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Becoming a Trusted HR Advisor

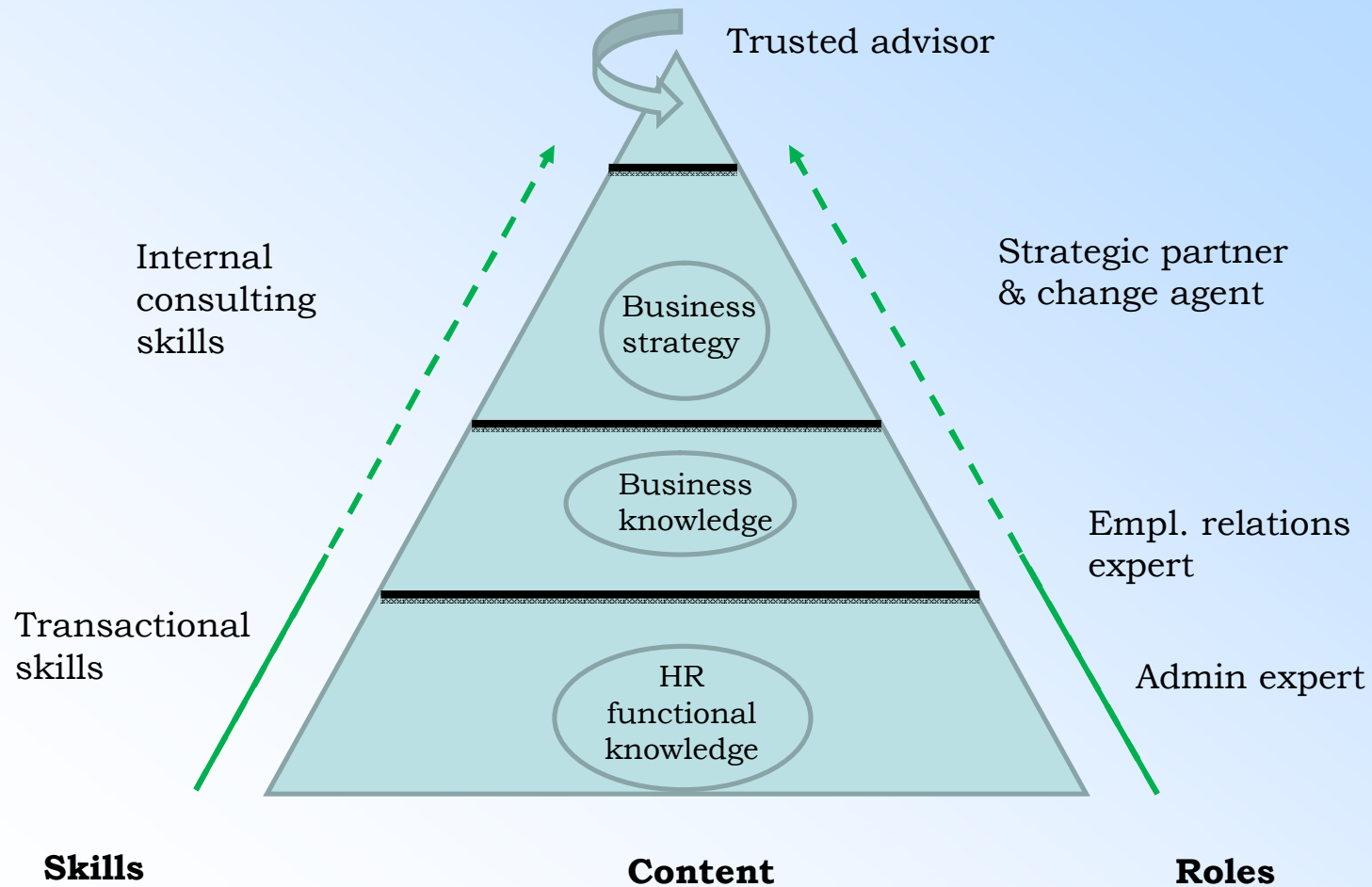
Mark Gussetti



“HR should not be defined by what it does but by what it delivers — results that enrich the organization’s value to customers, investors, and employees.”

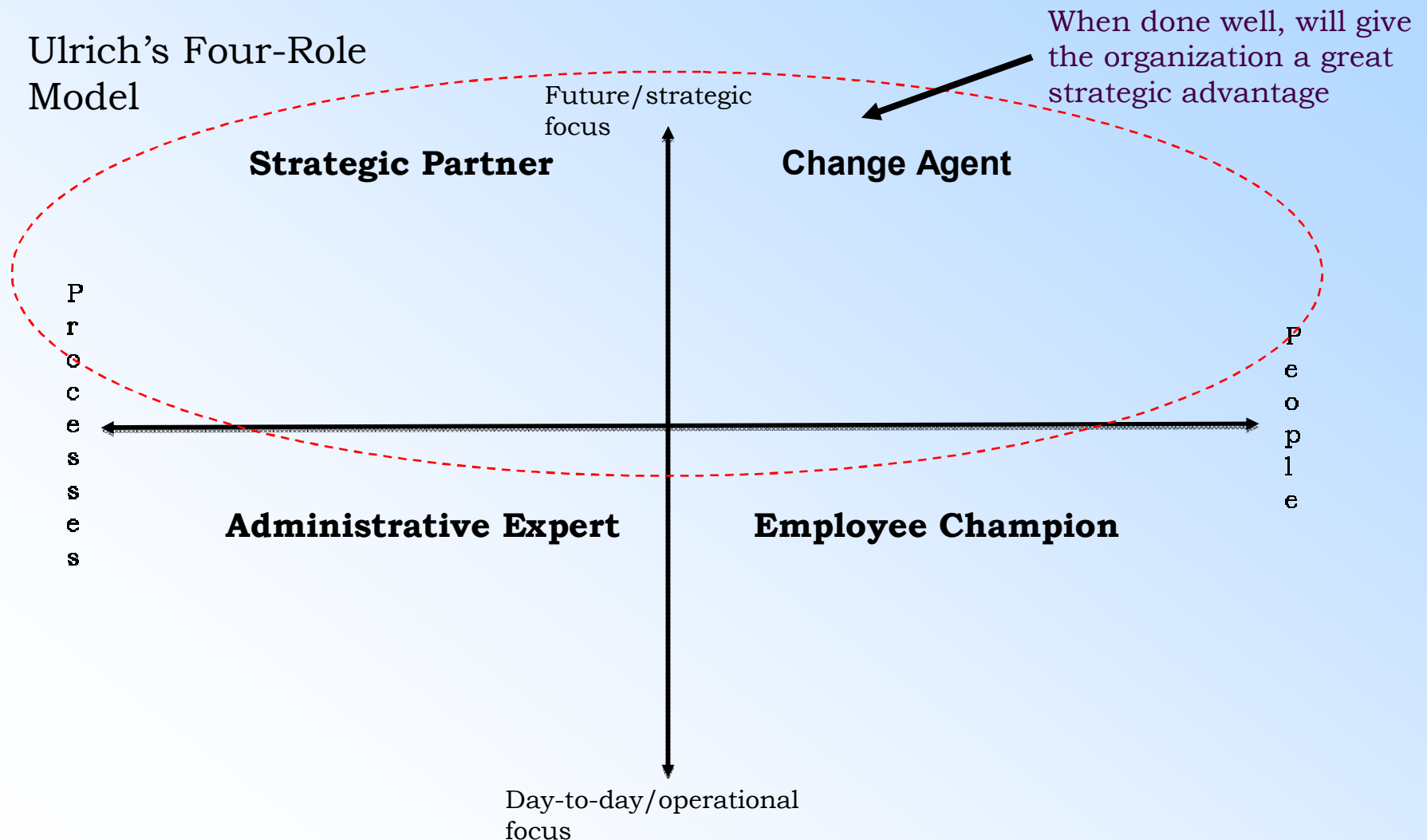
Dave Ulrich – Harvard Business Review, 1998

The Business Needs



The Differing HR Roles

Ulrich's Four-Role Model



Kirkpatrick Foundational Principles

1. The end is the beginning.
2. Return on expectations (ROE) is the ultimate indicator of value.
3. Business partnership is necessary to bring about positive ROE.
4. Value must be created before it can be demonstrated.
5. A compelling chain of evidence demonstrates your bottom-line value.

KIRKPATRICK FOUNDATIONAL PRINCIPLE

1



THE END IS THE BEGINNING.

KIRKPATRICK FOUNDATIONAL PRINCIPLE

2

re turn on ex·pec·ta·tion

\ri-tərn ɒn ek-spek-tā-shən\ - noun

1. What a successful training initiative delivers to key business stakeholders demonstrating the degree to which their expectations have been satisfied

**RETURN ON EXPECTATIONS (ROE) IS THE
ULTIMATE INDICATOR OF VALUE.**

KIRKPATRICK FOUNDATIONAL PRINCIPLE

3



**BUSINESS PARTNERSHIP IS NECESSARY TO
BRING ABOUT POSITIVE ROE.**

KIRKPATRICK FOUNDATIONAL PRINCIPLE

4



**VALUE MUST BE CREATED BEFORE IT CAN
BE DEMONSTRATED.**

KIRKPATRICK FOUNDATIONAL PRINCIPLE

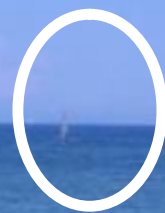
5



**A COMPELLING CHAIN OF EVIDENCE
DEMONSTRATES YOUR BOTTOM-LINE
VALUE.**

Training

Business







Leave Your Contact Information for FREE Resources

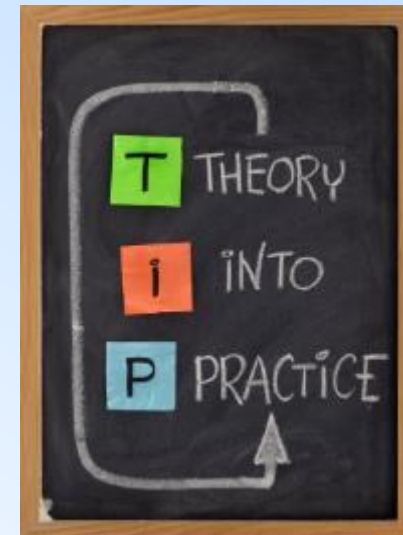
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