

# HR's Charter for 21<sup>st</sup> Century Professionals

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## *HR's Courage to Lead & Act* *Charter*

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*A call to HR Professionals to be courageous*



*CourageousHR works with HR leaders and Communities to identify their distinctive contribution and then make it, both culturally and operationally, an organisational reality.*

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# Human Resources Charter

## I believe ....

### *In people*

- People (Employees) are the only source of long term success in every type of organisation
- The 'health' of an organisation and its character is a reflection of how the people who work within it behave and are treated
- People need to take responsibility for and be accountable to others for their actions, words and behaviours
- People are looking for fairness, respect, honesty and an opportunity to contribute. In return they are willing to actively contribute their ideas, energy and capabilities for the success of others and the organisation
- People have talents and are talented, they just need the opportunity and encouragement to demonstrate them

### *That organisations are continuously evolving*

- Change is the only constant in the global economy and all organisations need to adapt to survive
- New ways of thinking and working within and between organisations are emerging in response to change
- The future is unknown and the opportunities for organisations are only limited by the creativity, courage and resourcefulness of its people

### *In partnerships*

- Organisations which rely on position and reward power are losing ground to those who rely on shared values, common goals and a desire to work together to achieve joint success
- Partnerships can take many forms, are not static and occur as formal organisational structures, informal ways of working and between people internal and external to an organisation
- Partnerships encourage and enable individuals to contribute more of themselves
- Through Partnerships, organisations are able to achieve more with less (quantity and quality)

### *In courageous leadership*

- Courageous leadership in organisations is not about position or job title, it is about individuals who inspire others by being courageous enough to do what they think is right, irrespective of any potential social or personal risks to themselves
- Courageous individuals are both 'followers' and 'leaders'
- Courageous leadership works at the individual, collective and cultural levels
- Courage cannot be planned – organisations can however encourage it through identifying it, supporting it and rewarding it

## As a consequence, this means ....

<b>Belief</b>	<b>HR Consequence</b>	<b>My Actions</b>
<b><i>HR has a unique role to play in organisations</i></b>	<ul style="list-style-type: none"> <li>■ To help employees understand and do what is required of them to help their organisation to achieve its goals</li> </ul>	<ul style="list-style-type: none"> <li>■ To inspire, challenge and create opportunities for others and through others</li> </ul>
<b><i>HR can lead by example</i></b>	<ul style="list-style-type: none"> <li>■ HR has an opportunity to lead their organisation by showing what working in partnership and being flexible means in practice</li> </ul>	<ul style="list-style-type: none"> <li>■ Be insightful, thoughtful, creative, challenging</li> <li>■ Courageously lead from the front to create new thinking and ways of working</li> </ul>
<b><i>HR is a significant value creator</i></b>	<ul style="list-style-type: none"> <li>■ Being efficient and supporting the business to add value is not enough; HR should use its unique skills, knowledge and experiences to create tangible new value</li> </ul>	<ul style="list-style-type: none"> <li>■ Work together with other parts of HR so that the 'whole is greater than the sum of its parts'</li> <li>■ Find solutions to enable people, not answers that block them</li> </ul>
<b><i>HR cannot be defined by its formal structure</i></b>	<ul style="list-style-type: none"> <li>■ HR has no single 'right' organisational model; HR is judged by what it does and who it does it with, not its job title or authority level</li> <li>■ Organisations are in constant change; formally imposed HR structures add little value to what the organisation needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on dynamic relationships, not semi-fixed and cumbersome structures</li> </ul>
<b><i>HR can demonstrate real value</i></b>	<ul style="list-style-type: none"> <li>■ Success can and should be measured – when HR's purpose is understood, measurement of its achievements is the defining factor in building credibility</li> </ul>	<ul style="list-style-type: none"> <li>■ Measure what is important rather than what is easy</li> </ul>
<b><i>HR is still creating its mould</i></b>	<ul style="list-style-type: none"> <li>■ As a 'young' profession, HR needs to build a common (and global) understanding of its role, the terms, measures and definitions it uses and support these by peer reviewed research</li> </ul>	<ul style="list-style-type: none"> <li>■ Clearly define my purpose, my measures and my terms to enable a common understanding of what I can and will deliver throughout my organisation</li> </ul>
<b><i>HR is at the heart of future organisations</i></b>	<ul style="list-style-type: none"> <li>■ Will become a mandatory stepping stone for future CEOs</li> </ul>	<ul style="list-style-type: none"> <li>■ Create and guide sustainable organisational success through people</li> </ul>

## Therefore, I am committed to being Capable, Credible and Courageous

### HR Capabilities

I am committed to developing my HR capabilities so that I can knowledgeably and credibly support and direct the business. These will include;

- Showing **Courageous Leadership** – be able to articulate my personal and enduring vision and values and take personal responsibility for managing my own and others performance
- **Building Relationships** – to ensure organisational success through strong alliances
- Increasing my **Business Acumen** – enabling me to spot organisational opportunities / threats and understand their impact on our people
- Being **Customer Focused** – recognising that I need to balance ‘delighting my management’ with the needs of wider stakeholders whilst being an employee advocate
- Increasing my **HR Professionalism** – so I can stay ahead of the game by knowing the latest technical developments and research in HR and related fields
- Being an **Innovator** – not standing still and seeking constant improvement
- Being **Results Driven** – enhancing organisational performance by linking business strategies to people actions

### HR Credibility

I am committed to developing my credibility with my organisational leaders and others so that I can be as influential as possible in informing, shaping, designing and implementing people solutions which will result in increasing employee engagement, productivity and innovation.

- Credibility is the quality of being believable and trustworthy and is the foundation of my professional relationship with my organisation. However as it is based on the perception of the recipient (e.g. organisational leaders) I know it is hard to win and easy to lose.
- I need to build mutual trust – if I am not trusted then no amount of activity, fancy title or posturing will disguise the fact that I am not able to deliver.

### HR courage

I am committed to developing a different future for my organisation, my HR and myself but recognise I need to help to create it.

- I care deeply about what I am wishing for. Courage turns rhetoric into action. It turns strategy into performance; turns values written on paper into a living culture; turns human ‘capital’ into people; encourages employees to be engaged; changes hierarchical and rule led groups into self-managing teams. In essence, courage transforms organisations.
- I need to role model Courage if the organisation is to follow.

## My Courageous Promise

*I have responsibilities; to myself to courageously live out what I believe I am capable of delivering to my organisation; to my HR colleagues to support, mentor and courageously them in order to create value; and to my organisation in helping it achieve its strategic goals.*