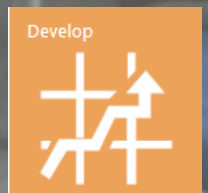


Welcome to our November 2014 e-bulletin.



### This bulletin:

- Pages 2/3 - Perry Timms on **Effective leadership behaviours in the future workplace: What can HR do?** (*Expert exclusive*)
- Pages 4-6 - Karen Orr (**NetApp**) and Hannah Schorah (**RBS**) interviewed on their participation in ImaginativeHR's HR-to-HR mentoring programme.



## Effective leadership behaviours in the future workplace: What can HR do?

ImaginativeHR delivers a range of specialist HR enablement and deployment solutions, including HR talent assessment, HR transformation consultancy, HR development coaching / mentoring, and specialist HR recruitment for permanent, fixed-term and interim assignments. We asked Perry Timms what HR can do to develop effective leadership behaviours in the future workplace.

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*We are all interested in the future for that's where we're all going to end up.*

Woody Allen had it spot on with this. As a leader you have to be simultaneously thinking about the future and the here and now of course, but the future is the destination people want help towards.

You may or may not have any particularly strong views about the future, as in business we often convulse and stutter towards something, or we move swiftly and freely if we're lucky/on a roll.

Yet the future is precisely where you should spend a LOT of your leadership cognitive efforts.

We have an abundance of information like never before, but still we crash headfirst into business disasters and products that reigned supreme one year, which can flop the next.

Great leadership is supposed to avoid this, so I guess we can say that great leaders are the ones who we don't hear about staring down the barrel of sub standard products / services and undelivered promises.

So what ARE the effective leadership behaviours in the future workplace? What do leaders and aspiring leaders need to start tooling up on now, before they take up the mantle for the 2020 and 2030 workforce of the future? I don't want this to be another one of those *11 things you must do to be a successful whatever*. Here, I have considered a range of leadership authors, commentators and researchers. HR can focus on and build awareness of the need to develop the following skills but begin by **developing them within the profession**.

**Trend spotting.** As a leader, you have to be aware, through data, hunches and other intelligence sources of those trends which will drive buying habits; applicant's expectations and new technology disrupting markets. It's not someone else's job, and you CAN and should enlist people to be your intelligence sources.

**Curiosity.** Already in the CIPD's HR profession map; if there's one skill that makes things happen in a more energised organisation, it's when people are so curious, they find things out for themselves. They look into all sorts of opportunities and explore outside of the norm. Curious leaders can create a feel of value, existence and worth to their people. When we feel interested in and not intruded upon, we will give much more to that culture to make it work.

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Perry Timms

Perry Timms is a highly regarded ImaginativeHR associate consultant and in-demand speaker on HR, social media & future of work topics.

In the Autumn of 2012, he was voted 7th in the People Management Top 20 HR Power Tweeters and in 2013 was voted a top 10 HR Blogger.

In September 2014 he was invited to join the HBR Advisory Council.



(Continued from previous page) : **Effective leadership behaviours in the future workplace: What can HR do?**

**Digital adeptness.** If leaders cannot connect to and utilise, digital platforms, apps and tools NOW, I fear for them in the future, as they stand to be excluded from SO much in conversations and conversational value, which could help them understand what's REALLY going on in their businesses and enable them to inspire their people - via their digital interactions.

**Simplification.** The world is increasingly more complex and interwoven. The really strong leaders in the future and for the future, will be those who simplify.

There are clues on how to do this all over the place but the strongest one for me is Fons Trompenaars' dilemma creation method. Where complexity exists; narrow it by creating a dilemma. So you create a situation which sounds like this: *"so on the one hand it's hire new graduates and fast track them but on the other, it's grow from within and hire interns and apprentices - and grow them through experience"*.

It may take multiple dilemmas to go through before you get your decision, but nonetheless by creating dilemmas, you are simplifying in graduated steps. People will look more and more to you for simplification in a complicated world.

**Democratisation.** The workplace needs fewer autocrats and more inclusivity around decisions. More wisdom of the crowds, more distributed leadership, more responsible / empowered people who drive the business and are inspired to do so by their leader's belief in them.

**Inspirationalness.** Linked of course to the other 5 other skills, but also the ability to know when and how to inspire will be even more key to leadership success in years to come. People will respond most positively to someone who gets their chest pumping without the backside kicking. You can teach inspirational qualities because it's about confidence, self-belief, self-awareness and more. Leaders who inspire bring out something amazing in others.

So that's my 6 skills which will need amplification, augmentation and application in the years to come.

There will UNDOUBTEDLY be opposing viewpoints and those who disagree.

I'm **democratic** and keen to listen. **Curious** as to the reasons why. **Digitally adept** and easy to find on social platforms. I'll want to **simplify** things through creating dilemmas and will want to be **inspired** and to inspire others - in any challenges that may arise. I would also hope to spot new **trends** within the discussions!

(Perry Timms, exclusively for ImaginativeHR, 2014)

Email us at [info@imaginativehr.com](mailto:info@imaginativehr.com) or call us at ++44 (0)845 548 4321 to speak to **ImaginativeHR** about our specialist HR recruitment solutions for permanent, fixed-term and interim assignments.







In 2013 ImaginativeHR launched the first global, independent and voluntary HR-to-HR mentoring initiative which currently comprises 125+ mentors, active in 12 countries. We recently interviewed one of our valued volunteer mentors, **Karen Orr** (*HR Lead, NEMEA at NetApp, based in Greater London*), and one of our valued mentees, **Hannah Schorah** (*People Strategy & Insight Manager, Group HR at RBS, based in Edinburgh*), who selected Karen as her mentor, regarding their experiences to date, of participating in the programme.

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### Why become an ImaginativeHR mentee/mentor?

(Mentee) **Hannah:** There are a number of reasons why I looked for a mentor. Continuous development is really important to me, and despite the many courses out there, nothing quite beats real experience. So I set myself an objective at the start of 2014 to find a mentor. I hoped that, if I found the right person, they could share with me their experience and HR wisdom, helping me to develop my skills and knowledge, as well as make me think about my ambitions, and help me shape my future career path. I know that this sounds like a lot to ask of one person, but I certainly didn't expect this to be one-way relationship. I wanted to be able to help the mentor too; to challenge them, the way they work with others, and share ideas, and the way they 'coach' others.

(Mentor) **Karen:** there were a couple of reasons that I was interested in the opportunity to mentor someone. First, I currently have a small team and found that I was missing the reward I have found in holding developmental conversations with others: so a little selfish really. Secondly, I liked the idea of giving something back to others in an early stage of their career. I have enjoyed a broad and varied career and wanted to find a way in which to make a difference with that experience.

### How did you become aware of this initiative and subsequently engage with a mentor<>mentee interaction?

(Mentee) **Hannah:** I started with a simple Internet search for HR mentoring programmes. I came across the ImaginativeHR web page, where I saw that they were looking for global HR mentors. I thought I'd drop them a line to see if there were any mentors available. I sent them my CV and some reasons why I wanted a mentor, and after some careful consideration, they responded with 4 recommended mentors based on the information I had provided. What drew me to Karen was her many years of experience in a number of different sectors and her experience managing teams during transition.

(Mentor) **Karen:** I took advantage of a lucky co-incidence when I came across details of ImaginativeHR's mentoring initiative. I'd been thinking about how else I might be able to give back to society generally when I came across details of the ImaginativeHR programme and leapt at the chance. It was quite some months after I initially completed the application that I was contacted with details about Hannah and asked if I felt it could be a good match. So, somehow the relationship found me.

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### Once you were put in touch, how did you start the dialogue?

(Mentee) **Hannah:** ImaginativeHR first introduced us to each other via email and Linked in. It was the first meeting really where we set the ground rules. We talked about ourselves, our career history, and what we both wanted to get out of the sessions. We also agreed how often we would catch up, and that we would continue to use Skype as a means of communication. I use Skype often, and I'm comfortable with virtual working, and so far, it's going well. It's something that's essential for us at different ends of the UK.

(Mentor) **Karen:** I remember our first conversation very well. I was plunged into the relative unknown of Skype video communication and found myself "opposite" a very focused, determined and eager Hannah: all ready with her thoroughly prepared questions. I realised quickly that my careful preparation needed to take a back seat whilst I got to know Hannah a little and towards the end of the meeting brought us round to my procedural needs. It would have been very easy to ignore the core coaching/mentoring basics and I'm very glad we went through the limited contracting we did at that early stage, as it provided a solid foundation from the start.

### How does it work?

(Mentee) **Hannah:** So far, we've had a Skype session in the diary every 3 weeks. Of course, sometimes other commitments get in the way and we need to re-arrange, but we make sure that we reschedule straight away. The important thing is that you are both committed to not letting sessions slip, as well as coming to the sessions with something to say.

I try to come to the sessions prepared. Karen has been really helpful in giving me things to read and work through so that we can then discuss them. It seems to work best when we have a clear idea of what we'll be talking about. Although, I do remember one Skype session when I just hadn't had time to prepare, but we still ended up talking for 50 minutes. I'd remembered some feedback I'd received and I wanted to talk through, and Karen, being a great coach, was a real help at giving another perspective, and challenging me. It's times like these when I realise that we're very lucky to have formed such a good rapport in a short space of time.

(Mentor) **Karen:** One of the agreements we made during our initial discussion was that Hannah would provide her agenda items in advance of the next session to allow me some time to prepare. In general the amount of time I spend in preparation is quite limited, maybe 15-20 minutes before each session on average. Mostly this has been thinking time. Bringing back to mind some of those meaty events we've all been involved in at some point in our careers and thinking about how to structure the messages and learning.

But it's not all been one way. Hannah has a very interesting role in a blue-chip company and so on occasions she's been able to share some of what she's working on, on a day to day basis, for my benefit too.

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**What have you got out of it?**

(Mentee) **Hannah:** I've already learned so much, particularly regarding areas of HR where my knowledge is lacking. It's invaluable to get the view of a much more experienced professional, from another sector. What I've found most useful from our sessions so far, are the real life examples that Karen talks me through; these really bring HR challenges to life.

(Mentor) **Karen:** Hannah sometimes worries that she's consuming time which might compromise my family or other commitments. In fact, mentoring her is a pleasure that I look forward to every few weeks. I've enjoyed developing a new relationship with someone I would never have otherwise met and helping her think through and shape how she might achieve her career aims. I've re-learned some old lessons too in actively recalling and revisiting experiences to share with Hannah, which in itself has been beneficial in my current role.

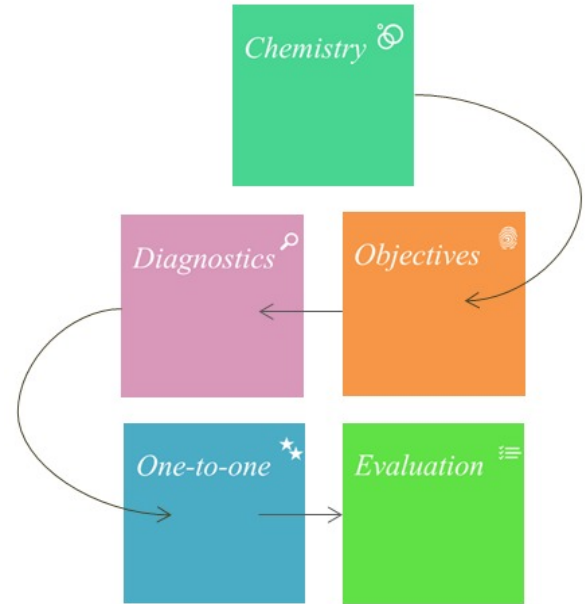
**What's next?**

(Mentee) **Hannah:** Well, hopefully the end is not in sight. I think there's much more we can talk about. There's so much that I can still learn from Karen, and I hope that as time goes on, the amount that she gains from it increases - as my experience in the HR field grows. I can still see us many years from now exchanging 'best practice' as well as well as the many challenges.

(Mentor) **Karen:** Well hopefully, Hannah will find the career opportunity she is seeking in the not too distant future and then maybe we could return to mentoring for a while as she gets through the first 90 days! In the meantime I want to continue our discussions about the present, slipping in and out of coaching, mentoring and friendship discussions as the circumstances arise. Sometime soon it would be great to bounce some of my ideas and challenges off Hannah and hear her perspective on them.

To register your interest as an ImaginativeHR volunteer mentor, please complete our HR-to-HR volunteer mentor survey [here](#).

To register your interest as an ImaginativeHR mentee, please email us at: [info@imaginativehr.com](mailto:info@imaginativehr.com)



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