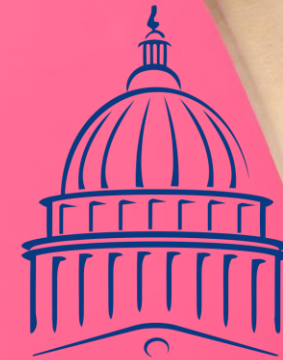


Do People *Still* Hate HR?

Michelle Venturini
Consultant

Michelle@BioHRConsulting.com





HR
work
is
hard



Stand up if you work in

benefits

...and have had an employee ask you to help
them schedule a doctor's appointment.



Stand up if you work in

employee development

...and have had a manager ask why training
didn't "fix" their problem employee.



Stand up if you work in

employee relations

...and have had an employee say “please don’t tell anyone” at the end of a 1-hour meeting.



Stand up if you work in

payroll

...and have been blamed because an employee
had to pay taxes at the end of the year.



Stand up if you work in

recruiting

...and have had a hiring manager tell you “I’ll know the right person when I meet them.”



Stand up if you work in

HR

...and have planned a party and a
layoff in the same week.

A person's hands are shown in the foreground, forming a heart shape with their fingers. The background is a blurred scene of blue and pink lights, suggesting a festive or celebratory atmosphere. The text is overlaid on the lower half of the image.

Give each other the loudest
applause of the week!

Because no one cheers for HR like HR



*These are
your people!*

You keep the culture **alive**

You hold the chaos **together**

You honor the **people**



Have a seat.

Let's get real with our new HR besties...

Why do people *still* hate HR?

A medium shot of Steve Carell as Michael Scott from the TV show 'The Office'. He is sitting at his desk, looking directly at the camera with a serious, slightly weary expression. He is wearing a dark grey suit, a light blue shirt, and a dark blue patterned tie. The background shows an office setting with shelves and papers.

I'VE GOT 99 PROBLEMS

**AND TOBY FLENDERSON
IS EVERY SINGLE ONE**



Human Resources
strangles us with
rules, cuts our
benefits, and blocks
constructive change.

Fast Company
August 2005



“There were three camps of reactors. He’s an asshole; he’s probably right; and he’s an asshole, but he got a lot of it right.”

Keith Hammonds
August 2025

A background image for the first two points showing a close-up of several silver paper clips on a white surface. A white analog clock is partially visible in the lower right, showing the time as approximately 10:10. The overall tone is light and professional.

1.

HR people aren't the sharpest tacks in the box

A background image for the second point showing a white analog clock on a desk. The clock face is clearly visible, showing the time as approximately 10:10. There are some papers and a pen nearby, suggesting an office environment.

2.

HR pursues efficiency in lieu of value

A background image for the third point showing a man in a red shirt working on a laptop at a desk. A woman is also visible in the foreground, looking at the laptop. The setting appears to be a modern office with large windows.

3.

HR isn't working for you

A background image for the fourth point showing a group of people in business attire sitting around a table in a meeting. The focus is on a man in a suit looking down, with other people visible in the background.

4.

The corner office doesn't get HR (and vice versa)



HR
people
aren't the
sharpest
tacks in
the box

“

Some [in HR] are exiles
from the corporate
mainstream: They've fared
poorly in meatier roles –
but not poorly enough to
be fired.”

Fast Company
August 2005



HR Managers

57%

Master's
or higher

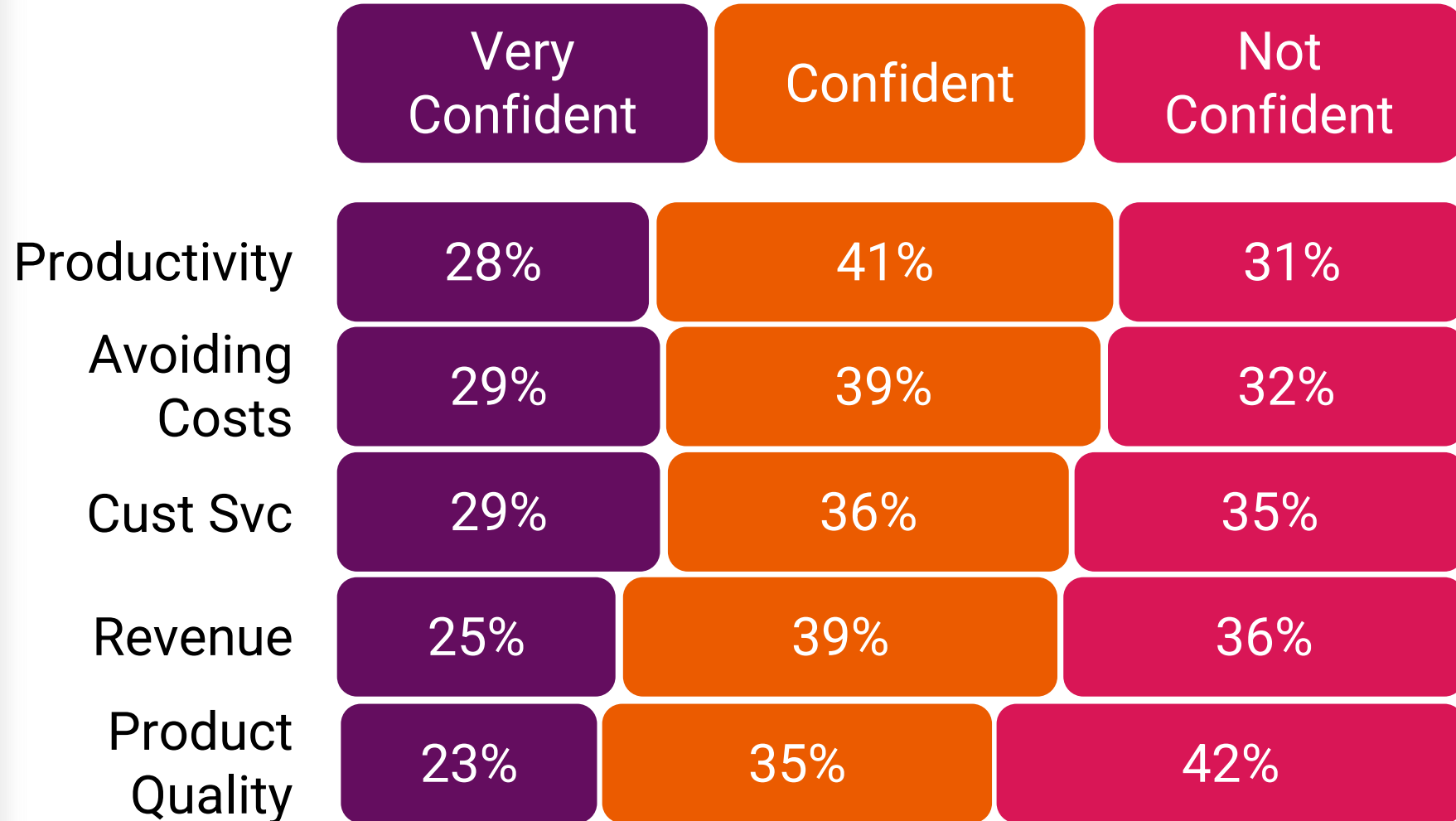
35%

Bachelor's

BambooHR 2023

HR's Confidence In Connecting HR to Business Impact

Is it a
confidence
issue?



Lattice 2024

HR's Confidence In Connecting HR to Business Impact

Is it a
confidence
issue?

Productivity

Avoiding
Costs

Cust Svc

Revenue

Product
Quality

Very

Not

Table groups

1. How would you respond to this survey?
(Confidence = belief in your skills and experience and understanding about what is required.)
2. Why did you respond as you did?
3. What would it take to increase your confidence?
4. Do you think your response impacts your effectiveness as an HR pro?

Lattice 2024

Orchestrate success to gain confidence

1. Find out *what* business outcomes are measured
2. Find out *how* they're measured
3. Know organizational *priorities*
4. Learn where the *pain points* are
5. Offer an *HR solution*



Orchestrate success to gain confidence

1. Find out *what* business outcomes are measured
2. Find out *how* they're measured
3. Know organizational *priorities*
4. Learn where the *pain points* are
5. Offer an *HR solution*

📌 Structure

📌 Skill

📌 Leadership

📌 Management

📌 Engagement

📌 Process

📌 Collaboration

📌 Communication

📌 Change

📌 Alignment

📌 EQ

📌 Culture

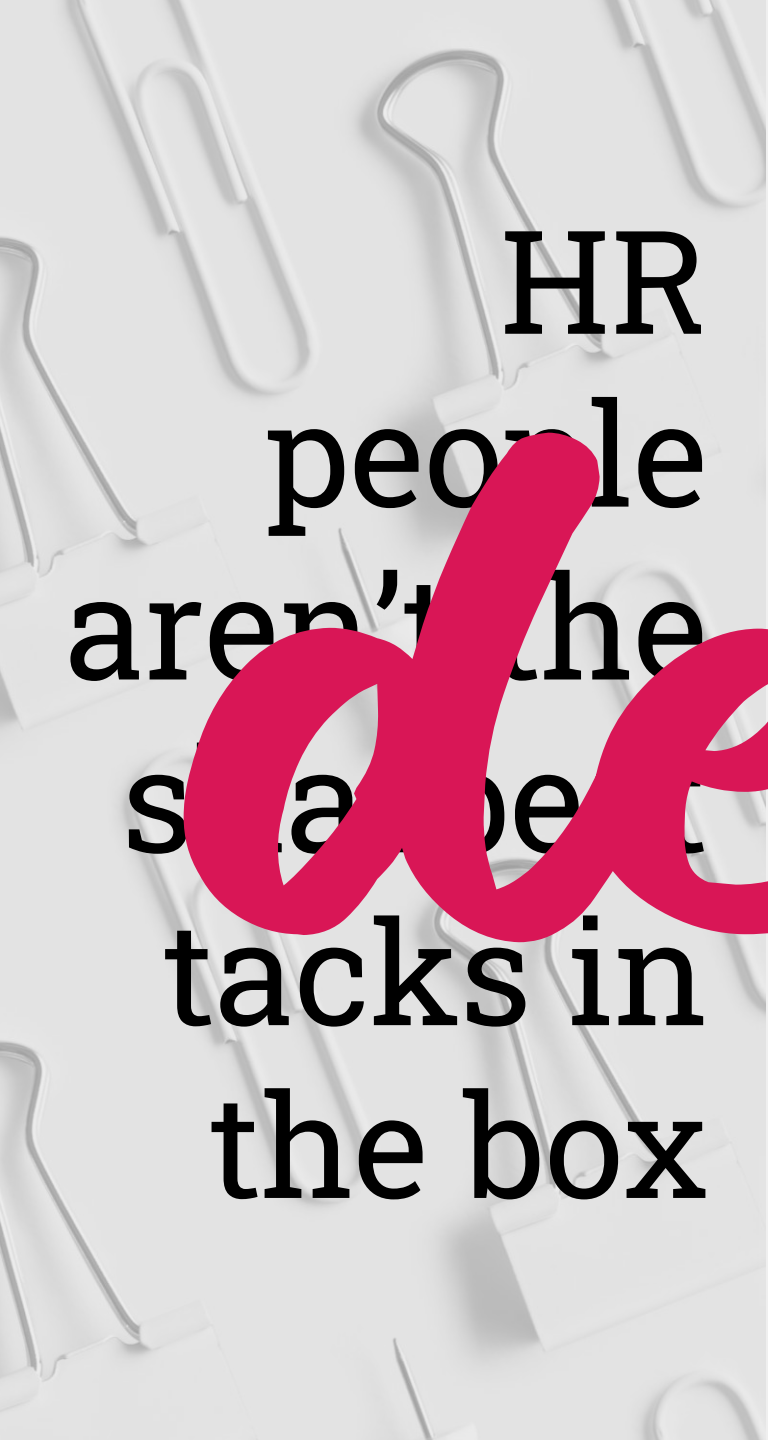


20 Years Later

“ The headline was probably unfair, but the logic was reasonable. It was a problem of who the field was attracting at that moment.”

Keith Hammonds

August 2025



HR
people
aren't the
same
tacks in
the box

de

bunked



Keep debunking

Build broad influence

Pursue Non-HR degrees

Volunteer for short term assignments

Intentionally network outside of HR

Lead non-HR projects

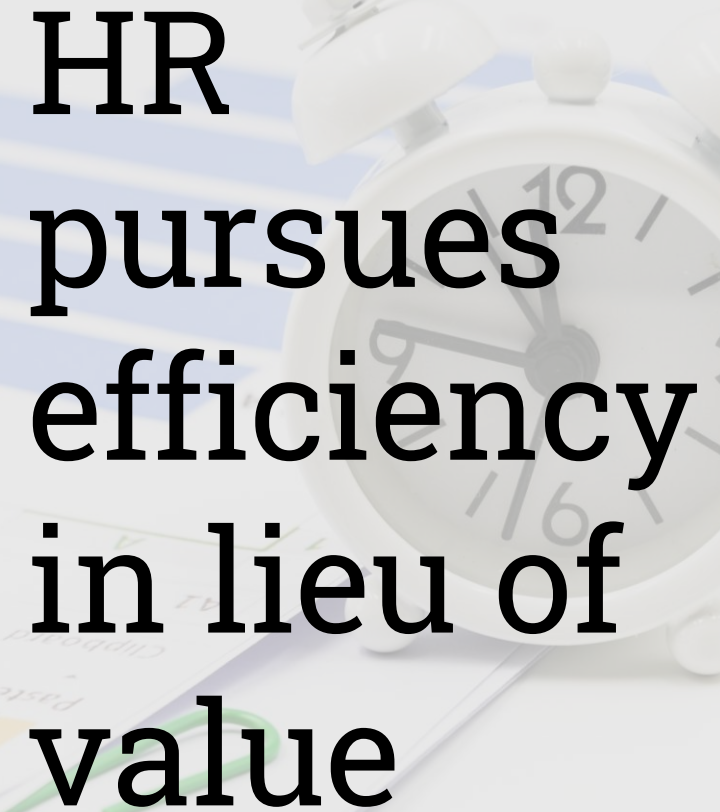
Be visible

Stop planning parties!



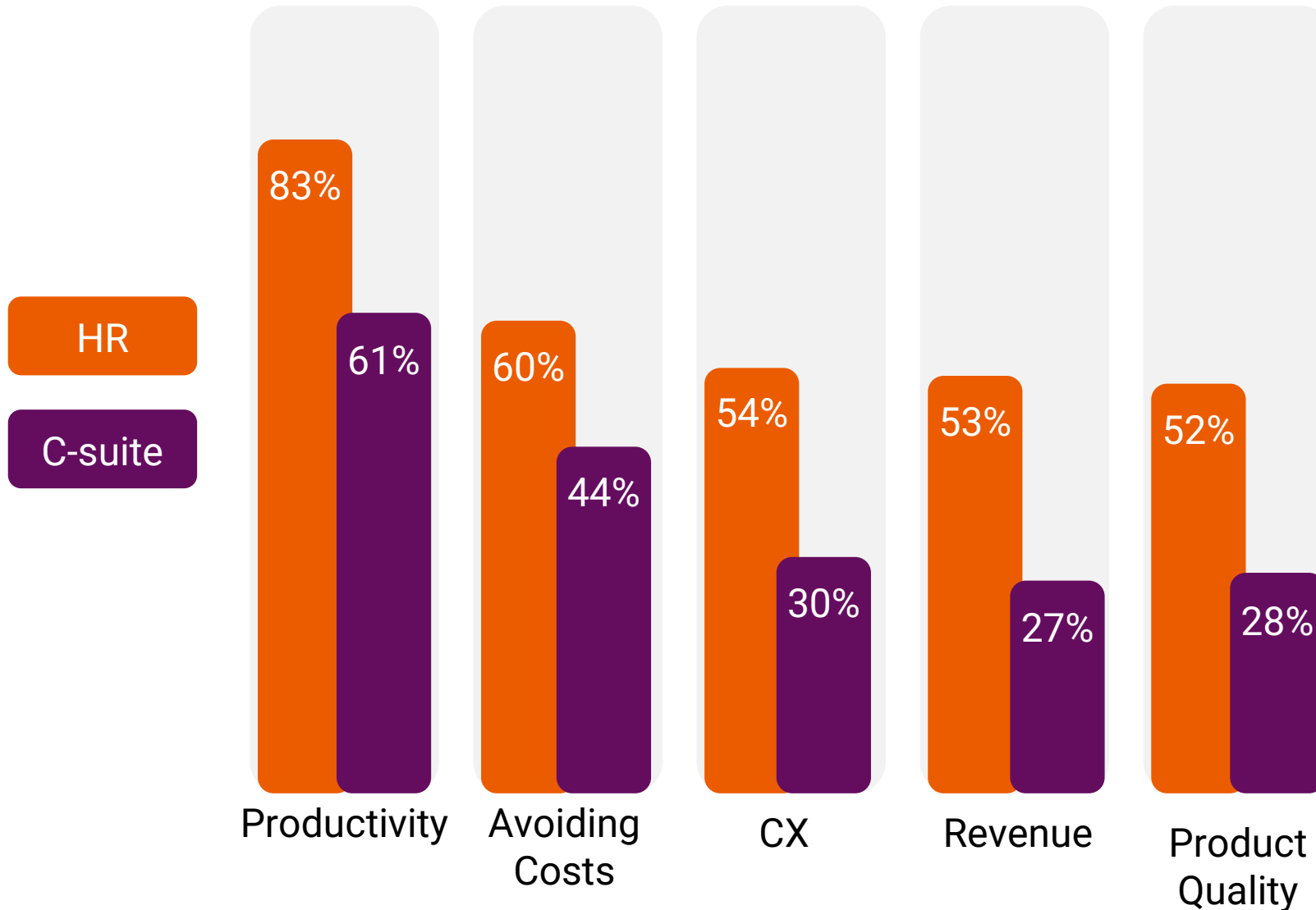
The human resources trade long ago proved itself, at best, a necessary evil – and at worst, a dark bureaucratic force that blindly enforces nonsensical rules...”

Fast Company
August 2005



HR
pursues
efficiency
in lieu of
value

Can HR Impact Business Results?



Perception
=
Reality

Table groups

1. Identify an HR question for the business goals below that demonstrates an understanding of the challenge and contributes to a business solution.
2. The question can't be about headcount, performance, PTO, benefits, or policy.

PRODUCTIVITY

Operations
3%
productivity
drop

AVOIDING COSTS

CEO
Increase
profit
margin by
FY2029

CUST SAT

CX
Cust sat
numbers
below
industry
average

REVENUE

Sales
Change
revenue
mix

PRODUCT QUALITY

Production
Too much
scrap

If you
want a
different
answer,
ask a
different
question

“

As my current organization grew larger and our idealism increasingly hit up against certain culture and legal realities, I came to appreciate the tension more.”

Keith Hammonds
August 2025

A white alarm clock is positioned on a desk. In the background, there are papers with some text and a green paperclip. The text "20 Years Later" is overlaid on the image.

20 Years
Later

progress

but work
to be done

HR

pursues
efficiency
in lieu of
value

Ask for help raising HR's profile

Ask SMEs to help HR become more strategic

Engage other departments to help with traditional HR responsibilities

Market internally

Do customer satisfaction research

Respond differently

Change risk tolerance

**Keep
making
progress**

A white alarm clock is positioned on the right side of the image, partially overlapping the text. It has two bells and a small loop on top. The clock face shows the time as approximately 10:10. In the background, there are some papers and a green paperclip.



HR isn't
working
for you

“

Bureaucrats everywhere abhor exceptions – not just because they open up the company to charges of bias but because they require more than rote solutions....Make one exception, HR fears, and the floodgates will open.”

Fast Company
August 2005

The people have spoken



Brian McCormick ✓ • 3rd+

Using innovation to increase bottom-line profits by reducing co...
Promoted

[+ Follow](#) ...

The Coldplay Kiss-Cam strengthens my belief that you can't trust HR. Too many companies, with lazy managers, have given HR way too much power. In most cases, these people don't understand the business they work for, don't understand how employees work, etc. **In many cases, they are used as a weapon against employees.** I



Ryan Breslow [in](#) • 2nd

"Without love in the dream it will never come true" -grateful de...
5h • 🌐

[+ Follow](#) ...

[Bolt](#) has eliminated its HR department.

This doesn't mean we don't value culture, oversight, or checks and balances. In fact the opposite. We care deeply about these topics. However, we believe there's a better way to do it; and **one without middlemen getting in the way of our teammates and their managers.**



Luke Grinstead ✓ • 3rd+

Driving Innovation, Leadership, and Transformation – Pioneering a New...
4d • 🌐

[+ Follow](#)

Let's talk about the elephant in the office: Do we even need HR anymore?

Modern Human Resources has become anything but human. It's now a gatekeeper **Policies over people. Processes over progress. Risk avoidance over real leadership.**

Because here's the truth:

When someone's struggling, they don't need a policy document or an HR Business Partner from another postcode on a teams call - they need a leader who knows



I have a
very
peopley
job for
someone
who
doesn't
like
people!



Why?

Table groups

1. Do you agree there is a general sentiment that HR doesn't work for the employee?
2. If yes, why do you think employees feel that way?
3. Does it impact your effectiveness?
4. How would your effectiveness change if the sentiment changed?
5. What can be done to change how employees feel about HR?

Why?



A woman with glasses and a ponytail is sitting at a wooden table in a bright room. She is looking out a window. On the table are papers, a coffee cup, and a small potted plant. The text "20 Years Later" is overlaid on the image.

20 Years Later

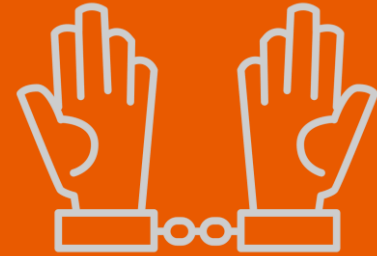
“

This is the toughest tension
to unpack and change
because who's paying the
bill for HR?”

Keith Hammonds

August 2025

HR's Reality





we're trying

HR isn't
working
for you

but we're
exhausted



Keep trying

Find a reason to say yes

Share your thought process and reasoning

Insist on a leadership rotation through HR

Stop bad behaviors

Follow up & check in

Be authentically emotional

Address issues, don't create policy

“ ‘HR discovers things about the business through the lens of people and talent. That’s an opportunity for competitive advantage.’ In most companies, that opportunity is utterly wasted.”

Fast Company
August 2005

The
corner
office
doesn’t
get HR
(and vice
versa)



Jennifer
Sey
June 2025

"They produce nothing"

"They inhibit creativity"

"Do not get in my business"

"They tell us what we can and cannot say"

"It's terrible for business"

"They monitor our words"

"Don't tell us how we have to talk about things"

Jennifer Sey
June 2025

Yes, how dare HR ensure you recruit without bias, pay people equitably, train people properly, provide employees with constructive feedback, discipline appropriately when necessary, etc.



As an HR person - I would LOVE to work in company that don't need HR. In company that is full of grown up people. People who knows how to create healthy environment, give constructive feedback, treat each other with respect, support each other and focus on important things.



Funny how HR “produces nothing” yet somehow hires the team, trains them, keeps them paid on time, handles conflicts, drives culture, builds policies, and ensures the place doesn't turn into a lawsuit waiting to happen.

Making her point for her

Instead of...

try *saying* ...

Our policy says...

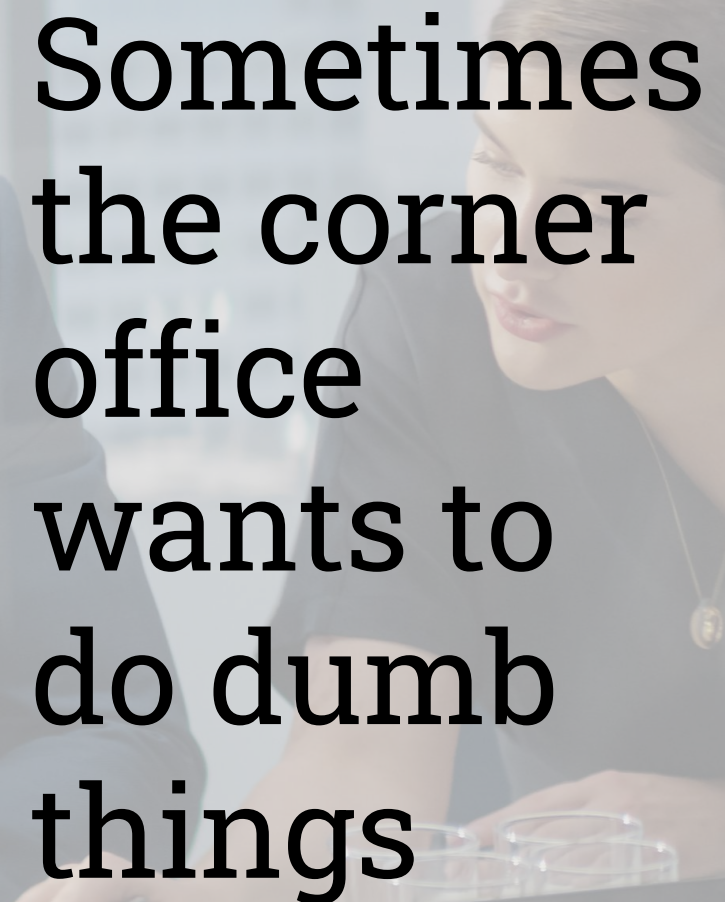
That isn't what we've done in the past. If you decide to do that, employees will notice. Instead, I recommend...

You can't do that because....

Implementing that policy is going to distract employees from the XYZ launch, which is supposed to drive revenue for the next 3 years. Here are some less disruptive alternatives...

That's illegal...

3 of 8 open positions are critical to strategy. Making that change is going to make us less attractive to candidates. How about we try this for 3 months...

A woman with dark hair, wearing a dark blazer and a necklace, is sitting at a desk. She is looking down at a laptop screen which displays a bar chart. There are some papers and a glass of water on the desk.

Sometimes
the corner
office
wants to
do dumb
things



organizational *goals* -
strategic and operational



what is *realistic*



organizational and team *cultures*



why action is being taken



corner office *hot buttons*



current *stressors*



organizational *dynamics*

HR must understand

Zero to low
risk isn't
practical or
desirable

Self-doubt is
real

"People
speak"
sounds like a
foreign
language

Employee
costs are
50%-70% of
all expenses


Metrics make
it easier to
defend
decisions

Adrenalin is
addictive

Demands are
constant,
expectations are
high, and someone
will always be
disappointed

Many
decisions are
gut instinct

Scrutiny takes
its toll



What HR doesn't get about the corner office

The scope of
work is
immense

People issues
can't wait

Being the
"bad guy"
sucks

Not everyone
can do HR

There is a map
to where the
bodies are
buried, and HR
owns the master

Instincts are
built on years of
experience;
sometimes you
just have to trust
me

If the highest
performing
employee is
toxic, they
need to go

A legal
complaint
costs more
than money

Burnout is
just one email
away



What the
corner
office
doesn't
get about
HR

“

Do you have a plan for what happens once you get into the strategy conversation? If you don't, you're never going to get there.”

Keith Hammonds

August 2025

20 Years
Later

getting closer
the corner
office
doesn't
get HR
(and vice versa)
but room for
improvement

Ask for help

Be transparent and vulnerable

Position ideas as “HR can help with that...”

Learn the business

Go on a sales call

Attend manager meetings

Set goals and invite accountability


**Keep
moving
closer**



HR isn't the
sharpest tack in
the box.

Keep *debunking*

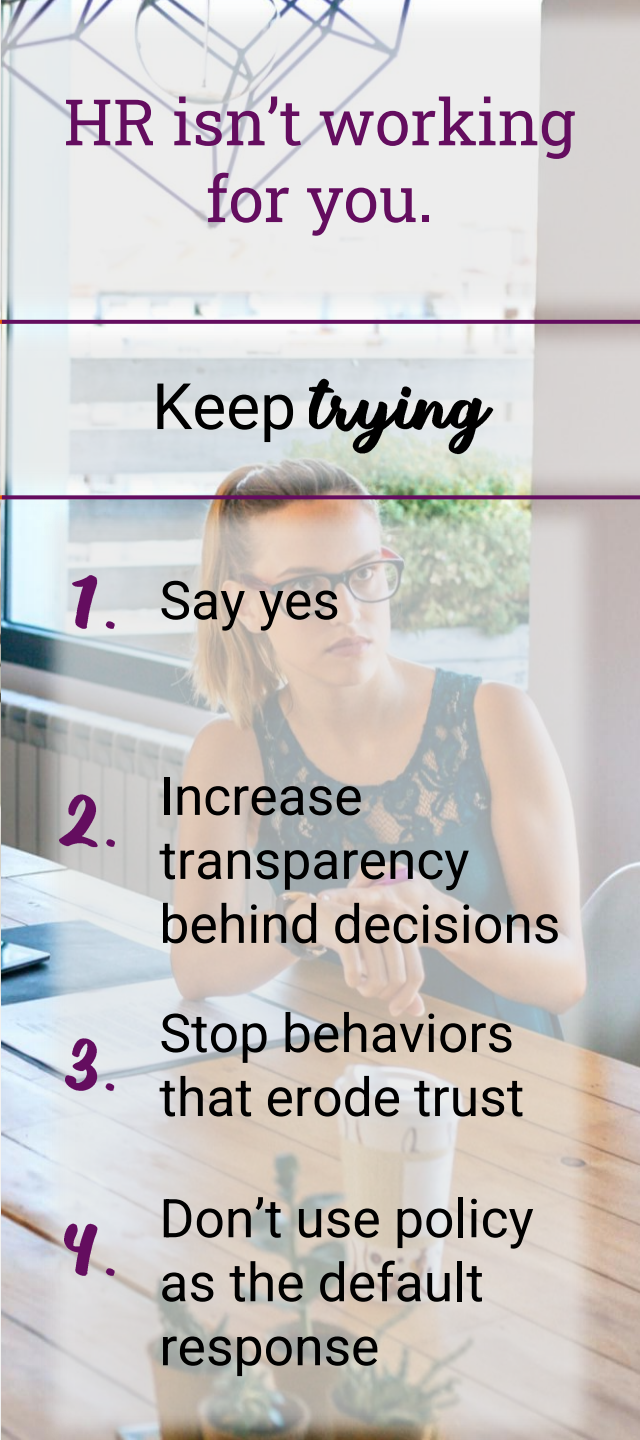
1. Pursue meaningful work outside of HR
2. Let others see your analytical and process skills
3. Sharpen your business acumen
4. Set yourself up for success



HR pursues
efficiency in lieu
of value.

Keep *making progress*


1. Expand your risk tolerance
2. Treat employees and managers as customers
3. Ask for help
4. Respond differently



HR isn't working
for you.

Keep *trying*


1. Say yes
2. Increase transparency behind decisions
3. Stop behaviors that erode trust
4. Don't use policy as the default response



The corner office
doesn't get HR
(and vice versa).

Keep *moving closer*

1. Show vulnerability
2. Learn the business
3. Embrace accountability
4. Contribute differently

A person's hands are shown in the foreground, forming a heart shape with their fingers. The background is a bokeh of blue and pink lights, suggesting a night scene or a stage performance. The text is overlaid on a semi-transparent white band across the middle of the image.

Maybe it's not too late
to learn how to *love*
and forget how to hate.

Ozzy Osbourne

Kindness is
like snow, it
beautifies
everything it
covers.

- Kahlil Gibran



It has been an

honor.

Michelle

Michelle Venturini
Consultant

Michelle@BioHRConsulting.com

