

Essential Business Briefing Business Success via People

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Leveraging The Power of People

My Background

- ❖ Member of Chartered Institute of Personnel & Development (CIPD) with Masters in Human Resources Strategy & Change
- ❖ Experience of projects across Public, Private and Voluntary sectors.
- ❖ Focus on HR Strategy & Change; Talent Management; Performance Management; Succession Planning; HR Process Improvement and Systems Development
- ❖ Fellow of The Royal Society of Art
- ❖ Author of Touching The Heart of Milton Keynes: A Social Perspective

Business Success

- ❖ As leaders we should aim to be successful
- ❖ People (Human Resources) are a key component to success – an organisation's most valuable asset
- ❖ Organisations of all sizes are reliant on people – employees, contractors, outsourced service providers, suppliers
- ❖ My focus is on employees but the principles have relevance to our general dealings with people in business

Employees as Valuable Assets

- ❖ It's important to have employees with skills and potentials relevant to your organisation
 - ❖ There are legal requirements on how we treat people
 - ❖ We have a Corporate Social Responsibility to treat people well
 - ❖ Employees also normally have aspirations that they want to fulfil
- ❖ **Are these mutually exclusive or can they be aligned?**
- ❖ I'm going to talk about Business Success via the effective deployment and development of people

Employee / Business Alignment

- ❖ Know your business objectives and plans
- ❖ Develop a Competency Framework which defines the skills & Competencies required to meet those objectives
- ❖ Develop your job descriptions/roles to reflect your Competency Framework
- ❖ Ensure employees are properly matched to jobs, not only based on skills & competencies, but also their potential, personality and character

Recruiting Staff

- ❖ As already mentioned ensure employees are properly matched to a job
- ❖ Share the values of the organisation
- ❖ Have an induction process
- ❖ Have a probation period during which feedback is provided on what is working well and where issues/concerns exist

Developing Staff

- ❖ Develop a Performance Management process that
 - ❖ Identifies and measures key objectives
 - ❖ Areas for development and improvement
 - ❖ Identifies areas of concern – with processes to deal with issues
- ❖ Provide Development/Training required
- ❖ Succession Planning
- ❖ Support employees in plans for future (even if outside of organisation)
- ❖ Specifically develop skilled Managers/Leaders

Effective Communication

- ❖ Have clearly defined (but not prescriptive processes in place)
- ❖ Ensure employees know where information is
- ❖ Have an understanding of your employees:
 - ❖ Personality Type, Working Style, Interest, Skills, Generational differences & Personal Circumstances*
- ❖ Delegate responsibility as appropriate
- ❖ Have regular one to one meetings with Direct Reports
- ❖ Team meetings
- ❖ Adopt an Open Door policy

* Develop an understanding of personal circumstances over time (as they employee allows) without being intrusive

Reward

- ❖ Provide employees with a fair reward – not the minimum you can get away with it
- ❖ Reasonable bonuses, backed by a clear policy are not a bad thing

Letting Employees go

- ❖ Because they want to move on – employees that want to leave, normally do– do so on good terms
- ❖ Where there are issues – make sure the employee is aware
 - ❖ Don't ignore the issues
 - ❖ Sideline the employee
- ❖ Ensure you have policies in place for terminating employees that you follow
- ❖ Where practical provide support to employees moving on

Success via People

- ❖ Engaged Employees normally put in their best and are more effective
- ❖ (May not stay with an organisation forever) but are loyal
- ❖ Speak well of Employer – Advocates
- ❖ Become Employer of Choice
- ❖ Important as good employees may become scarce
- ❖ Minimised chance of litigation

Finally ..

- ❖ Don't treat all employees the same, they are different
- ❖ But do be consistent – Ensure you can justify your actions
- ❖ Act legally and in line with your policies

Question

- ❖ How can you better align the aspirations of the people you employ with your business needs?

For More Information

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