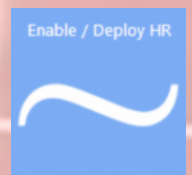
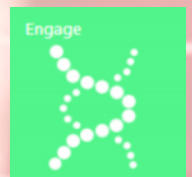
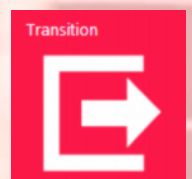


Welcome to our August 2017 e-bulletin.



## This bulletin:

- **Page 2** - Luke Bennett on **ImaginativeHR** senior talent currently in transition, August 2017
- **Page 3** - Charles Henzi on **Employee Engagement**
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# Senior Career Transition



## Our summer 'top ten' individuals in career transition - *available for new opportunities / projects.*

(Luke Bennett - Co-founder, ImaginativeHR)

If you would welcome an introduction to / CV of any of these individuals, we will be delighted to connect you. Contact us via [info@imaginativehr.com](mailto:info@imaginativehr.com) or 0845 548 4321 for more information.

1. Senior Business Developers (permanent and interim) - including a vastly experienced and versatile individual with multi-sector / international agility. **(UK / South African opportunities sought)**
2. Accounting professionals - including Finance Managers from Housing Associations and the Public Sector. **(London / Surrey opportunities sought)**
3. Senior ex-military / armed forces personnel - including e.g. a very high calibre and versatile former Navy Captain – available for senior Operations opportunities. **(London and south / south-west opportunities sought)**
4. Interim professionals - including IT / Tech experts, Business Developers and Operations Directors / Managers, with immediate availability. **(UK-wide opportunities sought)**
5. Senior Digital Innovators - including a very high calibre and award winning, Head of Banking Innovation. **(UK-wide opportunities sought)**
6. Communications / PR experts - including e.g. a seasoned and accomplished Director of Communications with multi sector agility. **(UK-wide opportunities sought)**
7. Managing Directors - Financial Services sector. **(UK-wide opportunities sought)**
8. Corporate Treasurers - including e.g. a Group Treasurer from the Financial Services sector with multi sector agility. **(UK-wide opportunities sought)**
9. Mergers & Acquisitions experts - Travel and Financial Services sectors. **(UK-wide opportunities sought)**
10. Human Resources professionals - multi-sector. **(UK-wide / EMEA opportunities sought)**

ImaginativeHR operates as a career / outplacement consultancy, *not a recruiter* – so no cost is intended / implied.

Engage

# Employee engagement

(Charles Henzi, DRG - ImaginativeHR employee engagement partner, South Africa)

This much overused and often loosely referred-to term has elicited many attempts at definitions.

Our understanding of engagement, as a point of reference in facilitating engagement best-practice is: *team members' inclination to perform their work with their employer's best interests in mind, through holding themselves accountable for meeting or exceeding the expectations of customers, shareholders and other stakeholders ... approaching their work with a focus on desired outcomes or results!* Engaged employees approach their work with a business-owner mindset. Highly Engaged People – the Holy Grail for business leaders!

In summary: 'Highly engaged people take self-inspired action ... for results!'

'In the beginning' Humankind existed in an intense state of engagement – with basic survival as our *purpose* – hunting and gathering; then herding and farming. Survival activities evolved into work with the advent of specialised service providers: fashioning implements, milling grain, transporting goods, all in exchange for food – a trend which grew exponentially into our present-day experience of the world of work.

A trend which introduced alienation from the purpose of work. It has become harder for people to make the connection between their activities and the aggregated outcome of such activities.

Just as our ancestors relied upon ritual to influence events beyond their direct control (drought, the hunt), so too the modern world of work defaults to *ritual* when connection with the purpose of work is lost. In seeking to identify rituals we will discover an inverse correlation between their prevalence and true engagement – blind activity vs. focus on results.

Sadly, the most striking feature of our modern world of work, with the exception of only the most senior leadership, is the disconnect with our customers and shareholders.

The employee engagement process, seeks to reconnect people with the *purpose* of their work; to understand how they, through their roles, contribute to enterprise objectives, that is, the realisation that their endeavours have meaningful outcomes and, deriving satisfaction from this.

The key to a successful engagement process is the *style* and *substance* of leadership practices. *Style* is founded upon a leader's personal attributes, including charisma but, fully engaging people goes beyond charisma.

*Substance* is the primary thrust of an effective implementation framework. It addresses the creation of an engagement-enabling environment (the hard stuff) and then sustaining it through the Style, namely, enthusiasm, trust, consistency, recognition and reward; with charisma as an added bonus, (mainly the soft stuff).

**Caveat:** Engagement Leadership works only if the CEO wholeheartedly adopts it as a preferred framework for enterprise leadership, as a vital component of enterprise DNA! As a Strategic imperative!

For further information, please contact us at [info@imaginativehr.com](mailto:info@imaginativehr.com) or 0845 548 4321.







ImaginativeHR works closely across the professional HR / L&D community; including establishing the first independent HR-to-HR mentoring community, operating across 12 countries since 2013. We are deeply interested in the dynamics of HR careers as HR roles develop in response to business volatility and technological advances, including automation and AI.

Contact us at [info@imaginativehr.com](mailto:info@imaginativehr.com) if you would like to learn more about how we can assist you.

## Interim or Permanent – is that the question?

# My Journey

(Judith Turner, FCIPD)

At the turn of the millennium there was a new buzz-word and career choice – *Interim*. Whereas traditionally “temping” roles were for receptionists and administrators, a new career path was born whereby experienced, skilled and senior professionals could now work on an interim basis.

Many specialist agencies sprung up offering opportunities for interim work and companies started to realise the benefits of bringing an interim into the workplace to fill a short-term gap, manage a project or offer specialist support without impacting their headcount.

For me, my journey started in the year 2000 – at the beginning of the boom.

Having gained over 10 years’ experience in traditional permanent roles with a variety of companies, I thought interim would offer me the opportunity to experience new situations, gain experience in different sectors and give me flexibility to take “time out” at the end of contracts before starting another.

I was not an HR professional who was satisfied to sit back and relax when work had a “quiet” period. My motivations were being constantly challenged and stretched to realise my potential, having new learning experiences and - most importantly - feeling accomplished when delivering on tasks or projects.

Therefore, interim was a perfect solution to drive me and I wasn’t disappointed. I have fortunately had a successful 11-year career in interim and have worked in many different sectors. Although some companies specify industry experience, most recognise that the true value of an interim is being able to go into a company and spot the issues, build stakeholder relationships, put a plan in place and then deliver on your promises.

Prior to 2008, it was viewed that ‘*interim meant interim*’ and professional interims could not make the transition back to permanent employment. This is not true.

Following the financial crash in 2008, many interims ran for cover as companies tightened their belts. Being permanent in a company offered a modicum of security to sit it out and see what happened. This, I believe, led to the industry changing its view and thinking perhaps; it’s not a question of interim or permanent – but whichever is right for both parties at that particular time.

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This was true in my journey when I accepted an interim contract abroad for a 6-month period and didn't come back for 6 years!

I was asked to consider a permanent role and for me, it ticked all the boxes. Fast paced, constantly changing environment, juggling balls, learning new things and working with great people. It felt like each year I was there was the start of another interim contract as things didn't stand still. Perfect!

When looking at an interim career, it's very important to know yourself. What motivates you and ticks your boxes. Some questions to ask yourself are: -

- Are you self-motivated?
- Are you resilient?
- Are you disciplined?
- Are you flexible?
- Can you quickly make an impact?
- Can you build relationships at all levels successfully?
- Do you have credibility?
- Do you deliver to timelines, budgets and project success factors?

Interim can be a tough shout. If you chose to go through your own limited company you need to be disciplined on accounts and statutory requirements. You also need motivation and resilience when looking for new contracts, which can take a while. You may be expected to work long hours, will always have to deliver and remain flexible. If you are looking for stability and long-term security, interim is not the answer.

However, if you tick the boxes above, you can have a wonderful time as an interim. Meeting great people, gaining new experiences, taking time off to suit your family commitments when you chose to, work flexibly or part time and have variety with multiple clients. Interim can also be lucrative as, in the absence of any company benefits, day rates or contract fees can be very competitive.

I personally have found that interim was the right choice for me at that time in my life. Now, older, wiser and more experienced, I can honestly say that I have enjoyed every contract and had a blast!



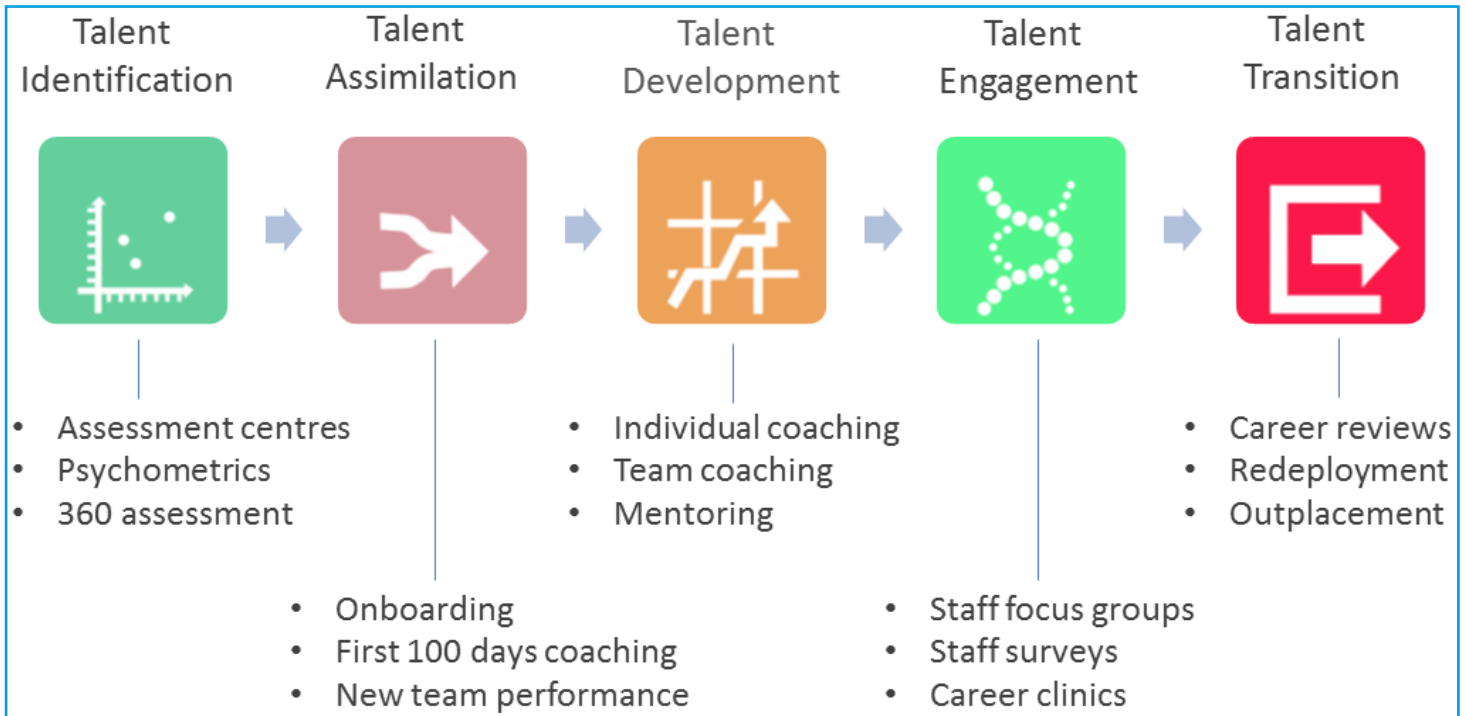
Judith Turner, FCIPD (Previously Head of HR Operations / Organisational Change at bwin.party digital entertainment)



Join ImaginativeHR's voluntary HR-to-HR mentoring network. To find out more, email [info@imaginativehr.com](mailto:info@imaginativehr.com)



## What we do:



## Organisations we are delighted to have supported:



To find out more, email [info@imaginativehr.com](mailto:info@imaginativehr.com)