



# Trusted HR Advisors

## “The Role Of Internal Consultant”

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A Brave  
New World;

Join us on  
the journey



# An HR Professional's Testimonial

(From a leading Global Telecommunications Company)



“The role of the HR Professional has changed dramatically. At our company we don’t hire anyone into HR who doesn’t have a solid grasp of business processes, economics, operations, accounting, information systems, statistical methods, strategy etc..... Get it, we are expected to have all the human/soft skills plus all of the above, because we are seen as important contributors to the company’s business success. Gone are the days when HR only handles HR policies, recruitment/selection and all the “soft” psychological employee issues. And we like it this way.”

# Current Hot Human Resources Issues



- Build your Leadership pipeline
- Leadership must dispersed throughout the organization
- Employment “branding” gets you the talent you desire
- Capture more of your employees mindshare
- Organizational capacity must exceed the rate of change in the business
- Make diversity a living value
- Line managers must communicate effectively with all employees
- Measurement leads to credibility, but are the HR metrics meaningful

# The CEO's Burning Platform for Human Resources



- HR must lead the way by improving value & lowering costs
- Think and act like internal HR consultants
- Be technical, transactional, emotionally and strategically focused
- Have real hands-on knowledge of the organization, & budgets
- Demonstrate great imagination and creativity in complex times
- Be superlatively influential in the drive for change and building capacity
- Foster leadership development and building individual competence
- Attract and retain “superb” talent

# Trusted HR Advisors: The Role of Internal HR Consultant



## Considerations:

- Dealing with having a boss and having departmental objectives
- Seen as part of the hierarchy with your own vested interests
- Internal consultants may get evaluated on how managers adopt staff group's programs
- Internal consultants are often expected to convert an adversary
- Having a key manager angry at you can be a disaster
- Status and access to key high-level people
- Tough being content & process expert in your own company
- Saying “no” to an internal client

# Pinpointing the Problem



- The more specifically you state a problem, the more likely you are to identify an effective solution
- Describe a problem in specific terms that are:
  - Observable
  - Measurable
  - Verifiable
- Always avoid:
  - Vagueness
  - Generalities
  - Perceptions
  - Feelings
- The value of pinpointing is:
  - Know what is broken so that you know when it is fixed
  - Know what is not broken so you don't waste time

# Contracting With The Internal Employee/Department



- The role of the HR Consultant for an internal project is vital and the stakes are high
- A contract ought to be a written one and in the form of a letter (keep it brief)
- Essentially a contract between an internal HR project consultant and a line manager is a social contract
- Maximum leverage for an HR project consultant during the contracting phase by staying in control of his/her emotions
- Trying to have natural power/influence with the employee/department
- Yelling & screaming will not win the day

# Dealing with Resistance



- “The key to understanding resistance is to realize that resistance is a reaction to an emotional process taking place within the client. Resistance is a predictable, natural, emotional reaction against the process of being helped and against the process of having to face-up to difficult organizational problems” -- *P. Block*
- “The real trick is for the internal or external project consultant to never take the resistance personally” -- *P. Block*

# Strategies for Dealing with Resistance



## The three steps:

1. Identify the form of resistance
2. State or “name” the form of resistance
3. Be quiet. Let the manager/team member respond

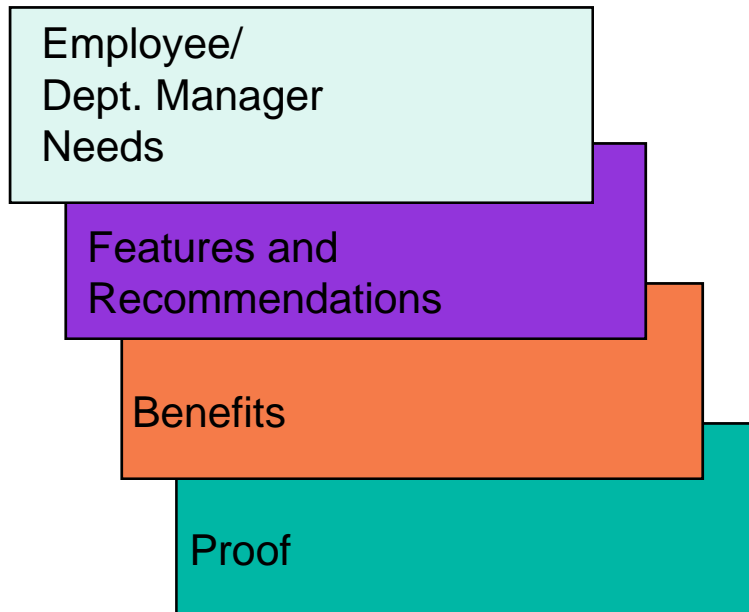
# Strategies For Dealing with Resistance



## An intuitive guide:

- Picking up the cues
- Trust what you see, more than what you hear
- Listen to yourself
- Repetition and telltale phrases
- A client's behaviour is not a reflection on you. Don't take it personally
- Limit the number of engagements you have with a mean-spirited client

# Model for Selling Ideas



- Their needs and objectives
- Characteristics of what we recommend employee/dept. to do
- What value and benefits employees/teams/depts will get
- Evidence, data, success stories, why should they believe you

# Organize Your Thoughts Before You Begin



*READY*

Discover

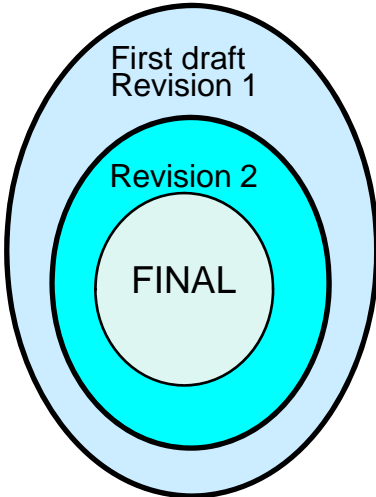
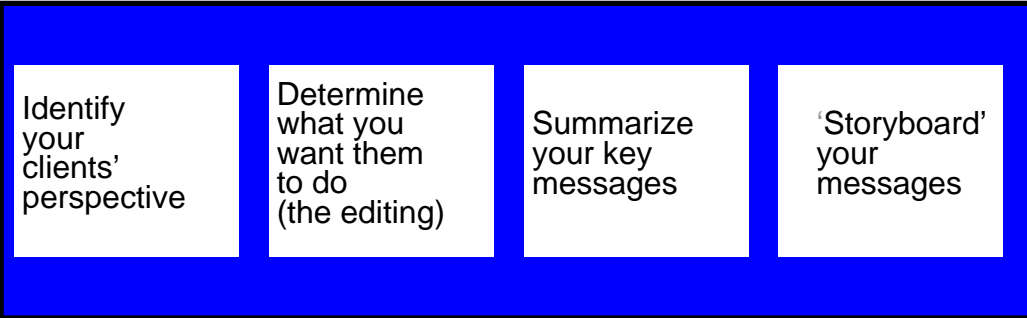
*AIM*

Organize

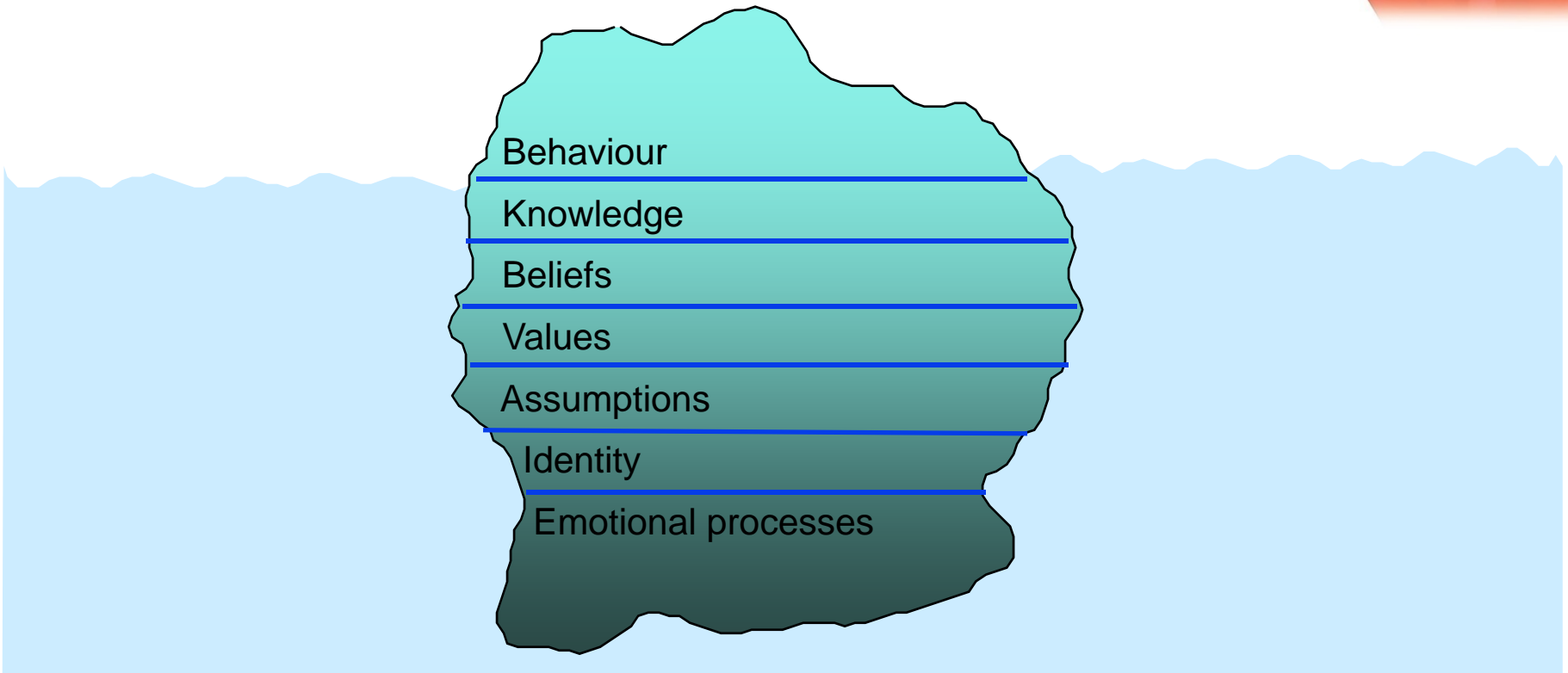
*FIRE*

Consult

- Develop hypotheses
- Gather data
- Analyze data
- Identify root causes
- Develop conclusions



# An Organization Can Be Seen as an Iceberg

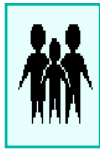


# What is an Organization?

## Systemic Nature of Organizations



- An organization can be seen as a set of complementary systems often categorized as:



**Social**, referring to the alignment of people



**Technical**, referring to the alignment of physical things,

and A highly successful organization  
**MANAGES** to get the best from the combination of these systems

# Social System

## Systemic Nature of Organizations



### Defined:

- All of the ways the people within an organization relate to the business goals, the technology and each other

### Some Key Subsystems of the Social System are:

- Management philosophy and style
- Strategy development processes
- Job design
- Team management
- Communication methods
- Training and development
- Performance management

### Purpose:

- To provide the control, coordination and adaptability that enables the organization and its technical system to function effectively

# Technical System

## Systemic Nature of Organizations



### Defined:

- A combination of techniques, tools, machines, computers, software, instructions and procedures used to alter materials, information or people in a specified manner to achieve a desired result.
- A technical system results from the application of technology (a body of knowledge) which is derived from a science (or sciences) concerned with the transformation of an object(s), information or person.

### Some key subsystems of the Technical System are:

- Process Design
- Information Systems
- Manuals and Procedural Statements
- Capital Equipment

### Purpose:

- To provide an interrelated and functional set of means that enable the organization to accomplish a desired result.



# HR's Role as "Trusted Advisors"



## How can HR help bring this about

1. Participate in Strategy Formulation
2. Develop HR Plans to Support Business Strategy Implementation
3. Implement HR Plans
4. Ensure Continuous Improvement in HR