

Welcome to our November 2016 e-bulletin.

ImaginativeHR

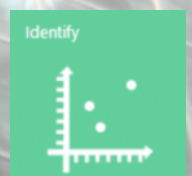
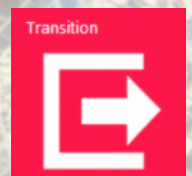
Give back
to HR / L&D

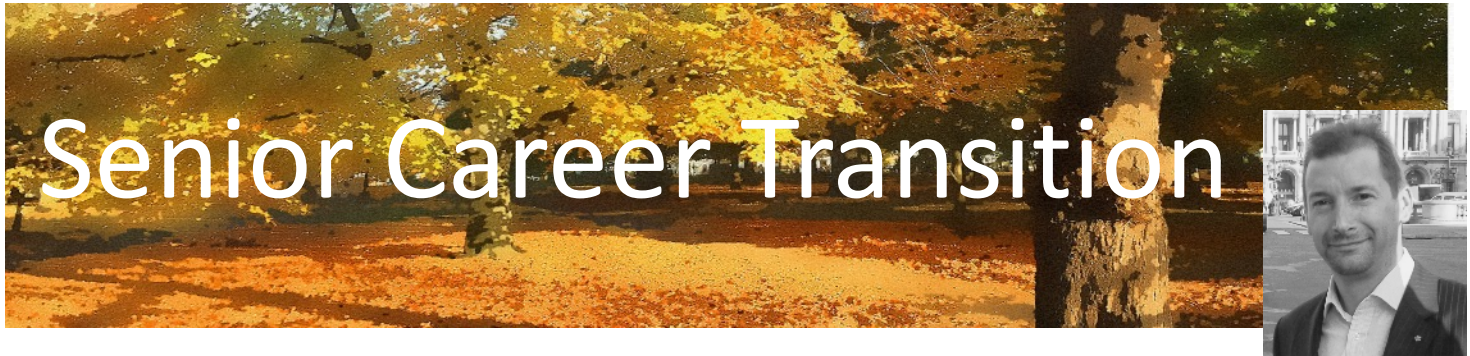


See our 100% free / no-obligation complimentary Lumina assessment offer on page 8.

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Senior Career Transition



Autumn '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 to any of these individuals or their CV, we will be delighted to connect them with you. If you are currently seeking professionals / experts / personnel who do not feature in the list below, please elaborate on your specific requirements and we will be delighted to make appropriate introductions, either to other individuals we are currently working with or via our broader professional network.

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

1. **Music industry**, including e.g. a music industry / digital transformation expert / guru who seeks a media sector / dynamic / forward-thinking senior leadership role. (London)
2. **Media sector**, including e.g. a media / tech senior HR professional with substantial TV/Games/Animation experience across the UK and USA (London, UK, or USA)
- 3) **Ex military / emergency services personnel**, including e.g. a highly versatile, accomplished and articulate former Navy (Captain) with substantial team leadership, change management and operations management experience who seeks a senior leadership / 2 IC role (in Berkshire, Hampshire, London, or west country).
- 4 **Tech/electronics sector**, including e.g. a semi-conductor / electronics sector, highly engaging, versatile and technical leader with 20+ years (UK, Europe and USA) experience who seeks a new senior leadership challenge. (London / Home Counties)
- 5) **Insurance sector**, including e.g. a Fortune 500, NYSE-listed EMEA company CEO with substantial integration / Group experience across the sector. (Hampshire / UK) and
- 6) **Insurance sector**, Chief HR Officer (EMEA) with substantial strategic people management experience within regulated environments, supporting global and local growth plans. (Berkshire, M3 / M4 corridor / London).
7. **Financial Services**, including e.g. a Global Head of HR from a global investment multinational; operating across the complete human resources discipline with notable expertise of regulatory change and reward. (London)
8. **Aviation / Airlines**, including e.g. a Head of Aircraft Operations / Operations Planning professional with a 25+ years track record as an accomplished leader, delivering organisation change and managing multi-million pound projects at some of the largest / most well-known airlines. (London and the south east).
9. **Travel sector**, including several 'elite' / senior and highly respected Executive Assistants / Personal Assistants who substantial experience supporting 'captains of industry'. (London and the south east)
10. **NGOs and Charities**; including a broad range of disciplines and levels of seniority. (London, UK, Europe).

ImaginativeHR is a UK and international HR and L&D partner; providing support across the full employment lifecycle (i.e. Assessment (for selection & development), Leadership Development, including Coaching & Mentoring, Staff Engagement and Career Management / Outplacement support.

Our 10-year team has substantial support experience across all sectors. Please see our client testimonial pages [here](#). Please contact us via info@imaginativehr.com or 0845 548 4321.

Where's the value in Outplacement?

(Clayton Glen - Co-founder, ImaginativeHR)



Organisations of all sizes offer outplacement support to their staff in transition at most levels; either driven by a strong sense of corporate / employer duty to colleagues' whose roles no longer fit, or due to long-term precedent / established policy, or increasingly out of a recognition that commerce is cyclical and that today's colleagues in transition may be tomorrow's customers, partners or advocates - assuring a solid reputation for multiple external stakeholders; particularly an attractive employer brand for future external candidates and an engaging employer value proposition (EVP) for existing staff.

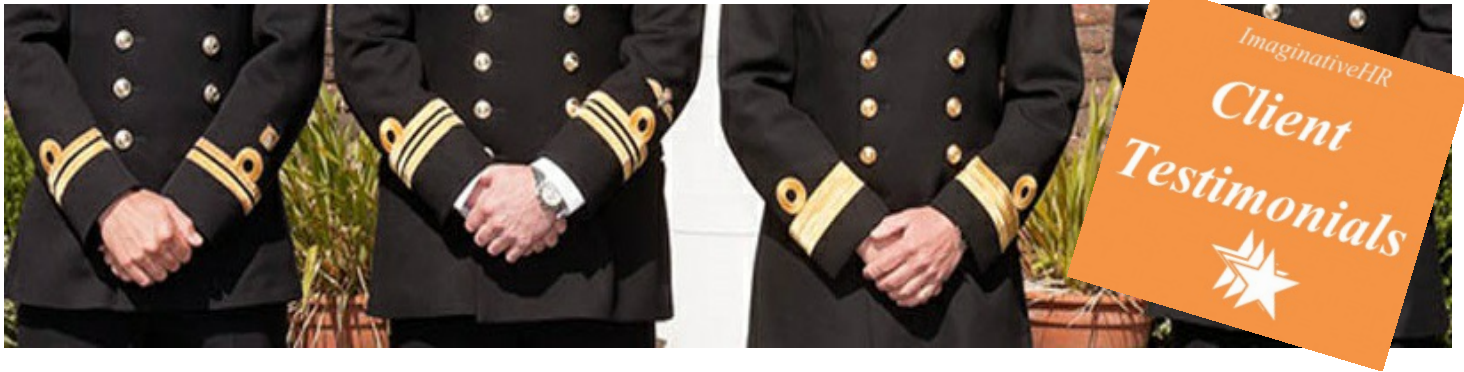
As a team which has delivered projects in 35 countries over 12+ years, we have developed a highly differentiated and outcomes-focused (*'tough love' where optimum*) approach to outplacement support versus the typical service levels and practices encountered across the industry in general. Some of our key differentiators (which impact most positively on the most vulnerable regardless of their seniority, career stage, previous career successes or strength of their personal network) are outlined below:

6 common service / versatility short-falls within the outplacement / career transition industry:

- Most other providers seek to apply a *one-size-fits-all* 'cookie-cutter' approach to individual programmes, vs building an individual brief; often leading to limited uptake or progression, beyond the initial programme start; generating a cost to the client organisation, with limited / no ROI and, in many cases, zero value to individuals.
- Given a tendency to start with coach-allocation rather than a detailed individual brief; our competitors regularly *fail to allocate fit-to-purpose* career coaches who match transition needs related to seniority, individual career transition objectives and local market realities.
- Some *commoditise* outplacement programmes by splitting them into modules, units or credits, (driven by competitive / cost-control, rather than service / quality considerations), which ultimately reduce one-to-one coaching time in favour of low-value / low impact 'throw-away' *cafeteria* elements, which are often never delivered.
- Many rely on *online programme elements* to carry a support programme, (driven by competitive / cost-control rather than service / quality considerations); some of which add a degree of value, but none which fully engage individuals for the programme duration.
- Increasingly, internationally-present providers rely on generic *workshop / seminar-based elements* and office space 'availability', which generally do not meet the needs of specialist / senior / discerning individuals in transition.
- Most present support 'features' and introspective coaching, but systematically *fail* to take proactive steps to actively market or network individuals in transition; in order to settle them earliest into new and better roles, self-employment, portfolio careers or new ventures.

6 ways that ImaginativeHR assures that individual and organisational objectives are achieved:

- Via careful initial one-to-one consultation, we build a thoroughly individualised brief for each individual, ahead of any coach matching; translating to programmes that are fully optimised to individual needs, underpinned by an authentic '*elevator speech*', optimised CVs, LinkedIn profiles and impactful interview preparation, etc.
- Individuals on our programmes 'hit the ground running' with both their carefully-matched lead one-to-one career coach and their concierge team who have a thorough understanding of the optimal strategy to execute to achieve unique programme objectives.
- Regardless of programme scope or duration, all of our programmes are entirely flexible to individual needs and we regularly continue support / relationships as required, beyond programme completion, including providing specialist onboarding coaching into new roles. *No counting modules, units or credits or clock-watching.*
- We value and embrace digital solutions where these add true value, but rather than simply arranging passive access to our online resources, we proactively access and leverage these and broader/ specialist digital information resources for individuals on a *targeted* basis.
- Our programmes are underpinned by a lead programme coach for programme duration, supported by a proactive concierge candidate research / marketing / networking service; augmented by flexible specialist support services - as needed - *case-by-case*.
- We develop and coach optimum job search / opportunity progression behaviours (augmented by 'alerts' with key job boards etc), whilst our concierge team simultaneously pro-actively approaches internal resourcers within target organisations and head hunters / recruiters, to maintain traction against plan.



ImaginativeHR Senior Career Transition Programme – *illustrative interim testimonial*

For the last 3 months, I have been receiving career transition coaching & support from ImaginativeHR. The career coaching team that I have been working with have been enormously supportive from the outset, during what was initially an unsettling and very challenging career juncture. Now, several months into the programme and shifting firmly into energetic job search activity, I am feeling increasingly 'glass half full' about the range of opportunities and options ahead and how best to 'translate' my skill-set and substantial experience gained from a senior career with the Navy, to the civilian / corporate world.

My career coaching team have assured me they will continue to work with me until such time that I have secured my target role. Participation in the programme and the support I have received have made a real difference. The calibre of the Imaginative team is of the highest order, displaying professionalism, experience, integrity and utter commitment to my needs. I am very grateful for the support so far. As such, I recommend ImaginativeHR and its support programme unreservedly to other individuals facing career transition / change.

The key areas of support & assistance offered / provided so far have included:

- Thorough initial 1 to 1 consultation, brief-building and support programme walk-through.
- Optimum / required job search behaviours (including 'alerts' with key job boards etc)
- CV & Linked in profile review and thorough overhaul
- Optimising covering letters (*for general speculative approaches and for specific positions I have applied for*)
- 'Mock' interview / feedback session (*e.g. developing 'elevator pitch' and 'STAR' responses*)
- Recommended head hunters / recruiters (*and guidance on their modus operandi*)
- HR / Resourcing / senior staff contact details for organisations of particular interest
- Appraising the merits of multiple potential employment opportunities and assistance preparing and optimising personal statements / applications / presentations
- Scheduled and ad hoc coaching & support from the senior career coaching team - as required and on average; > 3 hours per week / > 12 hours per month – seamlessly shifting between career coaching and life coaching – where helpful.
- Professional networking / introductions on my behalf – both granular and more broadly to HR and Resourcing staff at the wider potential sectors of interest.

Additional comments:

I really value and appreciate what imaginative HR are doing to help me on my journey to secure another position. Having them accompany me is making the journey easier than it would otherwise have been. A mix of face-to-face interviews, extended telephone and Skype meetings is really helpful.

Alistair W. November 2016

Our 10-year team has substantial support experience across all sectors. Please see our client testimonial pages [here](#). To find out more about our senior career transition programme, please visit us [here](#). Please contact us via info@imaginativehr.com or 0845 548 4321.



ImaginativeHR assists organisations to develop leaders and engage teams via enabling coaching cultures, which celebrate the development of strong internal networks. We also support people to effectively network whilst onboarding into new roles. Contact us at info@imaginativehr.com if you would like to learn more about how we can assist you.

How the unconnected employee hurts your business – and what to do about it!

(Anne Baber and Lynne Waymon – ImaginativeHR International Partners, USA)

At one firm, engineers were told, “30 percent of your annual bonus will depend on your discovering new business from your current clients.”

Want to take a guess about how many of the 35 consulting engineers – who worked every day at the client sites – found new business opportunities?

Three. That’s right – just three! Neither their own – nor the firm’s – bottom line could entice these engineers to initiate the kinds of trusting relationships with their clients that would uncover possibilities for new or expanded work.

Yet these engineers probably would give “Yes” answers to engagement questions, such as:

- Are you proud to work for your firm?
- Would you recommend your firm as a good place to work?
- Are you planning to stay with the firm?
- Are you willing to give more than is required in your job description?

So, why did the engineers leave bonus money on the table? One reason is that they didn’t see business development as their business. Another is that they didn’t have the mindset or skills to uncover new business. We’ve coined the phrase “unconnected employees” to describe employees who lack the learned skills to build effective business relationships.

As experts in business networking, we’ve been convinced for many years that networking is THE overlooked and underestimated professional competency. We’ll explore in this article how building networking competency among employees is a solution to many of the negative outcomes of lack of engagement.

The engineers provide one example of unconnected employees failing to see themselves as part of the business, especially part of business development. A Harvard Business Review article, “*How Leaders Create and Use Networks*,” says, “Strategic networking to help uncover and capitalize on new opportunities for the company puts the tools of networking in the service of business goals.”

And unconnected employees also negatively impact on their organizations in eight additional ways.

1. They get off to a slow start as new hires.

“*What’s the biggest reason newly hired managers fail?*” asks a Salveson Stetson Group report on on-boarding. In their survey, two-thirds of companies admitted they don’t do a good job of integrating new hires into their culture. A Deloitte Research report on talent management echoes that idea: “*Rather than aim a fire hose of information at recruits, organizations must help them create the right relationships.*” What if orientation programs focused on helping people connect?

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2. They are less productive.

Ideally, employees use networking to connect with colleagues, share best practices, ask and answer questions, and get to know customers and suppliers, notes an article by The Institute for Corporate Productivity. Networking helps to uncork bureaucratic bottlenecks and solve problems. What if employees knew how to connect, converse, and collaborate using the tool of networking?

3. They don't make it their business to recruit.

Studies show that recruits referred by employees are more likely to be "a good fit" than people hired in other ways. And people hired through employee referrals cost, on average, a mere \$900, says a SHRM Referral Networks Study. What if employees consciously made it their business to encourage their contacts to apply for openings?

4. They don't know how to make their expertise known so it can be used and so that they can advance in their careers.

Many employees are underestimated and pigeonholed, say Dr's. Marty Seldman and Rick Brandon. They found that today's "typical derailment coaching candidate" lacks organizational savvy – including a network of allies and advocates. "Managers who make themselves visible get higher raises and more promotions," says George Dudley in "The Importance of Managing Visibility," Behavioral Sciences Research Press, Inc. What if employees knew how to raise their visibility and showcase their talents and interests, so the organization could get maximum benefit?

5. They are less successful as managers.

"Successful managers spend 70% more time networking than their less successful counterparts," says an article in the Academy of Management Journal. And from Leadership Networking, The Center for Creative Leadership: "Leaders who are skilled networkers have access to people, information, and resources to help solve problems and create opportunities. Leaders who neglect their networks are missing out on a critical component of their role as leaders." What if managers could increase engagement by forging vibrant relationships up, down, and across the organization chart?

6. They make poor decisions.

"The significant difference between high quality and poor quality decisions is how the decision-makers engage stakeholders," says an article in the Harvard Business Review. Building support for ideas is critical to innovation. Getting up-front buy-in helps to avoid resistance to change. What if vetting ideas with all those impacted became the norm?

7. They aren't as creative and innovative.

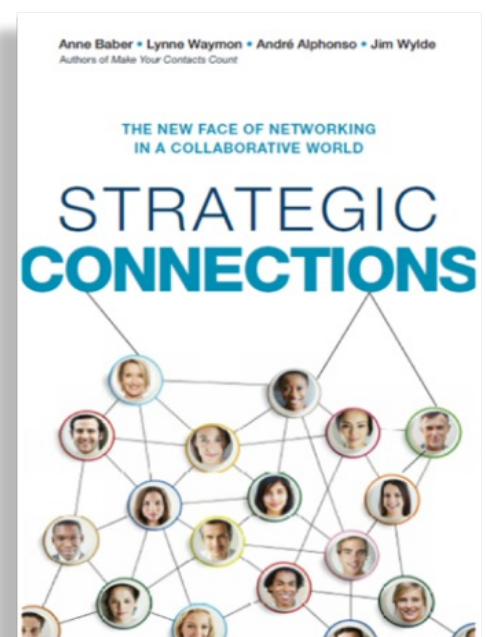
"Organizations that foster community achieve shorter technology-cycle time," says an article in the California Management Review: And from "Brokers of Innovation" by University of California Professor Andrew Hargadon: "Companies often have diverse network connections in different markets and across a wide range of customers, suppliers, and competitors. Yet their strategies, work practices, and reward systems rarely support, and more often undermine, peoples' ability to tap these networks for innovation." What if people were supported to reach out into their diverse networks and seek innovative ideas to import into the organization?

8. They attend conferences and meetings – at the organization's expense – but fail to bring back business intelligence about best practices and business trends because they don't know how to build productive new relationships.

"Determining the benefit and ROI to the conference provider is easy, and it isn't new. What is missing, however, is the ROI for those who make the conference successful, particularly the participants and the organizations that fund their trip," says Dr. Patti Phillips of the ROI Institute. What if organizations could count on employees to bring back new ideas and valuable contacts from conferences and meetings?

Anne Baber and Lynne Waymon are co-founders of Contacts Count LLC, an Imaginative-HR international coaching / assessment solution partner. They work with corporations, professional services firms, government agencies, and universities. Baber and Waymon are co-authors of *Strategic Connections: The New Face of Networking in a Collaborative World* (AMACOM, New York, 2015).

For further information, please contact us at info@imaginativehr.com or 0845 548 4321.





ImaginativeHR has significant experience supporting organisations to develop their leaders to release their full potential via bespoke leadership development programmes, coaching and mentoring whilst building sustainable / enabling coaching cultures.

What makes an effective leader?

(Melissa Gallagher – Client fulfilment team, ImaginativeHR)

With the recent US presidential election taking centre stage in world news and Donald Trump emerging as someone who may yet be one of the most influential world leaders this century; the question as to what makes an effective leader is particularly crucial. Despite the political context, this election reinforces the importance of thinking about effective leadership in our own environments.

According to research by Roffey Park (2016), 4 out of 5 HR managers believe that *'developing effective leaders will be the biggest business challenge'* of the foreseeable future (CIPD, 2016). At **ImaginativeHR**, we recognize that future proofing and ensuring that your leaders are well equipped with the key competencies required to be successful should be a central component of all strategic HR planning. This is particularly relevant in the current uncertain environment. *So what defines an effective leader in today's world?*

Over the last decade, Globalisation and various events have created an environment that has been relatively unstable, complex and uncertain. As such, organisations have already had to become flexible and adaptable in order to be successful. So although the post-Brexit / post-Trump future may be a little daunting, it is a future that may just be an evolution of the way in which organisations and their leaders currently operate.

Supporting organisations in the period following the 2008 economic downturn, the ImaginativeHR team found that the ability to enhance the resiliency of the organisation was a characteristic that influenced the success of a leader. Resiliency can be fostered in a number of ways – e.g. from actively creating a coaching culture to consciously improving levels of employee engagement.

Implementing and fostering a coaching culture throughout the organisation will create an environment that *'supports, welcomes and expects change, learning and discovery'*; thereby enhancing agility and sustainability (ImaginativeHR e-bulletin, 2015). This can be achieved by encouraging individuals across all levels to value creativity, independence, sharing and learning. Those at the top of the organisation must be willing to lead by example. Demonstrating an openness to being coached and showcasing the many benefits that can be realized will encourage the involvement of individuals throughout the organisation.

As has always been the case, those capable of developing a vision of the future and engaging the whole organisation to work towards this vision, will flourish. It will be no surprise that communication is critical in achieving this. During periods of change, staff members become increasingly uncertain as to what the future holds and maintaining consistently open, 2-way communications will promote feelings of security. Effective leaders will adopt a collaborative approach – influencing with integrity and involving employees in decisions and planning to foster an environment of trust and positivity to build commitment and ultimately engage the workforce.

When faced with change, leaders may tend towards 'knuckling down', tempted to maintain greater control over individuals and organizational elements to foster an environment capable of withstanding the uncertainty of the future. Indeed, with a high level of uncertainty comes a need for measured, decisive leaders who recognise the importance of focusing on short term planning in order to facilitate the ultimate long term success of the organization.

However, the successful leader in today's business world will be a versatile individual capable of both delivering solutions more efficiently and effectively while simultaneously coping with a host of complex demands in order to future-proof the organisation.

ImaginativeHR's leadership programmes, coaching, mentoring and peer-to-peer development methods, improve business performance.



For further information, please contact us at info@imaginativehr.com or 0845 548 4321.

ImaginativeHR *complimentary* Lumina assessment offer

ImaginativeHR has strongly embraced the Lumina Suite of assessment products from **Lumina Learning**; particularly, **Lumina Spark** and **Lumina Emotion**, which we incorporate into our executive coaching / executive facilitation and senior career management programmes - part of our comprehensive **psychometric toolbox** and broader **assessment capability**.

Lumina Spark is unique amongst psychometric tools because it embraces paradox - the level to which each individual has opposite, competing and contradictory aspects of their personality, *e.g. their level of introversion and extraversion*, and identifies three unique yet integrated views of you – the *'underlying' you*, the *'everyday' you* and the *'overextended' you*. This avoids any 'boxing' or stereotyping, typical of many mainstream assessments.

Lumina Emotion is a pioneering new model of emotional intelligence, which focuses on the power of the individual to choose their actions by being Emotionally Agile.

Lumina Leader, Lumina Team, Lumina Culture, Lumina Talent and **Lumina Sales** currently complete this growing suite.

Some of these tools can be used together to build an exceptionally powerful and holistic 3-tier leadership model which explores *behaviour, mindset and emotional agility* and are each fully customisable so that programmes may be tailored to the unique circumstances of your organisation.

Uses include:

- As a diagnostic for teams or individuals – to identify organisational development issues relating to change and transformation.
- As a coaching tool – to develop self-awareness and self-regulation.
- As a team building exercise – to celebrate diversity in modes of thinking and behaviour, particularly with regard to changing culture, (during e.g. merger situations), including access to a compelling *team app*.
- As a tool to facilitate strategy thinking.

ImaginativeHR is currently promoting **Lumina Spark** and **Lumina Emotion** by offering a small number of complementary / no-obligation taster assessments and assessment feedback to selected HR and L&D professionals, subject to context and scope of interest. In this regard:

To take advantage of this offer, for someone in your team / organisation, please click through to our contact page to tell us more about your needs on the contact form provided [here](#). Alternatively type <http://www.imaginativehr.com/contact/> into your browser.



Note: this offer implies no mutual obligation. This offer is only open to HR teams who are currently considering individual and team assessment solutions and we look forward to discussing your broader needs with you. Thanks for your interest in this offer and for taking the time to contact us. We look forward to hearing from you.

In the event that you would like to make contact with us immediately, please either email: info@imaginativehr.com or call 0845 5484321 – quoting **'Complimentary Lumina Assessment Offer'**

Thank you. **The ImaginativeHR team**

