

Welcome!

*The AIHR Live Event will  
start in a couple of minutes*

**AIHR** | ACADEMY TO  
INNOVATE HR

*The 5SL model:*

# Making strategic business partnering practical

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# Session Overview

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**1**

Taking a closer look  
at 'business  
partnering'

**2**

Why we use the 5SL  
model

**3**

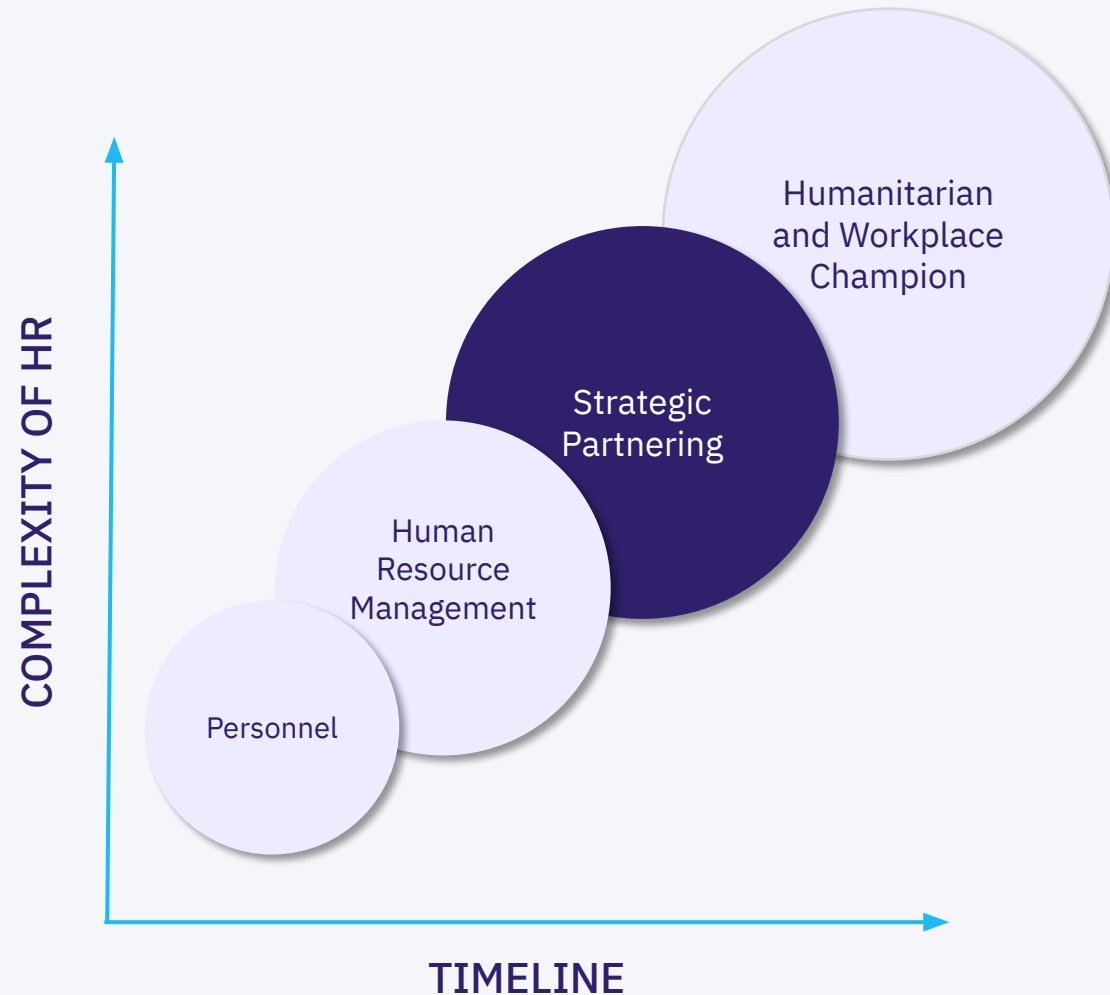
How to apply the 5SL  
model practically



1

# Taking a closer look at ‘business partnering’

# Why does business partnering matter?



# 85%

of HRBPs are not effective at strategic activities

- lack of capability, supporting structures, and inadequate technology
- HRBP is a “catch-all” term and poorly applied across organizations

Organizations with efficient HR Business Partners report:

**22%**

increase in performance

**7%**

increase in revenue

**9%**

increase in profits

# What do we mean with 'business partnering'?

**HRBP as a skill**

vs

**HRBP as a role**

vs

**HRBP as a  
function**

vs

**HRBP as a  
capability**

## What is the biggest reason why HR business partnering fails?

- a. HRBPs don't have the right skills
- b. HR cannot deliver on business expectations
- c. Business does not involve HR in the right conversations
- d. HR strategy and business strategy is misaligned
- e. HR teams work ineffectively, hampering impact



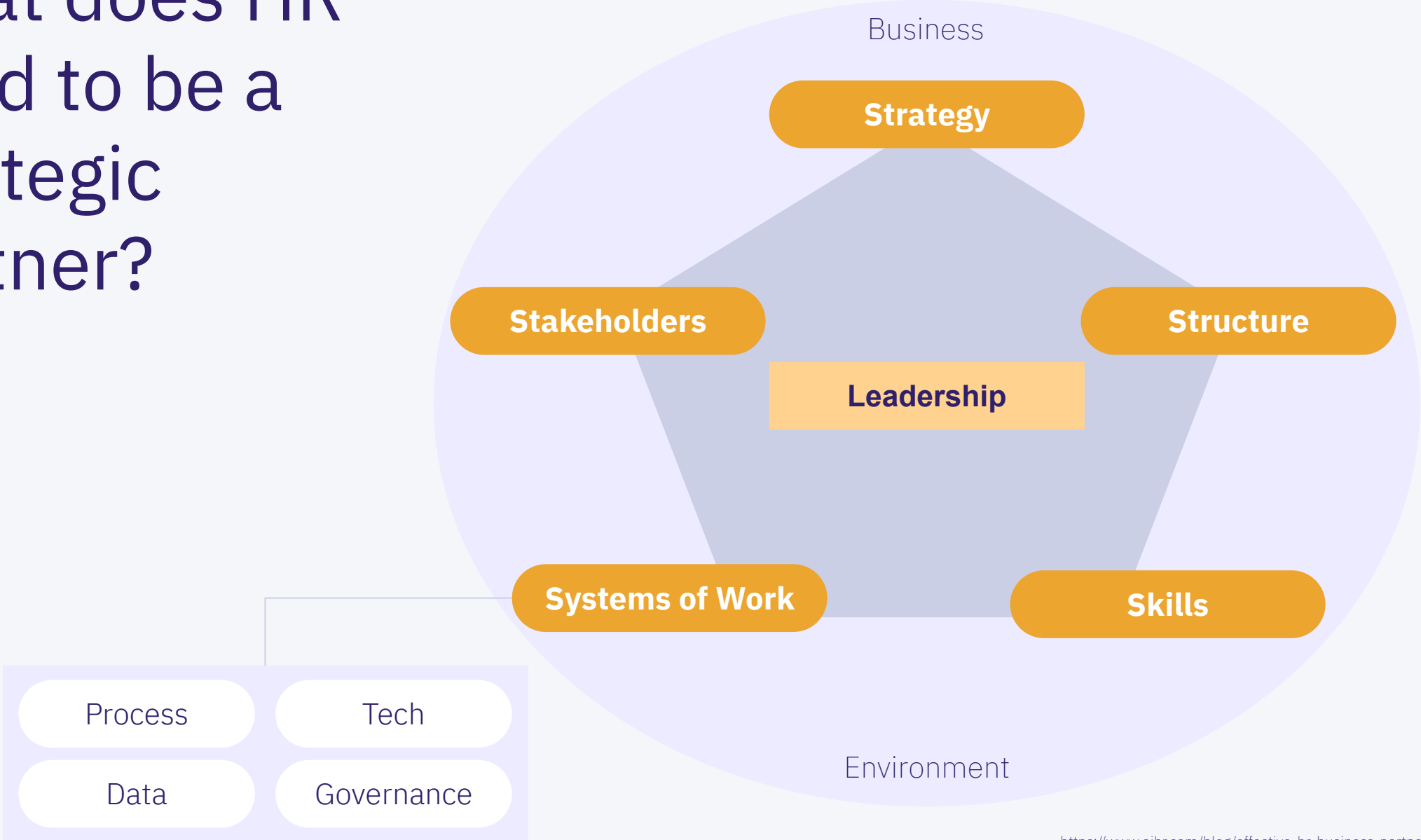
A woman and a man are looking at a laptop screen. The woman is on the left, and the man is on the right, wearing glasses. They are both smiling and appear to be working together. The image is overlaid with a blue tint.

2

# Why we use the 5SL model



# What does HR need to be a strategic partner?





3

# How to apply the 5SL model practically

# Case study context

- Large multinational business
- Recently acquired businesses
- Legislative and regulatory changes impacting the business
- Leadership changes
- Establishment of an integrated HR function



What does the HR team need to deliver?



What do they need to deliver on this?



How should this be developed?



Desktop analysis



Interviews with key stakeholders



Surveys

Focus groups

## Strategy



The HR strategy is aligned to business and gives clear direction to the team with distinct measures of success

- Clear, integrated HR focus
- Clear HR impact aligned to business expectations and outcomes
- HR teams are clear on what they need to do and achieve
- HR operating model is set up to deliver key strategic initiatives

## When it does not work

- Business does not see the value of HR
- HR is not seen as contributing to business
- HR resources are misallocated
- HR operating model is ineffective



1. How is HR's contribution made visible to the business?
2. How does the operating model set you up to deliver on your strategy?
3. How do you ensure that HR is seen as a valuable partner to the business?

## Structure



The HR operating model and structure is aligned to the business model and HR strategy

- Operating model and structure is streamlined and aligned with key business touch points
- Clear decision-making and allocation of work
- Clarity on how model delivers to business, reflected in roles and responsibilities

### When it does not work

- There is confusion on roles and responsibilities within HR
- Teams are overloaded and work is not allocated correctly
- Decision-making and accountability is unclear

1. How clear are the roles and responsibilities within HR?
2. What measures have you taken to ensure that decision-making and accountability is clear?
3. If we ask your team, how would they say they contribute to the overall strategy?

## Skills



The underlying skills within the HR team is at the right level of proficiency to deliver the strategy and meet business needs

### When it does not work

- Team is unable to deliver and overwhelmed by business ask
- Constant “busyness” that does not result in clear impact
- Team is over burdened and business loses trust in HR



- Team is able to work independently and effectively
- Team is able to drive strategy and engage with the business
- Clear succession of HR talent and ability to drive cross-skilling

1. How have you assessed what skills you have within the team?
2. What skills gaps do you have?
3. How have you defined upskilling strategies for the HR team?
4. What HR succession plans in place?

# Systems of Work



The processes, technologies, data and governance that allows HR to work effectively

## When it does not work

- There is duplication of efforts and lots of manual intervention
- HR is pulled into operational work and cannot focus on additional value-adding services beyond compliance
- No evidence-based practice
- Unnecessary people risks

- Strong data-driven and evidence-based approach in HR
- Streamlined processes that are efficient and impactful
- Clear forums, rhythms and ways of work
- Strong technology integration in how HR scales its impact
- Visibility and mitigation of people risks

1. Are there duplication of activities between different team members that lead to ineffectiveness within the team?
2. Does technology adequately remove the operational burden from the team?
3. How do you ensure that data is easily accessible and usable for decision-making?
4. How do you have line of sight of relevant people-related risks?

## Stakeholders



Building and maintaining key relationships and trust with stakeholders to successfully implement HR initiatives

### When it does not work

- HR is not kept in the loop about business changes and initiatives
- HR is not seen as a trusted partner and only “tolerated”
- HR is always reactive and never able to be involved in strategic decisions



- HR is included in critical discussions
- HR has opportunity to give input into strategy and priorities
- HR is seen as a trusted partner who needs to be in the room when decisions are made

1. How is HR involved in critical business decisions?
2. To what extent is HR viewed as credible by key stakeholders?
3. In what way is HR asked to provide input into business strategy development?



# Leadership



The leadership team sets the tone and supports effective HR strategy execution

- Leadership team is seen as credible in the business
- Team supports each other and has a good understanding of the various focus areas and portfolios within HR
- HR has clear priorities and decisions are made in a quick and responsible manner
- HR is transparent and leaders promote collaboration between teams

## When it does not work

- Team does not have direction
- HR has no credibility
- Leaders are overwhelmed and do not form a cohesive voice for HR
- HR becomes politically wired due to personal agendas



1. How does your current leadership team enable successful strategy execution?
2. How does the leadership team create the desired culture for HR strategy execution?
3. Are there gaps within the leadership team that impact successful strategy execution?

# 5SL Model Cheat Sheet

Do you have buy-in and commitment from key stakeholders to deliver on your HR strategy?

**Stakeholders**

Is there clear alignment between your HR strategy and business expectations?

**Strategy**

Is your HR team set up effectively to deliver on your strategy?

**Structure**

**Leadership**

Is your leadership team adequately prepared and enabled to meet the demands of business and deliver on the HR strategy?

**Systems of Work**

Do your HR processes, technologies, data and governance support the delivery of your HR strategy?

**Skills**

Do you have the right skills in the right places to deliver on your HR strategy?



**Any questions?  
Ask away!**