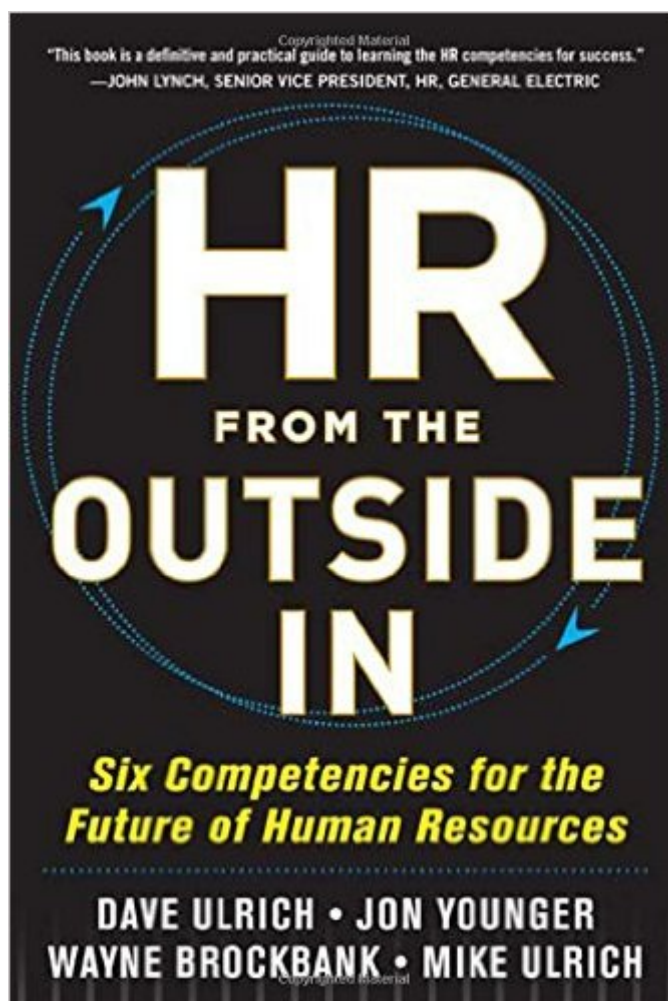


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HR From The Outside In: Six Competencies For The Future Of Human Resources



Synopsis

“This definitive work on HR competencies provides ideas and tools that help HR professionals develop their career and make their organization effective.” • Edward E. Lawler III, Professor, University of Southern California

“This book is a crucial blueprint of what it takes to succeed. A must have for every HR professional.” • Lynda Gratton, Professor, London Business School

“One single concept changed the HR world forever: “HR business partner”™. Through consistent cycles of research and practical application, Dave and his team have produced and update the most comprehensive set of HR competencies ever.” • Horacio Quiros, President, World Federation of People Management Associations

“Packed with facts, evidence, and prescriptive advice. It is about being a business leader first, and an HR professional second.” • Randy MacDonald, Senior Vice President, Human Resources, IBM Corporation

“The concepts and competencies presented in this book provide HR leaders with new insights.” • Gina Qiao, Senior Vice President, HR Lenovo

“Powerful, relevant and timely! Defines “new HR” in a pragmatic way. This book is a must for leaders and HR folks who seek to create sustainable competitive advantage.” • Satish Pradhan, Chief, Group Human Resources, Tata Sons Limited

“You can’t argue with the data! This book is a definitive and practical guide to learning the HR competencies for success.” • John Lynch, Senior Vice President, HR, General Electric

“A must read for any HR executive. This research-based competency model is particularly compelling because it is informed by the perspective of non-HR executives and stakeholders.” • Sue Meisinger, Distinguished speaker and author, former CEO of SHRM

“Read this book for a unique long-term perspective on where HR competencies have brought us and must take us in future.” • John Boudreau, Professor, University of Southern California and Research Director, Center for Effective Organizations

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Customer Reviews

As usual, Ulrich and company have written a well researched book that offers a very comprehensive instruction regarding the vast range of skills and actions to operate effectively in HR. I really liked the suggestions that matched up with the skills they proposed. In total, this is an excellent resource for HR professionals to draw upon in self-evaluating, but also plotting a course for development. It has a few key flaws though that I had trouble with. The first one being that they have suggested that the next step in HR's evolution is "customer centric." While no one would argue with the attractiveness of the notion, it's a bit of an academic point of view. For real practitioners who are adding value both tactically and strategically, the real next step in HR's evolution is to work cross-functionally at the organizational level on a company-wide basis delivering human capital initiatives. There is still a long way to go for the HR community to accomplish this. Advising HR to visit customers and learn what they do to help your own business is excellent, but not to the point where we suggest that this is the next evolutionary step. There are other hills and valleys to climb before we think that our role is to develop strategic relationships with our customers, many whom are very different from one another. Some of their examples weren't practical in this regard. Also, they seem to mix skills to the point where their descriptions of these skills get too complicated, and again, are a bit academic. Example: "Strategic Positioner." Maybe I'm being picky, but it seemed like they crammed lots of requirements into 6 skills sets. Maybe they should have split them into a few more.

CEOs and organizational leaders now place a greater emphasis on the workforce and corporate culture than ever before. They realize the dominant role of "intangibles" in company success today and increasingly turn to HR for advice and solutions. As a consequence, many HR professionals and leaders face a steep and urgent need to improve their skills across the board. Yet those who have followed the advice of Ulrich and team over the years are probably already leading their organizations in executing and even determining strategy. Chief HR Officers in those organizations most likely find themselves among the top decision-makers and influencers. Yet, in HR From the Inside Out the authors argue that this isn't enough, change is with us again and this time HR must

look outside the organization. In leading companies, HR has made massive strides since the days, not too long ago, when it was mostly dismissed as an administrative function - necessary but certainly not strategic. Dave Ulrich, with partners including Jon Yonger, Norm Smallwood, Wayne Brockbank and others have been our undisputed oracles - at the forefront of a changing profession for decades. For more than 25 years, they have been tracking HR competencies in the US and worldwide. Every five years the group releases its latest findings and the analysis and insights almost always describe profound changes to the profession that help thousands of HR leaders move their teams to the next level. The 2012 findings synthesize input from more than 20,000 individuals in 635 business units from around the world; the results are in and they may be more revolutionary than ever before.

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