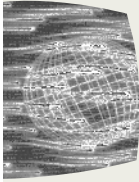




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hda Review



DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

HDA Events



Career Management Event

15th May 08

Speaker: Sarah Lee

Whether you are a **HR manager** or a **HR Business Partner with responsibility for Employee Development and Talent Management**, this event will assist you in supporting the business and helping to achieve its aims and objectives by understanding and developing 'in house' talent.



Executive Coaching Event

26th June 08

Speaker: Kate Turner

Whether you are a **Learning & Development Director, HR Director, or someone who is responsible for talent management and/or coaching** within your organisation; this interactive and informative workshop will expel the myths of talent coaching, helping you to further discover your own talents (*and how to put them to work*) while also enabling you to make the connection between talent and enhanced performance.

To book yourself onto any of these events or for more information please contact Sweta Patel on
o Email: sxp@hda.co.uk o Tel: +44 (0) 0207 484 5065



CNBC Interview with Clayton Glen, HDA

In the current credit crisis, companies in the financial sector are expected to make large scale job cuts (approx. 20-30,000 per [CNBC](#)), and more recently expected to reach 40,000 losses

During a [CNBC Squawk Box](#) (Europe) discussion on 28th March, Clayton Glen, of HDA, considered the impact of large scale job cuts within the financial services sector. Some of questions posed by CNBC's Geoff Cutmore and Credit Suisse Asset Management Vice Chair, Bob Parker included:

- What happens when the redundancy decision is taken?
- What advice would you give to employees contemplating voluntary redundancy?
- What is the nature of the outplacement consultancy/headhunter relationship?
- How does globally fluid talent impact on international outplacement activity?
- Is there an influx of American bankers into the city?
- What proportion of displaced city workers are likely to remain in the sector?



To view the full interview on CNBC go to:
www.cnbc.com/id/15840232?video=698231859

Engaging Employees in a Diverse Workforce

- the 6 steps to success

By Melissa Nealon, HDA Client Partner & Project Manager

In the last decade, with the continued expansion of the European Union, rapid growth of the Internet and the introduction of new labour laws; levels of employee diversity have grown significantly in the local market. To remain successful in this new and changing environment, organisations require a greater understanding of the complexities of engaging and retaining a diverse workforce.

Diversity refers to the host of individual differences and similarities that exist among people – including age, race, religion, gender, mental/physical abilities and sexual orientation. Effectively managing diversity involves integrating the multitude of differences and similarities that exist within an organisation, while simultaneously recognising the value of individual differences and creating opportunity through these differences.

There are many tangible business benefits to employing a diverse workforce, including:

- *A wider range of resources, skills, experience and ideas to tap into*
- *Building a reputation as an equal opportunities employer and thereby creating a wider pool of candidates to recruit from*
- *Enhancing the employer brand*
- *Greater reflection of the global community*

However in order for these benefits to be realised employees must be suitably engaged with the organisation and there are often greater complexities involved in achieving this; for diversity inherently brings a wider variety of employee needs, motivators, values, and drivers. With this in mind and in today's world where the war for talent has become fierce it is important for organisations to ensure that the key engagement motivators/drivers for their workforce are in place.

Historically, employers have focused principally on rewards in terms of pay, benefits and incentives when seeking to engage employees and build a successful employer brand. Although these elements are important factors to consider, there are other elements, influenced by rising levels of diversity, that have more recently come to the fore – such as: company brand; career development opportunities; corporate social responsibility; supportive/inspirational leadership; work life balance; and organisational culture. Understanding the importance of these factors in creating and sustaining a successful employer brand will in turn create competitive advantage for organisations operating in the current competitive labour market.

HDA recommends **6 steps to success** to understanding, identifying and enhancing engagement drivers:

Understanding & Identifying...

A first step in understanding key motivators/drivers is to conduct an employee engagement survey. By undertaking a **survey of employees** organisations are better-able to understand and compare employee engagement levels and identify areas for improvement. It is important to establish the degree to which people across the organisation are 'engaged' with the objectives of the organisation, and the degree to which there are any specific factors, such as those listed above, which need to be managed to improve employee engagement levels. HDA has developed the **HDA 9-Box Matrix © Team engagement survey**, which sets out to do just this. Results are used to establish potential employee engagement gaps across, for example, business units or even the organisation as a whole, in terms of the nine areas measured within the Team Engagement Framework ©.

The organisation must **be committed to acting on the results** of any engagement survey. The survey should be about identifying manageable issues which can be constructively dealt with and not about measuring opinion, creating metrics, or creating benchmarks in the first instance.

While undertaking the survey itself is value adding, it is equally important to first understand what diversity means to *your* organisation and as such, as part of any engagement survey **workforce demographics** should be measured.

As with all successful initiatives, **senior management** must be involved in the process and committed to effectively managing diversity and understanding the requirements of engaging a diverse workforce. If senior management fails to buy into the process, success can not be achieved.

Enhancing...

HDA has found that **organizing work around teams** is a valuable tool for enhancing and engaging employees, particularly those within a diverse workforce. Teamwork involves working towards a common commitment, which encourages greater acceptance of differences and provides a channel for creating a greater understanding of the way in which individuals can work together to add value to the organisation. It enables individuals to ~~observe a connection between their results and the results of others~~, which in turn fosters cooperation, trust, and cohesiveness. A sense of 'we-ness' tends to emerge that transcends individual differences and goals. Employees often associate this feeling of cohesiveness with the organisation as a whole and are encouraged to remain with the organisation to continue to work toward a common goal – hence engagement levels are enhanced and sustained through teamwork.

Finally, utilising the 'right' **language** for your organisation cultivates and sustains the desired organisational culture which in turn engages employees. A key engagement factor for today's workforce is ensuring that an organisation's values and culture are the right 'fit' for them. In order to achieve this, organisations must have clearly defined values and convey them in a believable way - this involves leaders that personify the values of your organisation and a culture that is reinforced in everything that your organisation does, including the language people use to communicate both internally and externally.

Summary

With rising levels of diversity and a continuously changing work environment, it appears that the 21st century employee will be influenced more by corporate social responsibility and career development opportunities than pay and benefits. Talented employees will remain in critical demand and organisations will be forced to seek new and alternative means of engaging staff. To succeed in this labour market, organisations must possess the flexibility to create opportunity through change. By putting in place now the strategies that will support and enhance the development and performance of an increasingly diverse workforce, organisations will strengthen their ability to attract, retain and engage key talent in the future.

For more information on any of the above, please contact **Melissa Nealon** – Client partner & Project Manager
0207 484 5065 / man@hda.co.uk



Engaging Internal Stakeholders at Honda UK and Honda Finance Europe – 'More Forwards'

Clayton Glen, Director – HDA

The Honda brand has a fantastic reputation, (innovation, integrity, sustainability...the list goes on...) and few would not want to be associated with it, whether outside or inside the organisation.

Honda Motor Europe, Honda UK and Honda Finance Europe experienced a major organisational restructure in 2006/7 as part of a general rationalisation of the region, and HDA partnered with them through this process to manage the people component of the change process.

Whilst the Honda restructuring was handled particularly well, in accordance with an organisation which was proud to be voted in the top-40 **Sunday Times 100 Best Companies to Work For** organisations between 2003 to 2006, and despite excellent results achieved in 2003,4,5 from Honda's own internal European 'Spirited Independence' survey, the organisation's leadership nevertheless believed that a targeted survey of engagement levels across the organisation, post transition, would be an essential initiative to positively take the business forward with firm commitment to agreed principles.

Continued from page 3 - Engaging Internal Stakeholders (Staff and Contractors) at Honda UK and Honda Finance Europe – ‘More Forwards’

HDA and Honda communicated the objectives of the engagement measurement process to Associates and contractors under a number of key headlines: the **objective being to measure and deliver meaningful feedback on Associate engagement across Honda, diagnose the real situation, and take measurable actions to continuously improve the organisation.**

HDA worked with Honda to identify an optimal question set to measure key responses across a number of key components of the business, including, views on:

- How easily things get done
- Satisfaction with role
- Values
- Work-life balance
- Information
- Rewards & Recognition
- Management
- Work Environment
- Products and Service

The HDA survey was conducted 100% online across Honda UK (HUK) and Honda Finance Europe (HFE) under a general ‘**More Forwards**’ theme, and included all Associates and contractors.

Both quantitative and qualitative questions were included; the latter adding rich verbatim accounts of life within Honda.

Whilst participation was on a strictly voluntary basis, 85% of Honda UK and targeted Honda Motor Europe Associates and contractors participated in the survey, and 89% of Honda Finance Europe Associates and contractors participated. This very pleasing response rate was driven by a highly transparent process and committed communication within the organisation.

The survey results provided rich insights into levels of organisational engagement, and guidance was provided by HDA for Honda to independently agree a strategic response to the Survey, acknowledge the most likely Associate engagement opportunities and threats for the organisation as a whole (including identifying a number of exemplars of notably high engagement levels within the organisation as important internal benchmarks), and focus managerial attention on these, identify potential ‘quick wins’, openly communicate company-wide survey outcomes with the Associate team, and agree a manageable mechanism for tracking ‘**More Forwards**’ progress.

Honda has gone on to transparently address key issues identified by the survey process, with reference back to the survey, and it is envisaged that the process will be replicated.

For more information on any of the above, Please contact Clayton Glen, Director - cxg@hda.co.uk / 0207 484 5065

Employee Engagement in an Online age... *the rise & rise of Social Media*

Melissa Nealon, Client Partner & Project Manager, HDA

A critical challenge for the 21st Century organisation is in understanding how to engage employees in a world where the war for talent rages, technology is pervasive and social media rules.

A new communication age...

Social media (the online technologies that people use to share opinions, ideas and experiences) is continuing to transform the way people communicate within organisations. If online you will be using and accessing social media. With 15.2 million UK households currently using the internet (*National Statistics, 2007*), organisations can create a competitive advantage by communicating with and engaging people in a way they are familiar with.

It is estimated that 31% of organisations will increase spend on social media in 2008 (Prospero, 2007). Social media applications provide organisations with a means of communication that is high on impact, low on cost and available on demand. It is expected that mass emails and company intranets will become redundant, replaced with interactive podcasts, blogs, videocasting, wikis, discussion boards and online social networks. All of which will encourage company wide discussion and feedback, while also building a cohesive organisational community. Organisations that fail to participate in the social media revolution will become fragmented as a new age of communication continues to evolve.



Social media is used not only as a means of communicating with current staff but also to attract new talent, with social networking rated below only employee referrals as the most valuable source of new hires (Direct Employers Assoc, 2007); and approximately 30% of all senior hiring coming through social media (HCL Global, 2007).

Organisational culture will play a significant role in employees' acceptance of social media as a form of communication and engagement. However, given the widespread use of the Internet and the incredibly powerful impact social media applications have when compared with words on a page, it is expected that the majority of employees will be increasingly engaged with this mode of communication.

Watson Wyatt (March, 2008) recently stated that employers are missing an opportunity if they avoid social media. HDA wholeheartedly agrees and believes that in this new and changing environment organisations must effectively harness the power of social media to attract, engage and retain top talent.

For more information on any of the above, Please contact **Melissa Nealon** – Client partner & Project Manager
man@hda.co.uk / 0207 484 5065

HDA Executive Coaching Survey

Results 2008



HDA is a Human capital consultancy that has worked in Executive/Business coaching for nearly 10 years, developing a reputation for a highly successful, outcomes-focused approach to achieving objectives. As part of our sustained commitment to refining and developing our coaching capability we recently undertook a detailed survey, incorporating views from across a broad sector base, to measure opinions surrounding executive coaching.

This brief report outlines the findings of the **2008 HDA Executive Coaching Survey**, providing further insight into current and future trends in the area, thoughts on best practice approaches and the benefits of coaching, both for the business and the individual.

Headlines and major trends...

- ◇ The majority of respondents (**82%**) believe that executive coaching **impacts positively on business performance**.
- ◇ **Individual and/or team performance improvement** is the main business benefit observed from executive coaching.
- ◇ Under half of the organisations surveyed (**46%**) offer coaching to employees at all levels, with **35%** offering to **Senior Level** employees or managers only.
- ◇ **46%** of organisations offer executive coaching on a **reactive basis**.
- ◇ Organisations (**100%**) are looking for **value for money** and **experienced coaches** in their coaching provider.
- ◇ Virtually all respondents (**94%**) state that executive coaching provides **value for money**.
- ◇ A growing number of Line Managers are acting as coaches within organisations.

It is evident that the use of executive coaching is becoming increasingly common in today's business world, with **82% of responding organisations now offering coaching to employees**. Albeit that a significant proportion of this figure continue to **offer coaching only on a reactive basis** and only to senior executives/managers. It is expected that the prevalence of executive coaching will continue to grow as organisations increasingly **recognise the value of coaching**, particularly in today's competitive labour market, where executive coaching can play a **key role in attracting, engaging and retaining key talent**.

For more information on any of the above or to understand how HDA can add value to your organisation through coaching. Please contact **Melissa Nealon**, Client Partner & Project Manager – man@hda.co.uk / 0207 484 5065

Contact Details

www.hda.co.uk

Golden Cross House
8 Duncannon Street
Strand
London
WC2N 4JF

Phone: +44 207 484 5065

Fax: +44 207 484 5100

Offices:

International

Argentina
Australia
Belgium
Brazil
China
Finland
France
Germany
Italy
Ireland
Netherlands
New Zealand
Portugal
Singapore
Spain
Switzerland
USA

Regional

Birmingham
Bournemouth
Bristol
Edinburgh
Leeds
London
Manchester
Swindon

Key Contacts

Tricia Dicks
CEO

Email: phd@hda.co.uk
Phone: +44 (0) 1202 481 811

Clayton Glen

Commercial Director
Email: cxg@hda.co.uk
Phone: +44 (0) 20 7484 5065

Melissa Nealon

Client Partner & Project Manager
Email: man@hda.co.uk
Phone: +44 (0) 20 7484 5065

Luke Bennett

Senior Account Manager
Email: lhb@hda.co.uk
Phone: +44 (0) 20 7484 5065

Sweta Patel

Campaign Manager
Email: exp@hda.co.uk
Phone: +44 (0) 20 7484 5065

Jo Simpson

Managing Career Consultant
Email: jxs@hda.co.uk
Phone: +44 (0) 1202 481 811