

Topics for discussion with those in HR/OD Business Partner (HR/OD BP) Roles

For background on our interest in speaking with those in or formerly in HR/OD Business Partner roles, [please read this post](#). Our primary interests are to:

- Develop Organization Development (OD) competence in senior executives by helping them work on their business and with their team using tools, approaches, and principles informed by the practical application of human behavioral theory.
- Helping internal and external business, HR and OD consultants to executives do the same.

Ahead of our upcoming call, please skim through the questions below to get a sense of what we would like to learn in our time together.

HR/OD BP Framing

- What is the purpose of the HR/OD BP position? How did it come about? Why does it exist?
- How is the HR/OD BP position described?
Please share a copy of a written position description, if possible
- Where is the HR/OD BP role positioned in the organization? i.e., who is responsible for HR/OD BPs in terms of:
 - Hiring
 - Setting performance goals
 - Evaluating performance against goal; compensation and reward decisions
 - Training
 - Assigning tasks
- How is the HR/OD BP role intended to differ from/relate to other HR, OD roles?

Work Process

- What are your day-to-day responsibilities?
 - How do you decide how to allocate your time?
 - How do you contract, in the traditional OD sense, with those you help?
- How does your work with your business-line client(s) originate?
 - Those you help ask for your assistance, or
 - You suggest what those you help should have you do, or
 - Someone else brokers your engagement based on insights or initiatives
- How many line personnel do you support? At what level(s) in the organization? Are there primary and secondary levels of people you support?

Value Delivered

- Who specifically benefits directly the most from what you do?
- What would those you help say why it is a good idea to engage with HR/OD BPs? I.e., what value would you say they see you provide?
- How would you describe the value you add to the organization and those you work with? Please give an example.
- What does success look like and how is it measured? Please give an example.

Individual Capabilities and Value-Add

- What skills/competence/orientation does it take for the role to be fully successful?
- How do you see your own strengths and gaps in skills/capabilities to perform the role in ways it is meant to deliver full value?
- What skills or training do you wish you had more of to be maximally effective in the role?
- On a scale of one to ten, where one is low and ten is high, what level of value are you now delivering in your role? Why did you pick that number? What would it take for you to deliver to a ten?

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- What untapped opportunities do you see to add value given your skills, training, experience, and interests?
- What keeps you from adding such value?
- How would the top business beneficiary of your services describe your strengths and gaps in terms of the value s/he receives from you? What skills/capabilities would this person say you would need to further your impact?

Function-wide Capabilities and Value-Add

- What strengths/gaps do you see in those you work with, help, or the organization as a whole as having that, if they did, the HR/OD role would be more likely to be maximally effective?
- What do you/the organization plan to do to amplify strengths and close gaps?

Overall

- If you could wave a magic wand and change one thing about how the HR/OD Business partner is working now, what would that be?
- What else do you think we should know?

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