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○ ISSUE: 7 | ○ EDITION: JUL | ○ YEAR: 2008

hda Review



DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

HDA Event

Employee Engagement Event
3rd Dec 08
Speaker: Briony Lalor



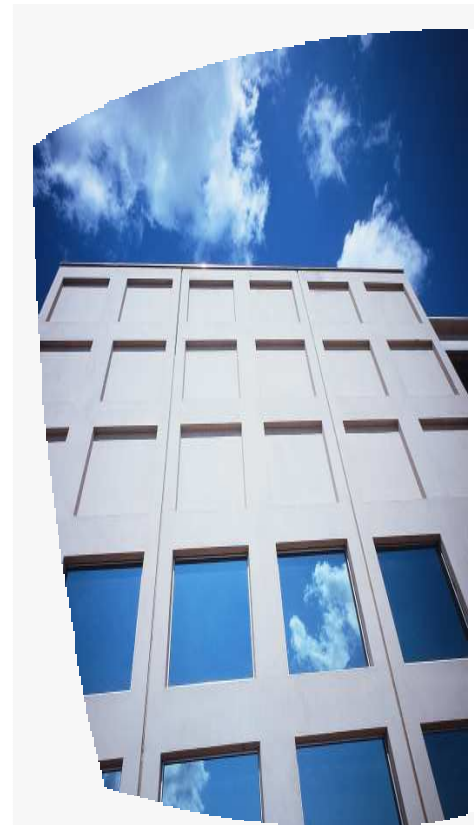
A highly interactive workshop, brought to you by HDA is for all HR / OD Professionals and Line Managers working within organisations.

This event will help you to gain a broader understanding of employee engagement and what it means for your organisation. We will seek to ensure that you are engaging your workforce for the 'right' reasons and will demonstrate approaches to achieving sustainable improvements to the release of the discretionary effort of your staff.

Theme:

- What is engagement and what does it mean within your organisation?
- Measuring engagement – how engaged are your people? Looking at the benefits of an engaged workforce and understanding what the key drivers of engagement are.
- The group as a microcosm of an organisation – using the group's survey results and feedback report to undertake an engagement analysis, identify areas for improvement and make recommendations.

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



The HDA Executive Coaching Team

HDA believes that a one size fits all approach to executive coaching fails to meet the diverse needs of today's workforce – our philosophy is simple: **flexibility in meeting client needs is key**. It is undoubtedly important to have broad structures and processes in place for coaches to operate within, but at HDA our coaching process as a whole does not constrain individual approaches and styles to achieving coaching success; rather individuality is fostered and encouraged. As such, we are constantly on the 'look out' for talented individuals who can add value to our team. With this in mind, we are pleased to announce the addition of **Fiona Eldridge, Angie Martin, Rachel Foord** and **Elaine Ashworth** to the Executive Coaching team.

Melissa Nealon, Client Partner/Project Manager – HDA, says of these new additions to the team...*"We are continuing to develop a fantastic Talent Associate team. **The varying experiences of Fiona, Angie, Rachel and Elaine will diversify our sector-specific knowledge; while also enhancing our ability to deliver outstanding leadership development and executive coaching programmes.**"*

For full profiles of our Executive Coaching Team, please click here: www.hda.co.uk/HDA_Coaching_Team

Everybody Wins: Providing Career Leverage Support to Engage Organisational Talent and Enhance Reputation

"I'm pretty clear on the immediate benefits of remaining at employer X over the next 2-3 years, but is there an 'opportunity cost' to my career if I stay with my current employer?"

Clayton Glen – Director, HDA

Every career opportunity has a cost

Briefly, the 'opportunity cost' principle holds that for every beneficial opportunity or situation I experience, there could very well be a broad range of alternative opportunities or situations that I may be missing out on that may benefit me more greatly. The 'opportunity cost' is simply the difference between what I currently gain from the opportunities or situations I find myself in or create for myself, vs what I might gain by pursuing other reasonable opportunities, situations or courses of action. Ultimately, one's opportunity cost can be measured in terms of career progression, learning, financial wellbeing, lifestyle balance, self actualisation, etc.

From a career / lifestyle efficacy perspective, the implication of this way of thinking is clear. Very often this is the line of thinking which leads people to go out and get a second qualification in a different area to embark on a second very different career, which leads the successful investment banker to make a difficult but decisive break, and to become a farmer or entrepreneur or charity worker, which makes the successful entrepreneur take early retirement, which makes a plumber become a teacher, and a teacher become a plumber, and which makes talented people leave world-class organisations which offer fewer learning opportunities, for other world-class organisations which offer greater learning opportunities. The measure of opportunity cost will always be highly personal.

Importantly, some opportunity costs are reasonable to consider, and others are not. For example, a jaded mid 40s HR professional may wonder about what might have been had they opted to become an artist, a golf professional, a musician, a lawyer or a doctor in their early 20s, or had they opted to become a consultant or interim manager in their 30s, but it is not reasonable to consider opportunities missed in the past but rather more sensible to consider the existing range of options available between what I currently gain from the opportunities or situations I find myself in, vs what I might gain by pursuing other reasonable opportunities or situations.

Why should talented people care?

It's unusual however for most working people to consider their situations in terms of 'opportunity cost', as most would review their situation in terms of the direct and intangible rewards they receive, workplace recognition and status, their enjoyment at work, relationships with bosses and peers, expectations of organisational stability, opportunities for learning and reasonable promotion, engagement with the objectives of the organisation, and so on.

These elements are all descriptions of what is known and experienced, and, for the most part, an optimal balance against these criteria can be highly rewarding, and can sustain a successful career which does not require regular review and adjustment, as the benefits (if any) of shifting role, organisation, industry or sector are less material in cases, far more material in others, eg. the implications of an fmcg production line manager moving organisations may not necessarily be highly material career-wise, or the implications of the legal secretary leaving one law practice for another may equally not be material career-wise; but what about the talented fund manager leaving a well established global fund management company for a new up-start in the market, driven by the keenness to have greater autonomy to establish excellence within a green field enterprise?

What about the highly talented technologist weighing up her offer from Google vs the opportunity she has to develop a great new technology solution in her venture-backed start-up where she currently holds multiple roles and can essentially self-manage her future, albeit that her constraints are many and that much of her time is taken up by the typical transactional activities of start-up which do not tax her intellectually.

For the highly talented, and hence highly marketable; very often time in-post, or time within a specific team, organisation, industry or sector can have significant impact on relative levels of career and personal success. Giving up known and predictable success for a riskier venture, or vice versa, may be costly to the career, or highly rewarding if the timing's right. Either way there is a cost, and for the talented, the size of this cost is greater. So, talented people should care strongly about opportunity cost.

There are some of course who don't, and the stories of brilliant scientists, technologists, doctors and commercial managers who took the wrong turn into a dead-end are as frequent as the stories of those who made it.

Why should employers care?

Millions and millions of words have been written in recent years about the global talent pool, the 'war for talent' and about how best to attract, engage and retain organisational talent. Within organisations, millions of hours have been spent discussing and rolling out talent management strategies for managing top talent, high potentials, graduates and so on, and organisations spend millions implementing technology-led talent and career solutions with the likes of Taleo, Stepstone, Ceridian, InSala and so on.

Talent' has our attention!

Very often though, where organisations are highly resourced, talent management inputs become grand, highly structured strategies, focused on broad objectives like talent pool development, graduate talent attraction, senior talent succession, future proofing and so on, but very often the individual career objectives and career opportunity costs of those talented people and groups identified are neglected in the interests of the bigger picture, delivery frameworks and (by definition) narrow talent objectives of the organisation around addressing existing or envisaged attraction, engagement and retention limitations to the organisations talent pipeline.

Very often, the implication is that, whilst HR and Talent Management teams busy themselves with talent strategy activities and component projects ranging from eg. e-recruitment, to RPO, to performance management, to succession planning, to promotional assessment and so on; the subject of their activities – the talent on the radar – very often have their personal career needs severely neglected, and there is often very little transparency for those marked as 'organisational talent' into the workings of the talent strategy.

What is often missing is one-to-one conversation.

Amid all of the talent management activity that may be going on, few questions are asked of talented people about the constraints they are currently experiencing career-wise within the organisation, even fewer are asked about the career options they have considered outside the organisation, and even fewer, the extent to which they have identified the size of the opportunity cost to staying in their current role.

Unless organisations show that they take an interest in individual needs, and have an awareness of individual expectations, they are very unlikely to engage organisational talent with the organisation's talent strategy.

What can employers do?

One-to-one coaching / support for identified talent pools

Few employers take the time to engage staff directly, one-to-one, about their personal career needs, aspirations and career opportunity costs, save those which are highly constrained and have little resources to inject into an effective talent strategy, or those, on the other hand who can afford to apply significant resources to supporting their top talent needs by providing them with dedicated talent manager resources who work with their 'top talent pool clients' on an ongoing basis to ensure that individual needs match organisation needs.

A good example of the former is Christian Salvesen which is an established organisation operating in the constrained, low margin logistics sector. In Christian Salvesen, talent management activities are underscored by significant one-to-one coaching time with someone who cares about individual needs, aspirations and opportunity costs. This approach is a necessity, as budgets will not stretch to accommodate bells-and-whistles talent management resources. In this case, what starts out as necessity-under-constraint, provides significant value to the organisation because of its simplicity.

Good examples of the latter are found in the banking world, where resources applied to attracting, engaging and retaining senior talent have been significant in recent years. Citigroup and HSBC provide important benchmarks for this approach, where dedicated Talent Manager resources regularly engage talent pool clients on a one-to-one basis, to ensure that individual career leverage needs are met via international assignments, project assignments, etc., with a win-win in mind. In the current, tougher market, the likelihood is that objectives within these organisations will be modified, to support a shift away from individual needs in the first instance, to the bank's needs in the first instance, albeit still with a win-win in mind.

By definition though, this focus on identified talent pools is limited, whereas there are opportunities to engage the broader employee pool by taking the time to support broader organisational career aspirations on a one-to-one basis.

In-house careers advice centres

Recognising that much is to be gained from engaging all staff in honest career leverage conversations, in the interests of staff engagement at all levels, and the development of the employer brand; some organisations like Nationwide Building Society, Credit Suisse and Royal Mail have recognised the need to shift focus from quid pro quo top talent career engagement initiatives, to providing services to all staff via in-house careers advice centres.

This type of in-house careers advice service may include access to:

- one-to-one career coaching,
- group networking and facilitated career development events,
- assessment and 360 degree feedback tools, and
- online resources, including:
 - ◊ skill and knowledge profiling vs both organisational competencies and external benchmarks,
 - ◊ online information in the form of text, video, pod casts and webinars, covering a broad range of career development and career transition advice and knowledge.

Some of these are managed by internal HR/L&D/Talent Management resources, and others by professional career consultancies like HDA.

According to the Executive Grapevine (the Grapevine, June 2008), 'Structured and formalised career management can provide employees with the insight into their personal drivers and goals that will enable them to make more informed career decisions, benefiting them and ultimately the company they work for.'

The opportunity with this type of initiative must be for the employee to utilise the service provided by their employer to develop conscious personal career ownership; to identify personal strengths and weaknesses, to create personal accountability for specific career growth objectives, to develop an understanding of the opportunity costs of alternative routes of personal career development, and to identify internal career growth resources and constraints within the organisation. Ultimately, the aim should be the creation of an individual personal marketability inventory which may potentially be beneficial for the employee both inside and outside the organisation.

Developing a successful dialogue to drive these objectives requires real trust and professional commitment to confidentiality. Where confidentiality of a career advisory service is questioned, this will obviously limit the value of coaching outputs to employees. There is no win-win here.

HDA would always encourage organisations setting up an in-house career centre to opt to commit to a confidential advisory service for staff using the service – and this should be clearly communicated in FAQs and broader internal marketing communications. The positive implications for opening up

with a professional career coach, in a frank, empowering and non-guarded dialogue are obvious.

One of our clients in this area – an investment bank – works on this basis: career advice is provided by HDA on the understanding that it is fully confidential, but the bank also makes it clear that it operates a meritocracy. For this reason, whilst it commits to supporting staff career development needs, and whilst it invests in providing them with external career guidance, it does not guarantee career or succession opportunities out of this process. Rather, the bank clearly communicates that internal career development success is dependent on the individual's performance record, experience and qualifications on the one hand, and how they proactively make use of the career advice provided by HDA, in terms of how they actively network within the organisation, how they seek opportunities for participation in key projects, how they prepare internal applications and so on. This creates a real transparent win-win, and has very measurable implications for key skills retention.

On the other hand, any organisation investing in staff career advice needs to measure its return on investment (ROI) and internal or third party specialists in this area should be challenged to prove the impact of their intervention on the engagement, retention and promotion of staff.

A 21st Century approach - providing career leverage for staff, for future success inside or outside the organisation

Any internal career advisory service should be underpinned by the realistic expectation that there will not always be a direct match between the organisation's need for talent, and the current availability of that talent. Redundancy is not a new thing, it affects an increasing number of people at some point, and it is often a valuable career development step. Setting expectations of long-term internal career development and succession is an increasingly out of touch activity from the perspective of the majority of people in most organisations.

For this reason, an open-cards approach, which recognises career development as a continuum, is the most mature and honest approach for any organisation to take.

Within this framework, HDA's approach is to provide career advice which provides access to:

- strong personal networking tools for both internal and external leverage, (eg. developing a *20 second CV* and '*elevator speech*'),
- practical coaching and guidance on creating a personal brand, (again for both internal and external leverage), and
- practical coaching and guidance on what success means in each participants' role, (eg. making an impact in current and next roles, making the most of the first 100 days in any new role, etc).

With this support in place, the building blocks of career self ownership are in place to underpin a successful outplacement process, in the event that staff receiving career advisory support ultimately lose their jobs.

For this reason, effective internal career advisory services can simultaneously support those who have ongoing roles and bright futures in the organisation, and those whose roles no longer fit the organisation, but who should nevertheless be supported into a 'new future'. This adds efficiency, removes the stigma of job loss, and improves employer reputation – an important employer branding consideration.

Simply put; organisations which improve the marketability and career prospects of their staff are likely to hold onto them longer, and when they release them, they do so with their reputation enhanced. Everybody wins.

For more information on any of the above please contact Sweta Patel, – HDA, at:

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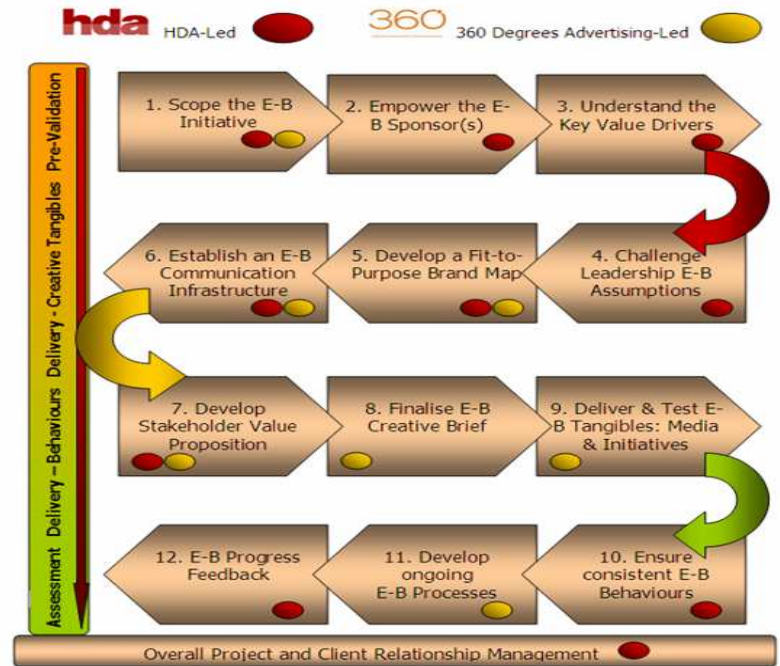


Adopting Employer Branding as a Key Talent Strategy Driver

An effective employer brand 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, provided that the EB strategy, EB infrastructure and the organisation's leadership behaviours which together enhance the experience of candidates, new employees, established employees, and those transitioning out of the organisation, are **closely and consciously aligned**.

Recognising the increasing importance of employer brand-related activities to the organisations we work with, HDA and award-winning 360 Degrees Advertising have partnered to develop a practical and meaningful approach to delivering ROI from employer branding; with creative manifestations of the employer brand strongly aligned to the true employee experience, (vs being unsubstantiated), and supported by solid organisational leadership behaviours. This partnership brings together HDA's strong organisational consulting, facilitation and coaching expertise with 360 Degrees Advertising's significant creative and internal communications experience.

HDA's Clayton Glen (www.hda.co.uk) and 360 Degrees Advertising's (www.360inspire.com) Chris Miller co-presented this offering to the CIPD Central London branch in July, during which they explained the **HDA / 360 Degrees Advertising Employer Branding Model** for implementing effective EB strategies, aimed at generating practical talent strategy ROI.



For more information, please contact Clayton Glen, Director - HDA, at cxg@hda.co.uk / +44 (0) 207 484 5065

Recent HDA Events

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

On 14 May, HDA ran a Career Management Event, **Top Gear or Cruise Control?**, in London for HR Business Partners with responsibility for Employee Development and Talent Management. The event aimed to assist HR Business Partners in supporting the business and helping to achieve its aims and objectives by understanding and developing 'in house' talent.

Theme Covered

- HR professionals as career coaches (is this possible)?
- Individuals taking responsibility for their own development (self branding/marketing/networking)
- Giving employees the opportunity and confidence to network socially within the organisation
- Mentors - Creating a mentorship culture and framework
- Monitoring career (and skills) progression from talent and career reviews, appraisal systems (personal development plans) and regular 1-1 communication
- Showing an interest in your staff and monitoring personal engagement.
- The impact of an engaged and motivated workforce and in turn its impact on the 'Employer Brand'
- Encouraging Career Change

Sarah Lee, Senior Consultant of HDA, was the key speaker at this HDA thought leadership event.

Sarah is a Senior Career Consultant, Executive Coach, Ex HR Professional and International Head-hunter with extensive experience spanning 24 years, developing both individuals and teams (both in the UK and overseas) to operate to their maximum potential and, in line with business objectives.

On 26 June, HDA ran an Executive Coaching Event, **What is 'Talent Coaching'? Just for the select few, or a tool for all?**, in London for Learning & Development Directors, HR Directors, and those responsible for talent management and/or coaching within their organisations. The event aimed to expel the myths of talent coaching, helping those attending further discover their own talents (and how to put them to work) while also enabling them to make the connection between talent and enhanced performance.

Theme Covered

- Understanding how the different approaches to coaching fit together - enabling you to select the most appropriate coach;
- The win:win:win model of coaching - and why it makes a difference;

- What our clients are using - and why (results from the exclusive HDA survey revealed);
- Understanding and creating the link between talent and performance; and
- Sharing best practice with fellow L&D professionals - finding out what works and what doesn't.

The key speaker, **Kate Turner**, Senior Coach - HDA, has over ten years' experience working as an HR professional. Her CV includes three years as an HR Director, and several years as an HR manager for a Fortune 500 company. Kate's main focus is on building leadership competence and enhancing individual and organisational effectiveness.

What the delegates had to say about the two programmes:

A much better understanding of the mechanisms needed for success and ownership/ accountability

Great ideas to implement & useful tools to use

Distinction between motivation and talent

HDA will be re-running these events in the 2009.

HDA Outplacement Survey

Results 2008



HDA is a Human capital consultancy that has worked in the area of outplacement for over 30 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 services and capabilities we recently undertook a detailed survey, incorporating views from across a broad sector base, to measure opinions surrounding outplacement.

This brief report outlines the findings of the **2008 HDA Outplacement Survey**, providing further insight into current trends in the area; and the benefits of outplacement support, both for the business and the individual.

Headlines and major trends...

- Of those organisations that have experienced a restructuring in the last 12 months, the majority (**81%**) offered outplacement support to employees.
- Over **75%** of those offering outplacement support offer different programme structures depending on the employee's level within the organisation.
- **100%** of respondents believe that **'Outplacement support enhances the ease with which changes are implemented and accepted'**
- Nearly **60%** of respondents offer outplacement support to provide employees with the best possible chance of securing a new role
- According to **86%** of respondents outplacement support provides value for money
- On average, when organisations are choosing an outplacement provider, **consultant experience, and innovative, flexible programmes** are viewed as key, closely followed by **excellent client feedback and testimonials** are the next most important considerations

Organisations facing change are increasingly beginning to recognise the value of offering outplacement support to their employees. The provision of outplacement support not only eases the transition of employees from one role to the next but also reassures those employees that remain with the organisation post-restructuring - essentially it enhances the ease with which any changes are accepted and implemented. Your people both within the organisation and those that have moved on to new roles are instrumental in creating and building a successful employer brand and therefore should be provided with the best possible chance of success, and this is where outplacement support adds considerable value.

For more information on any of the above or to understand how HDA can add value to your organisation through coaching, Please contact **Joanne Simpson**, Managing Career Consultant – jxs@hda.co.uk / 01202 481 811

*HDA is pleased to announce the opening of four new offices via its CareerNet International (CNI) partnership; namely four new offices set up by our Asia Pacific partner, Donington, in **China (Hong Kong & Shanghai), Malaysia and Singapore**. The opening of these new Asian offices was confirmed during our recent CareerNet International meeting in Chicago, which coincided with the SHRM Conference and Exposition.*

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