



▶ EMPLOYEE ENGAGEMENT IN RECESSIONARY TIMES2



▶ HDA SPEAKS AT THE AFC CONFERENCE 3



▶ HDA EXECUTIVE COACHING SURVEY RESULTS 2010..... 4

○ ISSUE: 13 | ○ EDITION: JAN | ○ YEAR: 2010

hda Review

hda DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

A Resurgence of Interest in Talent Management ...

Following a year that was consumed by negativity, from large scale restructurings to country-wide redundancies; the economic outlook has finally become less bleak with many organisations beginning to recruit once more (Blessingtonwhite, 2010; Onrec 2010; BBC 2010). With this improved outlook, so too has come a renewed focus on ensuring the long-term sustainability of the organisation through various talent management initiatives, focusing on the following priorities:

- **'Looking after the survivors'** - motivating, engaging and developing those that remain;
- **Retaining key talent** – ensuring those employees that are crucial to the future success of the organisation remain engaged and committed; and
- **Recruiting to rebuild** - strengthening teams that have become overwhelmed and overworked.

Initial research would suggest that currently **coaching, leadership development** and enhancing **employee engagement** seem to be the areas of most interest to our talent management clients. Organisations are looking for support that not only yields short term benefits to accommodate the sense of urgency they are experiencing but more importantly proposes to provide long term change that promotes sustainability.

Regardless of whether the current upsurge in the market is transitory or not, retaining a focus on your people will continue to remain important through 2010. In doing so, you will combat the negative effects of 2009; where staff loyalty will have waned in the face of the difficult decisions that were made, the resulting changes that took place and ultimately how they were handled. Supporting your people through talent management initiatives will rebuild your organisation and ensure you are well placed for the future.

*For more information on any of the above or to learn more about how HDA can add value to your organisation, please contact **Melissa Gallagher** - Client Partner & Project Manager
 O Email: sxp@hda.co.uk O Tel: +44 (0) 0207 484 5065*



HDA appoints a Business Development Director Designate

HDA is pleased to announce the appointment of Luke Butcher to its senior management team, as Business Development Director Designate.



Luke has held a number of senior human capital business development roles, including with Right Management Consulting, Crelos / GetFeedback and Salary.com.

Luke joins us in our London office and will be responsible for managing a range of business development campaigns across both our Talent Management and Career Transition practices.

Commenting on Luke's appointment; Clayton Glen, HDA's Chief Executive said **'we are delighted to have Luke onboard as a senior member of our team at a time when human capital consultancies need to be highly consultative and solutions-focused with their client bases. I envisage that Luke will strongly complement our team in these areas with our HR and Talent Management client bases, and I look forward to working with him.'**

What organisations need to do differently to attract, retain and develop the next generation of talent!



Organisations are increasingly focusing on what they need to do differently to retain not only talented employees, but all employees.

In this climate what else will employees be looking for?

One significant factor will be integrity and a sense of being in control; the ability to survive a crisis. With an almost unprecedented number of mergers and acquisitions, maintaining stability in a career almost becomes like a board game - land on this square, take a card and describe how you will deal with this situation! From an employee's perspective they need to be able to demonstrate flexibility, resilience, an entrepreneurial spirit and an ability to jump in and make a contribution in challenging and changing circumstances.

From the employer's perspective they need to be able to demonstrate that they can provide stability in a shifting marketplace. They need to be able to respond to challenging questions from prospective employees about their job security.

However a pragmatic approach would suggest that in reality there can be no certainty from the employer or the employee's perspective. With the level of change brought about by economic uncertainty, both sides need to recognise that operating in the here and now is about as permanent as it may get; but operating at optimum pace and capacity is as good a recipe for success as anything else.

Most employees are loyal, and will only be tempted to move organisations if they are unhappy, one of the reasons for this can be as a result of a break down in relations between them and their line manager. Managers who enable people to do their best; who coach and mentor with enthusiasm; and who provide developmental opportunities are a critical factor in employee loyalty and engagement. Managers can reinforce an individual's feelings that they are working for a great employer.

Commitment to employee wellbeing

Increasingly organisations are recognising the importance of the working environment to their employees. Some organisations have gone beyond the immediate environment to look at the lifestyle facilities that exist for their employees in the broader location of their organisation. As well as health and safety issues, the working environment needs to be well designed and conducive to creating good working conditions.

Organisations are also being challenged by their employees, customers and governments to radically overhaul their approach to the carbon footprint, and every aspect of their supply chain.

As well as focusing on what employers can offer it is important to identify what employees want. As part of my research with Generation Y employees, I have found the following to be amongst their desires:

Most employees want a clear career path; receiving positive feedback and having senior people showing an interest in their ideas and personal development is a very important factor in why talented people stay with an organisation.

'Opportunities for travel, outside social activities, flexibility, multi-cultural environment, good team environment, something beyond a graduate programme, entrepreneurial spirit.'

'Opportunity to see where I can make a contribution, I want to feel good about what I do.' Money is important because of student debt, and many are concerned about wanting to get on the property ladder, but it is only one factor in a number of others. They are definitely concerned about work/life balance perhaps more than any other generation.'

There are some commonsense ways of engaging employees, e.g.

- Think very carefully about the messages that you are sending out to potential new employees through your recruitment advertising.
- Some organisations use the term 'onboarding' to describe a process of support for the new employee, which starts pre-employment, continues through induction and through the first few months of employment.
- Following this period to maintain an employee's loyalty through supportive management and on-going constructive feedback.
- Provide real opportunities for progression, new responsibilities, new teams, cross-functional working.
- Demonstrate clear and visible leadership, showing each and every employee that they are valued in the overall delivery to the customer.
- Clear communications, using all forms of media, to ensure the employee really feels knowledgeable about company performance.
- Play an active role in the community, being recognised for your corporate and social responsibility.
- Working and playing together, having fun, recognising achievements, celebrating personal, family and company success.

Extract from the forthcoming new book - Employee Engagement in Recessionary Times- what organizations need to do differently to attract, retain and develop the next generation of talent.



Kaye Thorne
Senior Coach - HDA

HDA speaks at the AFC Conference

HDA have been selected to speak at the annual Association for Coaching Conference, 'Going Global 2010' (www.aconference.com), which will be held in London on the 11th and 12th March 2010.



'Going Global 2010' is aimed at expanding thinking and building upon the principles of coaching as the profession, organisations, leaders and their people emerge from a significantly challenging time.

This 4th International conference promises some of the most **powerful and challenging speakers in coaching** and HDA has been selected to present an executive coaching session on the topic of '**Coaching for Stress Management: The 3-Dimensional Approach**'. HDA are delighted to have chosen **John Perry**, a senior HDA coach and **Barbara Jakob**, a senior coach from our [CareerNet International](#) Swiss partner [Trans m AG](#) to present.

The session, '**Coaching for Stress Management: The 3-Dimensional Approach**', will:

- Increase the awareness of the importance of coaching for stress management in the changing and transformative times that we are currently experiencing on a global level.
- Promote and educate the value of adopting the 3-Dimensional Approach, as a best practice tool. The aim to ensure emotional intelligence, working together, appreciating difference and diversity and ways of behaving and being are managed in today's global business environment.
- Be highly dynamic, informative and educational workshop, giving delegates the opportunity to learn and understand a leading edge/thought provoking/innovative behavioural change model/framework which can be adopted to any coaching approach.

HDA announces number of leadership team developments

Tricia Dicks, founder and Chief Executive of HDA is now Executive Chairman, whilst Clayton Glen, Commercial Director at HDA, and a Director on the Board of CareerNet International, has taken over as Chief Executive.

According to Tricia Dicks, '**Clayton and I have worked closely together for a number of years, and I am delighted with Clayton's appointment as Chief Executive. This makes a strong senior management team and I am really looking forward to us working together to continue to take the business forward, whilst meeting our clients' needs.**'

For more information on HDA News, please contact **Sweta Patel** - Campaign Manager
o Email: sxp@hda.co.uk o Tel: +44 (0) 207 484 5065

HDA Workshop



For more information or to book a place,
please contact **Sweta Patel**, Campaign Manager
o Email: sxp@hda.co.uk o Tel: +44 (0) 207 484 5065

For more information on these workshops, please click here -
<http://www.hda.co.uk/corporate/hda-overview/hda-events.asp>

HDA Supports the Career Development of the HR Community in Hampshire & Dorset

HDA is strongly committed to not only supporting our client organisations but also the local HR community in Hampshire and Dorset. As such, HDA are building on the success of our 2009 summer and autumn sessions with a series of four HR sessions aimed at assisting HR professionals with their own Career Development and personal networking.

Recognising the constraints on time of a HR professional, each session will run for an hour and a half; covering the following areas:

25th February 2010

Developing Your Influencing Style...Ideas that Really Work!

11th March 2010

Building Your Coaching Experience

15th April 2010

Developing an Effective Personal Brand for HR Business Partnership Success

20th May 2010

Leadership Development - What is required now to be an effective leader

This series of sessions is offered on a complimentary basis to all of our clients and new HR contacts.

Who Should Attend? All senior HR, L&D and Talent professionals with an interest in further developing their career and professional networks

Location: Our offices in Christchurch (**Bournemouth**)

HDA In-house Workshops

The current economic climate dictates that it is now an employers market, however what will happen when the economic crisis we currently find ourselves in subsides?

Are you confident that your talented employees will remain with your organisation? Or do you believe you need to act now to ensure your talent is retained in the future?

HDA believes it is important to develop practical strategies for ensuring your key talent are engaged, motivated and ultimately committed to your organisation and its objectives, regardless of how green the grass may appear on the other side. With this in mind we have created a selection of **in-house workshops** which focus on key areas that if managed effectively can play a role in building and sustaining a cohesive unit of committed employees now and into the future.

These workshops combine HDA's reputation for providing highly interactive, practical and informative sessions; with the flexibility of having the workshop on a date and at a time that suits you; tailored specifically to your organisations needs.

In-house Workshops:

- Effectively Handling Challenging Conversations
- Coping With Personal Change
- Leading During Challenging Times
- Managing & Integrating Change
- Career Development in a Downturn
- Stress Management
- Empowering teams to thrive (not just survive) in challenging times
- Incident Management Training



HDA Executive Coaching Survey Results 2010

HDA is a Human capital consultancy that has worked in the area of coaching for 15 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.

Current trends indicate that coaching remains a valuable tool for developing leaders at all levels in spite of (or perhaps even more importantly during) the down turn in the economy – but what does this actually mean in reality? What are organisations doing differently? How has coaching been impacted? What return on investment can individuals and the business expect? This brief report outlines the findings of the **2010 HDA Executive Coaching Survey**, which goes some way towards answering these questions.

Headlines and major trends...

97% of organisations believe that executive coaching impacts positively on business performance. This has risen 10% since the 2008 HDA Survey.

97% of respondents believe that coaching enhances the ease with which changes are accepted and implemented.

Individual and/or team performance improvement was rated as the main business benefit observed from executive coaching.

Over 70% of organisations surveyed offer coaching to employees at all levels – this has increased by 24% since 2008. Where coaching is offered only to certain levels, they tend to be the senior management team, directors or high potentials.

The majority of those responding (97%) are looking for value for money and experienced coaches in their coaching provider.

88% of organisations state that executive coaching provides value for money. This is down 6% on the 2008 HDA Survey results.

94% of organisations offer face-to-face rather than online/telephonic coaching.

A growing number of Line Managers are acting as coaches within organisations.

With organisations becoming increasingly concerned with understanding the return on investment from coaching programmes it is reassuring to note that over half of those responding have a formal process in place for determining effectiveness and measuring success. However, consistent with recent CIPD findings, our survey indicates that a small proportion of respondents use anecdotal evidence from those being coached or feedback from line managers as a means of measuring success. While this can be an effective means of measuring success it is also highly subjective and it would be beneficial for organisations to combine this method of analysis with a more formal approach, such as setting measurable objectives to be reviewed or incorporating assessments (for e.g. 360 degree) into the process. Worryingly, over 30% of organisations do not have an approach to monitoring the results or value of coaching undertaken within their organisation. With a global spend on coaching estimated at over \$2bn (Pennington, 2009), it is hard to believe that these business leaders do not demand to see a tangible return on investment from coaching.

Summary

The use of executive coaching is becoming increasingly common and this is only set to continue. As the results of this survey confirm, it is widely recognised that coaching can be a key factor in enabling individuals to improve their performance which in turn can lead to improved business performance. Alongside improved individual and business performance, coaching offers the organisation a 'value for money' means of attracting, engaging and retaining key talent. However in order to fully realise the benefits of coaching within your organisation, it is imperative that HR implement a formal process of monitoring success and measuring return on investment.

Please view the full 2010 HDA Executive Coaching Report on our website - www.hda.co.uk/corporate/hda-overview/ExecutiveCoachingSurveyResults2010.asp

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

Contact Details

www.hda.co.uk

Golden Cross House
8 Duncannon Street
Strand
London
WC2N 4JF

Phone: 0207 484 5065

Fax: 0207 484 5100

Offices:

Regional

Birmingham	Leeds
Bournemouth	London
Bristol	Manchester
Edinburgh	Swindon

International

Australia	Japan
Belgium	Malaysia
Brazil	Mexico
Canada	Netherlands
China	New Zealand
Denmark	Norway
Finland	Portugal
France	Singapore
Germany	Spain
Hong Kong	Sweden
Ireland	Switzerland
Italy	

Key Contacts

Tricia Dicks
Executive Chairman

phd@hda.co.uk / 01202 481 811

Clayton Glen
Chief Executive

cxg@hda.co.uk / 020 7484 5065

Steve Lovett
Financial Director

s.lovett@hda.co.uk / 01202 481 811

Luke Butcher
Business Development Director
luke.butcher@hda.co.uk / 020 7484 5065

Melissa Gallagher
Client Partner & Project Manager
maq@hda.co.uk / 020 7484 5065

Jo Simpson
Managing Career Consultant
jxs@hda.co.uk / 01202 481 811

Luke Bennett
Senior Account Manager
llb@hda.co.uk / 20 7484 5065

Sweta Patel
Campaign Manager
sxp@hda.co.uk / 020 7484 5065

Anna Gray
Operations Manager
anna@hda.co.uk / 01202 481 811