



▶ NEW YEAR, NEW VIEW.... 1

○ ISSUE: 9 | ○ EDITION: JAN | ○ YEAR: 2009



▶ RETURN ON INVESTMENT FROM HDA SERVICES..... 3



▶ HDA EXECUTIVE COACHING CASE STUDY..... 4

hda Review



DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

New Year, New View – Ensuring your Organisation’s Reputation during and after the Downturn

Clayton Glen, Commercial Director – HDA

Ex-Employees and Reputation

In the current economic climate, with significant redundancies across most sectors; the value of ex-employees to the organisation’s future (post-downturn) talent strategy and business continuity needs, will become increasingly important.

Have a look at www.glassdoor.com to see what people may be saying about your organisation now which may impact your future talent attraction, engagement and retention strategy.

Well-led organisations recognise that attracting and ensuring the ongoing engagement of organisational talent (with the objectives of the organisation), is enhanced by the mobilisation of employer branding principles.

An effective employer brand strategy can be a significant ROI-generating contributor to an organisation’s talent strategy, in that it can strongly enhance the ability of the organisation to effectively attract, engage and retain organisational talent where strategy, infrastructure and the organisation’s leadership behaviours are closely and consciously aligned.

‘Employer Brand’ broadly touches on ‘employer of choice’, employer/employee value proposition’ (EVP), employee ambassadorship and ‘unique talent experience’ concepts – lots of linked ideas which can get confusing. What are the employer branding’s key acid tests and success predictors?



2009 Events Overview

To book yourself onto any of these events or for more information, please contact **Sweta Patel** on ○ Email: sxp@hda.co.uk ○ Tel: +44 (0) 207 484 5065

Challenging Conversations Event

26th Feb 09

Speaker: Paul Jones

An event for all HR Professionals and Business Managers likely to be in the ‘tough message’ frontline.

This event will assist you to gain a better understanding of the dynamics involved in challenging workplace conversations and will give you practical tools to have successful conversations.

This interactive learning session/workshop combines insight from other professions, role-play scenarios performed by actors, forum theatre and

focused discussion, to develop a practical preparation strategy and tools to become proficient in delivering difficult messages. Roleplays performed by actors will address issues likely to arise within conversations around: change, performance and redundancy.

Harness the Potential of Coaching to Contribute to the Success of Your Organisation

28 April 09

Speaker: Fiona Eldridge

In an economic downturn training and development is one area often subject to budget cuts. Join us to learn how ‘doing it for yourself’ can harness the potential of coaching to manage talent, improve

management and communication and contribute to the success of your organisation.

This event, brought to you by HDA Associates Ltd is for all HR professionals, Managers & Internal communications professionals.

The theme of the event will cover an interactive examination of the development of a coaching culture within organisations. This workshop will also consider the benefits for organisations and individuals of the introduction of a coaching culture and examine the steps necessary for success. Throughout the session participants will be encouraged to share experiences and case studies will be discussed.

Acid Tests and Key Considerations for measuring ROI on Employer Branding

The following are suggested acid tests for a successful implementation of a comprehensive employer branding strategy:

- empowered/engaged sponsors,
- outputs which clearly reinforce the organisation's key value drivers and EVPs,
- a manageable and realistic roadmap, within a sustainable budget,
- a clear, creative and compelling communication infrastructure and feedback loop, via focus groups and survey activity
- compelling and creative tangibles eg. print and digital media, branded events and initiatives, etc.,
- requisite internal processes to give life to the strategy,
- requisite/consistent leadership and staff ambassadorial behaviours,
- a transparent feedback/assessment loop to identify requisite image vs behavioural/mobilisation gaps, (eg. Again via focus group and survey activity)

Seven Pointers for a Successful Employer Branding Strategy and Solid Organisational Reputation

- Find the burning platform – eg. attraction, engagement, retention, CSR / Reputation ...
- Assure leadership buy in and behaviours, or everything is academic
- Ensure that employees/key stakeholders have contributed
- Take a structured approach to implementing a strategy, with clear ownership, milestones and agreed commercial outputs
- Seek to measure outputs in terms of commercial/bottom-line benefits (ROI)
- Recognise that personal experience is key – external reputation, image and promise is not enough for highly marketable and talented people
- When staff leave the organisation, either voluntarily or via role redundancy, a great employer brand ensures that business reputation is maintained



HDA and 360 Degree Advertising have developed a 6 Stage process (refined from an earlier 8 stage process) for implementing effective employer branding strategies. This process includes six key stages, which are in turn summarised under the following quadrants:

- Foundations
- Reality check
- Refinement
- Roll-out

For more Information on this article, please contact:

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HDA Candidate Website

To reflect the continued growth of the internet as a recruitment and communication medium, we have re-launched the HDA candidate website, providing online outplacement support to our career transition candidates.

The new structure allows us to provide our candidates up to date support, as new recruitment and outplacement information emerges.

Highlights of the site:

- A more user friendly navigation structure
- A dynamic resource section for planning and achieving the next career move.
- Comprehensive links to carefully researched external and associated sites

HDA News

Following her recent marriage; HDA's Client Partner & Project Manager, Melissa Nealon, has changed her name to **Melissa Gallagher** and her new email address is mag@hda.co.uk. Melissa's phone numbers remain the same.

We are pleased to announce some refinements to our referrals procedure in order to ease the client payment process, effective from January 09. For more information on the above, please see our Terms and Conditions on the following link - <http://www.hda.co.uk/corporate/pdf/Terms-and-Conditions-2007-Generic.pdf>

Return on Investment (ROI) from HDA Services



Aligning HR strategy with business strategy is critical; however, it is insufficient to make this strategic linkage at concept level and then embark on HR initiatives without a conscious intention to measure the return on investment of these initiatives.

Developing a detailed business case with expected ROI calculations for any HR initiative of any significance is particularly relevant in the current economic downturn, where all expenditure requires justification.

Given HDA's activity in executive coaching, employee engagement and career transition; below, you will find our recent notes on the measurement of ROI in the following areas:

- Executive coaching,
- Staff engagement
- Career transition/outplacement

Business Case Facts for Executive Coaching

HDA believes that leaders empowered by coaching are likely to have a significant positive impact on organisational performance:

- An article in Public Personnel Management (Winter 97) found that training alone increased productivity by 22.4% while training plus coaching increased productivity by 88%.
- Personnel Today (November 2007) reported that within six months of rolling out a coaching programme, staff turnover at Portman Building Society was reduced by 2%. After 12 months this reduction reached 5%
- The ICF survey found that over 98% of surveyed corporate coaching clients reported that overall coaching programs delivered ROI six (6) times the cost of the coaching. In addition to increases in productivity and retention; greater organisational commitment and improved bottom-line profitability were observed.
- In terms of individual benefits, over 70% of those coached noticed an improvement in working relationships.
- A study by Metrix Global LLC for a Fortune 500 firm and Pyramid Resource group found that coaching produced a 529% return on investment to the business, and the financial benefits from employee retention boosted the overall ROI to 788%.
- A recent CIPD survey revealed that over 90% of organisations maintain that coaching is an effective way to promote organisational learning and has a positive effect on bottom line.
- Triad Performance Technology found that a six month coaching intervention at a global Telecom company resulted in more than \$2 million positive and immediate impact to its bottom line.

Business Case Facts for Staff Engagement

HDA believes that an engaged workforce can have a significant impact on organizational performance – both directly and indirectly:

- When employees are engaged, they are open to releasing their discretionary effort; displaying a greater commitment to the organisation and thereby a greater willingness to contribute to company success (Towers Perrin).
- The premise is simple – engaged employees equals committed employees; and committed employees perform 20% better and are 87% less likely to leave the organisation (The Corporate Leadership Council).
- An organisation with an engaged workforce generally becomes more cohesive as employees develop a greater sense of belonging (Hewitt) and this in turn creates a competitive advantage, by enhancing recruitment and retention; and lowering rates of absenteeism (Mulcrum).
- Share prices of organisations with highly engaged employees rose by an average of 16% compared with an industry average of 6% (Sirota Consulting).
- According to Welbourne (2007), 73% of organizations who have initiated engagement programs have seen an increase in operating profit.
- In a study by Towers Perrin (2007), firms with the highest percentage of engaged employees collectively increased operating income by 19% and earnings per share by 28%. In contrast, the firms with the lowest percentage of engaged employees showed declines of 33% in operating income and 11% in earnings per share.

Business Case Facts for Outplacement

HDA would always argue that investment in outplacement delivers a return in a number of ways:

- Providing outplacement support enhances the ease with which changes are implemented and accepted – through the provision of outplacement support organisations believe they manage the change more effectively; employees appear to accept the changes more readily and the organisation can move forward with minimum disruption.
- This also supports the findings which indicate that the 'survivors' within the organisation, or those indirectly affected, adapt better to major organisational changes when outplacement support is provided.
- Post restructuring, where outplacement support has been provided, organisations regularly observe enhanced levels of employee engagement and improved morale. Engaged employees tend to show a greater commitment to the organisation and committed employees are 87% less likely to leave the organisation and perform 20% better (The corporate Leadership Council).
- In a recent HDA Survey over 70% of organisations maintained that providing outplacement support should be a consideration for organisations wishing to create a successful employer brand. Providing outplacement support fosters positive post-employment relations, which in turn enhances the employer reputation in the wider community. Naturally the more positive the perception of your organisation is to the external world the wider your pool of potential recruits becomes; thereby minimizing future recruitment costs.

Melissa Gallagher - Client Partner & Project Manager

Joanne Simpson - Supervising Career Consultant

HDA

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



HDA Team Facilitation Case Study 2008

National Health Service

Melissa Nealon - Client Partner & Project Manager

Business Context

An NHS Trust had been through a turbulent couple of years and were likely to continue to operate in a changing environment for the foreseeable future. Recognizing the impact on staff of working in an ever-changing environment, the Trust commissioned HDA to support the staff through these changes, with principle objectives being, to:

- Create awareness of the impact of change and to enable staff to develop a sense of understanding in order to managing personal reactions to it
- Enable staff to acknowledge the impact of change on levels of stress and distraction
- Reinforce the positives of change and create an understanding of how to thrive during times of change
- Acknowledge areas of staff concern - providing a confidential environment for staff to express their concerns

HDA Approach

Over a year long period, HDA facilitated a series of ½ day sessions on 'Coping with Personal Change'. These sessions provided staff with the opportunity

to learn more about the change process in order to develop a greater understanding of the impact of change both on them as individuals and on the organisation as a whole; while also gaining insights into effective tools to enable them to manage the change more effectively.

The facilitations consisted of groups of staff, across various business functions, coming together to share their thoughts on changes taking place within the Trust, including discussions surrounding the impacts of the changes at a personal and organisational level; barriers (both behavioural and process driven) to the changes; tools and techniques for coping with the changes; and developing a plan for moving forward.

Business Outcomes

Understanding change - through the sessions an in depth understanding of the change process and how to manage change effectively was developed.

Peer support - staff were given the opportunity to learn from one another and to recognize that they are not alone in finding change difficult or challenging.

Communication skills - staff developed a greater understanding as to how to communicate with colleagues during times of change in order to minimise negative reactions to change.

Stress management - staff learned how to recognise the impacts of change on stress levels and Stress management

Improved performance - by managing stress levels and developing a greater understanding of change, staff are better able to perform during times of change both as individual staff members and also as managers.

Organisational Comment:

"All staff that attended found it highly beneficial and were impressed with the high calibre of the HDA facilitator who was able to relate to staff at all levels".

(Human Resources Director)

For more information, please contact Melissa Nealon, Client Partner & Project Manager - HDA, at mag@hda.co.uk / +44 (0) 207 484 5065

HDA Executive Coaching Case Study 2008

Professional Services & Engineering Sector

Background

In July 2007, HDA began coaching a senior executive within the professional services and engineering sector. The overall focus of the coaching programme was to establish clear objectives for moving the executive's career forwards, identifying opportunities for success within the organisation, or, failing this, outside of the organisation

The line manager was fully behind the coaching sessions and hoped that the programme would help to determine the best decision for the executive; a decision that would be based on good reasoning.

The executive's main objective was to gain clarity, certainty and comfort around the next steps of their career.

The Approach

The coaching programme consisted of 4 meetings, with telephonic support between sessions as required. During the course of the programme the following areas were discussed and reviewed:

Feedback from the line manager on strengths, areas for development and thoughts about career opportunities

Review of career opportunities within the organisation - both generalist and specialist, in Ireland and in UK

Review of 360-degree feedback

Consideration of what an ideal role looked like based on satisfying current motivators

Review of what had changed within the organisation

Review of what aspects of the current role were satisfactory, and what could have been improved (and how this could have been achieved)

Review of willingness and motivation for change - personally and professionally

Coaching outcomes

The executive felt that the value of the coaching programme came from the opportunity to talk through concerns and ideas openly with an independent person; something that would not have been possible within the organisation, despite the support from peers and manager.

As a result of the coaching programme, the executive was visibly happier, more engaged and focused. In addition, the coaching assisted them to make some important decisions about their team resources, which in turn allowed a new focus on more strategic matters. Over the course of the coaching sessions, the executive's mindset changed; they developed a different perspective about their position within the or-

ganisation and the future opportunities it afforded them.

The executive was asked to complete a motivational questionnaire to identify their top 3 motivators. This information was then used to determine what would need to change about the role in order for them to feel more motivated. At the commencement of the programme, motivation was measured at 62% and by the end of the programme it had risen to 84%.

Client Comments

"Through discussion with an independent advisor I could make suggestions and talk through scenarios, achieving the optimal solution and thereby feeling rejuvenated. These sessions also allowed me to identify the factors that fall within and outside my control, thus allowing me to focus on issues that that I can directly control.

I would fully endorse the programme and feel that it has proved a tremendous success in allowing me to refocus on the issues that were affecting my career outlook; allowing both the organisation and myself to benefit from the change in my perspective."

Kate Turner - HDA Senior Coach

EVENT 2008 Reviews

HDA runs regular thought leadership briefings for senior HR decision makers around broad talent management, business and career transition, leadership and personal and HR commercial development themes.

On **12 November**, HDA in conjunction with **360° Advertising** ran an Employer Branding Event in central London for professionals working in HR, learning and development, talent management, recruitment, marketing and internal communications. The event was tailored for those deeply interested in the attraction, engagement and retention of key talent within their organisations, within the context of the current economic climate.

Themes covered:

- **Positioning Employer Branding elements and expected returns**
- **Dealing with complexity**
- **The HDA/360° Advertising 6-step Employer Branding Strategy Implementation Process**
 - Prove you're Serious
 - Let's Talk
 - Does the truth hurt?
 - What's our Promise?
 - Implementation
 - Measure
- **Measuring ROI on your investment and passing the acid tests of a successful Employer Branding strategy**
- **Considering new online reputation channels and the value of SEO for business reputation**
- **Employer Branding case studies were presented by speakers from**
 - Henkel
 - Random House Group

Speakers:

Chris Miller, Director at 360° Advertising and **Clayton Glen**, Director at HDA, were the key speakers at this event.

Chris Miller is a specialist in Employee Communications, with extensive experience in assisting organisations make the most of their employer brands to position themselves effectively to stakeholders, including candidates, staff, and others.

Clayton Glen 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, prior to moving into HR consultancy.

Alan Thomas, Staff Resourcing & Development Manager for Henkel Ltd, and **Neil Morrison**, Group HR Director for the Random House Group, were the Case Study Presenters at the event.

Here is a sample of what the delegates of the event had to say about the Programme:

Rarely have I attended a seminar that has contained so much relevant and well presented material.

Really clear process and lots of handy hints to make me think.

Excellent presentations and speakers.

I have significantly enhanced my understanding of this subject

According to Tricia Dicks, CEO - HDA, "this briefing highlighted the value of business reputation to all stakeholders, for the successful attraction, engagement and retention of key resources. In the current economic climate, the value of a solid businesses reputation is key – in particular when we eventually exit the recession that we are currently rapidly experiencing"

HDA will be running further Employer Branding Events in 2009.

For more information on our Events, Please contact **Sweta Patel**, Campaign Manager – exp@hda.co.uk / 020 7484 5065

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