

Jon Ingham - HR Training Sessions

Increasing Impact through Strategic HR / HCM



The concept of strategic HR or Human Capital Management tends to draw quite a bit of criticism, often by people who do not understand what it means. Performed effectively, a strategic approach to HR can have a profound impact on the function's impact in an organisation, and looks very different to a more operational approach too.

Strategic HR demands new tools and skills but above all else it requires a new perspective. This involves understanding that there is choice – HR can be performed in very different ways. Therefore, although there will always be a role for best practice, the key processes that will make the difference to your business are those you tailor for your business strategy, your type of organisation, your desired organisational capabilities and so on.

Attend this seminar to develop a more strategic approach to your own, and your department's HR activities. Learn about the different options that exist within HR strategy and reflect on which of these options best suit your particular organisation.

HR Business Partnering



Nearly 15 years on from Dave Ulrich's "HR Champions", business partnering is still the aspect of HR transformation which organisations find most difficult to implement. In many cases, the intended behaviours and impacts of this role never materialise. But there are organisations which are implementing business partnering well – it can be done.

Attend this seminar to catch-up with the latest thinking on HR business partnering and to fully understand what the role can look like, the skills and behaviours involved, and how existing HR generalists can be transformed into effective business partners. With the support of the trainer and other attendees, reflect on how the role can be tailored to, and then developed in, your own organisation

Also review how you can build the credibility of your HR function to lead the creation or renewal of embedded HR teams.

"Engaging, informative, 'up to date' view points. Food for thought and hopefully results." HRBP, Findel Education Ltd

"Good foundation, information for HR business partnering. Gave good ideas and insight into improving our model and thoughts. Very enjoyable." HR Director, Findel Education Ltd

"I enjoyed the course as it touched on many elements to make business partners a success. Good share of experiences." HRBP, Town and County Housing Group

"Inspirational!" HR Manager, Centrica Storage Ltd

"Flexible agenda – fitted to what we wanted to learn. Loved the enthusiasm and very engaging. One of the most enjoyable sessions I've been on in a long time – very useful and easy to adapt into everyday life – good mix of theory and practical skills." HR Officer, Genting UK plc

"Good use of case studies, real experience is so valuable. Good group involvement. Such a relief to hear new thinking and a view on what's next." HRBP, Nationwide

"The training has allowed me to reflect on my role and has given me the confidence to develop my role." HRBP, Mencap

"Valuable session – have learnt a lot that I can transfer back into my role." HR Consultant, Car Care Plan Ltd

"Good breadth of research provided and a strong mix of personal experience." HR Manager, First Data Corporation

Making Strategic Decisions about People



The way an organisation makes its decisions has a critical impact on its effectiveness. The financial crises, environmental disasters, value destroying M&As, and within HR – terminations of employment, often supported by large payouts, as well as the HRIT (eg e-learning) systems left unused in many businesses, show that we do not always get our decisions right.

Effective decision making does depend upon having an appropriate business model and a suitable leadership team in place, but there is also a lot of what leads to a good decision, for example, the way that responsibility for decisions is allocated and the capability of decision makers, which depends upon HR.

HR therefore plays a crucial role in enabling effective strategic decisions, and in supporting business success. We should therefore pay attention to the ways in which we can influence the people who are recruited, support their development, structure the decision making forums, and otherwise facilitate decision making within our organisations.

HR also makes important decisions itself, and the decisions which we make are some of the hardest to get right. In fact Gallup have suggested that companies fail to choose the candidate with the right talent for the job 82% of the time.

So, attend this course, find out how to improve decision making within your business (and hence your impact on business results) and improve the decisions you and your team are making about your people and organisational effectiveness too.

HR and Innovation



Innovation is an increasingly important capability for all organisations and will be even more important once the economy improves to help businesses capture new market opportunities.

This is a big challenge for HR as although having the right processes and technologies is important, innovation is mainly about having the right attitudes and behaviours, supported by the right culture. It's therefore unfortunate that HR is often seen as an inhibitor rather than enabler of innovation. This session will cover the main things HR professionals need to know to support, and even lead, the innovation agenda within their organisations.

In addition, HR itself is increasingly being seen as one of the last untapped opportunities for transformational innovation. There are organisations around which are managing their people in significantly different sorts of ways. Most organisations however are focused on implementing best practices – even when we know these practices aren't that 'best'. The session will therefore also look at how HR can develop more innovative approaches to its own processes and support.

Through leveraging these opportunities, HR can substantially increase its credibility and contribution, and the impact it has on the organisations it works within.

"Really enjoyed the course, given me a lot to think about! Very inspirational. Loved the energy and humour Jon has." HR BP, University of Northampton

"Think it was very informative & interesting course. Great speaker/presenter." Senior HR Manager, AKQA

"Useful and thought provoking." Global Talent Manager, NSG Group

"Stimulated a lot of thinking." HR Director, NSG

HR and Social Media



Social media or web 2.0 technologies have already had a profound effect on many peoples' lives and are starting to make more impact within our organisations too. However, this impact is not just down to new technology.

Technology has changed the way that people think (or possibly changing thinking has led to the development of new technology) and the new attitudes and behaviours arising from this is what is causing the most change. The combination of new technology and new behaviours is leading to rapid changes within the ways that organisations work. HR needs to understand and intervene within these changes, as they involve people at least as much as they do technology, and also because of the people challenges involved in managing change.

However, HR also needs to understand the changes which are starting to happen within the HR function too. HR teams are also starting to use social technologies and more social or community based approaches to achieve HR objectives too.

"The trainer was engaging and clearly had a passion for the topic as well as expertise and experience. I thought the subject matter was extremely relevant and thoroughly enjoyed discovering what is out there to use if only we use it."

"Picked up extra knowledge about important sites and social recruiting knowledge in particular."

"Lots of great discussion, ideas, facts, quotes and real life case studies."

"Great mix of people and interesting conversations. Learned a lot of new things about social media." Group Internal Communications Manager, Cambridge Assessment

"Very thorough & informative." HR Generalist, Argo International

"Extremely engaging and knowledgeable about subject matter." Head of HR, Argo International

"Good insight into social media but got appetite for more now." HR Director, Diabetes UK

From Recruitment to Strategic Talent Acquisition



Recruitment is going through a major shift at the moment, responding to the already somewhat more positive economic environment and the renewed focus on the war for talent given rising skills shortages, as well as changing candidate expectations. Smart organisations are also taking advantage of new opportunities and meeting new requirements for looking for the best candidates using increasingly diverse sources and by using a range of different approaches.

This seminar will review the major inputs to the shift in recruitment, using research, case examples, and the trainer's and participants' own experiences. In addition, the course will consider the impacts of the shift on participants' recruitment activities, recruiter capabilities and their recruitment functions.

"Enjoyed the collaboration style of the day where people could add to the conversation at any time." – Talent Manager, Brambles

"Interesting and opened up new ideas for me and my business." – Head of Resourcing and Development, BSI

"Great day, really interesting content. Lots to take back to the team!" – Resource Consultant, Bupa

"Great environment to gain the update on what is possible – good for lots of ideas – thank you." – HR Manager, ACO Technologies plc

"Exactly what I'd hoped for." – Group Resourcing and Development Manager, Imperial Tobacco

"Excellent and inspiring." – HR Advisor, GL Garrad Hassan

"Lots to take in and understand what will be relevant to put in place in our organisation. Jon is extremely knowledgeable and interesting – excellent training at the right level." – Recruitment Consultant, NSPCC

"Really enjoyable and interesting." – HRBP, Kwik Fit

"Good course, a lot of good information and ideas; was helpful to consolidate ideas or help think in a different way!" – UK Resourcing Manager, Arla Foods UK

"Really liked Jon's approach and style and experiences. Good networking opportunity." – HR Manager, Bromford Housing Group Ltd



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Creating Organisation Capability through Learning and Development

As the pace of change continues to increase, learning plays, or should play, a vital role in ensuring organisational success. Yet although fashions in learning support may come and go, one thing remains constant: organisations generally do a poor job of helping their people learn. Organisations also face a similar problem in helping people transform what they do learn into improvements within their job. Is it any wonder therefore if learning budgets remain under threat?

You may consider it to be yet another fashion but some organisations believe the solution is now in sight. Understanding of the brain and how individuals and groups learn and work are leading to wider deployment of new approaches, often supported by new technologies too. Organisations using these approaches are reporting significantly improved results in their peoples' learning and in organisational performance too.

Attend this seminar to learn more about how learning works, in theory and in practice. Understand the approaches your organisation can implement to increase both the rate and amount that people learn, and ensure the effective learning of your organisation as a whole. Also understand how to justify your investments in learning and development, and ensure you are able to provide your people with the learning support that their current and potential contributions deserve.

Re-Engineering Performance Management



We all understand the theoretical benefits of performance management – the way it lies at the centre of learning, reward, career management etc, and also acts as the basis for increasing the performance of the business. The fact is, however that it hardly ever acts like this.

If there was one process in HR, or even across the whole of business, that most organisations would agree is broken, it would surely be employee performance management. Nothing else we do turns both managers and employees off so much or results in so much wasted time (mainly through poor application and ineffectual conversations, but often not helped by bureaucratically heavy designs).

Yet it should not be like this. Employee performance management should be an absolutely critical business process or approach – providing the main mechanism an organisation has for ensuring that work is performed and objectives are achieved effectively.

But after 30 years of trying, we can't go on making incremental improvements that do little to reduce frustration or increase impact on business performance. It's time to seriously transform. Or maybe just to trash!

The good news is that there are things that can be done to make a major difference here. In particular, new insights from business and psychological research, new ways of thinking and new technologies provide some new and significant opportunities for improvement.

Attend this workshop to understand how performance management can be 'enhanced' – perhaps better phrased as 're-engineered' – to have a true and significant impact on business performance.

"The course has given a lot of food for thought and some valuable nuggets to takeaway." EVP HR, Acision

"A day well spent. Good structure, excellent content, strong delivery. Good group, fine conversation, high quality trainer." Head of L&D, Camden and Islington NHS Foundation Trust

"Taking away some great ideas!" Head of OD, NHS Professionals

"Jon was excellent, shared lots of best practice, great delivery style. Clearly expert in field."
Anonymous

Reward Strategy to deliver Business Objectives



Over the last decade, HR has undergone a radical transformation. New insights from neuroscience and behavioural economics and new technologies including social, mobile, and cloud are just some of the drivers leading to a new focus on creating an environment in which talent can develop and perform.

For example there has been a dramatic shift in the focus of Talent Acquisition, moving on from recruitment advertising to sourcing, employer branding, and external talent communities. Similarly Learning & Development has seen a profound shift extending it beyond training courses to cover app design, content curation and community management. Even performance management is finally being re-engineered with reviews and ratings substantially updated or abolished.

It is clear that in these areas of HR there has been a revolution, not just an iterative improvement. But what about reward? Well, although there is a lot of talk about the new pay, as yet, there is not that much difference between the new and the old. However there is more that can be done.

This training session will review the opportunities to renew reward within a transformed approach to HR and in order to deliver cost savings and improved results in our businesses.

Organisation Design



While many HR functions have recently improved the management and development of their talent, organisation design has often received less attention. Academics including Dave Ulrich and Ed Lawler have recently suggested that HR may be placing too much emphasis on talent management at the expense ensuring talent is working in an effective organisation.

Many organisations are now starting to realise that efforts to improve the capability and engagement of their talent will have limited impact unless the organisational context provides talent with the opportunity to contribute towards business objectives and to use their potential.

We will review techniques, tools and experiences for:

- developing appropriate and effective organisation structures,
- designing business processes,
- managing culture change
- and leveraging organisational knowledge...

... all in order to ensure that organisations give business leaders the best possible opportunity to implement their business strategies and also provide a conducive environment for employees and teams to maximise their contribution.

The workshop will also consider how each of the areas of organisation design are currently being influenced by changes in the business environment, workforce requirements and other factors and how these are likely to affect organisations in the future.

“Enthusiastic and knowledgeable. Informative and thought provoking – thank you. Encouraged participation. Really enjoyed it – food for thought.” – Head of Organisation Design, Heart of England

“Very well run. Very rare to find a training course solely focused on OD.” – Organisational Effectiveness Manger, Lloyds Banking Group

“Very useful and applicable to take back to work.” – Organisation Design Manager, Lloyds banking Group

“Extremely comprehensive. Very beneficial knowledge building for me. Thank you.” – Group Head of Learning & Development, Bidwells

“Very insightful – lots of room for discussion.” – Organisation Development Manager, UPS Ltd

HR and Business Process Design



Business process design is a skill which is rarely taught to HR professionals. This is a shame as business process design is the fundamental building block of good organisation design. Understanding how effective processes can be created allows HR to facilitate the development of better processes with their business teams, and also enables HR to improve its own processes.

This seminar provides a methodology for business process design and gives participants experience in applying the methodology to one or more of their organisations.

“Brilliant experience, great facilitator.” Head of Workforce Development, Barnardo’s

“Course was well delivered and I will be able to apply the content in my workplace.” Reward and Benefits Manager, Squire Sanders UK LLP

“Brilliant content, great delivery, great forum for discussion and thought provocation.” HR Programme Manager, Diageo

“Good value for money. Jon provided some useful insights and encouraged delegates to contribute and participate.” Director, PRA

“Found the course very useful with many key points to take away.” Service centre manager, Derbyshire Fire and Rescue Service

Organisation Development



Many organisations are struggling to deal with deep, systemic issues that stop people from working effectively – individually and together. Typical issues for many organisations include improving performance rather than just optimising their performance management process; increasing passion and pride rather than just superficial engagement and ensuring that teams are working together internally and collaborating effectively with other teams. All of these and other issues require sound organisation development approaches for them to be resolved.

We will review techniques, tools and experiences for:

- developing appropriate and effective organisational environments,
- creating dynamic teams
- and enabling social networks as well as managing culture change...

... all in order to ensure that organisations give business leaders the best possible opportunity to implement their business strategies and also provide a conducive environment for employees and teams to maximise their contribution.

The workshop will also consider how each of the areas of organisation development are currently being influenced by changes in the business environment, workforce requirements and other factors and how these are likely to affect organisations in the future.

People Planning and Measurement



Measurement is an increasingly important aspect of HR professional capability. Good measurement can help maximise the effectiveness of HR strategy and operations, and can also help convince business colleagues that HR is managing itself in a business-like way. However, most organisations' approaches to HR measurement fail to capture the benefits of these opportunities. Research also suggests that this area is one of HR's weakest capabilities currently.

However, some organisations are learning to do more with their measures. Advances in approaches, tools and technologies, coupled with developing experience in these areas, are allowing organisations to monitor, evaluate and improve the implementation of their HR strategies much more effectively than before.

Attend this seminar to learn how measures and metrics can be developed in a way that helps to drive the success of your HR strategy, your people and the organisation. Learn why an HR strategy map and scorecard provide the most effective framework for developing and managing measurement within your own organisation and rehearse this approach for your own organisation.

"Very informative. Useful models. Structured. Provided great tools/insight." HR Systems Manager, London Business School

"Very useful info." HR Assistant, Scott Bader UK Ltd

"I really like Jon's style - that's why I came back." Business Manager, Standard Life Investments

"Very much enjoyed both days training. Engaging - good balance between information & discussion." HR BP, Morrison's Supermarket Plc

People Analytics & Reporting



We are currently seeing many different advances in the area of HR analytics, generated by our increasing understanding of using analytical tools in HR, and often, though not always, supported by developments in technology.

Analytics can be used to confirm our understanding about the way that our particular HR practices and organisations work. Common examples include identifying the most important talent in a business and how these people can be recruited, managed and paid more effectively. And analytics can also be used to add further intelligence to the metrics and KPIs which have been chosen to help monitor new workforce strategies.

Whether or not you believe that HR needs to become a data science there is no doubt that we need to make better use of data at our disposal.

Attend this seminar to learn how to optimise your workforce planning and measurement activities through the use of various analytical approaches.



jon ingham
executive consultant

strategic dynamics consultancy services ltd

t: +44 (0) 1344 420 512
m: +44 (0) 7904 185 134

e: jon@joningham.com
w: www.joningham.com

44 gloucestershire lea warfield rg42 3xq uk