

1. From PTB to EI Dave Ulrich's "Human Resource Champions" has probably been the book with the largest impact on the HR profession in the last decades. Unfortunately, many people did not read the book, but only saw a picture with the four archetypical roles for HR. For many the book was summarised in one key message: you must become a Strategic Business Partner. As strategy was a role of top management, this meant you had to get close to management, or even better, become part of top management! Many of today's CHRO's have grown in this area. Therefore, HR has focused too much on pleasing top management, and forgot to develop one of the other key roles Ulrich described: Employee Champion. The tide is slowly turning, from PTB (please the boss) to EI (employee intimacy). Really understanding the wishes, needs and capabilities of employees is getting more important, and this employee intimacy is required to design relevant employee journeys. Read our earlier blog post: To a more human and holistic HR.