

HRBP Maturity Levels

In the forthcoming book, HRBP 3.0, you'll learn about the HRBP Maturity Levels, which I depicted in the infographic (described in the following three pages).

As an HRBP, your foundation is strategic work. All tactical work supports the business strategy, and your HR department has outsourced most of the transactional work to other HR professionals or automated with self-service.

Much of your tactical work is project management, in which you orchestrate CoEs in the design, development, and delivery of solutions or interventions.

What I described is HRBP 3.0, in which the role has evolved so that, even when working tactically, you are thinking strategically and ensuring the work aligns strategically.

The HRBP Maturity Levels

The Shift from Being Transaction-focused to Solution-focused to Results-focused

HRBP 1.0: Hybrid

“Work in Progress”

Directives

- Work as generalists
- Work strategically with the business

Support from the Organization

Little to no professional development

Results

- Focus more on transactional work
- Lack strategic capabilities
- Difficult to win trust with the business

Many organizations still use the hybrid HRBP role!

Directive

- Remove generalist responsibilities
- Expect HRBPs to concentrate more on strategic work
- Gatekeep and manage solution-focused CoE* work

Support from the Organization

- Create a CoE process for developing solutions
- Train HRBPs to:
 - Execute the CoE process
 - Build stronger business-partner relationships

Results

- Too often, new HRBP training is inadequate or focused on the wrong capabilities
- Work tends to be tactical and transactional rather than strategic

* CoE means either Centers of Excellence or Centers of Expertise. Examples of CoEs are talent development, talent management, organizational effectiveness, and talent acquisition.

Directive

- Leverage a business-driven methodology
- Use a revived CoE process that emphasizes analysis and being solution-neutral / results-focused

Support from the Organization

Implement and train a business-driven methodology and process

Results

- Substantially contribute to achieving business and performance goals
- Build stronger business-partner relationships
- Balance between strategic and tactical work

The HRBP 3.0 Model is adapted from the forthcoming book, *HRBP 3.0*
