

# El rol de HRBP en las empresas españolas

*Resultados del sondeo*

2022



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DAVE ULRICH  
**HUMAN  
RESOURCE  
CHAMPIONS**

THE NEXT AGENDA FOR  
ADDING VALUE AND  
DELIVERING RESULTS

EDWARD BUSINESS SCHOOL PRESS

# De dónde venimos



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DAVE ULRICH

# HUMAN RESOURCE CHAMPIONS

WHAT WE DO



WHAT WE DELIVER

THE NEXT AGENDA FOR  
ADDING VALUE AND  
DELIVERING RESULTS

HARVARD BUSINESS SCHOOL PRESS

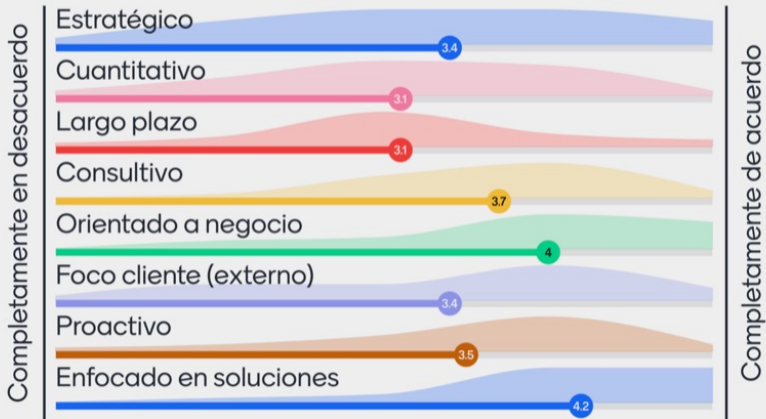


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IF THE NEXT AGENDA for creating value is to come from Human Resources, the new roles for HR professionals will have to be defined. In the past few years, roles for HR professionals were often viewed in terms of transition from<sup>1</sup>

- Operational to strategic
- Qualitative to quantitative
- Policing to partnering
- Short-term to long-term
- Administrative to consultative
- Functionally oriented to business oriented
- Internally focused to externally and customer-focused
- Reactive to proactive
- Activity-focused to solutions-focused

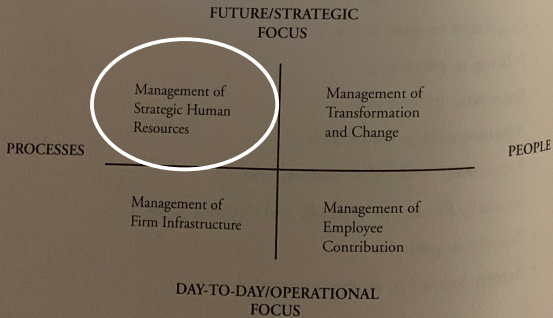




To create value and deliver results, HR professionals must begin not by focusing on the activities or work of HR but by defining the deliverables of that work. Deliverables guarantee outcomes of HR work. With deliverables defined, the roles and activities of business partners may be stipulated.

The framework in Figure 2-1 describes—in terms of deliverables—four key roles that HR professionals must fulfill to make their business partnership a reality. I devised this framework over the course of my work with dozens of companies and hundreds of HR professionals; many companies have since used it as a way to describe the deliverables of their HR work.<sup>2</sup> The two axes represent the HR professional's *focus* and *activities*. *Focus*

Figure 2-1 HR Roles in Building a Competitive Organization



must perform to fulfill the role. Table 2-1 summarizes these issues for each of the roles identified in Figure 2-1.

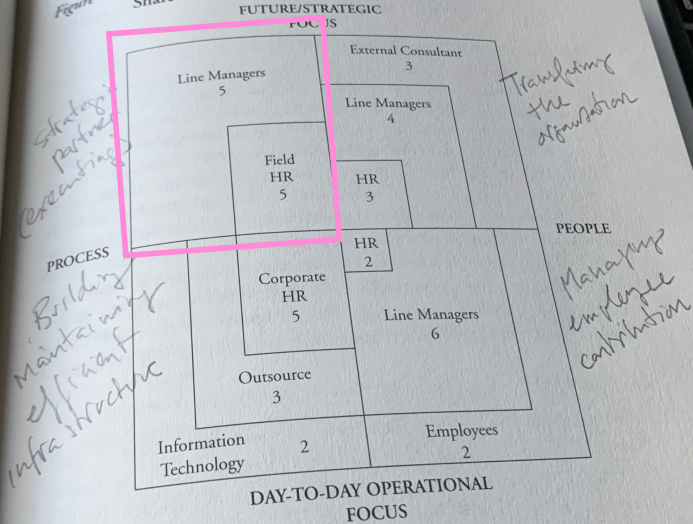
## Management of Strategic Human Resources

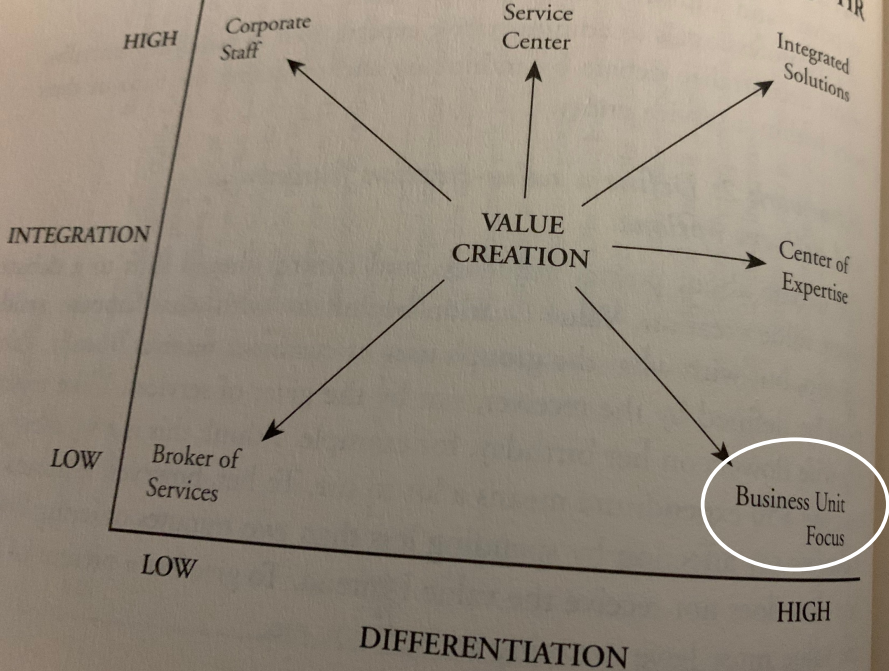
The strategic HR role focuses on aligning HR strategies and practices with business strategy. In playing this role, the HR professional works to be a

Table 2-1 Definition of HR Roles

Role/Cell	Deliverable/Outcome	Metaphor	Activity
Management of Strategic Human Resources	Executing strategy	Strategic Partner	Aligning HR and business strategy: "Organizational diagnosis"
Management of Firm Infrastructure	Building an efficient infrastructure	Administrative Expert	Reengineering Organization Processes: "Shared services"
Management of Employee Contribution	Increasing employee commitment and capability	Employee Champion	Listening and responding to Employees: "Providing resources to employees"
Management of Transformation and Change	Creating a renewed organization	Change Agent	Managing transformation and change: "Ensuring capacity for change"

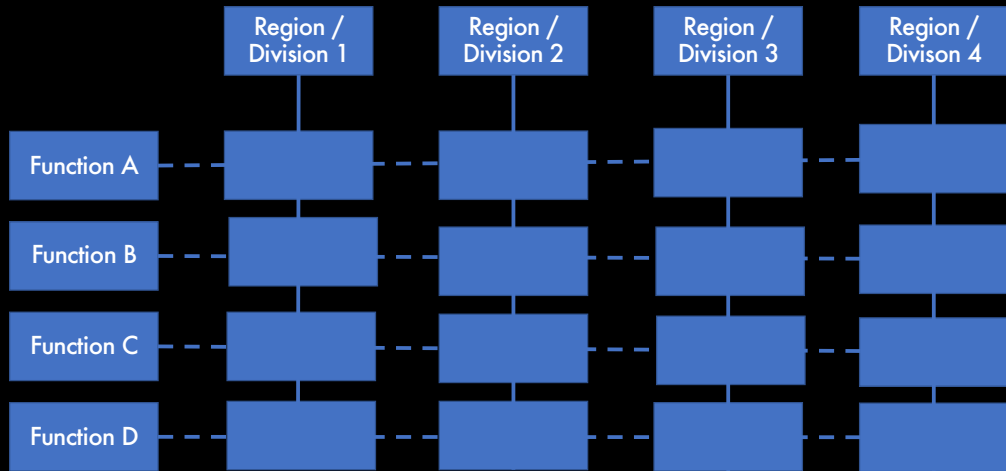
Figure 2-4 HR Role in Building a Competitive Organization: Shared Responsibility





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• Resou  
• Inform  
• Execu

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The image shows the cover of the book 'Human Resource Champions' by Dave Ulrich. The cover is dark with the title in large, bold, white letters. Below the title, there is a graphic of a target with an arrow hitting the bullseye. At the bottom of the cover, it says 'THE NEXT AGENDA FOR ADDING VALUE AND DELIVERING RESULTS' and 'HARVARD BUSINESS SCHOOL PRESS'. The book is placed on a laptop keyboard, which is partially visible in the background. The entire image has a teal tint.

# ¿Qué ha cambiado desde entonces?



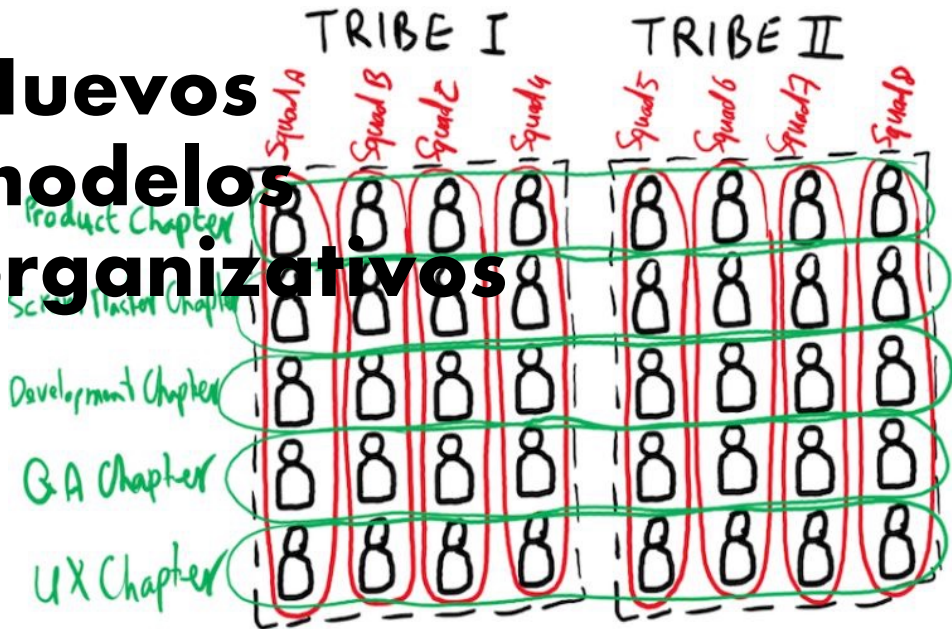
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# Estrategias adaptativas



# Nuevos modelos organizativos



# Nuevas formas de trabajo



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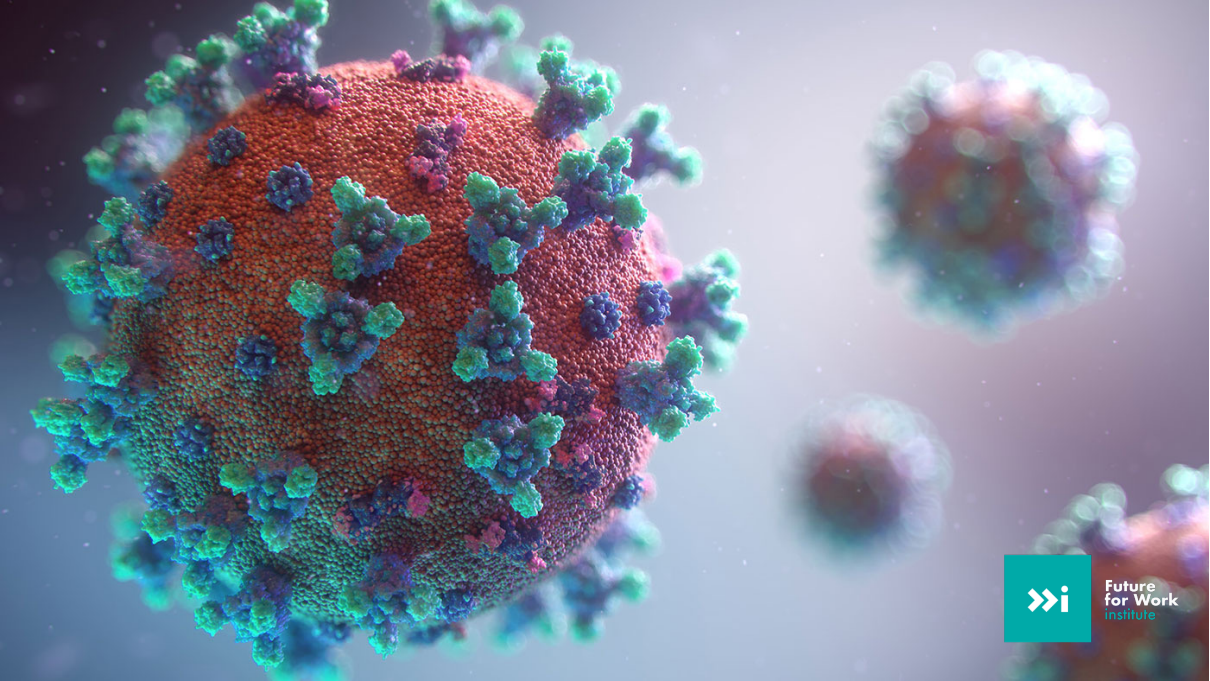
# Una nueva jerarquía de capacidades humanas



# ¿Y qué pasa con RRHH?





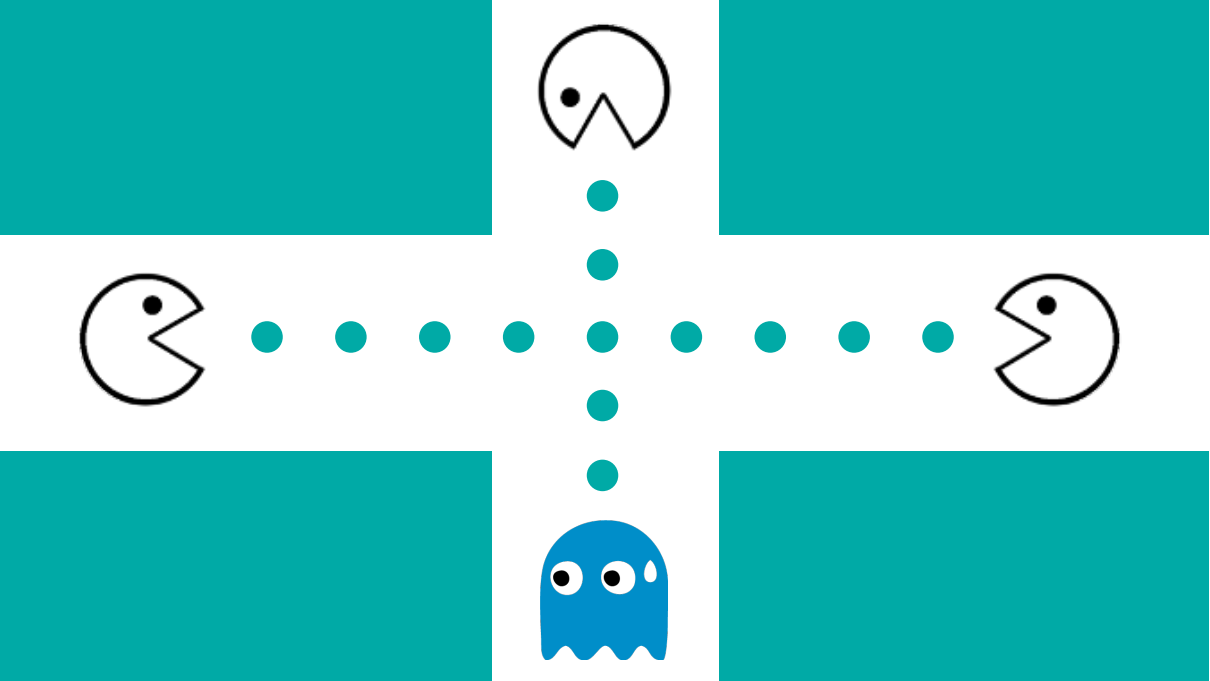


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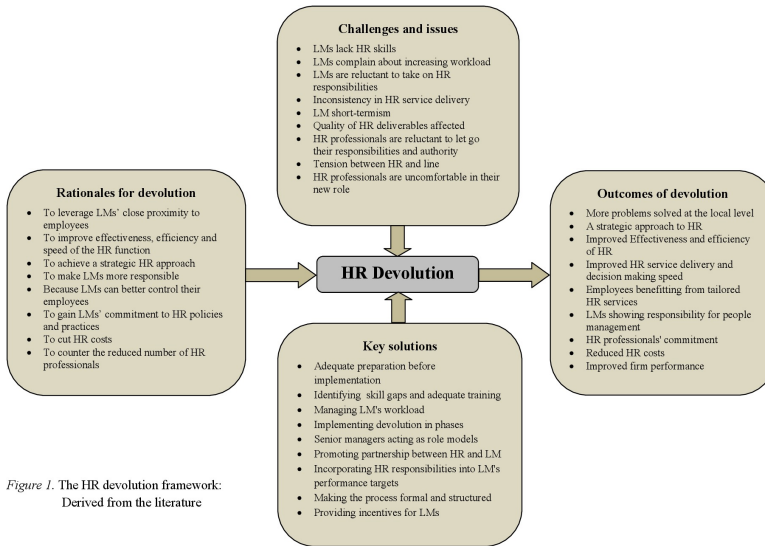
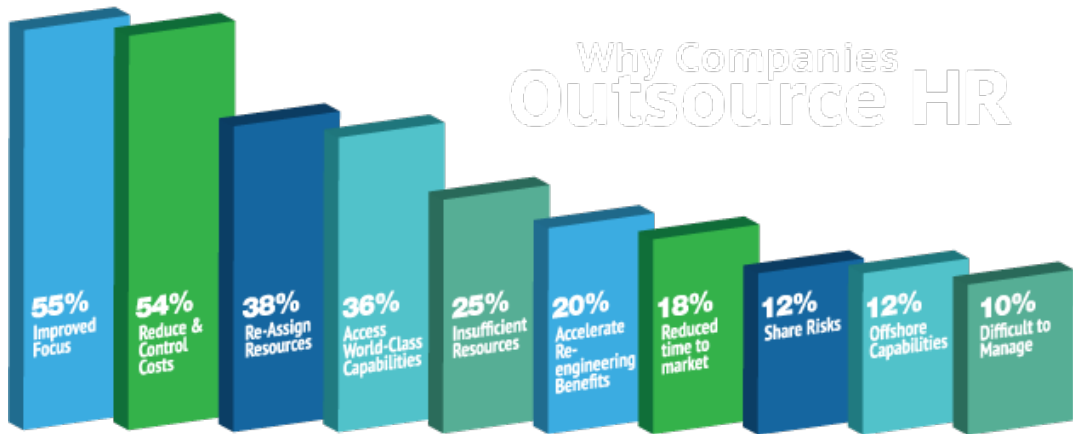


Figure 1. The HR devolution framework:  
Derived from the literature

# Devolución a la línea

# Why Companies Outsource HR



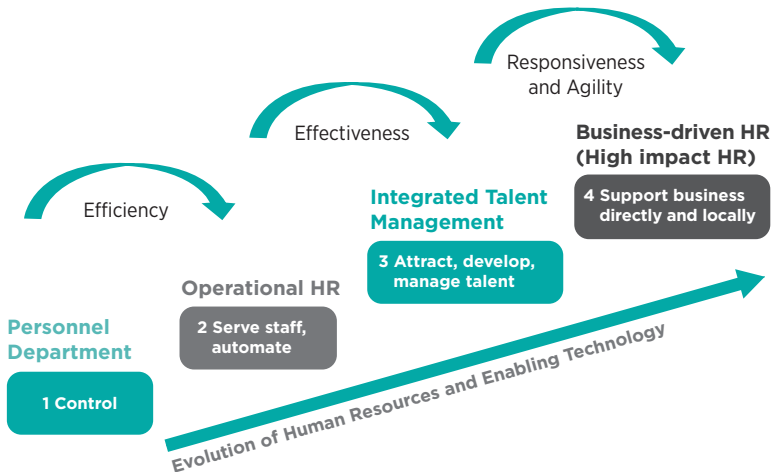
## Externalización



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# What we observed: The four phases

## Changing drivers for transformation



# Digitalización y automatización



# Regionalización



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# LXP



**Provides adaptive learning & AI technology**  
**Based on individual concerns**  
**Generate personalised & rich content**  
**Includes libraries that can be curated**  
**Natively collaborative and social**

# LMS



**Provide training content**  
**Includes courses administration**  
**Linear learning paths**  
**Build to grant power to learning administrator**

## Autoservicio de empleados

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[Next - NV trust office to terminate Unilever NV depository receipt structure](#) [>](#)

## Unilever launches new AI-powered talent marketplace

24/06/2019

London/Rotterdam - Unilever today announces the introduction of a new internal online talent marketplace, FLEX Experiences, which helps employees push the boundaries of their career by using an AI-powered platform to identify personalised open opportunities across the business, in real time.

# El talento como factor clave de competitividad

# New ways of organizing HR

Source: Accenture (2015) A new blueprint for HR

		Commonly Accepted	Emerging	New Innovations through Digital
Primary Drivers for the HR Organization	Optimization	Traditional BP/COE Model	Lean HR Model	No HR
	Customer Intimacy	Federated/Decentralized Model	Talent Segmented Model	Crowdsourced Model
	Agility		Professional Services Model	Just-in-Time HR Model

## Just-in-Time HR Model

This model replaces Centers of Excellence (COEs) and business partners with a small cross-functional workforce effectiveness group. The group, made up of talent, IT, and facilities experts, advises temporary teams to design talent practices and consult with the business. The teams are comprised of a variety of people from the business such as employees, business leaders, experts

from other functions, and even outside customers. The model borrows from agile software development, open innovation and lean Six Sigma to deliver innovative, digitally-enabled, integrated and adaptable solutions that are nimbly pulled from the business based on demand. This model is especially suited for volatile businesses with diverse workforces.

## Professional Services Model

Here, COE and business partner roles are replaced with an internal HR consulting group that creates talent practices and advises various parts of the business. Like internal IT groups, the group may have a charge-back model for services. The goal of the model is to eliminate siloes in HR that can create conflicting solutions. The

model can create a more business-focused HR function and unlock HR resources from the business units so they can be more flexibly deployed to the highest impact work. This model is ideal for fast-changing businesses with globally integrated business models and a great deal of project work.

## Talent Segmented Model

Just as companies that compete on customer centricity often organize around customer segments, organizations that compete on employee centricity can organize HR resources around talent segments. Instead of having business partners assigned to business units, "talent segment representatives" can be more flexibly assigned to these talent groupings. Segments may still include workforces in business units, but may also include

critical workforces, the extended workforce, workforces in emerging markets, generational segments, and more. This model is ideal for organizations that compete on talent with highly diverse workforces that are seeking to boost workforce productivity and engagement by creating customized talent management practices without sacrificing control.

## Crowdsourced Model

Borrowing from concepts of crowdsourcing, "co-created" products and services, and open source innovation, this model reconceives HR in light of new digital advances that empower employees to define their own talent practices. Using social and other technologies, for example, employees may learn from one another, engage in crowdsourced performance reviews, onboard one another, recruit others, help select future leaders, and

perform transactions themselves. A far smaller HR group with sophisticated IT and analytics skills establishes digital platforms and guidelines. Business partners are replaced with coaches who may still advise leaders, but who primarily facilitate a culture of democratized talent management. This model is especially appropriate for smaller, volatile organizations that compete on talent with more democratic cultures.

## Lean HR Model

With this model, HR is divided into three parts: shared services; a tiny corporate function with deep specialists (risk and compliance in HR; treasury and tax in finance); and a small number of both centralized and localized planning and analysis experts. Large teams of business partners and COEs are eliminated. Instead, talent practices are designed by experts together with external consultants; once designed, they rarely require change. Experts use analytics to advise leaders on talent aspects of business decisions; unlike business partners, however,

none of their job is operational. This model is fitting for organizations that primarily compete on operational efficiency rather than talent.

In some cases, organizations could opt to move from "lean" HR to "no" HR. Here, HR departments are eliminated by pulling them apart, with pieces either being outsourced, automated by machines, or placed in various parts of the business where they fit most naturally.

## Federated/Decentralized Model

For businesses with fairly autonomous business units and that must rapidly respond to the needs of local units, this model decentralizes business partners and COEs into the business units. Sometimes even HR transactional services may reside in the business units—typically if a number of low-cost but highly

different countries that perform transactional services negate the business case for centralization. This model is best for organizations focused on speed and intimacy rather than on efficiencies that can be achieved through scale.

## Global Talent SCOUT, CONVENER & COACH



- Talent scout & talent matcher
- Talent developer
- Talent platform manager
- Talent contract manager
- Life coach

## Technology ACTOR

Skills driven by  
scope of technology  
analytics  
decision making



## Social Policy & Community ACTIVIST

- Corporate social responsibility leader
- Influencer for shaping or adding policies & laws supporting a new world of work
- Talent is community engager

## Virtual Culture ARCHITECT



- Culture advocate & brand builder
- Connector of employee purpose to company purpose

## Organizational ENGINEER



- Expert in new ways of working
- Facilitator of virtual team effectiveness
- Developer of all types of leadership
- Expert at talent transitions

## Data, Talent & Technology INTEGRATOR



- Forecaster of skills, driven by technology
- Effective adoption of productivity technology
- Talent data/analytics modeler, & decision-making

# The future of HR: “Reports of the death of the HRBP are greatly exaggerated”

01 November 2019

## Purpose Values and Culture

Organisations need a conscience - someone that can question decisions, shape the culture, and remind employees of the aspirations and behaviours that tie them together, which will be a key skill of HRBPs of the future.

## Agile Decision Making

With products that allow organisations to easily automate judgment based advice, HR will need the skills to setup, review, and intervene with the algorithms which drive these systems.

## Driving Employee Experience

HR need to meet the high employee demands on dynamic digitally enabled careers, combined with inclusive human and cultural social experiences.

## Future Workforce Planning

HRBPs need to help business leaders navigate new talent tools and available data to predict and create the workforce of the future now.

## Upskilling

HRBPs will have a huge role to play in continuously upskilling the current workforce to meet tomorrow's demands, providing critical input into scenario planning and the transition process.

## Leadership Development

The future workforce will look drastically different and so will our leaders. Partnering with the business, HR will need to help set out the future leadership vision and development frameworks.



# Evolving into a Strategic “Full-Stack” HRBP

Once you have the fundamentals down, gaining an intimate understanding of the challenges your business team is working to solve and being able to reframe those challenges through the lens of talent and employee experience is critical. Use this five-step model to go full-stack HRBP.

## Leadership, Executive Presence

Executive, Team, Organizational Leadership

**Leadership knowledge and experience** to help companies assess, build, and reward leaders, as well as understand how leaders make decisions so you can engage, convince, and involve them in moments that matter.

## Technology, Data, Tools and Vendors

HR Tech, database, analytics, AI

**Tools, technologies, and data** are increasingly driving HR processes and programs; the more tech savvy you become the more strategic you will be.

## Business Acumen and Industry Experience

Finance, organizational knowledge, industry, history

**Business and Industry expertise** to have a pulse on product, technology, and market dynamics; the best HR professionals spend time in non-HR roles learning and listening.

## Consulting and Problem Solving

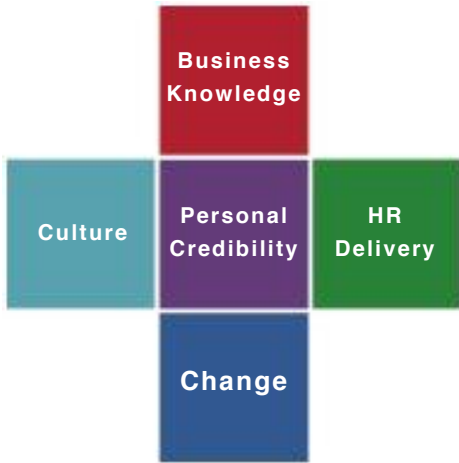
Agile, co-creation, listening, communications

**Expertise as a consultant, problem-solver, and listener** to understand how much change a team or company can take.

## HR Domain Expertise

HR disciplines, operations, compliance, and people science

**Technical domains** that you specialize in over time (i.e., recruiting, learning, compensation, executive development, coaching).



1997



2002



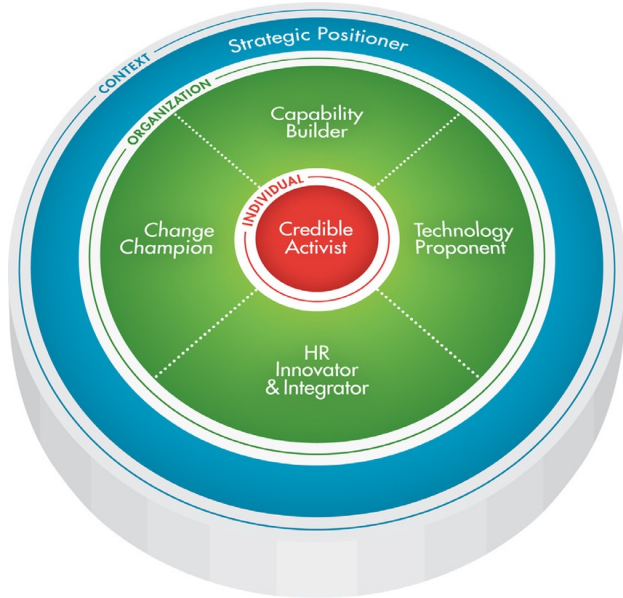
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2007



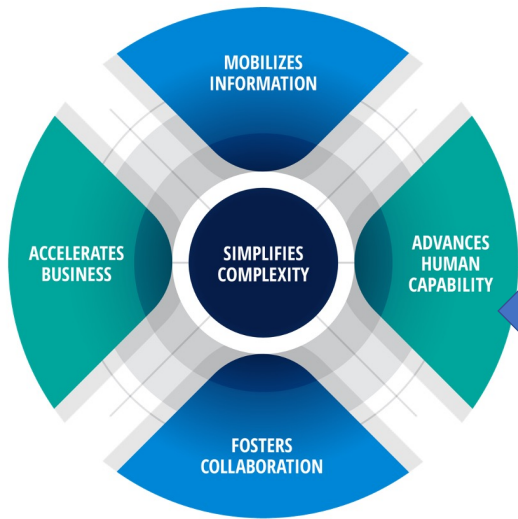
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2012

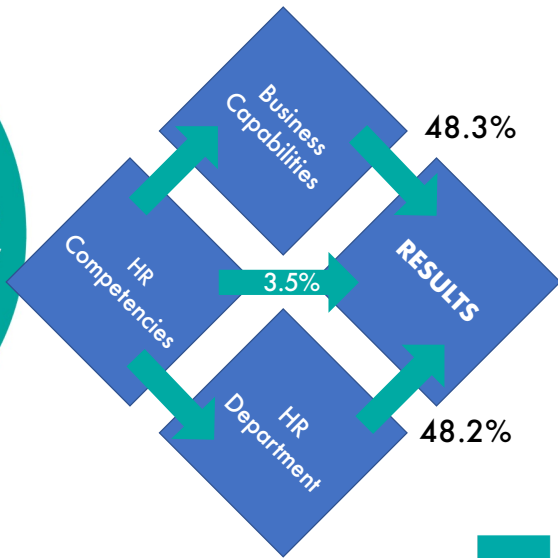


2017





2021



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# El rol de HRBP en las empresas españolas

*Resultados del sondeo*

*Abril 2022*



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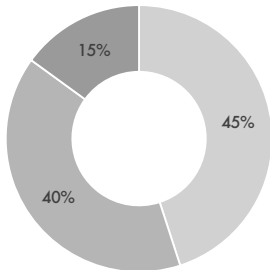
*Principales*  
**hallazgos**



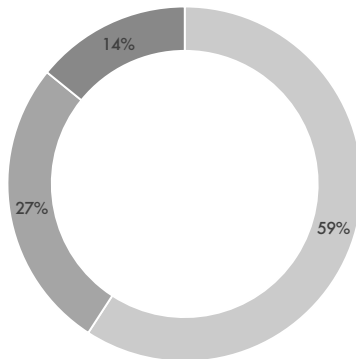


## Descripción de la muestra

**N = 120** profesionales RR.HH.  
de empresas donde existe este rol



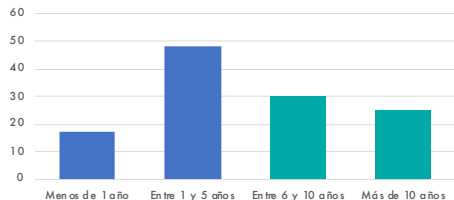
■ Hasta 1.000 empleados ■ Entre 1.001 y 10.000 ■ Más de 10.000



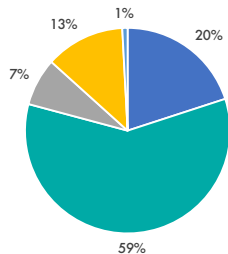
■ HRBP ■ Directivos RRHH ■ Otros roles RRHH

## El rol de HRBP en 2022

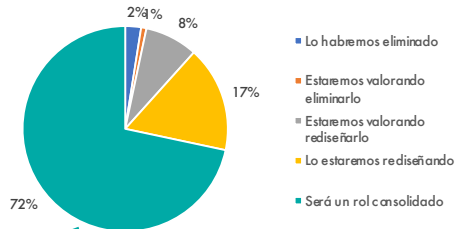
¿Hace cuánto tiempo que existe el rol de HRBP en la organización?



- En fase de implantación
- Es un rol consolidado
- Estamos valorando rediseñarlo
- Lo estamos rediseñando
- Estamos valorando eliminarlo

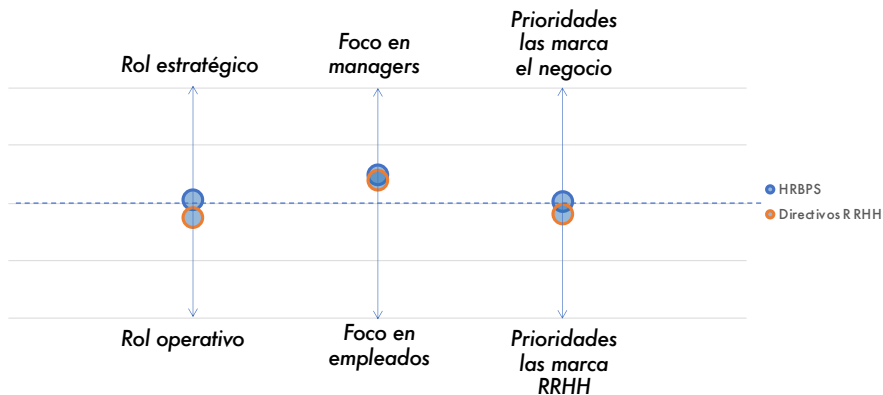


## El rol de HRBP en 2025



	Hasta 1.000 empleados	Entre 1.001 y 10.000 empl.	Más de 10.000 empleados
<u>Total empleados</u> Número de HRBPs	<b>87</b>	<b>332</b>	<b>606</b>
<u>Total empleados</u> Total equipo RRHH	<b>46</b>	<b>63</b>	<b>111</b>
<u>Número de HRBPs</u> Total equipo RRHH	<b>56%</b>	<b>22%</b>	<b>20%</b>

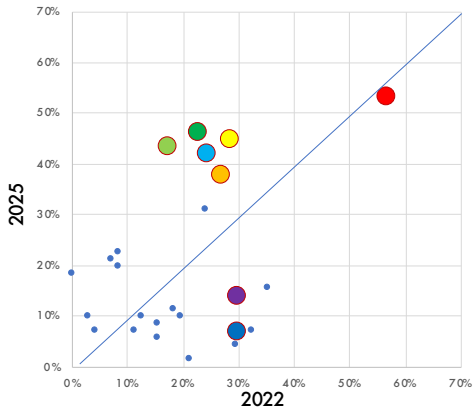
## ¿Cómo enfocan el rol de HRBP las empresas españolas?



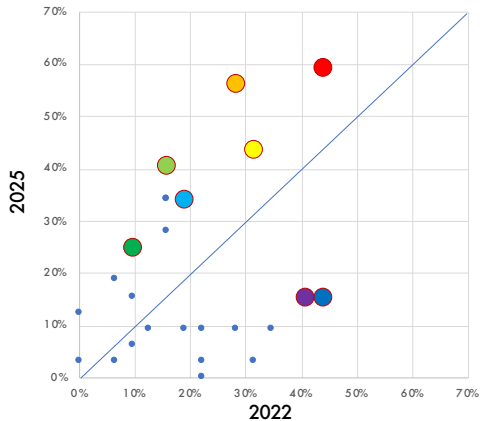
# ¿A qué dedican principalmente su tiempo los HRBPs ahora y a qué lo dedicarán en 2025?

% de participantes que consideran el tema como uno de los cinco a los que principalmente dedican/dedicarán su tiempo

Según los propios HRBP



Según los directivos de RRHH

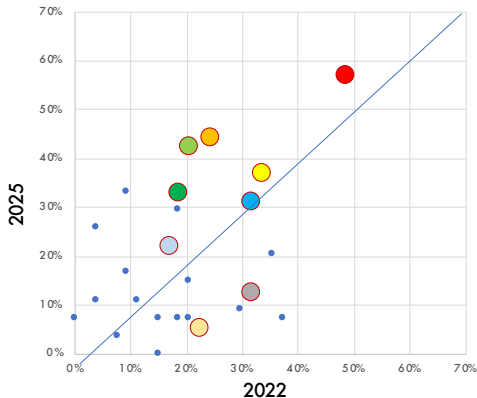


- Talent/potential/succession/career
- Change management
- Leadership development
- Culture and values
- Strategic def. participation
- Work experience
- Conflict management
- Talent acquisition

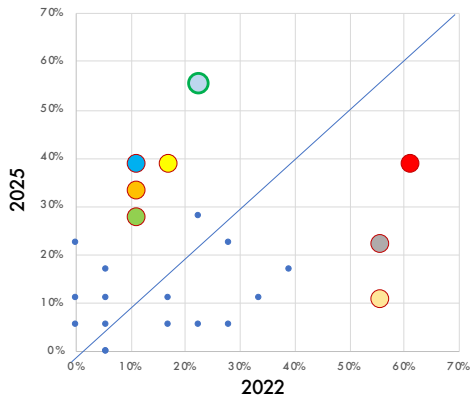
# ¿A qué dedican principalmente su tiempo los HRBPs ahora y a qué lo dedicarán en 2025?

% de participantes que consideran el tema como uno de los cinco a los que principalmente dedican/dedicarán su tiempo

### Empresas de hasta 1.000 empleados



### Empresas de más de 10.000 empleados



- Talento/potencial/sucesión/carrera
- Gestión del cambio
- Desarrollo liderazgo
- Participación def. estrategia
- Experiencia emple.
- Consultas managers
- Reestructuraciones / desvinculac.
- Cultura y valores
- Planif. Estratégica de la fuerza de trabajo

## ¿Cuáles son los principales desafíos a los que se enfrentarán los HRBP de aquí a 2025?

	HRBPs	Directivos RRHH
Adaptar su rol a las exigencias de nuevos modelos organizativos (ej. organizaciones ágiles)	48%	56%
Aportar valor a los empleados de la unidad y que estos lo perciban	45%	41%
Mejorar la calidad de las decisiones en materia de gestión de personas en la unidad de negocio	44%	44%
Identificar cambios y tendencias relevantes en el entorno	41%	56%
Ganarse y mantener la credibilidad y confianza de los managers de sus unidades	41%	34%
Adaptar su rol a la progresiva automatización de procesos, tareas y decisiones	35%	31%
Asegurar que los intereses del conjunto de la organización prevalecen sobre los particulares de la unidad de negocio	35%	31%
Adaptar su rol a la progresiva devolución de responsabilidades de gestión de personas a los managers	34%	28%
Adaptar su rol a las exigencias de nuevas formas de trabajar (ej. trabajo distribuido)	27%	34%
Sincronizarse con el resto de la función de RRHH	24%	9%
Aparición de nuevos roles que ocupan parte (o todo) del espacio que hoy ocupan los HRBP	14%	16%
Conseguir mantener el ritmo de aprendizaje necesario para desempeñar el rol eficazmente	13%	19%

## ¿Cuáles son los principales desafíos a los que se enfrentarán los HRBP de aquí a 2025?

	Hasta 1.000 empleados	Entre 1.001 y 10.000	Más de 10.000 empl.
Adaptar su rol a las exigencias de nuevos modelos organizativos (ej. organizaciones ágiles)	44%	54%	61%
Aportar valor a los empleados de la unidad y que estos lo perciban	48%	50%	17%
Mejorar la calidad de las decisiones en materia de gestión de personas en la unidad de negocio	43%	42%	56%
Identificar cambios y tendencias relevantes en el entorno	48%	42%	33%
Ganarse y mantener la credibilidad y confianza de los managers de sus unidades	37%	40%	39%
Adaptar su rol a la progresiva devolución de responsabilidades de gestión de personas a los managers	33%	40%	17%
Asegurar que los intereses del conjunto de la organización prevalecen sobre los particulares de la unidad de negocio	31%	35%	33%
Adaptar su rol a la progresiva automatización de procesos, tareas y decisiones	28%	33%	50%
Adaptar su rol a las exigencias de nuevas formas de trabajar (ej. trabajo distribuido)	30%	33%	28%
Sincronizarse con el resto de la función de RRHH	15%	17%	44%
Aparición de nuevos roles que ocupan parte (o todo) del espacio que hoy ocupan los HRBP	22%	8%	11%
Conseguir mantener el ritmo de aprendizaje necesario para desempeñar el rol eficazmente	20%	6%	11%



## Conclusiones:

- **HRBP: Un rol cada vez más consolidado en las empresas españolas.**
- **Distintas organizaciones entienden el rol de HRBP de diferentes maneras.**
- **Identificamos dos trayectorias: Estratégico o Facilitador.**
- **Principales desafíos: Evolución del rol con la organización y la anticipación al mercado**



