

14th Annual Human Resources Conference

CHANGE / Continuity

Sustainable Change Management in Asia

May 27, 2005 (Friday)



HR Competencies: From Delivery to Engaging People Asian HR as Change Agents that Attract, Retain and Engage Employees

Maria Chan

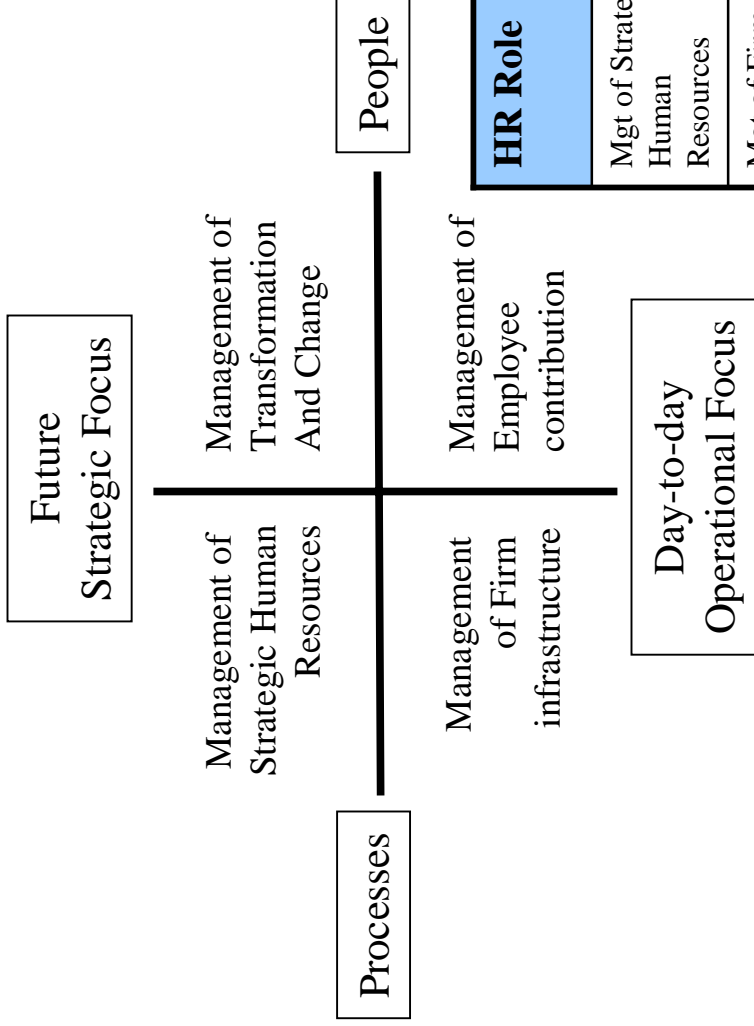
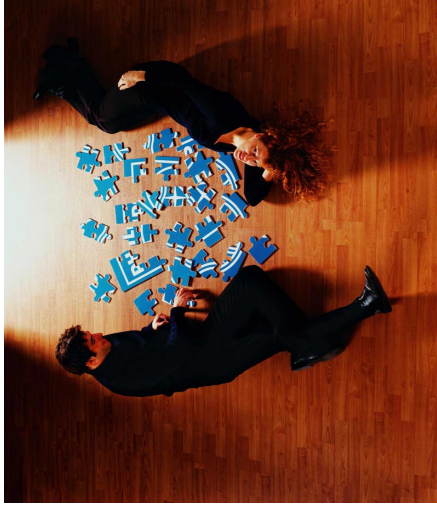
VP – International HRM

Philips Mobile Display Systems

Phone: 2666-2808, Fax: 2264 3221

maria.lc.chan@philips.com

Companies Define the Role they want HR to Play



HR Role	Deliverable / Outcome	Metaphor	Activity
Mgt of Strategic Human Resources	Executing Strategy	Strategic Partner	Aligning HR with business strategy
Mgt of Firm Infrastructure	Building an efficient Infrastructure	Administrative Expert	Reengineering Organization Processes
Mgt of Employee Contribution	Increasing employee commitment and capability	Employee Champion	Listening and responding to Employees
Mgt of Transformation and Change	Creating a renewed organization	Change Agent	Ensuring capacity for change

Source: Ulrich 1997
Harvard Business School Press

The Role of HR Matures with Business Needs

—————> (and Time)

What HR People do
(Transactional Activities)

- Staffing
- Development
- Compensation
- Benefits
- Communications
- Organization Design
- Performance Mgt
- Compliance

What HR Delivers
(Contribution Results)

- Strategy execution
- Administrative efficiency
- Employee contribution
- Capacity for change
- Global Workforce
- Customer Intimacy
- Operational Excellence
- Learning Culture

How HR Engages
(Leveraging Resources)

- Employee Engagement
- Global Management
- Diversity & Inclusion
- Organizational Capabilities
- Culture Change
- Intellectual Capital

? Local company —————>

? Asian Values —————>

? Relationship Based Leadership —————>

? Growth / Cost focused —————>

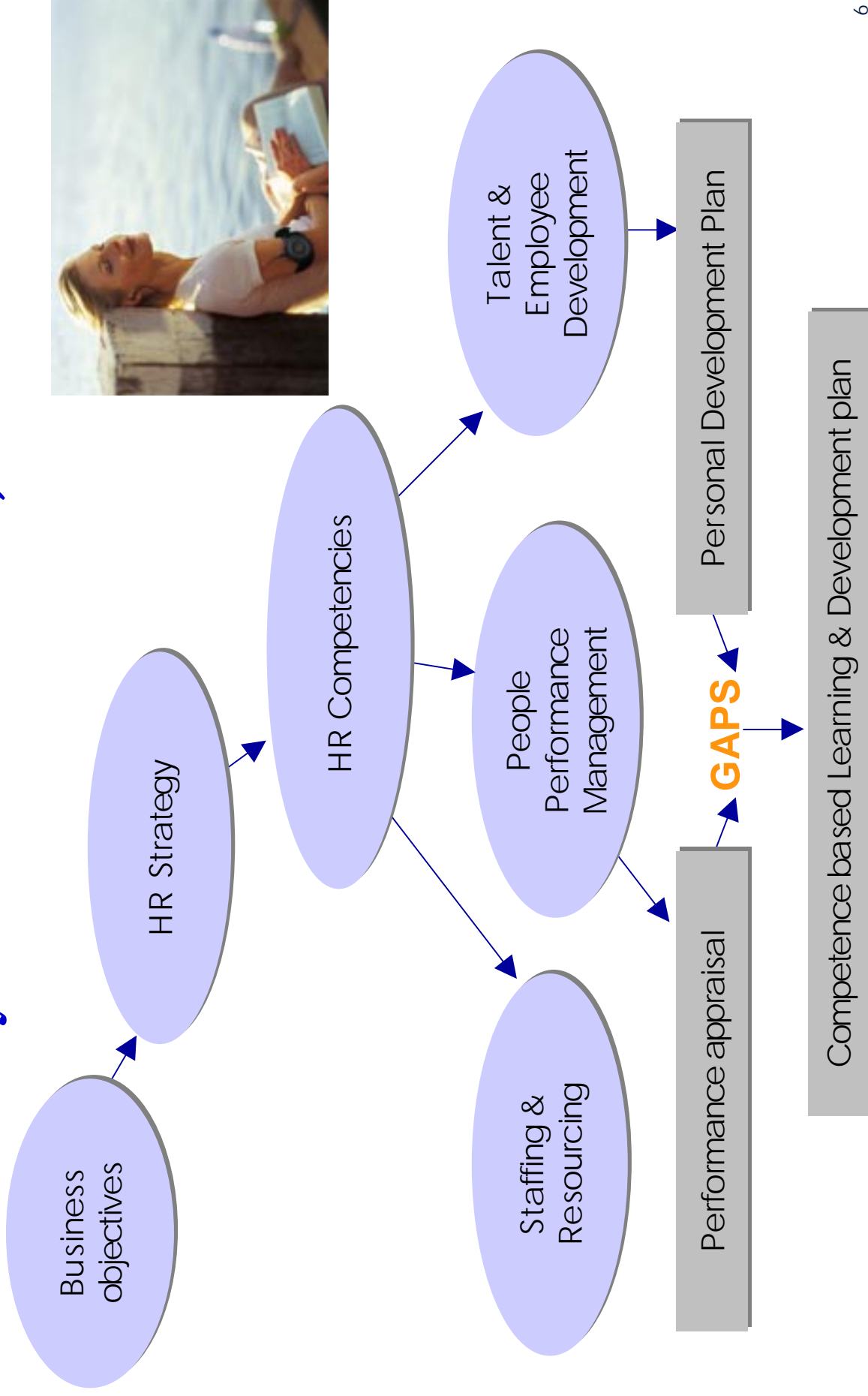
? Multi-National

? Western Mgt

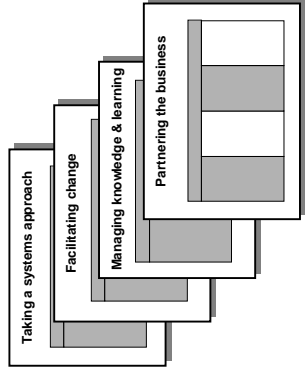
? Meritocracy

? Mature/Value Based

HR competencies required are defined by the business objectives



Dave Ulrich's 2003 model of HR Functional Competencies



Business Knowledge

- Understanding the business and the industry
- Apply understanding of the integrated value chain and the firm's value proposition

Personal Credibility

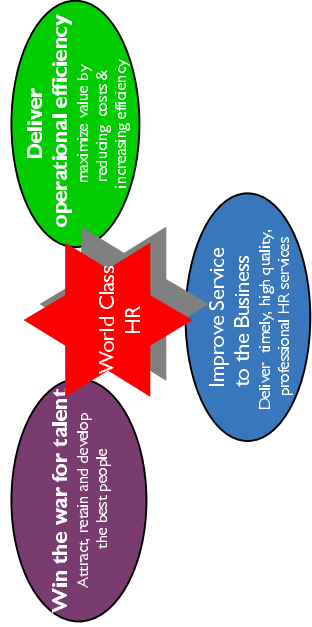
- Promise and deliver results
- Effective relationships inside and outside the business
- Effective communication

Strategic Contribution

- Manage culture
- Strategic decision-making
- Facilitating "fast change"
- Creating "market-driven" connectivity

HR Delivery

- Staffing
- Development
- Organization
- Performance management

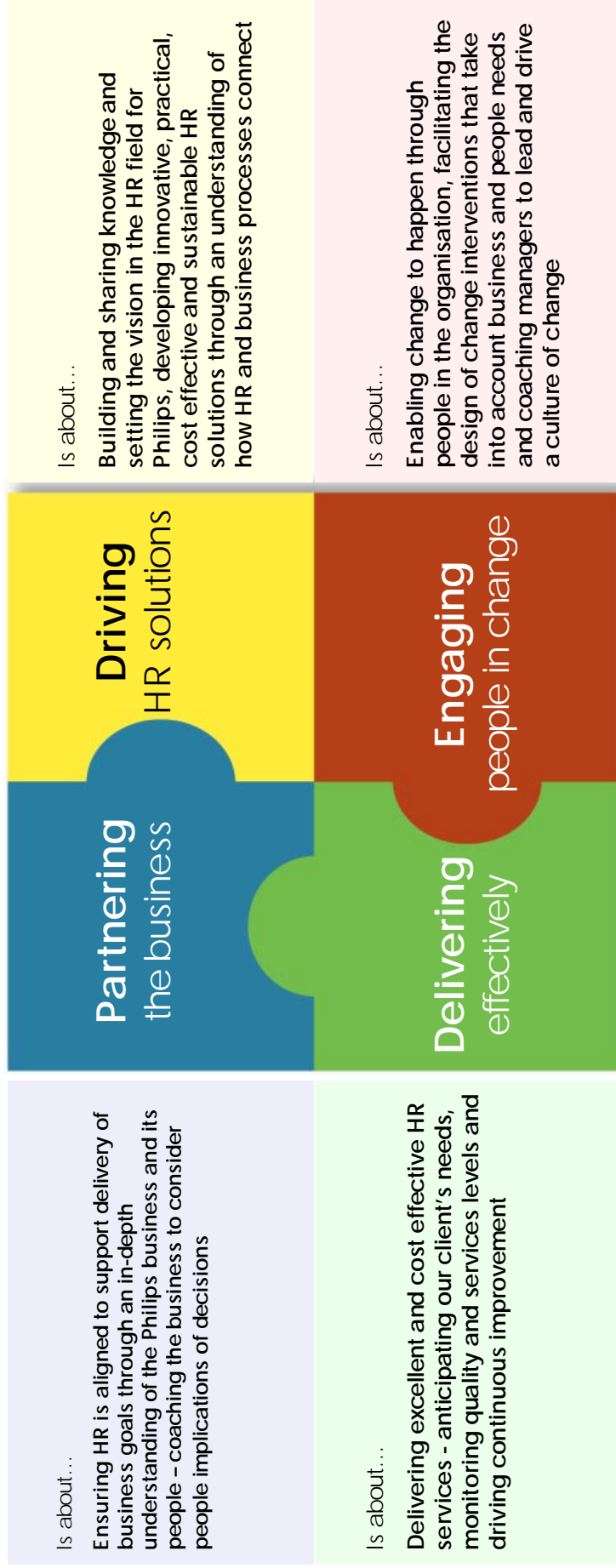


HR Technology

- Leveraging technology for HR practices

Philips HR Competency model

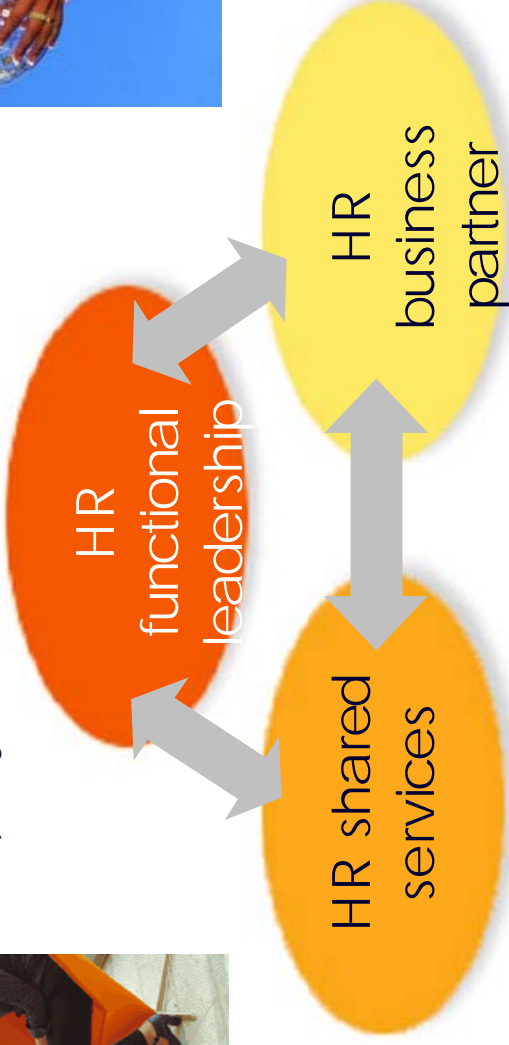
HR KEY BEHAVIOURS
 Building on sound HR technical knowledge, four interconnecting behavioural competencies required to deliver world class HR



HR PROFESSIONAL KNOWLEDGE

HR careers evolve based upon development of these competence areas

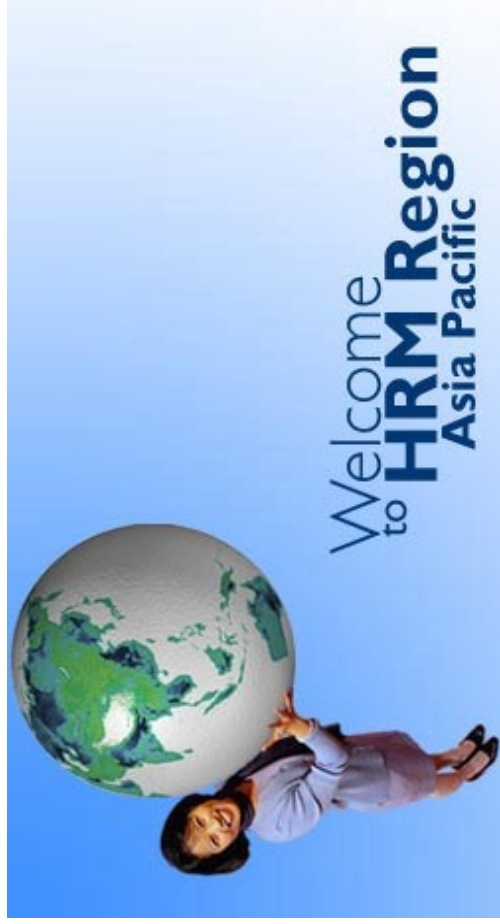
- Up-to-date and in-depth professional know how and insights
- Understands the Philips business context
- Designs and implements integrated, high quality solutions



- Relentless focus on customer needs
- Continuously drives to increase quality and efficiency of service offering
- Team players with "can do" mentality
- Ensures that relevant people capability issues are included in the management agenda
- Drives vital change initiatives concerning people and organization
- Credible and easy-to-access people

“I believe that the next ten years will be the HR decade. The increased pace of change required by technology, globalization, profitable growth and customer demands places work force competence and organizational capabilities at centre stage”

**Quote: Dave Ulrich
Human Resource Champions**



***Culture that
Attracts,
Retains and
Engages staff***

@ Philips MDS



14th Annual Human Resources Conference

CHANGE / Continuity

Sustainable Change Management in Asia

May 27, 2005 (Friday)



HR Competencies: From Delivery to Engaging People Asian HR as Change Agents that Attract, Retain and Engage Employees

Maria Chan

VP – International HRM

Philips Mobile Display Systems

Phone: 2666-2808, Fax: 2264 3221

maria.lc.chan@philips.com