



quantitative data to help managers gain efficiency and make better decisions.

3. **Trusted Adviser.** Managing a team of people is challenging, even for seasoned leaders. When dealing with unique personalities, performance and work preferences, managers often feel they need to be all things to all people. What they really need is an objective consultant who can support their development to be the best leader possible. HR business partners earn respect as trusted leadership advisers when they provide constructive guidance that's candid, honest and substantive. By asking for and responding to feedback in return, the HR practitioner also models and reinforces effective coaching techniques for the business leader.
4. **Credible Expert.** Backing up their deep and broad functional expertise, HR professionals must also have good business acumen and a sound understanding of their organization's vision. With this blend of knowledge and experience, Human Resources can forge the critical link between the strategy of the business and the identification and development of talent to meet those needs. But earning a reputation as a credible expert among the management team doesn't come easy. It requires HR partners to demonstrate:
 - Leadership courage under pressure
 - Unwavering conviction to champion employees
 - A sense of urgency in their actions
 - Commitment to achieving results
5. **Solution Strategist.** More than anything, managers value HR partners who can help them achieve success for their teams. When involved in operational meetings or strategy sessions, they want HR to present relevant, straightforward and streamlined solutions, not risk-avoidance barriers or complicated science projects. HR professionals can lead through complexities by clarifying situations, distilling scenarios down to their root cause, and focusing on innovative outcomes that benefit both the business and its employees.

What do business leaders want from HR? Control over the tactical administration that comes with the role, yes. But there's also a seat at the proverbial executive table for Human Resources professionals who embrace their strategic role as business leaders rather than policy practitioners.