

Strategic HR Business Partner Self-Assessment

Developing the competencies and capabilities required to be a successful Strategic HR Business Partner

HR Administrator Report

Note:
See worksheet "5) Individual View - Matrix" for an example of how to highlight selected data



HRBP Coaching: <https://globalinx.co.jp/consulting-services/coaching/>

What is a Strategic HR Business Partner?



An HR professional who interfaces with the business, providing human capital solutions to enable the organization to implement its strategy and achieve business and organizational goals

戦略的HRビジネスパートナー”は、企業のビジネス戦略や目標達成につながる企業人財の活用法を提案する、HRのプロフェッショナルです。



The goal is to create a Highly-Engaged and High-Performing Organization that Achieves Extraordinary Results

ゴールは、社員のエンゲージメントおよび組織のパフォーマンスを高めることにより、並外れた成果を生み出す組織を創造することです。



More and more business leaders are looking to HR to identify and create capabilities to deliver on the business strategy, such as:

- Speed to market
- Innovation
- Leadership
- Collaboration
- Change management
- Culture management
- Performance Management
- Employee Engagement
- Partnership with HR
- Coaching
- Organizational design
- Culture

より多くのビジネスリーダーが次のようなビジネス戦略を実現するための能力を見極め、生み出すためにHRの協力を求めています

- マーケットの動きを把握し迅速に投入する
- イノベーション
- リーダーシップ
- コラボレーション・協働
- チェンジマネジメント
- 異文化マネジメント
- パフォーマンス管理
- 従業員エンゲージメント
- HRとのパートナーシップ
- コーチング
- 組織デザイン
- 文化

To get that “Voice at the Table” with your Internal Customers



Demonstrate that you understand *their* business & *their* problems, and show how your HR solutions help to address those issues

1) Overall - Summary View

Region: All, Location: All, Business Unit All

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

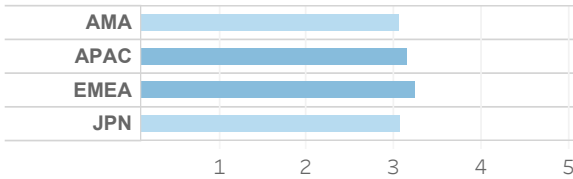
Region All	Location All	Business Unit All	Individual All
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English		AMA		APAC		EMEA		JPN	
		New York	Portland	Shanghai	Singapore	London	Paris	Tokyo	Yokohama
1. Business Acumen	01. I understand the future vision and strategy of the company	2.7	3.0	3.1	2.7	3.2	3.0	3.1	2.8
	02. I demonstrate a good understanding of the business environment	2.7	3.1	3.8	3.2	3.8	3.0	3.6	2.8
	03. I keep up to date with trends inside and outside my sector which may have business implications	2.5	2.9	3.1	2.5	3.2	3.4	3.0	2.4
	04. I help to shape the direction of the business in line with strategic priorities	3.0	2.9	3.3	3.0	2.9	3.0	3.2	2.8
2. Talent Development	05. I effectively develop the next generation of leaders	3.7	2.8	3.3	3.3	2.8	3.4	3.4	3.0
	06. I am skilled at identifying talent issues before they affect the business	3.5	3.1	3.4	3.3	3.1	3.6	3.6	3.0
	07. I build high-performing teams with my internal customers	3.2	2.8	3.0	3.0	3.2	3.2	2.9	3.0
	08. I am proficient at implementing training & development activities	3.8	3.1	3.6	3.7	3.8	3.6	3.7	3.2
	09. I feel comfortable in coaching the leadership team of my business group	3.3	2.6	3.1	2.7	3.1	2.8	3.0	2.4
3. Networks & Internal Relationships	10. I develop good internal networks	3.3	3.1	3.5	3.5	3.4	3.4	3.4	3.0
	11. I build strong relationships with clients quickly	3.7	3.3	4.0	4.0	4.0	3.4	3.8	3.4
	12. I build trust by getting to know their needs well	3.5	3.3	3.8	3.5	3.7	3.8	3.8	3.2
	13. I respond quickly and effectively to manager questions & inquiries	3.7	3.4	3.6	3.5	3.6	3.8	3.8	3.4
	14. I can effectively deal with difficult or unreasonable managers	1.8	2.4	2.4	2.2	2.4	3.0	2.1	2.0
4. Organizational Development	15. I know how to conduct an organizational capability assessment	2.8	2.5	2.6	2.7	3.0	3.2	2.6	2.8
	16. I understand how to align HR strategy to the business strategy	2.8	2.4	2.4	2.2	2.6	3.4	2.6	2.6
	17. I am comfortable using HR data to make the business case	2.7	2.8	2.1	2.3	2.3	2.6	2.1	2.6
	18. I can effectively present HR solutions to the business	3.0	3.0	3.0	2.8	3.2	3.4	3.0	3.0
	19. I feel comfortable presenting organizational designs and/or structures	3.7	2.6	2.9	3.2	3.1	3.4	2.9	3.0
	20. I am proficient at leading change initiatives	3.5	3.1	3.3	3.3	3.1	3.4	3.2	3.0
	21. I understand how to conduct workforce planning	3.0	3.3	3.4	3.2	3.7	3.0	3.2	3.2
	22. I effectively communicate organizational values	3.8	2.9	3.5	3.8	3.3	3.4	3.3	3.6
5. Employee Support	23. I deal effectively with interpersonal conflicts	3.2	2.6	2.6	2.8	2.7	3.2	2.7	2.8
	24. I effectively handle employee issues, e.g., harassment	3.5	3.3	3.1	3.2	3.0	4.0	3.3	3.0
	25. I respond quickly and effectively to employee needs	4.2	3.4	3.8	4.2	3.8	3.8	3.6	3.8

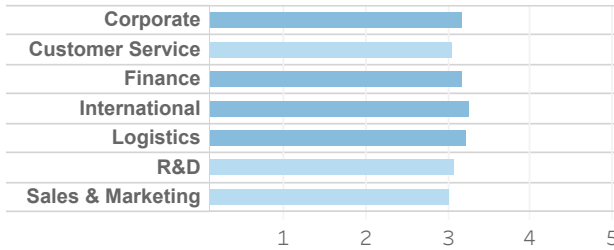
2) Overall - Categories & Questions

Region: All, Location: All, Business Unit: All, Individual: All

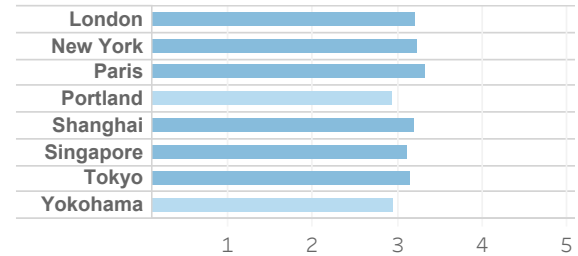
Region



Business Unit



Location



English

Category	Question	Score
1. Business Acumen	01. I understand the future vision and strategy of the company	3.0
	02. I demonstrate a good understanding of the business environment	3.3
	03. I keep up to date with trends inside and outside my sector which may have business implications	3.0
	04. I help to shape the direction of the business in line with strategic priorities	3.0
2. Talent Development	05. I effectively develop the next generation of leaders	3.2
	06. I am skilled at identifying talent issues before they affect the business	3.3
	07. I build high-performing teams with my internal customers	3.0
	08. I am proficient at implementing training & development activities	3.6
	09. I feel comfortable in coaching the leadership team of my business group	3.0
3. Networks & Internal Relationships	10. I develop good internal networks	3.4
	11. I build strong relationships with clients quickly	3.8
	12. I build trust by getting to know their needs well	3.6
	13. I respond quickly and effectively to manager questions & inquiries	3.6
	14. I can effectively deal with difficult or unreasonable managers	2.3
4. Organizational Development	15. I know how to conduct an organizational capability assessment	2.8
	16. I understand how to align HR strategy to the business strategy	2.6
	17. I am comfortable using HR data to make the business case	2.4
	18. I can effectively present HR solutions to the business	3.1
	19. I feel comfortable presenting organizational designs and/or structures	3.1
	20. I am proficient at leading change initiatives	3.3
5. Employee Support	21. I understand how to conduct workforce planning	3.3
	22. I effectively communicate organizational values	3.4
	23. I deal effectively with interpersonal conflicts	2.8
	24. I effectively handle employee issues, e.g., harassment	3.3
	25. I respond quickly and effectively to employee needs	3.8

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

Vertical line = Average of all responders in this survey

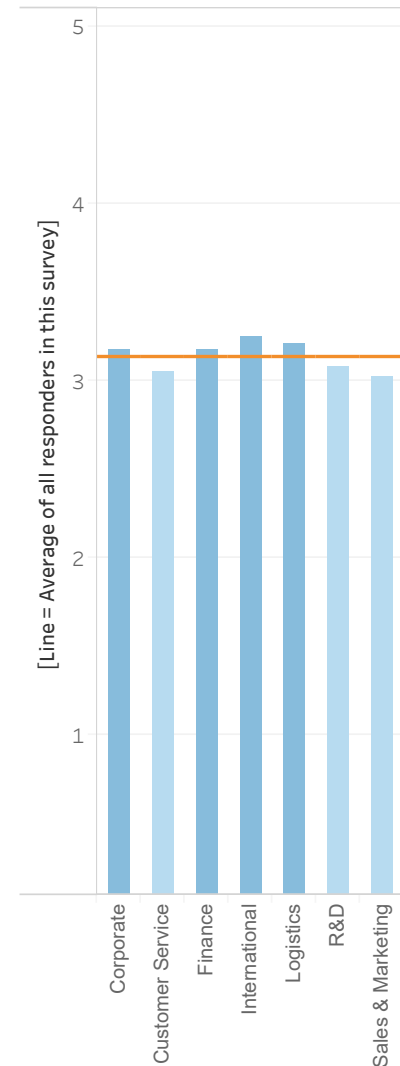
3) By Business Unit

Region: All, Location: All, Business Unit All

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

Region	Location	Business Unit	Individual
All	All	All	All

		AMA		APAC		EMEA		JPN	
		New York	Portland	Shanghai	Singapore	London	Paris	Tokyo	Yokohama
Corporate	1. Business Acumen	2.5		3.0	2.5	3.0	2.8	4.0	
	2. Talent Development	3.6		3.4	3.0	2.2	2.8	3.5	
	3. Networks & Internal Relationships	3.3		3.0	2.8	3.0	3.2	4.1	
	4. Organizational Development	3.3		2.9	2.5	2.8	3.3	3.2	
	5. Employee Support	3.8		2.7	3.3	2.7	3.7	3.3	
Customer Service	1. Business Acumen		3.0	4.0		3.0	2.3	3.0	3.0
	2. Talent Development		2.6	3.5		3.0	2.0	3.4	3.0
	3. Networks & Internal Relationships		3.0	4.1		3.8	2.4	3.0	3.0
	4. Organizational Development		2.8	3.2		2.9	2.5	2.9	3.0
	5. Employee Support		3.0	3.3		3.3	2.7	2.7	3.0
Finance	1. Business Acumen	3.0			2.5	3.0	3.5	3.0	
	2. Talent Development	3.1			3.6	2.2	4.0	3.4	
	3. Networks & Internal Relationships	3.0			3.5	3.0	4.2	3.1	
	4. Organizational Development	2.8			3.3	2.8	3.8	2.7	
	5. Employee Support	3.2			3.8	2.7	4.3	3.3	
International	1. Business Acumen	2.5	3.0	3.5	3.5	3.0	3.5	3.3	
	2. Talent Development	4.2	3.0	3.8	3.8	2.2	3.8	3.4	
	3. Networks & Internal Relationships	3.8	3.0	3.4	3.4	3.0	3.4	3.6	
	4. Organizational Development	4.1	3.0	2.9	2.9	2.8	2.9	2.9	
	5. Employee Support	4.3	3.0	3.3	3.3	2.7	3.3	3.3	
Logistics	1. Business Acumen		3.0	3.0	3.0	3.0			2.9
	2. Talent Development		3.0	2.2	3.0	4.0			3.3
	3. Networks & Internal Relationships		3.0	3.0	3.8	3.6			3.4
	4. Organizational Development		2.9	2.8	2.9	3.5			3.4
	5. Employee Support		3.2	2.7	3.3	3.8			3.5
R&D	1. Business Acumen		2.9	3.3		4.3			2.4
	2. Talent Development		2.9	3.4		3.9			2.5
	3. Networks & Internal Relationships		2.9	3.6		3.9			2.6
	4. Organizational Development		2.7	2.9		3.2			2.5
	5. Employee Support		3.0	3.3		3.3			3.0
Sales & Marketing	1. Business Acumen	2.8	3.0	2.5	3.0	3.0	3.5	2.8	
	2. Talent Development	3.4	3.0	3.0	2.2	3.4	4.0	2.9	
	3. Networks & Internal Relationships	2.8	3.8	2.8	3.0	3.0	4.2	2.9	
	4. Organizational Development	2.6	2.9	2.5	2.8	2.9	3.8	2.7	
	5. Employee Support	3.3	3.3	3.3	2.7	2.7	4.3	3.0	



4) By Category

Region: **All**, Location: **All**, Business Unit **All**

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

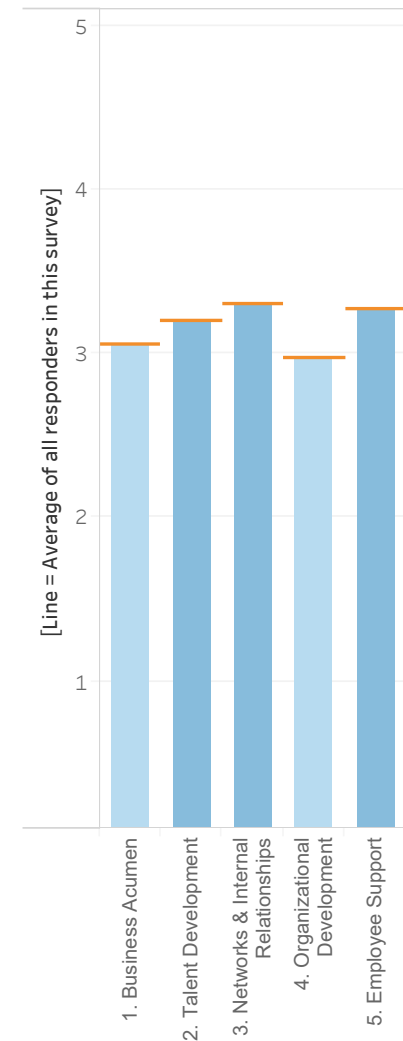
Region
All

Location
All

Business Unit
All

Individual
All

		AMA		APAC		EMEA		JPN	
		New York	Portland	Shanghai	Singapore	London	Paris	Tokyo	Yokohama
1. Business Acumen	Corporate	2.5		3.0	2.5	3.0	2.8	4.0	
	Customer Service		3.0	4.0		3.0	2.3	3.0	3.0
	Finance	3.0			2.5	3.0	3.5	3.0	
	International	2.5	3.0	3.5	3.5	3.0	3.5	3.3	
	Logistics		3.0	3.0	3.0	3.0			2.9
	R&D		2.9	3.3		4.3			2.4
	Sales & Marketing	2.8	3.0	2.5	3.0	3.0	3.5	2.8	
2. Talent Development	Corporate	3.6		3.4	3.0	2.2	2.8	3.5	
	Customer Service		2.6	3.5		3.0	2.0	3.4	3.0
	Finance	3.1			3.6	2.2	4.0	3.4	
	International	4.2	3.0	3.8	3.8	2.2	3.8	3.4	
	Logistics		3.0	2.2	3.0	4.0			3.3
	R&D		2.9	3.4		3.9			2.5
	Sales & Marketing	3.4	3.0	3.0	2.2	3.4	4.0	2.9	
3. Networks & Internal Relationships	Corporate	3.3		3.0	2.8	3.0	3.2	4.1	
	Customer Service		3.0	4.1		3.8	2.4	3.0	3.0
	Finance	3.0			3.5	3.0	4.2	3.1	
	International	3.8	3.0	3.4	3.4	3.0	3.4	3.6	
	Logistics		3.0	3.0	3.8	3.6			3.4
	R&D		2.9	3.6		3.9			2.6
	Sales & Marketing	2.8	3.8	2.8	3.0	3.0	4.2	2.9	
4. Organizational Development	Corporate	3.3		2.9	2.5	2.8	3.3	3.2	
	Customer Service		2.8	3.2		2.9	2.5	2.9	3.0
	Finance	2.8			3.3	2.8	3.8	2.7	
	International	4.1	3.0	2.9	2.9	2.8	2.9	2.9	
	Logistics		2.9	2.8	2.9	3.5			3.4
	R&D		2.7	2.9		3.2			2.5
	Sales & Marketing	2.6	2.9	2.5	2.8	2.9	3.8	2.7	
5. Employee Support	Corporate	3.8		2.7	3.3	2.7	3.7	3.3	
	Customer Service		3.0	3.3		3.3	2.7	2.7	3.0
	Finance	3.2			3.8	2.7	4.3	3.3	
	International	4.3	3.0	3.3	3.3	2.7	3.3	3.3	
	Logistics		3.2	2.7	3.3	3.8			3.5
	R&D		3.0	3.3		3.3			3.0
	Sales & Marketing	3.3	3.3	3.3	2.7	2.7	4.3	3.0	



5) Individual View - Matrix

Region: **All**, Location: **All**, Business Unit **All**, Individual: **All**

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

	1. Business Acumen	2. Talent Development	3. Networks & Internal Relationships	4. Organizational Development	5. Employee Support
Person 0	3.5	4.0	4.2	3.8	4.3
Person 1	3.0	3.0	3.0	3.0	3.0
Person 2	2.8	2.8	3.2	3.3	3.7
Person 3	3.0	3.0	3.0	2.8	3.3
Person 4	2.5	4.2	3.8	4.1	4.3
Person 5	2.5	3.0	2.8	2.5	3.3
Person 6	3.5	3.8	3.4	2.9	3.3
Person 7	3.0	3.0	3.8	2.9	3.3
Person 8	3.0	2.2	3.0	2.8	2.7
Person 9	2.3	2.0	2.4	2.5	2.7
Person 10	5.0	4.0	4.4	3.5	3.3
Person 11	3.0	3.4	3.0	2.9	2.7
Person 12	3.5	4.0	4.2	3.8	4.3
Person 13	3.0	3.0	3.0	3.0	3.0
Person 14	3.0	3.0	3.0	3.0	3.0
Person 15	3.0	3.0	3.0	2.8	3.3
Person 16	2.5	4.2	3.8	4.1	4.3
Person 17	2.5	3.0	2.8	2.5	3.3
Person 18	3.5	3.8	3.4	2.9	3.3
Person 19	3.0	3.0	3.8	2.9	3.3
Person 20	3.0	2.2	3.0	2.8	2.7
Person 21	2.3	2.0	2.4	2.5	2.7
Person 22	5.0	4.0	4.4	3.5	3.3
Person 23	3.0	3.4	3.0	2.9	2.7
Person 24	3.5	3.8	3.4	2.9	3.3
Person 25	3.0	3.0	3.8	2.9	3.3
Person 26	3.3	2.4	3.0	2.8	2.7
Person 27	2.3	2.0	2.4	2.5	2.7
Person 28	2.5	3.0	3.2	2.5	3.3
Person 29	3.5	3.8	3.4	2.9	3.3
Person 30	2.5	4.2	3.8	4.1	4.3
Person 31	2.5	3.0	2.8	2.5	3.3
Person 32	3.5	3.8	3.4	2.9	3.3
Person 33	3.0	3.0	3.8	2.9	3.3

Region

All

Location

All

Business Unit

All

Individual

All

English



Vertical line = Average of all responders in this survey

6) Individual Matrix Print Report

Region: **All**, Location: **All**, Business Unit **All**, Individual: **All**

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

		1. Business Acumen	2. Talent Development	3. Networks & Internal Relationships	4. Organizational Development	5. Employee Support
Corporate	Person 2	2.8	2.8	3.2	3.3	3.7
	Person 17	2.5	3.0	2.8	2.5	3.3
	Person 23	3.0	3.4	3.0	2.9	2.7
	Person 31	2.5	3.0	2.8	2.5	3.3
	Person 37	3.0	3.0	3.8	2.9	3.3
	Person 38	3.0	2.2	3.0	2.8	2.7
	Person 47	2.5	4.2	3.8	4.1	4.3
	Person 51	5.0	4.0	4.4	3.5	3.3
Customer Service	Person 1	3.0	3.0	3.0	3.0	3.0
	Person 15	3.0	3.0	3.0	2.8	3.3
	Person 22	5.0	4.0	4.4	3.5	3.3
	Person 25	3.0	3.0	3.8	2.9	3.3
	Person 39	2.3	2.0	2.4	2.5	2.7
	Person 43	3.0	3.0	3.8	2.9	3.3
	Person 44	3.0	2.2	3.0	2.8	2.7
	Person 52	3.0	3.4	3.0	2.9	2.7
Finance	Person 5	2.5	3.0	2.8	2.5	3.3
	Person 8	3.0	2.2	3.0	2.8	2.7
	Person 12	3.5	4.0	4.2	3.8	4.3
	Person 16	2.5	4.2	3.8	4.1	4.3
	Person 28	2.5	3.0	3.2	2.5	3.3
	Person 40	3.5	3.8	3.4	2.9	3.3
	Person 45	2.5	2.4	2.6	2.8	3.0
	Person 53	3.5	3.8	3.4	2.9	3.3
International	Person 4	2.5	4.2	3.8	4.1	4.3
	Person 7	3.0	3.0	3.8	2.9	3.3
	Person 13	3.0	3.0	3.0	3.0	3.0
	Person 24	3.5	3.8	3.4	2.9	3.3
	Person 29	3.5	3.8	3.4	2.9	3.3
	Person 42	3.0	2.2	3.0	2.8	2.7
	Person 49	3.5	3.8	3.4	2.9	3.3
	Person 54	3.5	3.8	3.4	2.9	3.3
Logistics	Person 3	3.0	3.0	3.0	2.8	3.3

6) Individual Matrix Print Report

Region: **All**, Location: **All**, Business Unit **All**, Individual: **All**

1) Low/ 低い 2) Gaps/ ギャップ 3) Mid/ 中間 4) Doing Well/ できている 5) High/ 高い

		1. Business Acumen	2. Talent Development	3. Networks & Internal Relationships	4. Organizational Development	5. Employee Support
Logistics	Person 6	3.5	3.8	3.4	2.9	3.3
	Person 14	3.0	3.0	3.0	3.0	3.0
	Person 20	3.0	2.2	3.0	2.8	2.7
	Person 26	3.3	2.4	3.0	2.8	2.7
	Person 30	2.5	4.2	3.8	4.1	4.3
	Person 50	3.0	3.0	3.8	2.9	3.3
	Person 55	2.5	4.2	3.8	4.1	4.3
R&D	Person 9	2.3	2.0	2.4	2.5	2.7
	Person 10	5.0	4.0	4.4	3.5	3.3
	Person 18	3.5	3.8	3.4	2.9	3.3
	Person 21	2.3	2.0	2.4	2.5	2.7
	Person 32	3.5	3.8	3.4	2.9	3.3
	Person 33	3.0	3.0	3.8	2.9	3.3
	Person 36	3.5	3.8	3.4	2.9	3.3
	Person 56	2.5	3.0	2.8	2.5	3.3
Sales & Marketing	Person 0	3.5	4.0	4.2	3.8	4.3
	Person 11	3.0	3.4	3.0	2.9	2.7
	Person 19	3.0	3.0	3.8	2.9	3.3
	Person 27	2.3	2.0	2.4	2.5	2.7
	Person 34	3.0	2.2	3.0	2.8	2.7
	Person 35	2.8	3.4	2.8	2.6	3.3
	Person 48	2.5	3.0	2.8	2.5	3.3
	Person 57	3.3	3.8	3.4	2.9	3.3