HDA Employer Brand Global Masterclasses

‘Branding your Organisation to Attract-Engage-Retain Talent’

10th & 11th October 2007

EBI Employer Brand Institute

CLA Collective Learning Australia

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Housekeeping

FIRE EXITS

TOILETS

BREAKS

SMOKERS

SWITCH MOBILES OFF

Agenda

- **09.00 – 09.15 Registration/Tea/Coffee**
- **09.15 – 09.30 Introductions and Overview** — Clayton Glen
- **09:30 – 10:45** — Brett Minchington
  - Employer brand origins and fundamentals
  - Latest employer brand global research
  - Building a business case for employer branding
  - Employer brand excellence process - a 4 phase process - concept, design, integrate and evaluate
  - Employer branding activities – offline and online
- **10:45 – 11:00 Tea/Coffee Break**
- **11:00 – 11:45** — Brett Minchington
  - Case studies of employer branding global best practice
  - Action planning for your employer brand strategy
  - Future directions of employer branding
- **11.45 – 12.30 Panel discussion** — Panel
- **12:30 – 12:45 Q&A (to panel and Brett)**
- **12:45 – 13:00 Wrap Up, Event Feedback Form completed & Networking Opportunity** — Clayton Glen / HDA Team
- **13.00 Close**

The Presenters

BRETT MINCHINGTON: MD – Collective Learning Australia / Partner – Employer Brand Institute
Brett Minchington MBA, is the Managing Director of **Collective Learning Australia** and co-founding partner of the **Employer Brand Institute** an International network of Associates who provide research, guidance and thought leadership to organizations in Employer Brand Leadership. Brett's thought leadership in employer branding led him to author "**Your Employer Brand attract-engage-retain**,". A topic high on the corporate agenda, the book has since been sold in over 20 countries including UK, USA, Australia, Hong Kong, China, Denmark, Sweden, Germany, Canada, South Africa, and Belgium.

CLAYTON GLEN: Director – HDA Associates
Clayton is Commercial Director at **HDA**, and has held senior HR and operational roles in the UK, the USA, continental Europe and in Southern Africa; in a range of industries, including chemicals/fmcg, automotive, e-commerce consulting and mobile technology. He has an MBA from the University of Wales, and has lectured in Human Resources Strategy on the same programme. Prior to joining HDA, he was Head of HR & Finance with a high-growth venture capital funded mobile technology start-up, with operations in the USA and UK. He is an active commentator in key human capital areas, including organisational talent, staff engagement, and HR commercial thinking for business partnership

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Today's Panellists

- Alan Thomas – **Henkel**
- Fiona Moreton – **PageUp**
- Kaye Thorne – **Employer Brand Institute Partner / HDA Associate**

HDA Overview

- Quality accredited human capital consultancy, with almost 30 years' expertise
- Global projects via international partnerships
- We employ an integrated human capital solutions team across the UK, comprising:
  - **Leadership and Team development consultants and coaches**
  - **Talent Management specialists**
  - **Career coaches**
  - **Organisational change consultants and facilitators**
  - **Business psychologists**
  - **Behavioural change experts**
- We add value to our consultancy service via key and complementary strategic partnerships with a range of specialist partners.

Blended Capability

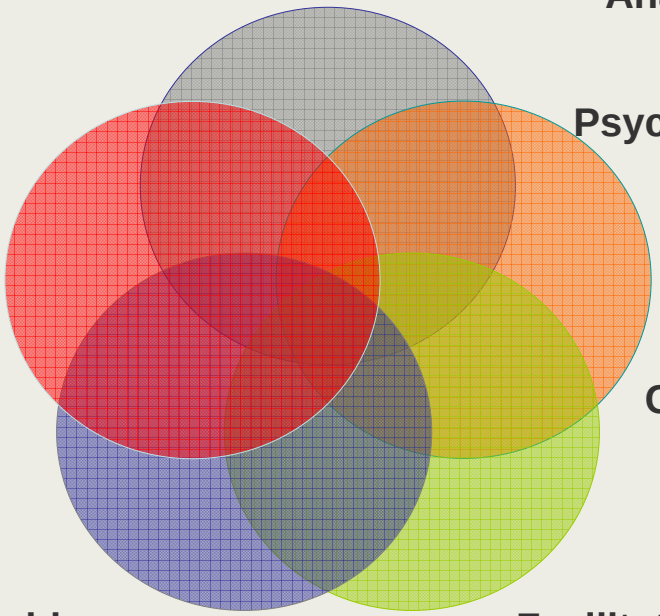
Leadership Development and Change Consultants

Communication Specialists

Analytical Capability

Career Transition Specialists

Psychometrics & Assessment Specialists



Talent Development & Engagement Specialists

Consultancy Tools and Survey Development Capability

Business Coaching Specialists

Facilitation Specialists

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HDA Talent Management

Talent

- Talent Attraction
- Talent Identification
- Talent Engagement
- Talent Development
- Talent Enablement
- Talent Re-deployment

to perform and retain

- Organisational Transition Consultancy
- Employer Brand Consultancy
- Talent Strategy Development Against Business Drivers
- Talent Mapping *(Senior, Specialist Skills, High-potential, Graduate)*
- Talent Assessment *(Psychometrics, 360 Degree Feedback, Assessment Centres)*
- HDA 9-Box Matrix © Team Engagement Surveys and Focus Group Facilitation
- Staff Wellness Programmes
- Aspire © Leadership Development Programme
- Executive / Business coaching
- Team Coaching / Facilitation
- Executive Coaching / Mentorship Skills Development
- Re-deployment Enablement Consultancy
- HR Business Partner Development

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HDA Career Transition

Employees at all levels

- Redundancy
- Career Change
- Retirement

leaving the organisation

- Large-scale Outplacement Programmes:
  - Group (Online, Workshop-based, Resource Centre-based) Programmes
  - Individual Programmes
- Large-scale Redundancy Manager and 'Survivor' Support
- Executive Outplacement Programmes
- Executive Career Reviews
- International Outplacement Programmes
- Expatriate Career Development Programmes *(HDA International Career Management Programme)*
- Spousal Relocation Consultancy
- Career Change Enablement
- Early Retirement Programmes

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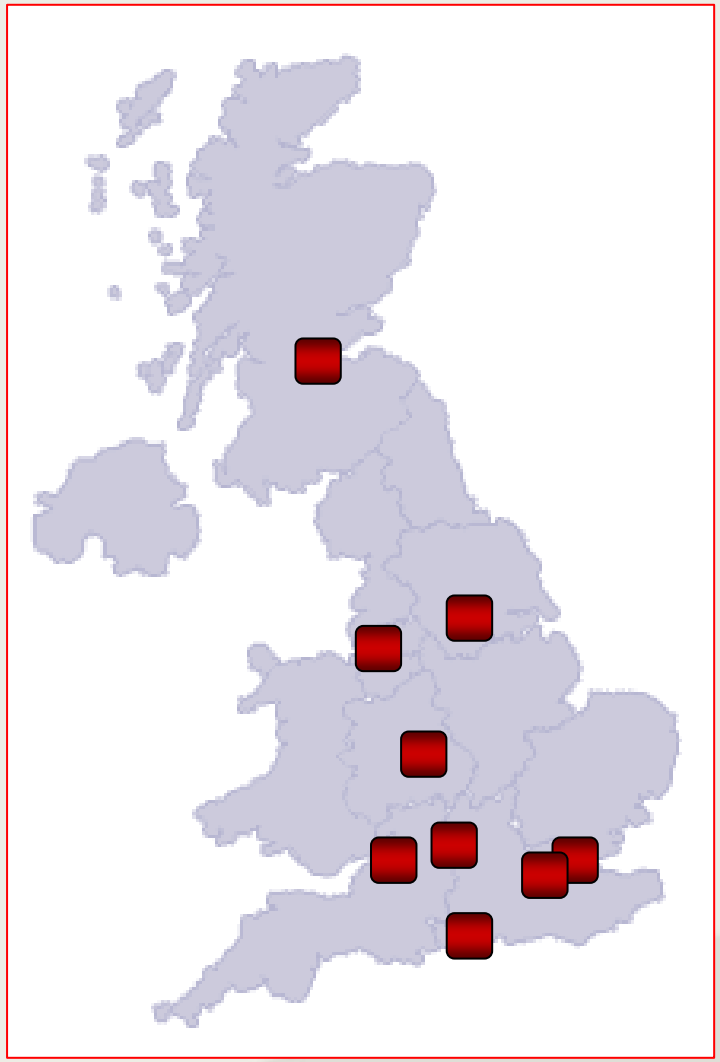
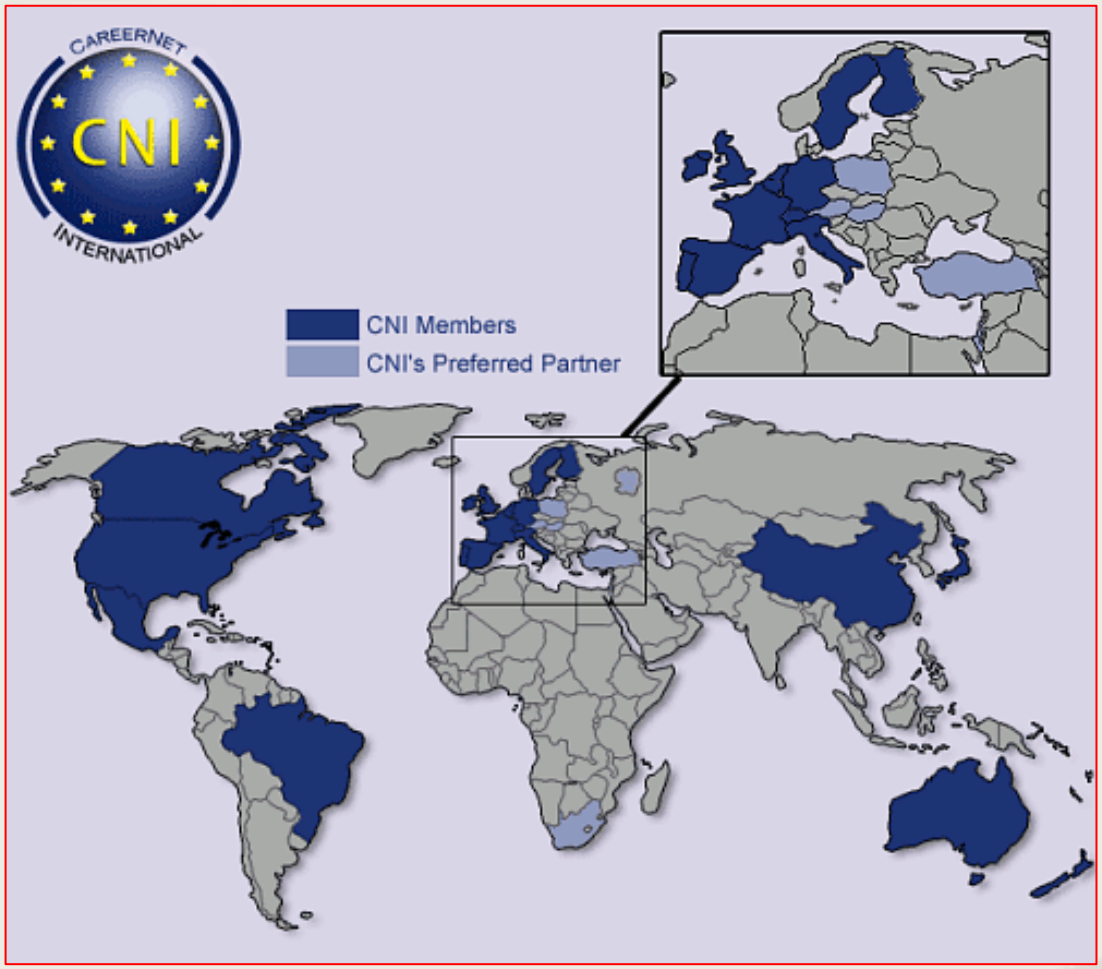
HDA UK Operations

- London – West End
- London – City
- Bournemouth
- Bristol
- Swindon
- Birmingham
- Manchester
- Leeds
- Edinburgh



HDA Internationally



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cims. People we work with

ACCORD

McAfee

mcps PRS

Marriott

Hitachi Capital

Panasonic

HM Revenue & Customs

Fidelity INTERNATIONAL

SONY BMG MUSIC ENTERTAINMENT

cineworld CINEMAS

TUI UK

JPMorgan

acas

emap

MWB Business Exchange

London STOCK EXCHANGE

serco

HONDA

COMET comet.co.uk

LEHMAN BROTHERS

AKZO NOBEL

LAFARGE

LONDON

comedy

MTV MUSIC TELEVISION

AIR FRANCE

Department for Transport

orange

P&G

HSA simplyhealth

UNIVERSAL UNIVERSAL MUSIC UK

Virgin

ADP

Henkel A Brand like a Friend

Dennis

MACMILLAN

Thomas Cook

FRAMESTORE CFC

cineworld CINEMAS

Roche

NORTHROP GRUMMAN DEFINING THE FUTURE

NHS

ILVA

KBR

Transport for London

DHL

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Macro Talent Landscape

- Demographic projections point to a **shortage of skills** in many industries – forecast decrease in new job entrants
- Increasing proportion of workforce reaching **retirement** age
- Need to find/develop **next generations** of managers and key contributors
- Impact of **global business environment** – cost pressures, new competitors and new markets
- **Increasingly complex** environment – fundamental market changes (impacted by technology, ecological concern…)
- Changing nature of the **workplace and the workforce** – opportunity for global talent focus

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And, on the Ground?

- **‘buy-in (and discard)’** versus ‘develop internally’
- organisational succession and organisation-tied career development increasingly anachronistic.
- impact at the ‘psychological contract’ level
- talented people being driven by ***personal* objectives vs objectives driven by their organisations.**
- entering a much purer supply-demand situation in the world of work; possibly uncluttered by concepts such as shared values, mutually-beneficial career paths, and so on
- truly talented people tend to gravitate towards the best organisations; those most likely to provide them with the leverage and experience they are seeking,
- talented people join organisations which they *perceive* to be attractive and leveraging (to themselves), and leave organisations which they *discover* fall **short of the mark** from leadership behaviours, value-proposition and engagement perspectives…where Employer Branding fits.

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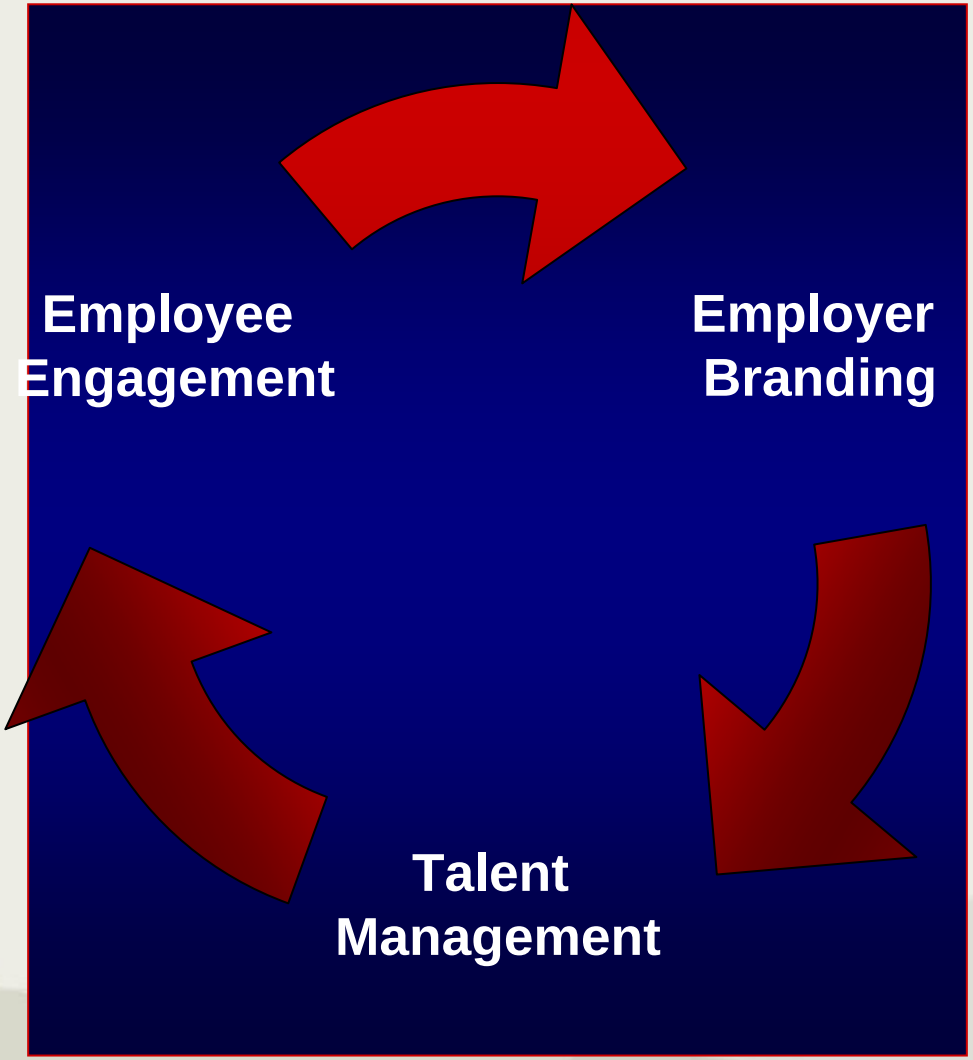
Where does Employer Branding Fit ?



Links with the Core HR Strategic Objectives

Attraction

Engagement

Retention

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Wordplay

Employer of Choice

Employer Value Proposition (EVP)

Unique Talent Experience

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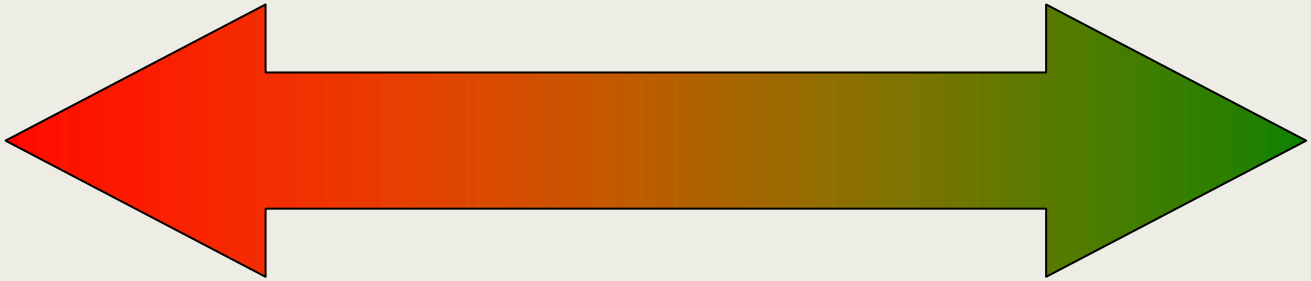
The Challenge of Focus

image or organisational leadership behaviours *(image vs substance)*



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Connected behaviours

HR / Marketing pet project

Strategic imperative

Specific Leadership Success Behaviours

- Behaviour underpinned by a real interest in the organisation's future talent needs rather than exclusively in its immediate skills requirements …

- …requires foresight and a level of interest beyond the immediate pressures of achieving short-term turnover, profitability and direct line-of-sight ROI…

- …requires consistency of commitment, in spite of immediate commercial pressures

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Employer Brand Leadership

- These leadership behaviours are sometimes innate, often not, and organisations need to **consciously develop** them as part of their future sustainability / future proofing strategies, or talent management strategies are likely to follow a stop-start trajectory.

- Very often, **executive coaching and mentorship** are excellent routes to developing leaders as conscious champions of the organisational talent and employer brand agendas.

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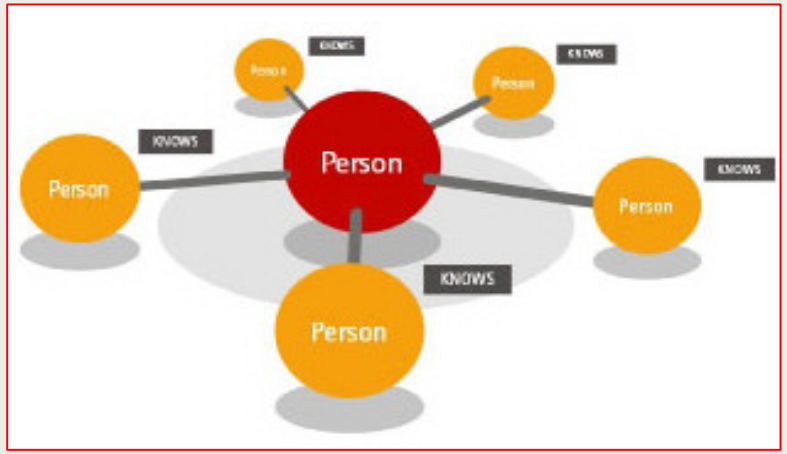
Social Networking: Re-engineering the Employer Brand in a new Channel ?

- "A powerful global conversation has begun. Through the Internet, people are discovering and inventing new ways to share relevant knowledge with blinding speed." The ClueTrain Manifesto, April 1999

- Examples of the trend & the response:



- Fu*@*ed Company

- Vault.com

- Linked-In / Facebook / MySpace

- Morrisons & Waterstones blogs closed down – legal action

- McDonalds response to social networking

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Social Networking – Re-engineering the Employer Brand ?

Where does the traditionally engineered corporate image fit in 2007?

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Summary

- Talent at any level (senior, technical, high potential, etc) can be attracted by an impressive reputation, by the promise of exceptional career progression, competitive financial rewards, and so on, but ultimately, it is the **personal *experience*** of the relationship that that person develops within an organisation that determines the longevity and the win-win consummation of the relationship. **Image and promise is not enough for highly marketable and talented people.**

- Ultimately, it's about external reputation, *increasingly linked to corporate social responsibility* at one level (with focus on external constituencies, including candidates and customers), matched by the quality of the *internal experience* (staff and associates, including key talent).

- An effective employer brand does not guarantee staff engagement, motivation and performance, but it certainly enhances it. The flipside is that **when staff leave the organisation, either voluntarily or via role redundancy, a great employer brand ensures that business reputation is maintained.**

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HDA Talent Consultancy Wheel
& Illustrative Clients

Talent Identification

- Talent Strategy Consultancy
- Talent Assessment

Talent Attraction

- Employer Brand Consultancy
- Employer Brand Audits

Talent Engagement

- Engagement Surveys
- Engagement Focus Groups

Talent Development

- Leadership Coaching
- Talent Coaching
- Coaching/Mentorship Skills

Talent Enablement

- Career leverage programmes
- Career review programmes
- International careers

Talent Re-deployment

- Re-deployment programmes
- Career change programmes

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