



hda DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

hda Review

Challenging Times...

The first quarter of this year was about resurgence, following some more than tough business months, with the Talent & Transition market deciding it did want to act more positively, even if with some niggling doubts, and our clients have been busy refocusing this positivity on retaining, engaging, and developing their key talent. So what are the areas that seem to be of most interest recently? Well, lets take some of the most notable news items in the last 2-3 months.

The **Icelandic Ash Cloud**, whilst impressive to see, has certainly had its affect on the globe, most noticeably by the lack of jet engines roaring above us as we try to take in some much needed sun in our back gardens, but its fair to say it still yet could have a devastating affect on our airlines, and it must be particularly frustrating for commerce when there is little one can do about it. **Stress Management** could be the answer, and on page 4 you can read about our stress management presentation at the Association for Coaching International event for 2010. John Perry and Barbara Jakob from HDA talk us through their 3 dimensional stress model, and we've provided you with an outline of our Stress management workshop.



The **General Election** has consumed our attention for far too long and we could still yet endure further months of to-ing and fro-ing before we are sure that we have stable and strong working government in place. It was an election that brought the 3 party leaders together to be assessed by us (the public) for the first time in 3 arguably engaging televised debates. **Succession Planning** is on everybody's mind then and this second pertinent news story mirrors our clients and prospects as they seek to engage and retain their high potentials in order to strengthen the future of the organisation. We are currently implementing extremely fair and robust assessment and development centres up and down the country in order to help organisations identify, benchmark, engage and develop their top talent. I don't think the election would be seen as a particularly good example of succession planning, but please feel free to have a look at what we here at HDA do think works quite well. (on page 3)

Beyond the election, a **Coalition** see us all crossing our fingers hoping that 2 party leaders, rather than one, can work effectively together to restore financial stability in the UK. This is our **Teamwork** link and again high on our clients' agendas, who are looking to work together to solve organisational issues and banish obstacles from the growing path of the organisation. Please follow the link below to see how our Group coaches and team facilitators have added real value to executive teams at the highest level.

Luke Butcher, Business Development Director at HDA

▶ HDA's EVENING EVENT IS ON THE 3RD OF JUNE AT THE GUOMAN CHARING CROSS HOTEL, AND STARS DR. EDDIE BLASS. DON'T MISS IT! THERE ARE ONLY 18 PLACES LEFT...MORE ON PAGE 2



- ▶ SUCCESSION PLANNING.....PAGE 3
- ▶ AT THE AFC CONFERENCE.....ON PAGE 4
- ▶ TEAMWORK CASE STUDY..... ON PAGE 5-6

“What’s London doing about Talent Planning, Empowerment, Engagement and Retention?”

3 June 2010, Guoman Charing Cross Hotel, 17.30-20.30

Free evening best practice / senior networking roundtable event.



Talented organisations win!

Talent succession planning, empowerment, engagement and retention is key to business success and consumes much of HR and L&D's time, albeit inefficiently at times. Organisations that organise themselves effectively to nurture and develop their talent / future leadership achieve more, quicker, and are better prepared for the future. This is a complex task for organisations with local interests only, and an even more complex task where an organisation's talent agenda has an international scope.

Research however suggests that less than 24% of organisations are confident in their ability to staff leadership positions in the next 5 years (Watson Wyatt).

We welcome you to join other senior HR, L&D and talent professionals based in and around London to attend an evening round table best practice-sharing event with **HDA** and its **CareerNet International** partners, (for an international view on talent management) at the Guoman Charing Cross on Thursday evening, 3rd June from 17.30-20.30. The event will include light evening refreshments and canapés, and attendance is free.



The event facilitator will be Dr. Eddie Blass, Associate Dean: Research, Consultancy & Business Partnership, and Director of The Leadership Hub at the University of Hertfordshire. Eddie is also referee for a number of key business and HR journals and is a member of the Editorial board, World Futures Review. She was previously with the Ashridge School of Management, and with Cranfield University. In addition to her prolific business/leadership writing Eddie has recently presented in the talent management area at a broad range of events around the world, including across the UK, in Sydney and in Kuala Lumpur.

Contact info@hda.co.uk for further information and to book yourself onto the event.

The event will examine the following broad themes:

Effective talent management in the private sector:

Context: reeling from the impact of recession, instability across the world's largest and most formidable organisations, high volume redundancies at all levels, and black holes in pension fund balance sheets; a sense of staff dislocation and disengagement with corporate objectives is acute within many private sector organisations which have been fortunate to have survived the recession. In addition to diminished staff engagement, the recession will have strongly impacted the resiliency and ultimately wellness of staff in these organisations at a personal level, including the very talented. What local and international best practice solutions can we refer to?

Effective talent management in the public sector:

Context: arguably bolstered to an extent during the recession by additional spending on public works to kick start the economy; *one in five* Britons now already work for the state; with one in nineteen within the NHS alone. This is a crucial economic population which Britain needs to stay focused, engaged and resilient. This is also a population that now potentially faces significant cuts. What are the key learnings from the private sector, and what public sector best practice benchmarks have value for the private sector?

Effective talent engagement: Gen-Y & Gen-R (the survivors and thrivers of the recession):

Context: we've concerned ourselves about Gen-Y's engagement needs for a few years, but what about Gen-R; *the survivors and thrivers of the recession?* More than ever, talented people are feeling that they need to actively take control of their careers to achieve career leverage. Organisations which recognise this shift to personal ownership and invest wisely in developing career self awareness will achieve valuable ROI via enhanced reputation, higher engagement levels and reduced future redundancy, re-hiring and onboarding costs. What local and international best practice solutions can we refer to?

Assessing, Succession Planning, Developing, and Engaging High Potentials

“Knowing yourself is the beginning of all wisdom.”

Aristotle

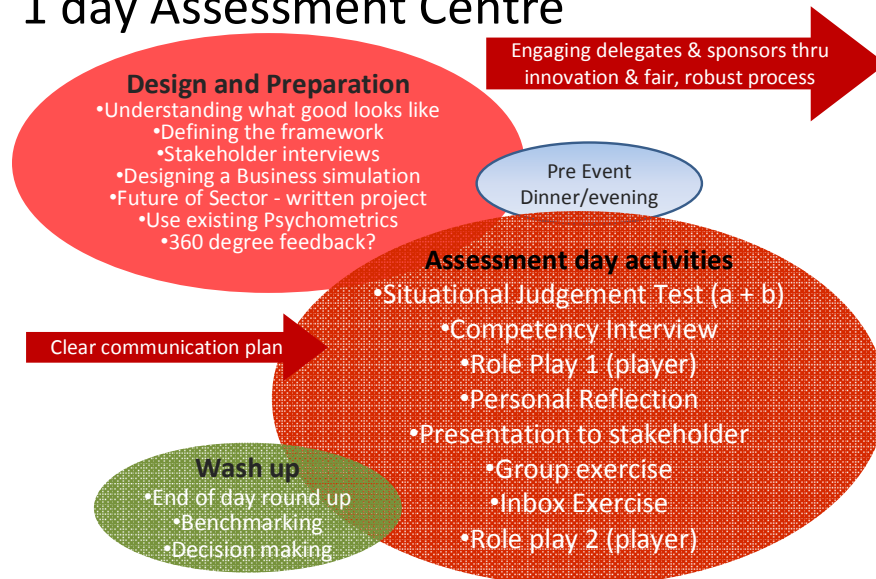
Whilst assessment processes can be used to decide on a final outcome, any feedback or development proffered, from well researched and validated assessment programmes, is worth its weight in gold. These really are the first steps to becoming self aware and planning your development inline with your goals and aspirations.

Our assessment and development programmes for succession planning, management and leadership development, engaging high potentials, and even as part of your selection process are behaviours based. They are in our view, the best way to understand your people, in terms of: Where you're at! Where you're going! And, how individuals, teams, and the organisation are going to get there!

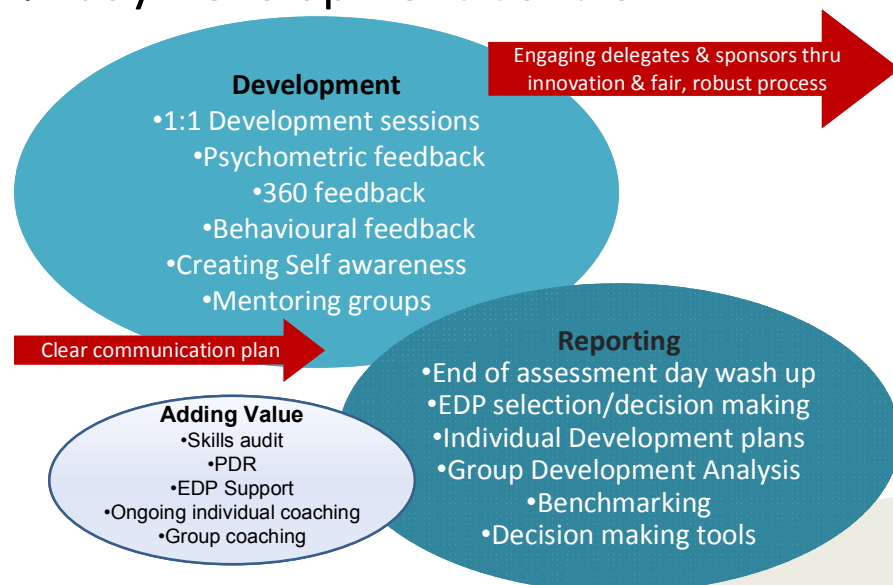
The figures to the right provide you with an example of a tailored Assessment/development centre. In this case high potential delegates, up to 12 per centre, were to be assessed to see whether they achieved the benchmark needed to gain entry to the groups executive Development Programme. All delegates were given feedback/development as part of the event regardless of whether they had won a place in the EDP, and were given development reports to take into their performance review meetings.

Please call us on.....
020 7484 5485 or email us on info@hda.co.uk if you'd like to discuss our model further.

1 day Assessment Centre



½ day Development Centre



HDA delivers expert 'Coaching for Stress Management' presentation at Association Coaching 'Going Global' Conference in London.

The AFC's 'Going Global 2010' event was 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. The AFC's 4th International conference promised some of the most powerful and challenging speakers in business coaching and HDA presented an executive coaching session on the topic of 'Coaching for Stress Management: The 3-Dimensional Approach'.



for



HDA's 'Coaching for Stress Management: The 3-Dimensional Approach' was dynamically presented by **John Perry**, senior HDA coach, and expert in the field of stress management coaching, and **Barbara Jakob**, senior coach from our Swiss **CNI** partner, **Trans m AG**, and was aimed at giving

delegates the opportunity to learn and understand a leading edge, thought provoking and innovative behavioural change framework which can be adopted to any coaching approach.

Delegate feedback following the event was enthusiastic, and reflected positively on John and Barbara's collaboration.

According to Clayton Glen, HDA's CEO, who attended the event; 'Having worked for many years with John, including working with him for five years providing an HDA resiliency coaching service at Lehman Brothers, I have known him as an absolute expert in his field, and an inspiring presenter who always carries and completely enthralls his audience. Big thanks also to Barbara, who I work closely with within CareerNet International, for her investment in participation in this event, and for her very valuable cross-cultural insights on this topic.'



HDA's Stress Management Workshop (with John Perry)

HDA has provided a broad range of 'staff wellness' services to organisations in all sectors for 30 years. HDA sees effectively managing staff wellness as a core element of team engagement and talent management. Managing stress is a key component of ensuring 'staff wellness' - having the capacity and resource to manage stress issues whilst supporting client organisations in other areas is a key area of value-add for organisations working with HDA during times of transition. HDA is very familiar with the Health & Safety Executive (HSE) Stress Standards, and has incorporated these sensible guidelines into much of its wellness work; providing our clients with essential guidance to minimize risk and reduce the costs of organisational stress.

- Better understand the nature of stress and its symptoms;
- Understand the 3 main approaches to stress and stress management;
- Learn the difference between helpful and unhelpful levels of stress;
- Identify the relationship between external demands and personal coping strategies;
- Recognise how people create stress within themselves;
- Develop a strategy for communicating with colleagues experiencing stress
- Undertake a 'Stress Health Check';
- Learn tools and techniques for managing stress effectively

For more information on the above, please email us at info@hda.co.uk

Coalition and Teamwork

Case Study — Group Coaching and Team Facilitation– Financial Services

Business Context/Background

Building on an established commitment to personal development, a large international investment bank was considering a programme of executive coaching support for their Directors of Research and Fund Managers. Up until this point coaching was undertaken on a reactive basis, in response to issues or specific organisational changes and the organisation was keen to adopt a more structured approach to coaching; whereby a shared framework could be used across different teams to achieve coaching success.

The organisation was seeking a bespoke and flexible approach which would:

- Explore how to get the best from people by recognising that different approaches are needed for different people based on their personality, motivations and aspirations.
- Assist individuals to have a clear sense of who they are as a person, including what motivates them, and how this relates to future career options.
- Identify and remove self-limiting beliefs that may hinder future potential being realised.
- Establish a coaching framework for senior managers who are currently coaches. This framework would then provide structure to the process while still allowing for individual coaching styles.
- Enable individuals to understand what works best for them, in terms of effective learning, in order for them to achieve personal career goals whilst retaining a continued focus on business objectives.
- Build individuals up to same management standard, developing a consistent approach to achieving objectives.
- Compliment the International Career Development Programme established for high performing-high potential individuals.



Nick Clegg and David Cameron before the Election results were looking unlikely to resolve their differences.

Summary of Coaching Content

Ensuring that no conflict existed between the objectives for coaching and the objectives of the International Career Development Programme (running simultaneously), HDA developed a structured coaching programme, across either three or six months depending on individual requirements. The programme consisted of the following stages:

Stage 1: Diagnostics and Objective Setting

A full brief was obtained from HR on each individual to be coached. In addition, at the commencement of the programme, the Coach met with the Coachee's manager in order to obtain their perspective on the individual's strengths, priorities for future development and desired objectives to be achieved from coaching.

Each Coachee was then invited to complete a psychometric profiling tool (MBTI or Insights) as well as a motivational tool (Motivational Maps). The information this generated, together with any 360-degree feedback, was used as the basis for the first meeting. During this meeting, the coach worked with the Coachee to obtain their perspective of their strengths and weaknesses, their understanding of the job requirements now and in the future, their aspirations for future roles, preferred management style and also assessed their motivation for change. At this meeting, coaching objectives were agreed and quantitative and/or qualitative measures identified in order to track progress against the objectives.

Stage 2: Provide Coaching

The coaching sessions were provided face to face over a period of three/six months; with one session per month. Each session typically lasted between two-three hours, with a range of outputs, including (practical) behavioural and commercial leverage objectives. Support was available between sessions by telephone or email, as required and face-to-face sessions were converted into telephone-based sessions where opportunities for face-to-face activity were limited by client time pressures, etc.

Stage 3: Evaluation

Part way through the coaching programme, a review was held to ensure that the Coachee was happy with the progress being made and the coaching approach being provided. A six monthly review was also held with HR to update them on general organisational themes and individual progress (within the bounds of client confidentiality). At the end of the coaching programme, the Coach obtained feedback from the manager (where appropriate), and this was then used as part of a final meeting with the Coachee. The final session measured the progress against the desired outcomes and original objectives and “next steps” were agreed.

Business Value Obtained From Coaching/Coaching Outcomes

All of the organisational objectives were achieved and the response to coaching, across the business, was overwhelmingly positive. HDA established a coaching framework within the organisation which not only allows the organisation to employ external coaches where required but also provides internal coaches with greater structure, while continuing to allow for personal coaching style. The organisation is now confident that all coaching undertaken adheres to a formal structure and process which recognises that different approaches are needed for different people based on their personality, motivations and aspirations. In addition a number of specific business benefits were observed at both a departmental and organisational level, including:

- As a result of the coaching, individuals were more comfortable with the turbulence in the investment markets and continued to make good investment decisions during this time.
- Communication channels were opened up between peers and role models about their approach to work; providing individuals with much needed insights into alternative approaches to work which facilitated the development of improved personal strategies for future success.
- As a result of time management coaching, individuals were then able to achieve more in the time available and became more focused.
- HDA Coaches worked with individuals to develop strategies for individuals entering new roles; ensuring that they made maximum impact within their first 90 days.



Clegg and Cameron in Coalition harmony.

Through the coaching a temporary internal appointment was validated, which eliminated the requirement for an external recruitment process to take place.

HDA UPDATES



HDA welcomes the latest addition to their talent management team - Liz Rochester.

Liz joins us as a Senior Consultant and is an expert in driving sustainable

performance improvement and large scale cultural change programmes and she has extensive experience of heading up leadership, management and organisational development programmes which have delivered exceptional results. Liz also has considerable experience in developing leaders and teams through coaching.



has managed people through transition for over 30 years. Has offices across the UK, and is a founder member of the global CNI partnership.

