

ACI Worldwide

Strengthens HRBP Capabilities to Support a More Consistent Global HR Model

ACI partnered with AIHR to **build the strategic and consultative capabilities HRBPs** needed to support their new HR operating model.

ACI Worldwide®

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INNOVATE HR



A business that outgrew its HR operating model

As ACI's business grew more complex and globally connected, the company redesigned its HR operating model to unite the organization and empower HR to partner directly with leaders to guide strategic business decisions.

Moving beyond reactive HR support

While HR support was available across the organization, ACI needed consistent leadership engagement around performance, talent, and workforce planning decisions.

Praveena Nathawat, CHRO at ACI, explained that the gap was structural.

"We recognized the need for a scalable HRBP model with defined ownership, stronger alignment to business leaders, and a more consistent employee and manager experience."

Leaders often engaged with multiple HR contacts depending on geography or topic. ACI sought to streamline these interactions to a consistent, predictable touchpoint.

A new way of HR business partnering

ACI's response was to redesign its HR operating model. The goal is to ensure that leaders across the entire organization had an aligned approach to talent management with a single point of accountability for how teams were hired, developed, and led.

"This new way of partnering would position HR to drive a high-performing culture, improve the employee experience and retention, and provide stronger thought partnership to managers, helping them make more informed and robust decisions around people, org designs, and culture," said Praveena.

But changing the model was only half the equation. Delivering on it required HRBPs who could operate in an entirely different way.

About ACI Worldwide

ACI Worldwide is a global payments technology company serving banks, merchants, and billers across 94 countries.

51

Years of driving payment innovation

23

Countries with ACI offices

2900+

Employees around the world

Choosing a program that could move at ACI's speed

Developing HRBPs who could influence decisions

ACI wanted HR partners who could serve as trusted advisors to leaders, bring greater structure to talent discussions, and support well-informed people decisions.

To support the new operating model, HRBPs focused on strengthening consultative, data-informed, and strategic partnering capabilities.

"We need HRBPs to be better listeners, ask the right questions, and truly understand the problem," said Karla Ravizee, Director HR Business Partner at ACI.

ACI selected AIHR's Boot Camp due to its global nature and the self-paced learning that fit around the demands of the business, anchored by live group sessions that kept the team accountable and connected.

The capstone projects brought all of these elements together. Instead of working

through hypothetical HR scenarios, participants applied new frameworks and used data to structure the problem and build a case for action to solve real challenges at ACI.

"It was a common experience that brought the team closer together. The content was well structured in a way that could reach HR professionals at different levels in their careers," said Karla.

Ensuring learning would stick

Rather than treating the program as a standalone training initiative, ACI built internal accountability around it. HR leaders shared regular learning reminders and encouraged HRBPs to integrate learning into their own schedules and conversations.

"We didn't want anyone to try to fit it all within a week. It should be a paced learning experience with a targeted deadline. so that it would stick," said Karla. This ensured HRBPs could apply their knowledge more thoughtfully in real situations.

The key to the success of the model was investment in the skills and capabilities of our HRBPs. Without the investment, we wouldn't be able to deliver the value we hoped to achieve through the model change.

Praveena Nathawat
CHRO at ACI.

HRBPs as true consultative business partners

From facilitating processes to improving decision quality

One of the most visible changes was the way managers began preparing for performance and talent discussions.

Managers and leaders increasingly benefited from structured conversations that encouraged thoughtful discussion of performance, development, and talent decisions.

As a result, leaders now approach talent decisions with greater structure and clarity. HRBPs proactively prep them for conversations on performance, succession, and workforce planning, driving predictable, repeatable outcomes across every team.

“We’ve received feedback from several managers and leaders about how HRBPs have become more valuable to them due to their ability to understand the organizational challenges and business plans, and to advise and consult on how to better manage talent and teams to deliver their goals,” said Praveena.

Building a more strategic HR function

“The model is working very effectively at this point. And I think it will be even more effective as all the HR partners get more comfortable with their new capabilities,” said Karla.

For ACI, closing the HRBP capability gap was the starting point. It created the foundation for a more strategic HR function.

“When our HR team understands the business agenda, applies consultative skills, and leverages data to inform solutions, they are better positioned to support leaders and help advance business priorities,” said Praveena.

As ACI continues maturing its HRBP model, the organization remains focused on building a globally consistent approach to people leadership and strengthening the strategic partnership between HR and the business.

Learn how you can develop strategic HR Business Partners

Equip your HRBPs the capabilities to act as true strategic partners to your business and deliver your HR goals.

Your HRBPs will gain the confidence and skills to influence and drive measurable business impact.

[Explore the HRBP Boot Camp](#)



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