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hda Review

hda DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

HDA Annual Outplacement Survey

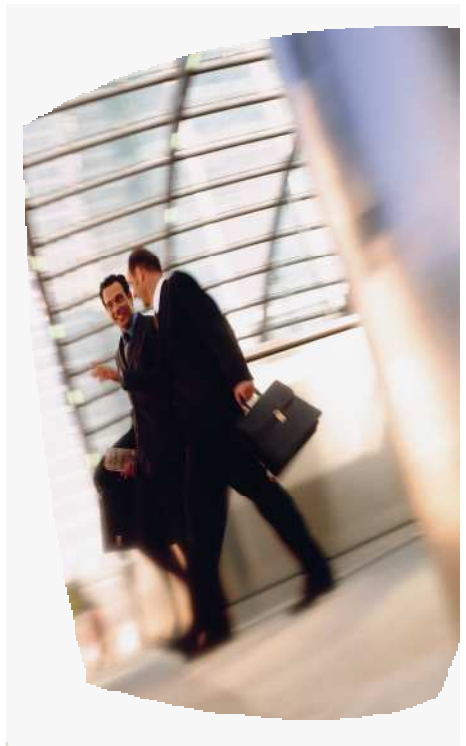
Be in with a chance of winning a **Zen and Spa Smartbox™** or a **FREE place on the HDA Leading During Challenging Times Event**

HDA recognises the importance of understanding **current thinking** surrounding outplacement; so as part of our **sustained commitment to refining and developing our career transition capability**, HDA is once again undertaking our annual **Outplacement Survey** to determine current attitudes to outplacement; by identifying:

*Perceived and realised benefits of providing outplacement support,
Most beneficial support elements,
Industry specific trends,
Factors influencing choice of outplacement provider,
Impacts of the current climate*

To take part in this survey and to be in with a chance of winning a **Zen and Spa Smartbox™** or a **FREE place on the HDA Leading During Challenging Times Event****, please complete the Survey by clicking here - <http://www.hda.co.uk/HDAOutplacementSurvey2009>, including your name and contact details where requested.

The results of the survey will be published in the **June HDA Newsletter** and will provide further insight into current and future trends in outplacement support provision.



HDA Happy 30th Anniversary

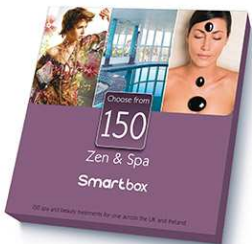
HDA has been in business for **30 years**, this year!

We have been delivering quality accredited human capital consultancy services across all industries, including to the FTSE 500, to the Public Sector, to the not-for-profit sector, and to SMEs.

Click here to view our **Case Studies** - <http://www.hda.co.uk/corporate/hda-overview/hda-case-studies.asp>

Click here to view our **Client List** - <http://www.hda.co.uk/corporate/our-clients/index.asp>

HDA works across the UK and worldwide



The Zen and Spa Smartbox™ is a luxury activity package which treats yourself or a loved one with the choice of over 150 hand-picked treatments and improving sessions at locations across the UK and Ireland. Your choice ranges from exclusive life coaching sessions, stylish colour consultations and confidence boosting celebrity hairdressing.

For more info, click here — <http://www.hda.co.uk/corporate/hda-overview/smartbox-notlinked/HDAZenSpaSmartbox.asp>

Respondents of the first 60 surveys received at HDA, will be in with the chance of winning a **Zen and Spa Smartbox™ or a **FREE place on the HDA Leading During Challenging Times Event (More information on this event, on page 2)**. The closing date for receipt of completed surveys is **Friday, May 15th 2009**. There will be 2 winners and they will be chosen at random and will be notified by Monday, May 18th 2009.

hda Appointment News

At **HDA**, the quality of our consultants is paramount to our work and we carefully select them to represent a **wide** variety of backgrounds, covering a **cross section of disciplines** and industry sectors - with years of **combined experience**. In turn, our **broad capability** means that we can offer expert support whatever our clients HR, leadership, talent or transition issues may be. With this in mind, we are pleased to announce a number of recent appointments to our career consultancy teams.



Online Career Consultant

Jayne Courtney has recently joined HDA, as part of the Online Career Consultancy Team. As the initial point of contact for our individual career consulting clients, Jayne will help support the delivery of our Career Transition/Outplacement Support programmes. As part of the team, she will provide professional email/telephone support services to our clients, as a "Helpline" complement to their outplacement programmes.

Jayne is an experienced career coach and comes from a HR background (specifically Training and Development), with a current focus on delivering excellent customer service. Jayne draws on her extensive career consultancy experience to coach HDA Clients to gain greater awareness of their strengths and development needs, in order to meet their career goals. Jayne has set up her own business and is able to use this practical experience to advise clients about self employment and networking. She has excellent motivational skills and demonstrates sensitive interpersonal skills in her consultancy approach.



Associate Career Consultant.

Lou Clark was recently appointed to HDA's career consultancy team. She brings over 10 years of career development and coaching experience. Following relocation to New York, Lou created her own career and interview consultancy. She is also an award winning networker and utilizes her relationship-building skills to form strategic alliances with recruiters and hiring managers that provide contacts and job opportunities for her client base. All of this has provided her with rich and varied coaching expertise that she now brings to the HDA Team.

As an action-oriented coach, Lou's goal is to support, encourage, listen and plan with her clients to develop compelling marketing materials, strong job market presence, sound job search strategies and ultimately to achieve success in their chosen career direction. Lou has a motivational training style that serves her well when she delivers workshops on job search strategies, behavioral interviewing and the benefits of networking.

Click here to learn more about our Career Consultants - <http://www.hda.co.uk/corporate/contact-us/hda-career-consultants.asp>

For more information on any of the above please contact Sweta Patel, - HDA, at: sxp@hda.co.uk / +44(0) 207 484 5065 / <http://www.hda.co.uk>



Leading During Challenging Times Event

September 3, 2009 - London

To book yourself onto this event or for more information, please contact Sweta Patel

oEmail: sxp@hda.co.uk oTel: +44 (0) 0207 484 5065

For more information on this event, please click here -

<http://www.hda.co.uk/corporate/hda-overview/TalentManagementLeadingDuringChallengingTimesEvent.asp>

*It is likely that at some point in a senior manager's career they will be faced with the prospect of **leading during challenging times**. For many organisations, now appears to be one of those times - where budgets are frozen; profits are declining; and staff are concerned about the future. Many senior managers will be unfamiliar with leading during a recession, where difficult decisions must be made to ensure the continued success of the business; and priorities are changing so that key leadership skills must be tailored to meet the needs of this new operating environment!*

This **highly interactive, practical and informative** event, brought to you by HDA Associates Ltd will look at how to effectively lead during challenging times.

This event is for senior managers, who are:

Angie Martin - Senior HDA Coach

Angie specialises in leadership and management assessment and development and has led and advised on a number of major change programmes. Angie's passion for encouraging others to unleash their own potential has been a driving force in her career.

Angie's strong interpersonal and facilitation skills, along with a rich business and cultural awareness that underpins her coaching, have proved influential and powerful. She encourages leaders to think and see situations from different perspectives, and focus on areas that can bring greatest return for themselves and the businesses in which they work.

- Interested in learning more about their preferred leadership style
- Interested in understanding how to utilize their skills in different ways to achieve successful outcomes
- Exploring how change impacts behaviour
- Faced with the prospect of re-energizing, engaging and motivating staff during these turbulent times
- Interested in communicating more effectively with staff
- Keen to empower their staff

Price: £75 ****We are offering a reduced rate of £50, if booked by May 15th, quoting ref 'HDR1505'**

At **HDA** we recognise that the coming months are set to continue to pose a challenge for both leaders and HR. Faced with the uncertainty of the future we are continuing to offer to facilitate this session and the recent Challenging Conversations Event on an **in-house basis** tailored to our client's needs. For more information on these half day Workshops please click here - <http://www.hda.co.uk/corporate/hda-overview/InhouseLeadingDuringChallengingTimes.asp> / <http://www.hda.co.uk/corporate/hda-overview/InhouseChallengingConversationsWorkshops.asp>

Talent Retention

Melissa Gallagher—Client Partner and Project Manager

HDA's Melissa Gallagher is a weekly Talent Retention insight contributor on the Grapevine Online. Executive Grapevine is one of the most influential and trusted brands operating in the business publishing and information services for the executive Talent Management sector and the Grapevine Online is updated daily with news from the talent community.

Melissa's weekly Industry Insight here - the column is updated on Thursday each week:
<http://www.hda.co.uk/corporate/hda-overview/TalentRetentionExecutiveGrapevinePressReleases.asp>

Here are two of her most recent contributions.



Engaging a Remote Workforce

A critical challenge for the 21st Century organisation is in understanding how to engage employees in a world where geographical boundaries have no limits and remote working is commonplace.

Flexible and home-based working has become a norm within many organisations; with the worldwide population of home-workers expected to grow to 46.6 million by 2011 (Gartner, 2007). In addition, the frequency with which teams/individuals are being seconded to various locations around the globe, or expected to operate long-term across boundaries, is increasing. Although, virtual and remote workforces, such as this, can create competitive advantages and operational efficiencies; managing such a workforce also creates complications - for example, how can employee engagement be established and sustained for this group?

Employee engagement is consistently correlated with factors such as culture; environment; leadership; communication; and processes so what does this mean for the many workers that now spend a considerable proportion of their working life at a location other than the 'base' office? How can the engagement initiatives introduced in the traditional workplace be replicated in alternative working environments? Recent research suggests that of the various factors that can impact on employee engagement levels, effective leadership has the highest positive correlation with employee engagement (Financial Times, 2008).

Effectively leading remote workers requires tailoring the leadership skills that are readily used in the workplace to fit the needs of a disparate workforce. Although remote workers are not physically present in the workplace it is equally important (*if not more important*) for staff to believe that you are an active role model for the organisation and this will involve 'walking the talk' and rewarding behaviour that is consistent with organisational goals. In addition, the ability to demonstrate effective approaches to conflict management will be a key success factor for leaders of remote workers. Conflict should not be avoided but rather effectively managed – issues should be proactively tackled. Alternative strategies for conflict resolution will be required for cross cultural teams based in multiple

locations - understanding different cultures, biases and breaking down stereotypes will be crucial in this process.

Leaders should define clear objectives and goals for staff members. This will give some much needed structure and direction to individual roles; ensuring they are fully aware of where their role 'fits' in the organisation and what they need to achieve to be successful. It is important to create structures and processes that integrate remote workers – such as, developing a rigorous and extended induction process so that all staff are aligned and engaged with organisational goals and therefore consistent in their approach to promoting and representing the organisation.

Effective communication is another factor that is central to creating and sustaining a cohesive organisation; where staff are engaged with and committed to the organisational goals. With this in mind, developing an effective approach to communicate with remote workers will be a key influencing factor in engaging this group. This can be achieved by communicating with

and engaging people in a way they are familiar with. Given that 65% of UK households currently use the Internet (National Statistics, 2008) and the majority of remote workers use the Internet to interact with the organisation; Internet-based social media applications would appear to be an obvious communication solution that is high on impact, low on cost and available on demand. Social media applications such as Interactive podcasts, blogs, video-casting, or online social networks all will encourage company wide discussion and feedback, while building a cohesive organisational community.

Without an effective approach to engaging all staff; remote workers will become disengaged and the organisation will inevitably become fragmented. With the continued rise of flexible working, virtual teams and home-based working; it is imperative that organisations work to successfully engage this group in order to create a competitive advantage that maximizes on the many benefits that this operating structure has to offer.

Investing for Success!

Talent Management will and always has been a crucial component of successful business management. Yet all too often one of the first things to be cut, during periods of change, are the budgets related to managing and developing talent; when in actual fact this should be seen as a time to invest – assuming this investment is in the *right* place! For example, let's look at investment in executive coaching and whether it should be for all or just the select few...

The results of a recent HDA survey showed that, 92% of organisations surveyed found that *coaching delivers significant business benefits* such as 'higher ROI than training', 'reduced levels of stress and absenteeism' and 'increased retention', while also providing value for money. Undoubtedly coaching can be beneficial at all levels and in an ideal world it would be an integral part of any successful talent management strategy. However coaching will be seen as a 'luxury' during turbulent times and it is during these times that if investment in coaching is being made, it should begin at the top! Leaders will experience new challenges over the coming year, as organisations continue to morph into a new way of working in order to remain competitive and in some cases even to survive. With this in mind coaching can become an enabler of this change – driving leaders and in turn the company forward to achieve success. Therefore although the initial

investment will be made at the top of the organisation, the benefits will be experienced throughout. We only need to look at organisations like Virgin to understand the impact that inspirational and successful leaders have on an organisation and its people.

Once the leaders of the organisation are '*on the right track*' then the next most beneficial place to invest in coaching is for individuals in positions of strategic importance; individuals who play a specific yet critical role in the success of what your organisation is trying to achieve yet may require additional motivation and guidance to adapt to changes in the operating environment and marketplace.

Finally in order to maintain a coaching culture throughout the organisation, think about developing your leaders to become coaches themselves or to adopt a coaching approach with their staff.

So as this short article suggests, the focus in 2009 should not be on *whether* you invest in talent management areas, such as executive coaching, but in fact *how* you should make this investment. Recognising the critical role that leaders play in determining organisational success will be crucial in this process.

For more information on any of the above please contact **Melissa Gallagher - Client Partner & Project Manager**
o Email: mag@hda.co.uk o Tel: +44 (0) 0207 484 5065

Marking 10 Years of Redundancy and Portable Skills Redeployment Support with a major Bank



Clayton Glen – Director, HDA

It is unusual for a human capital consultancy to support a major **Fortune 100** banking multinational for over 10 years, but 2009 marks a 10-year relationship for HDA with one of the world's largest banks; with a list of **career transition support solutions** over its 10 year relationship with the bank, that includes:

- providing outplacement support (on a project and/or case-by-case basis) over a ten year period to over 500 members of staff and managers at all levels, at four locations across the UK.
- providing internal redeployment support on a project basis to teams facing the outsourcing of their functions to the Far East
- providing expertise to support members of staff and managers at all levels at one UK location to make better use of formal and informal internal networks, and to upgrade their personal networking skills to match the rich range of internal networking opportunities across the bank

During the past ten years, the relationship has been characterised by significant changes within HDA's client, including significant business growth during the period to 2007/8; characterised by major international banking acquisitions, (followed by inevitable periods of rationalisation and consolidation), major leadership adjustments, and, in recent years, various

waves of back-office / technology resources outsourcing to the Far East; leading to a regular role redundancy cycle across the UK business, underpinned by strong attention to internal role redeployment, and KPIs requiring role redeployment levels above 75%, (ie. limiting job losses, retaining core expertise and minimising re-hiring costs).

Within this period, HDA has regularly been one of this bank's **top-ten EMEA non-IT consultancy providers**.

In the current 2009 market characterised by recession-proofing activities, HDA's client remains faithful to its objective of **reducing redundancy-related job losses and maximising redeployment opportunities** for impacted staff, though the current reality is that there are simply not as many internal roles available as there have been to come anywhere close to successfully redeploying the majority of staff whose roles no longer fit.

Rather than being complacent about a very valuable client relationship, HDA plans to support this key client with a range of **'giving back to HR'** services as we move deeper into an uncertain economic period, with a view to leveraging our client's HR team to develop internal coaching and career transition advisory support expertise.

For more information, please contact **Clayton Glen - Director, HDA**
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Global Leadership Behaviours - the implications for Ex-Pats!

HDA is a founding member of **CareerNet International (CNI)** - a network comprised of leading management consultancies throughout Europe, North America, South America, Asia and Australasia; with world-class capability in change management, outplacement, executive coaching, re-deployment and career consultancy. The senior leaders of each of the CNI partners meet on a regular basis to discuss strategies for success; issues of interest; and global best practice. At the recent CNI conference in Paris research on cultural differences in leadership practices was a key focus; the headlines of which are outlined below.

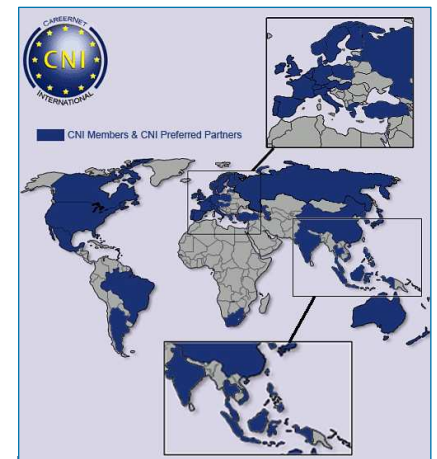
David Ringwood - Vice President of Management Research Group - presented some of the key findings of his research in this area. The study, involving 50,364 leaders across 20 countries and 30 industries, found that large and stable differences exist between leadership practices in different countries. Ringwood's findings would suggest that leaders who do not adapt their practices may find it difficult to achieve success in a country with different leadership norms. These findings hold important implications for multinational organisations who second senior managers to operations in other countries. Ex-pat leaders may find that the leadership practices which have proved successful in propelling them to success in the home country may not generate similar results in the host country. Therefore to increase the likelihood of success, the following should be considered as part of the selection and induction process:

- Identify those individuals that have the potential to adapt their leadership practices - through assessment including psychometrics;
- Develop a full understanding of each individual's personal leadership style;
- Leadership practices in the host country should be explored and analyzed to determine individual gaps and development points;
- Provide information on effective leadership practices in all countries in which your organisation operates;

Introduce a mentoring programme in the host country.

It would appear that successful leaders of today, operating in a global economy; will be those that are not only fully aware of their strengths and how best to exploit them but will also possess the ability to adapt their leadership practices to effectively manage in an international environment.

Melissa Gallagher - Client Partner & Project Manager
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Via its CNI partners, HDA is able to seamlessly deliver **large-scale global career transition** and related projects; with HDA providing the central project management, client reporting and quality assurance relationship, whilst our international partners deliver **fit-to-purpose localised career consultancy** and related services, applying their **specialist knowledge of local markets**.

CNI's directors include:

Bert Lagerweij
Director-Van Ede (Netherlands)

Uwe Kern
Chairman-SKP (Germany)

Gerry Sargent
SVP - Global Services - Challenger, Gray and Christmas (USA)

Tricia Dicks
MD, HDA Associates (UK)

HDA Customer Satisfaction Feedback

At HDA, we work hard to consistently add value to both the individuals and the organisations that we work with; this is particularly important in the current climate - where **maximum value-add must be achieved, with minimum budgets**. With this in mind, we regularly seek feedback from our clients so that we can continue to enhance our services and capabilities in order to meet their changing needs. As part of this process we recently undertook our annual corporate client customer satisfaction survey - the results of which are summarised below:

100% of clients strongly agree that HDA:

- Sets realistic **expectations**
- Is **proactive** and **innovative**
- Is **outcome focused**
- Possesses **knowledge** of their industry
- is **flexible** to client needs
- Is committed to **long term** relationships
- Provides **value for money**

Clients enjoy working with HDA because:

We can support employees **across all levels** within the organisation

Their employees provide **good feedback** on the support we provide

We offer a **comprehensive** outplacement service that can be **tailored** to include for e.g. coaching/training

We offer **local** services

We are efficient & **professional** in our approach

All clients would recommend HDA to a friend or colleague!

The results of the survey confirm that HDA are continuing to maintain their **CRM vision** (<http://www.hda.co.uk/corporate/our-clients/HDAClientRelationshipVision.asp>) which aims to:

- Maintain a relationship of trust
- Provide a quality product/service
- Identify and implement enhancements to products and services based on client feedback
- Sustain a clear understanding of client needs
- Provide numerous channels of communication for clients to provide feedback

****Those that participated in the survey were in with the chance of winning a free 3 month coaching programme, comprising of 3 meetings and telephone support (normal cost £3500 + VAT and expenses. We are pleased to announce that the winner of this competition was a Finance Sector HDA client.**

For more information on any of the above please contact **Melissa Gallagher** - Client Partner & Project Manager

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