evaluation
- F. Process Diagram of the Program



IV. Evaluation

How will we know what has changed? This is an important question both for the HR function to ask itself, but more importantly as a means of justifying the cost of the program. Dawson Consulting Group helps set up program evaluation methods

A. Participant self-assessment of enhanced skill set

- 1 Measured through the pre- and post-Program assessment using the Dawson Consulting Group HR Competencies Assessment Tool

B. Participant 360 evaluation by business partner, superior, peers, subordinates

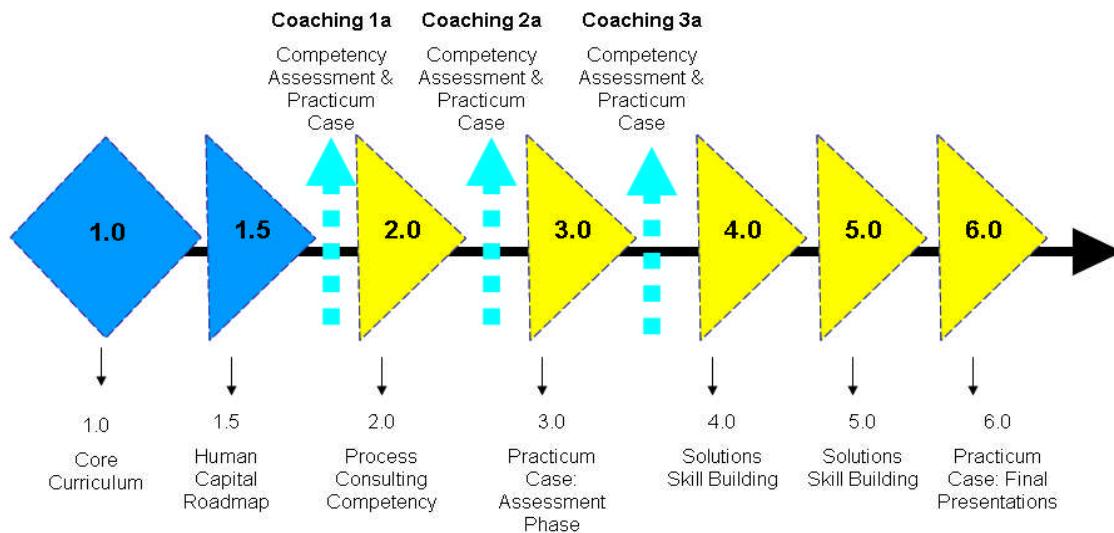
- 1 Measured pre-Program and one year later, allowing time for participants to demonstrate the skills and tools they have acquired.

C. Overall evaluation of enhanced capability by HR internal line customers

- 1 Measured pre-Program with the Human Capital Stakeholders Tool – and then again in 12 months.

D. Organizational capabilities assessment of the HR function

- 1 Measured using internal HR and Human Capital effectiveness metrics – to be defined and established at the outset of the engagement.





Detailed Session Agenda

Session 0 Pre-work – Human Capital Stakeholders Assessment

- Self-assessments
- Dawson Consulting Group Human Capital Stakeholder Assessment Tool

Session 1.0 – CORE CURRICULUM (1 day)

- 8-8:45 Welcome, objectives, introductions**
- 8:45-10:00 HR as Strategic Asset for the Business**
- The future role of HR: What the research says
 - The role of HR as a strategic asset for the business
 - Examples of HR business partner in action
- 10:00-12:00 Organizational Capabilities Framework**
- Defining Organizational capabilities
 - The business case for organizational capabilities
 - Sustainable competitive advantage
 - Strategic resilience/*Organizational Dawson Consulting Group*
 - The role for HR in strategic innovation
 - The process of capability development
 - Case study examples
- 12:00-12:30 Competencies Required for HR Executives**
- Transactional HR
 - OD consultative
 - Executive leadership
 - Business management
 - Competency self-assessment
- 1:15-2:30 Understanding the Business Strategy at Your Company**
- Our business model (Company executive)
 - Macro value chain (Company executive)
 - Financial, customer, process, developmental perspectives (Dawson Consulting Group)
 - Strategy and required organizational capabilities for This Company
- 2:45-5:00 Capabilities Assessment Process**
- Conceptual model
 - Tools
 - Process
 - Practicum set up
 - Practicum case set-up
 - Participants select a case for supervision & presentation

**Session 1.5 - HUMAN CAPITAL ROADMAP (1/2 Day)****8:00-9:30****HR Business Case**

- What is the HR business case
- Showing the linkage to strategy and results
 - Tools
- Metrics: HR Scorecard & ROI calculation
- Communicating the business case
- Case examples

9:30-12:00**Human Capital Roadmap**

- Elements of the HC roadmap
- Roadmap construction and implementation
- Case examples

INTERSESSION – 1A - 1-1 COACHING

- Participants meet 1-1 with consultants for debrief of HR Competency Assessment and SELF
- First draft of Development Plan
- Framing and set up of Practicum case with internal client

Session 2.0 – PROCESS CONSULTING COMPETENCY (1/2 day)**8:00-8:30****Check-in**

- Report out to group about Practicum case study

8:30-10:00**Strategic Business Partner as Process Consultant**

- Value-add to line management: how to create it.
 - Role of the internal consultant versus transactional HR
 - Integrating the two to redefine the role for greater value add
- Consulting model (Dawson Consulting Group 5-step model)
 - Integrating a consultative model with the execution capabilities assessment
- Make/buy decisions for HR Business Partners
 - The universe of solutions out there
 - Doing versus brokering solutions

10:00-12:00**The Capabilities Toolkit: Comprehensive Overview**

- Review the toolkit of solutions with case examples and discussion of required skills for brokering versus implementation
 - Execution & performance assessment
 - Strategic development and implementation roadmapping
 - Team development
 - Individual leadership development
 - Talent supply systems
 - Organizational design and strategy structure alignment
 - Culture assessment and transformation
 - Change management
 - Process optimization
 - Decision accelerator
 - Recognition and reward assessment & alignment

**INTERSESSION – 2A - 1-1 COACHING: PREP FOR ASSESSMENT**

Participants meet with coach to discuss assessment methodology and plan for practicum case

- Problem focus and contracting with internal client
- Assessment tools and expectation setting about feedback and value add
- Preview of likely solutions
- Action commitment by participants to execute on their Practicum Case intervention plan and present it at Session 3.0

Session 3.0 - PRACTICUM CASES: ASSESSMENT PHASE (1/2 day)**12:00-5:00****Initial Presentations of Practicum Cases by Participants**

- Each participant 'presents their case'
- Group learning through discussion of real-world obstacles and challenges
- Each case presentation ends with a clear plan of action forward

Session 4.0 – SOLUTIONS SKILL BUILDING (1/2 day)**8:00-12:00****Review of key intervention solutions (selected by interest and consensus of participants) from master list of solutions**

- Team building
- Individual coaching plan
- Strategy facilitation
- Change management

Session 5.0 – SOLUTIONS SKILL BUILDING (1/2 day)**8:00-12:00****Review of key intervention solutions (selected by interest and consensus of participants) from master list of solutions**

- Team building
- Individual coaching plan
- Strategy facilitation
- Change management

INTERSESSION – 3A - 1-1 COACHING: CLOSE OUT

Participants meet with coach to discuss final case presentation Practicum study

Coach reviews individual development plan with each participant

Session 6.0 – PRACTICUM CASE PRESENTATIONS: (1/2 day)**8:00-12:00****Final case presentations**

- Each participant presents their case with input by group/coaches about how to move forward and progress accomplished
- Input from internal client/line manager receiving the intervention



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12:00-1:00

Evaluations, continuous improvement, next steps

- Program evaluation
 - Continuous improvement of this program
 - Impact on strategic asset of HR at Company
- Next steps:
 - Monthly supervision group
 - Quarterly progress check
 - In depth focus on additional tools, solutions, methods