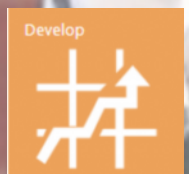
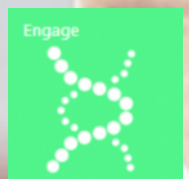
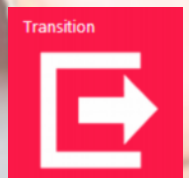


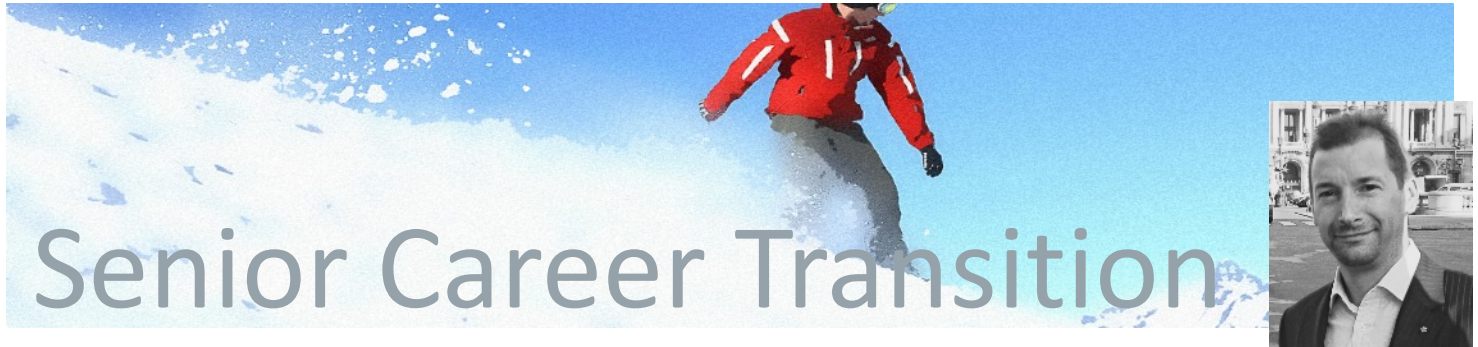
Welcome to our February 2017 e-bulletin.



This bulletin:

- **Page 2** - Luke Bennett on **ImaginativeHR senior talent currently in transition, February 2017**
- **Page 3** - Clayton Glen on **career conversations for team engagement**
- **Page 4** - Andy Follows on **an individual career journey from corporate leadership to senior coaching and mentoring**





Senior Career Transition

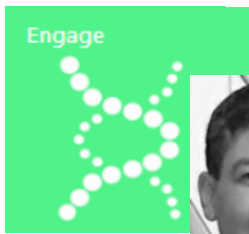
Winter 'top ten' sectors / senior individuals in career transition - *available immediately!*

(Luke Bennett - Co-founder, ImaginativeHR)

ImaginativeHR is currently assisting a number of senior individuals from a broad range of disciplines and sectors who are currently in career transition and immediately available for new challenges. If you would welcome an introduction / CV to any of these individuals, we will be delighted to connect you. Contact us via info@imaginativehr.com or 0845 548 4321.

Here are some illustrative examples of the high calibre individuals we are working with:

1. **Chief Operating Officers / MDs**, including e.g. a high calibre **COO** with multi sector experience (including Insurance, Travel, Printing) specialising in business transformation / improvement; turning around business units and implementing process improvements to achieve greater profitability / efficiency - (North east of England / international).
2. **Senior Business Development professionals**, including e.g. an accomplished commercial leader / **Business Development Director** who is available for his next senior (strategic) commercial role. A high calibre, polished, credible, business developer, with interesting, multi sector experience (incl. consultancy, tech, aviation / aerospace – crossing both product-based and service-based environments - (London / international).
3. **Media Sector Directors of Technology & Operations**, including; a highly commercial and client-focused, Board-level leader with over 25 years technology and operations experience in broadcast media – with an accomplished record in team building / optimisation, strategy, planning, product development / delivery and transformational change - (London / international).
4. **Accounting professionals**, including e.g. Finance Managers with substantial public sector / housing association experience - (Greater London and the south east).
5. **Operations Directors (ex-military / emergency services)**, including e.g. a highly versatile, accomplished and articulate former **Royal Navy (Captain)** with substantial team leadership, change management and operations management experience who seeks a **senior leadership / 2ic role** - (Berkshire, Hampshire, London, or west country).
6. **MDs from the Tech / Electronics** sector, including e.g. a versatile and **technical leader** with 20+ years (UK, Europe and USA) experience, who seeks a new senior leadership challenge - (London / Home Counties).
7. **Interim Managers**, including e.g. a **Director of Customer Data and Analysis / customer insights expert** – specialising in Data Analytics and complex data interpretation into actionable opportunities. Particular experience in the Insurance, Travel, Leisure and Retail sectors. Seeking interim management opportunities - (Kent, London, international).
8. **Aviation / Airlines Operations Directors**, including e.g. a **Head of Aircraft Operations / Operations Planning** with a 25+ years track record as an accomplished leader, delivering organisational change / managing multi-million pound projects at some of the largest / most well-known airlines - (London and the south east).
9. **IT Directors**, including e.g. a senior Travel Sector **Emerging Markets IT Director** with substantial experience leading the delivery of international technology roll-outs / technology reform - (Sussex / south east).
10. **Hospitality / Events / Operations**, including e.g. a highly commercial, client-focused and versatile **Operations / Centre Manager** with 30+ years' UK / international experience and a hugely versatile Fin Tech **Head of Operations & Marketing** - (London and the south east).



Career conversations for team engagement

(Clayton Glen - Co-founder, ImaginativeHR)

Organisational career stewardship for bottom-up staff engagement and resiliency:

Change and conscious structured transformation is constant and relentless across successful, fast-moving organisations; particularly in sectors impacted by environmental volatility and constant market and technological 'forward-shift'.

Where teams are *unsupported*, they typically experience disengagement, with transformation often morphing from 'challenging' to '*debilitating*'; impacting individual resilience, psychological 'fitness' and ultimately team stress and performance levels.

On the other hand, where leadership consciously considers '*what's in it?*' for both the organisation and individual careers; teams develop greater confidence in their leaders, increase personal engagement and navigate challenging times with greater resilience. They are also very much more likely to promote their organisations ... think *Twitter, Glassdoor, Somewhere*, etc.

Underpinned by leadership honesty and frank transparency about '*what is and isn't possible*'; organisations improve their ability to engage *and retain* key talent, (over time periods *optimal to the organisation*) when they proactively initiate career conversations with both individual staff and homogenous talent pools; encouraging staff to consider the sometimes positive *benefits* of organisational change and structured business transformation on future career development pathways.

4 reasons to invest in individual career reviews and group clinics to enhance staff engagement:

- to reflect practical and meaningful **team engagement leadership 'quick wins'**, focused on both individual talent and key talent groups, e.g. following staff engagement focus groups, survey diagnostics, etc; particularly when opportunities for meaningful post-diagnostic 'action' are limited by broader business challenges, budget, etc.,
- to assist staff who are contemplating specific **internal re-deployment** options, to encourage them to realistically consider and assess their personal / natural transferable strengths and exposure to date and how these strengths and experiences may be beneficial to lateral opportunities and career advancement in a post transformation / restructured environment,
- to give career direction to key senior and specialist talent (across key talent pools) which is at a **career cross-road**; particularly where organisations will benefit from retaining key talent which has demonstrated flexibility and versatility to date - often having led them to becoming a 'safe pair of hands', progressing laterally, from project to project; beneficial to the organisation, but often not necessarily to sequential individual career progression,
- to provide a clearly independent assessment / coaching incentive for staff who are contemplating **voluntary redundancy** offers; particularly where optimal retention needs are balanced by optimal redundancy needs, (e.g. encouraging specific individual leavers / communities to consider the benefits of VR).

ImaginativeHR individual career reviews & group clinics:

ImaginativeHR's career review programmes and clinics provide highly-enabling independent and professional assessment and expert guidance by dedicated senior career coaches, (in an entirely 'safe' and fully-confidential environment), to systematically explore individual career options and aspirations; facilitating realistic personal growth, goal setting and action planning and enabling forward progression with confidence, energy and focus.

Career reviews are often provided by our clients during periods of anticipated or current organisational transition / instability or following staff feedback via engagement diagnostics, including focus groups, structured interviews and / or surveys; providing the opportunity for individuals to review their individual career paths, (how and why appointments have changed), identify experience and skills gained with key responsibilities to date, (noting past achievements and presenting these as USPs), and considering any existing challenges likely to impact career progression in the short and medium term.

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



ImaginativeHR coaches and mentors senior leaders and teams across all sectors.

Contact us at info@imaginativehr.com if you would like to learn more about how we can assist you.

My career journey to coaching and mentoring

(Andy Follows – Senior ImaginativeHR Coach / Mentor)

“Congratulations on your bold move.”

“It takes courage to do what you’ve done.”

These are just a couple of the comments on my Facebook feed when I announced my departure from the corporate world after 26 years.

I left corporate life after 26 years uninterrupted employment to become an executive coach and mentor. People might say I’ve “jumped” but that conjures up imagery of skydiving, bungee jumping or other ways of leaping into a void which are generally followed by rapid out-of-control falling. This is not how I like to picture my career decision. I prefer to imagine a robust cruise liner that has recently arrived into an exotic foreign port. Unsinkable and full of five star opportunities for passing the time, this ship represents my corporate career. Picture its equally robust gangplank that has been secured to allow its valuable cargo of passengers to go ashore and explore the bustling, vibrant environment they’ve chosen as their destination.

I prefer to view my transition not so much in terms of launching myself into a void but rather like walking down a well tethered gang plank with the ship’s staff on hand to say “mind the gap” and “please hold the handrail”. And, as I started my exploration of life away from the creature comforts of the cruise liner, I was not traveling light. In my virtual backpack, I had 26 years of corporate experience, that through solid reflection I’ve turned into learning and a network of contacts who know me for who I am. Perhaps most importantly I have a passion for continuous learning which means that I shall continue to remain relevant in these fast-changing times.

Despite all that, the fear still pops up from time to time. Occasionally, the most well-meaning friends bring it into the conversation. “It’s very brave what you are doing.” they might say or “I admire your courage”. Two examples of ways in which I am reminded that I am doing something perceived as scary.

As the sort of person who prefers not to mix work socks and leisure socks in the same drawer, laughing in the face of fear and making rash career choices are not part of my repertoire.

I have never jumped out of a plane but I suppose that when you do, there is a split second before which you are still in the plane and after which you are very much out of it and hurtling towards earth. Of course, there had to be a single moment in time, perhaps when I hit “send” on the resignation email, that marked the end of corporate security and the beginning of self-employment as a coach / mentor, but the reality was that there were a whole lot of moments prior to that one, about ten years’ worth of moments in all fairness that led painstakingly up to it.

Growing self-awareness is largely to blame. That and the subversive purveyors of the “follow your passion” movement. I started to become aware of my strengths, the activities that would engender a state of flow and the positive impact of feeling completely engaged in a task. This was a slippery slope.

[\(Continued on next page ...\)](#)

(Continued from [previous page...](#))

It led to reading books like “Flow” by Mihály Csíkszentmihályi, “How will you measure your life?” by Clayton Christensen, “Go Put Your Strengths to Work” by Marcus Buckingham and “Mindset” by Carol Dweck.

Years earlier, I’d read Stephen Covey’s “The 7 Habits of Highly Effective People” and learnt that I was a product of my choices. There was to be no more getting away with being a product of my circumstances, it was apparently all down to me.

I realised during my career that I loved 1:1 meetings. They didn’t even have to be with my own staff. I asked other managers whether they’d mind if I had them with their team members. My wife even offered her friends 1:1s with me when they had issues they wanted to work through. It was all grist to my mill.

My first corporate experience of coaching had been in the 1990s. This brought home to me the power of the coaching process and the ability for people to solve their own problems with the benefit of a supportive coaching intervention. It informed my leadership style for the next two decades.

At some point during a corporate posting to Singapore, I came across what I thought was a fascinating reframing of how to look at career development. The task posed was simply to imagine yourself in the future and to describe your ideal life in as much detail as possible. I’m quite sure it contributed to a change in perspective away from “What would be a perfect job I could do?”, to creating my own role aligned with my strengths and my ideas around what a great life would be like.

Having spent the first part of my career in business development, I knew that I loved meeting new people, learning about their organisations and challenges and exploring opportunities for mutually beneficial work. This was going to be an essential requirement for my new job.

One evening in Melbourne, I was at a dinner to celebrate the anniversary of our Australian business. During the various speeches one of my older colleagues took to the platform and said a few words around his impending retirement. It was clearly a meaningful moment for him, would it not be for any of us, and yet I realised that it was understandably less significant for the rest of the people in the room. He would retire, his life would change immeasurably, we would go back to work the next day, the hole he left, any of us left, would quickly heal up and life would go on as normal.

I found myself thinking, “If I do nothing, that will be me in about 14 years’ time. I will have given not 18, but by then 32 years to a single organisation. Whilst it has been a mutually beneficial partnership so far, when I signed up 18 years ago it was never with the intention of spending the next 32 years in the same business.”

Having alerted myself to what fate had in store for my future self, if I did nothing, it was but a small step to consider what my 60-year-old version would make of never having had a go at following his passion and creating his ideal career. Not only would I be faced with the dreaded retirement speech, it would be laced with regret at not having had the courage to have a go at what I wanted to do.

Being patient and persistent I realised that some practicalities needed to be taken care of. I needed to establish whether the coaching that I’d been merrily engaging in all these years would stand up to scrutiny by experienced professionals.

And I needed to get a qualification that would add academic credibility to my biography as a coach.

Once those elements were all in place, I continued to serve as a diligent corporate employee and waited for the right moment to not jump but “go ashore”.



Andy Follows - Senior ImaginativeHR Coach & Mentor

ImaginativeHR comprises a versatile team of 155+ UK and internationally-based occupational psychologists, assessors, trainers, coaches, facilitators and consultants, with a broad range of and backgrounds, professional training, coaching accreditations, / qualifications (e.g. **ICF, AC, EMCC, ICC, ILM**) and commercial gravitas, often highly referenced / strongly recommended by the professional HR / L&D community and reflected in our client [testimonials](#) and [case studies](#). ImaginativeHR coaching clients cover most sectors and include:



www.parliament.uk

