

HR Operating Model Playlist

These 5 resources help HR leaders think through different aspects of their HR operating model. The link in the first column will take you directly to the full resource. The second column provides a summary of the article's focus.

Resource	Select Points
What Makes an Effective HR Function? Dave Ulrich and the RBL Group	<ul style="list-style-type: none"> While not an article specifically about HR operating models, the insights help HR leaders think through many of the factors that influence HR operating model decisions. Covers the various stakeholders the HR organization serves and includes 10 dimensions of HR functional excellence that enable HR to deliver value to stakeholders.
The CHRO's 5 Questions to Optimize Your HR Operating Model Marc Effron of The Talent Strategy Group	<ul style="list-style-type: none"> Provides five questions that help inform the answers to HR operating model decisions. Sample questions include: <i>What do we do, and why do we do it? What are our guiding principles to operationalize HR? How will we know if we're successfully executing the HR Operating Model?</i>
Redesigning HR: An Operating System, Not an Operating Model Josh Bersin	<ul style="list-style-type: none"> Addresses how the HR function needs to be organized as an integrated operating system that focuses on "problems to be solved" rather than a set of "services" or "offerings" or "programs." This HR operating system needs to be enabled by "full stack" HR professionals who are deep in one domain but also have wide expertise in the other domains of HR.
Using Shared Services to Drive the HR Operating Model of the Future Gartner	<ul style="list-style-type: none"> Covers how many operational HR activities that are most suitable to be fully owned by a Shared Services Center (SCC) still fall into HR teams outside of SSC. Provides a 4-component model that further separates operational and strategic work and that evolves SSC services into a comprehensive service delivery team.
HR's New Operating Model McKinsey	<ul style="list-style-type: none"> Shares insights on five HR models. Ulrich+, Agile, EX Driven, Leader-led, and Machine-powered. Exhibit 3 provides guidance on model-organization fit based on eight different innovation shifts.

Other Resources



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