



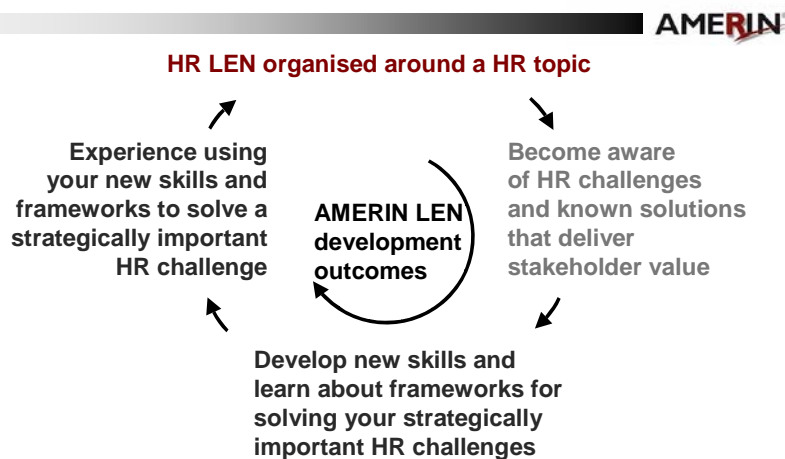
# The HR Learning Exchange Network

An experiential development program that equips HR professionals with the tools and techniques to deliver measurable stakeholder value

## The HR LEN Overview:

We know HR professionals are time-poor. Increasing work demands have meant that time is at a premium when it comes to learning new skills to solve today's challenging HR issues. But in our highly competitive business environment HR professionals must be able to contribute to business performance. They must find solutions to difficult HR challenges and deliver value to key stakeholders – investors, customers, line managers and employees.

## The HR Learning Exchange Network A Systemic Experiential Development Program



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Consider some of the challenges HR professionals are facing today: align HR investments with business goals, create market value for investors by increasing intangibles, increase customer share from targeted HR strategies, build organisational capabilities (such as leadership, talent, knowledge sharing, innovation, speed, efficiency, shared mindset, accountability, employee engagement, etc.), ensure employees have the abilities to meet team and organisational goals, manage performance management, manage information systems, and so on. And now there are new IR Laws to contend with too. On top of all of this, HR professionals are operating in a world of increasingly scarce resources, so their solutions to these challenges must produce real, tangible benefits for their organisations.

To help HR professionals implement strategically important solutions that add value, AMERIN has initiated the HR Learning Exchange Network (LEN). Its aim is to bring together people with a common interest in the HR challenges of delivering measurable stakeholder value, and create a learning community where participants can share the translation of relevant theory, ideas and concepts into action and learn from their respective experiences.

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## HR LEN Benefits

The above diagram provides an overview of the AMERIN HR LEN experiential development program. It highlights the optional development phases available to participants. They are:

1. Awareness of HR challenges and solutions
2. Skills for developing solutions to strategically important HR challenges
3. Experience in applying skills to solve a strategically important HR challenge

The design of the HR LEN centres on rapid and cost-effective participant development. These design objectives are met by providing participants with the opportunity to have input into the initial stages of program design and to spell out their expected learning outcomes. From this data the LEN manager / facilitator designs a HR LEN (and often re-designs it during a HR LEN) to meet participant learning needs and expectations.

By being involved in a HR LEN, participants will:

- **Become better equipped to make informed decisions about the most appropriate means of addressing their own particular HR challenges**
- **Understand the types of competency development program(s) that will help them deliver solutions to their respective HR challenges**
- **Experience a systemic development process that can be applied in their organisations**
- **Learn about different systemic frameworks to organise the many HR challenges and for delivering measurable stakeholder value**
- **Know how to define their HR challenges providing an efficient and targeted form of learning**
- **Learn how to prioritise HR challenges according to strategic imperatives**
- **Be introduced to a global network of specialists who have in-depth experience of producing solutions to today's HR challenges, and**
- **Learn how to apply practical tools and techniques that produce business solutions to their HR challenges – measurable solutions that deliver value and are needed by HR professionals today to seize business opportunities that may not be available in another six months.**

These benefits can be attained by an in-house HR LEN or via public events. (Please contact AMERIN to discuss the in-house HR LEN option.)

## Key HR Challenges

To fully appreciate the many challenges HR professionals are expected to deal with, one only has to read *'The HR Value Proposition'*, by Professors Dave Ulrich and Wayne Brockbank, (Harvard Business School Publishing, 2005). In it Ulrich and Brockbank define an integrated blueprint for the transformation of HR into a business partner that adds stakeholder value. This blueprint specifies 14 criteria or challenges that frame the next agenda for HR and set the standard by which the 'new' HR professional will be judged in his/her ability to deliver stakeholder value.

By incorporating the Ulrich and Brockbank organisational and business environment criteria, local HR challenges\*, and systemic issues such as integrating Knowledge Management with HRM, AMERIN has produced a comprehensive list of HR challenges that HR professionals need to address to sustain their organisation's competitive advantage. These challenges form the basis of 10 separate HR LEN themes or topics. (\* E.g. see BRW article titled *'Value Added'*, Oct 27 – Nov 2, 2005, pages 60 – 63 for typical local HR issues.)

This list can also be used as an assessment tool. Using this tool, HR professionals can assess the extent to which HR challenges are strategically important to their organisations. An outline of this assessment tool is provided on the following page.

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## Strategic Assessment of HR Challenges

<b>HR Challenges faced by HR Professionals</b> <b>(How important is it from a strategic business perspective that you, as an effective HR professional, are able to successfully deal with these challenges?)</b>	<b>Strategic importance</b> <b>'H', 'M' or 'L'</b>
<b>1. Know the external business realities</b> An effective HR professional learns about significant social changes in the external environment that could affect his/her organisation's performance and uses knowledge of these changes to guide the organisation's strategic planning process. He/she also recognises external business realities (technology, economics, and demographics) and adapts HR practices and allocates HR resources accordingly.	
<b>2. Conduct strategic review and development</b> An effective HR professional conducts strategic review and development in the context of the goals of the business. He/she develops a HR strategy map that provides management and employees with a shared understanding of HR strategic intent and initiatives, a shared understanding of the organisation's desired culture, demonstrates the financial contribution of HR, and drives measurable improvement in business performance.	
<b>3. Effectively serve investors</b> An effective HR professional creates market value for investors by increasing intangibles. He/she knows how to create measurable increasing returns from intangibles to meet the future growth expectations of investors.	
<b>4. Effectively serve customers</b> An effective HR professional increases customer share by connecting with target customers. He/she is able to determine organisational capabilities and employee abilities that will transform the community / potential customers from being unaware of his/her organisation's products and services to loyal advocates.	
<b>5. Effectively serve line managers</b> An effective HR professional helps line managers deliver strategy by building organisation capabilities, including the HR deliverables of talent attraction and retention, shared mindset, collaboration, employee engagement, learning, aligning competency frameworks with business strategy, leadership, customer connection and innovation.	
<b>6. Effectively serve employees</b> An effective HR professional clarifies and establishes an employee value proposition where employees know what is expected of them, are motivated to acquire new knowledge and skills, have a shared responsibility to meet agreed goals, and are interested to share their knowledge to improve business performance.	
<b>7. Create HR practices that add value</b> An effective HR professional ensures the availability of talent that the business needs to meet its goals; links performance to rewards; ensures people know what is happening and why; and ensures proper attention to work flow to create value.	
<b>8. Align HR structure with business strategy</b> An effective HR professional aligns the structure of HR (e.g. e-HR, service centres, centres of expertise, HR generalist functions, outsourcing contracts etc.) with the departments it serves and efficiently matches its resources with business requirements.	
<b>9. Integrate Knowledge Management (KM) with HRM</b> An effective HR professional can apply KM tools and concepts to produce a KM framework that facilitates a shared understanding of KM across the business. He/she uses this framework to help create, share, capture and apply knowledge for competitive advantage.	
<b>10. Justify HR investments</b> An effective HR professional develops an economic business case to justify HR investments – whether tangible or intangible investments. He/she frames the case for a HR investment that is aligned to a specific business strategy by integrating top (revenue) and bottom (cost) line effects on business performance,	

Please note that the above 10 HR Challenges represent the 10 HR LEN themes or topics offered by AMERIN.



## HR LEN Program Overview and Typical fees

Currently there are 10 key HR challenges and these represent the central theme or topic for a particular HR LEN. Refer to previous table for the topic names and summary explanation.

Highlighted in the earlier diagram, a HR LEN has 3 development phases, namely: awareness, skills development, and experience. Within each phase there are 4 development sessions, which are summarised in the table below.

Sessions	Awareness	Skills	Experience
1	Define areas of interest	Prioritise solutions	Form project team
2	Develop solutions	Define skill gaps	Implement plans
3	Review solutions	Undertake training	Monitor performance
4	Report learning	Report learning	Report learning

Each session is a short workshop usually lasting 2 to 4 hours, with some tasks completed between sessions. All sessions involve working in small groups or plenary. The number of participants for any HR LEN is normally between 10 and 15.

Session design is quite flexible, depending on participant needs. For instance, sessions are normally run as separate events, but can be combined into a 1 or 2 day program. When run separately, time between each Session may be hours or weeks. Optimum participant learning drives the design of a particular HR LEN.

Participants don't have to attend every phase. Some may feel they have enough knowledge to address a specific HR challenge after the 'Awareness' phase. However, to complete the 'Skills' phase requires completing the 'Awareness' phase, and similarly, completing the 'Experience' phase requires completing the 'Skills' phase.

The typical fee for the 'Awareness' phase is \$1,400.00 plus GST per participant and includes planning and preparation, a workbook, a copy of 'The HR Value Proposition' book by Dave Ulrich and Wayne Brockbank, and 12 months subscription to the AMERIN Online HR LEN. Fees for the 'Skills' and 'Experience' phases are determined on a case-by-case basis.

Additional costs include out-of-pocket expenses for the HR LEN manager (room and equipment hire, travel, accommodation etc.) and any costs incurred from engaging subject matter experts. This later point is canvassed with participants first before any formal engagement is made.

To participate in a HR LEN please complete the following Expression of Interest Registration Form.

### AMERIN HR LEN Manager

Peter Aughton formed AMERIN in 1993 to provide systemic solutions for organisations using methodologies translated from Open Systems Theory (OST) and more recently System Dynamics (SD).

He pioneered the LEN in 1995 to assist managers in their efforts of applying Socio-technical Systems concepts to successfully implement organisational structures based on self-managing teams.

Prior to forming AMERIN, Peter held senior management, research and HRM positions with Exxon and Mars Corporations



### AMERIN Privacy Policy:

Any information provided by you in registering for the HR LEN will be held by AMERIN in strictest confidence. By supplying your contact details you are agreeing to AMERIN contacting you via these details about other AMERIN products and services.

### Other AMERIN Services:

- Simulation and forecasting service to identify the connection between intangible investments and results
- In-house projects to deliver customised performance improvement solutions from an organisation's intangible assets
- Targeted research projects to develop new systemic management tools to maximise returns from intangible investments
- Provision of key intangible reports over time to show their impact on business performance

### For more information on the complete AMERIN consulting portfolio contact our office on:

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## Registering for a HR LEN Program

In registering your interest to participate in the HR LEN, please photocopy and complete the following 'Expression of Interest Registration Form' and fax/post/email it to AMERIN. If you are registering for more than one HR LEN topic please make as many copies as required. (If emailing, please ensure you include in your e-mail all information requested on the Expression of Interest form.)

Once there are sufficient numbers to run a specific HR LEN, registrants will be notified of dates/time and venue for Session 1. Due to the popularity of HR LEN topics, please complete your registration as soon as possible.

Organisations can send more than one registrant. For instance, an internal project group may be working on a particular HR challenge. Members of the project team can join a relevant HR LEN to get exposure to a cross-fertilization of ideas. If you are submitting more than one registration for a specific HR LEN topic, please photocopy this form as required.

### Expression of Interest Registration Form

**Name:**.....

**Position:**.....

**Organisation:**.....

**Mailing Address:**.....

**Suburb:**..... **Post code:**.....

**Telephone:**..... **Fax:**.....

**Email:**.....

**HR LEN topic I'm interested in (e.g. Topic # 9: 'Integrate KM with HRM'):**

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**To help with the HR LEN design, please indicate your specific areas of interest with this topic:**

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**Also, if you have any expectations of this particular HR LEN, please let's know what they are here:**

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### AMERIN Contact Details

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Please forward your registration form to Peter Aughton. Please contact Peter if you have any queries with the HR LEN.

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