



**HR, are you seen as an overhead or an invaluable part of the business?**

**Can you effectively quantify and demonstrate the benefits of real investment in HR?**

We are being asked for more strategic HR Directors as firms continue to gain competitive advantage., where the HR Director really does deliver strategic and commercial advice.

Now is the time for HR Directors to ensure that they deliver a service that not only raises their profile within the firm but really enables the firm to achieve its strategic objectives.

With the current market anxious to see Brexit delivered in order to move forward, leadership teams will have been spending time re-examining their vision, strategy, plans and budgets in light of these challenges, depending on the markets in which they operate, the clients to which they provide a service. As an HR professional you need to demonstrate that you understand those changing priorities and be seen to support those priorities by focusing on the outcomes that will most assist the achievement of them, while caring about the individuals affected; rather than focusing on HR processes per se.

Operating as a business partner is not a new concept for HR professionals. However, the challenge in an uncertain economic landscape is how HR can truly become a close partner to business leaders throughout the firm. This will include really understanding the aims of the firm and delivering a service that really helps the firm reach those aims.

HR Directors must be able to influence key business leaders across the firm, ensuring that they understand what they want to achieve for their department, the challenges they meet and how to get their teams to perform. You know the challenges of a multi-generational work force: traditionalists, baby boomers, generation Xr's, millennials and generation Z. Each group has plenty to offer and well as having their own challenges. Can you ensure team leaders know how to engage with the breadth of talent they have?

There is a fundamental difference between implementing a decision made by the board and having a full understanding of why that decision has been made and help influence and change the outcome with appropriate solutions.

Leaders within the firm are often in a lonely place making tough commercial decisions in a difficult market. They do appreciate support and you could help make these decisions easier if you can gain trust and demonstrate your contribution to the long-term outcomes for the firm that will have a very real benefit. It is often assumed that staff costs are the optimum solution to reduce overheads. There may be areas in which savings can be made by identifying different solutions that are fit for purpose. Don't be seen as a cost but demonstrate an awareness of the need to identify a return on investment for expenditure. You probably know and can identify when a key individual is under high levels of pressure and likely to leave, measure the cost of internal and external coaching, as well as mentoring, against the cost of recruiting.

Ensure you communicate and talk about plans, as well as share best practice on what is being done and how challenges are being overcome. In short be a commercial success adding real value and do not be seen as an HR overhead.