

Jon Ingham – Training Sessions

People and Organisation Strategy / Strategic HR

The concepts of strategic people management and strategic HR are not well understood and tend to draw quite a bit of criticism (most usually from people who do not know what the terms mean!). However, it is possible to develop people and organisational activities, together with the HR discipline that manages and delivers them, into real and significant contributors to competitive advantage (or, in the public and voluntary sectors, the potential for ongoing success and transformation). Performed well, a strategic approach to people management looks very different to more operational approaches and has very different impacts too, with HR driving, not just supporting, the rest of the business.

Strategic people management demands that the HR discipline takes on board new skills and approaches. More importantly still, it requires a new perspective that places people, the relationships between the people, and the way they are organised to do work, at the centre of HR and the business. This approach can be usefully supported by a few key tools and theories, particularly the organisation value chain and the value triangle. These models describes different levels of value and explains how value can be added and created. The approach also demands an understanding that there is choice, and that people management can be performed in very different ways. Therefore, although there will always be a role for best practice, the key HR processes that will make the difference to any particular business are those which are tailored to its business strategy, the type of organisation, its desired organisational capabilities and so on.

Attend this seminar to develop a more strategic approach to your own, and your HR department's broader activities. Learn about the different opportunities that exist within people and organisation strategy and reflect on which of these options will best suit your particular organisation.



HR Transformation

Many transformed HR organisations look something like the archetypal three legged stool of centre of excellence, service centre and embedded business partners. However, there is increasing diversity around this model too. The main reason for this is that many organisations are realising that they need a unique way of operating to align with their own business and people strategies, the capabilities of their managers and employees, their existing technology and culture, etc. Popular additional legs of the model include local employee relations advisors, a project consultancy pool, junior business partners and greater shorter-term use of external expertise.

But there are also increasing opportunities to move beyond the Ulrich model, developing HR support based on project / agile teams, communities and networks. The model can also be significantly changed through the use of new digital technologies, particularly artificial intelligence, chatbots and robotic process automation.

It is also important that transformation is holistic, incorporating all the different elements of an organisation, and not just focusing on structure. The capabilities of HR and of line managers are particularly important aspects of this. So too are the relationships between HR and its business clients. And all of these aspects need to align and reinforce the key capabilities and principles HR needs to create. Transforming in this way provides significant opportunities to reduce costs and also to take a much more strategic role in an organisation.

HR Business Partnering

More than 20 years on from Dave Ulrich's "HR Champions", business partnering is still the aspect of HR transformation which organisations find most difficult to implement. In many cases, the intended behaviours and impacts of this role never materialise. But there are organisations which are implementing business partnering well – it can be done.

Attend this seminar to catch-up with the latest thinking on HR business partnering and to fully understand the approach, the role and the job. We review the skills and behaviours involved, and in particular, the important contribution of effective project and relationship management. HR business partners need to pay attention to both of these as they travel through multiple consulting cycles often with multiple business clients.

We also discuss how existing HR generalists can transform themselves into effective business partners. And we review how HR leaders can build the credibility and contribution of their HR functions by creating or renewing embedded HR business partnering teams. With the support of the trainer and other attendees, you can reflect on how the role can be tailored to, and then developed in your own organisation.

"Engaging, informative, 'up to date' view points. Food for thought and hopefully results." HRBP, Findel Education Ltd

"Good foundation, information for HR business partnering. Gave good ideas and insight into improving our model and thoughts. Very enjoyable." HR Director, Findel Education Ltd

"I enjoyed the course as it touched on many elements to make business partners a success. Good share of experiences." HRBP, Town and County Housing Group

"Inspirational!" HR Manager, Centrica Storage Ltd

"Flexible agenda – fitted to what we wanted to learn. Loved the enthusiasm and very engaging. One of the most enjoyable sessions I've been on in a long time – very useful and easy to adapt into everyday life – good mix of theory and practical skills." HR Officer, Genting UK plc

"Good use of case studies, real experience is so valuable. Good group involvement. Such a relief to hear new thinking and a view on what's next." HRBP, Nationwide

"The training has allowed me to reflect on my role and has given me the confidence to develop my role." HRBP, Mencap

"Valuable session – have learnt a lot that I can transfer back into my role." HR Consultant, Car Care Plan Ltd

"Good breadth of research provided and a strong mix of personal experience." HR Manager, First Data Corporation

"Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me." HR Business Partner, Discovery Networks Asia Pacific

“Jon is a passionate, engaging and knowledgeable trainer. Good work done, keep it up!” Senior Manager, SMRT Corporation Singapore

“Jon is very passionate about business partnering and he provides really valuable insights into this matter. This course is recommended for those who want to be a highly effective HR Business Partner.” HR Business Partner, Maxis Malaysia

More details - <https://www.symposium.co.uk/event/getting-to-grips-with-hr-business-partnering-13>

HR and Innovation

Innovation is an increasingly important capability for business and for HR. Many organisations are to seeking to become more ambidexterous – creating opportunities both to exploit existing business and explore new opportunities. For some, this means transforming their business models and even disrupting what they currently do, for others it is about creating new products and re-engineering business processes. Success in all these endeavours depends partly on having the right technologies and approaches for innovation, but also on developing the right attitudes and behaviours, supported by the right culture.

Enabling business innovation is therefore both a major challenge and an important opportunity for HR. It is therefore particularly unfortunate that HR is often seen as an inhibitor of, rather than enabler for innovation. This session will cover the main things HR professionals need to know to support, and even to lead, the innovation agenda within their businesses.

In addition, organisational management, including HR, is increasingly being seen as one of the greatest untapped opportunities for transformational innovation. An increasing number of organisations are managing their people in significantly different ways. Most, however, are focused on implementing best practices – even when we know these practices are not that great. The session will therefore also look at how HR can develop more innovative approaches to its own processes and support.

Through leveraging these opportunities, HR can substantially increase its credibility and contribution, and the impact it has on the businesses it works within.

"Really enjoyed the course, given me a lot to think about! Very inspirational. Loved the energy and humour Jon has." HR BP, University of Northampton

"Think it was very informative & interesting course. Great speaker/presenter." Senior HR Manager, AKQA

"Useful and thought provoking." Global Talent Manager, NSG Group

"Stimulated a lot of thinking." HR Director, NSG



HR and Collaboration

Organisations increasingly need to be much more collaborative. In many ways, this is the main point of having an organisation – the logic is that two or more people working together can achieve more than they can by working separately. However, in many organisations, people experience obstacles that stop them collaborating and there is often so much petty politics and turf warfare going on that people can feel they could achieve more on their own. Working in organisations should not be like this.

Designing effective collaboration depends on having a broad based organisation strategy. The right organisation architecture is crucial. If people's jobs are not designed well, for example if there is duplication and overlap between their roles, then it is much more likely there will be conflict than co-operation, regardless of what else is done to resolve this.

But having the right organisation design is not enough. Collaboration also needs HR to work with people in the organisation, facilitating the groups they form part of, developing their skills and ensuring that leaders are sufficiently empathic to lead the change. HR also needs to work closely with colleagues in different disciplines, particularly those responsible for the physical and digital workplaces (typically IT, property and facilities management).

Attend this seminar to understand how people in your business can be enabled and encouraged to collaborate effectively, positioning your business to compete not just on your people, but on the relationships between your people, and the way they work together too.

HR and Digital Transformation / the Future of Work

We are at the beginning of the 4th Industrial Revolution in which it is predicted that digital technologies will change the nature of societies and economies. Business models are being increasingly disrupted and the world of working is expected to be fundamentally transformed as well. This means that the HR profession is about to embark on its most radical ever evolution, or potentially revolution.

Digital business and hence digital HR are the biggest factors changing organisations and the way people work. These changes are also happening quickly. Proactive HR teams and practitioners will therefore want to understand what these changes will involve. This means that many of the takeaways of this training will be important rather than urgent - involving things to start planning for or doing now, but which will pay back over the longer (but not that long) term. At the same time, many of the topics to be covered can have immediate application in today's yet to be digitalised businesses as well.

Particular attention will be paid to the radical changes in the types and numbers of jobs which researchers predict will be needed in the future of work, as well as the increasingly diverse alternative ways of contributing to an organisation. We will also review anticipated changes in the workforce and how workers' new expectations will require a greater and better focus on employee experience. Attention will also be paid to the ways in which HR will need to manage the disruption that digital business will bring and how this will require a more people-centric, collaborative approach to change if organisations are going to navigate the digital revolution successfully.

"The trainer was engaging and clearly had a passion for the topic as well as expertise and experience. I thought the subject matter was extremely relevant and thoroughly enjoyed discovering what is out there to use if only we use it."

"Picked up extra knowledge about important sites and social recruiting knowledge in particular"

"Lots of great discussion, ideas, facts, quotes and real life case studies."

"Great mix of people and interesting conversations. Learned a lot of new things about social media."
Group Internal Communications Manager, Cambridge Assessment

"Very thorough & informative." HR Generalist, Argo International

"Extremely engaging and knowledgeable about subject matter." Head of HR, Argo International

"Good insight into social media but got appetite for more now." HR Director, Diabetes UK

More details - <https://www.symposium.co.uk/event/hr-social-media-and-digital-transformation-2/>



Organisational Differentiation and Employer Branding

Employer branding has been a hot topic for a couple of decades but is becoming even more important today. Candidates and employees increasingly look at their employers as brands. Some are shopping and comparing these brands in much the same way as they might with buying a new car or a new pair of trainers. Yet despite the fact that employer branding is so vital, many companies are still facing difficulties in planning and executing an effective employer branding and talent acquisition / management strategy.

The most important point to note is that effective employer branding starts with organisational strategy and differentiation. If a company is unsure about what it stands for or is trying to achieve then it is clearly going to be more difficult to communicate and align behind these things. Companies also need to ensure they understand the needs and wants, pain points and engagement drivers of their people, which will hopefully be aligned with, and need to inform, each company's business strategy too.

Organisations can then articulate and cascade their offer and psychological contract through a two-way employment value proposition and employer brand. Delivery of the brand should normally start with internal talent management practices, ensuring that existing employees experience the brand and can act as advocates for the organisation, and then extends into creating a pull based recruitment approach. Where appropriate, the brand and its delivery can also be tailored for different areas and there are increasing opportunities for personalising its delivery to each individual too.

Innovated Recruitment

Recruitment has been going through some very major changes, largely as a result of social, mobile, analytics and cloud technologies, and now artificial intelligence and other disruptive digital technologies too. In leading companies today, there is almost no similarity between their modern talent acquisition approaches and old style post and pray job advertising.

These modern approaches link closely to workforce planning and are integrated with other HR processes. They involve differentiated approaches to talent compared to other groups, and increasingly mean acting as a talent scout for 'never out' jobs – not just waiting for the requisition. Smart organisations are also exploring sources of unconventional talent, often to increase diversity, and are using sourcing and other social recruiting approaches, sometimes in conjunction with the use of external talent communities. They are also focusing on designing an outstanding candidate experience, often using chatbots to support it. And they are improving their selection decisions, stripping out bias, using artificial intelligence.

This seminar will review all these shift in recruitment approaches, using research, case examples, and the trainer's and participants' own experiences. In addition, the course will consider how recruiters can measure success in terms of quality rather than time or cost of hire, as well as the impact of changes on recruiter capabilities and the design of recruitment functions.

"Enjoyed the collaboration style of the day where people could add to the conversation at any time." – Talent Manager, Brambles

"Interesting and opened up new ideas for me and my business." – Head of Resourcing and Development, BSI

"Great day, really interesting content. Lots to take back to the team!" – Resource Consultant, Bupa

"Great environment to gain the update on what is possible – good for lots of ideas – thank you." – HR Manager, ACO Technologies plc

"Exactly what I'd hoped for." – Group Resourcing and Development Manager, Imperial Tobacco

"Excellent and inspiring." – HR Advisor, GL Garrad Hassan

"Lots to take in and understand what will be relevant to put in place in our organisation. Jon is extremely knowledgeable and interesting – excellent training at the right level." – Recruitment Consultant, NSPCC

"Really enjoyable and interesting." – HRBP, Kwik Fit

"Good course, a lot of good information and ideas; was helpful to consolidate ideas or help think in a different way!" – UK Resourcing Manager, Arla Foods UK

"Really liked Jon's approach and style and experiences. Good networking opportunity." – HR Manager, Bromford Housing Group Ltd

Innovated Performance Management

We all understand the theoretical benefits of performance management – the way it lies at the centre of learning, reward, career management etc, and how it also acts as the basis for increasing the performance of the business. The fact is, however that it hardly ever acts like this. In fact, if there was one process in HR, or even across the whole of business, that most organisations would agree is broken, it would surely be employee performance management. Nothing else we do turns both managers and employees off so much or results in so much wasted time (mainly through poor application and ineffectual conversations, but often not helped by bureaucratically heavy designs).

Yet it should not be like this. Employee performance management should be an absolutely critical business process or approach – providing the main mechanism an organisation has for ensuring that work is performed and objectives are achieved effectively. It should also be an important enabler for employees – helping them understand what they need to do, and to do it. But after 30 years of trying, we cannot go on making incremental improvements that do little to reduce frustration or increase impact on business performance. It is time to seriously transform. Or maybe just to trash!

The good news is that there are things that can be done to make a major difference here. In particular, new insights from business and psychological research, new ways of thinking and new technologies provide some new and significant opportunities for improvement. Organisations need to understand both these opportunities and also the best way in which they can select an approach which will work for them. Attend this workshop to understand how performance management can be 'enhanced' – perhaps better phrased as 're-engineered' – to have a true and significant impact on business performance.

"The course has given a lot of food for thought and some valuable nuggets to takeaway." EVP HR, Acision

"A day well spent. Good structure, excellent content, strong delivery. Good group, fine conversation, high quality trainer." Head of L&D, Camden and Islington NHS Foundation Trust

"Taking away some great ideas!" Head of OD, NHS Professionals

"Jon was excellent, shared lots of best practice, great delivery style. Clearly expert in field." Anonymous

More details - <https://www.symposium.co.uk/event/re-engineering-performance-management-8/> _



Innovated Learning and Development

As the pace of change continues to increase, learning plays, or should play, a vital role in ensuring organisational success. Yet although fashions in learning support may come and go, one thing remains constant: organisations generally do a poor job of helping their people learn. Organisations also face a similar problem in helping people transform what they do learn into improvements within their job. Is it any wonder therefore if learning budgets remain under threat?

You may consider it to be yet another fashion but some organisations believe the solution is now in sight. Understanding of the brain and how individuals and groups learn and work are leading to wider deployment of new approaches, often supported by new technologies too. Organisations using these approaches are reporting significantly improved results in their peoples' learning and in organisational performance too.

Attend this seminar to learn more about how learning works, in theory and in practice. Understand the approaches your organisation can implement to increase both the rate and amount that people learn, and ensure the effective learning of your organisation as a whole. Also understand how to justify your investments in learning and development, and ensure you are able to provide your people with the learning support that their current and potential contributions deserve.



Innovated Reward

Over the last decade, HR has undergone a radical transformation. New insights from neuroscience and behavioural economics and new technologies including social, mobile, analytics and cloud are just some of the drivers leading to a new focus on creating an environment in which talent can develop and perform.

For example there has been a dramatic shift in the focus of Talent Acquisition, moving on from recruitment advertising to sourcing, employer branding, and external talent communities. Similarly Learning & Development has seen a profound shift extending it beyond training courses to cover app design, content curation and community management. Even Performance Management is finally being re-engineered with reviews and ratings being substantially updated or even abolished. It is clear that in these areas of HR there has been a revolution, not just an iterative improvement. But what about reward? Well, although there has been a lot of talk about the new pay, as yet, there is not that much difference between the new and the old. However there is more that can be done.

Some of the main opportunities include making better use of what we are already trying to do by taking a more employee centric perspective ensuring rewards are designed to motivate people; communicating the value people are gaining; allowing managers more discretion to set pay (within a framework) and emphasising total reward. Other options include team level reward, increasing pay transparency, being smarter about the use of variable pay, taking advantage of the opportunities provided by prosocial rewards and using gamification. This session will review the opportunities to renew reward within a transformed approach to HR and in order to deliver cost savings and improved results in our businesses.



Modern Organisation Design

While many HR functions have recently improved the management and development of their talent, organisation design has often received less attention. Academics including Dave Ulrich and Ed Lawler have recently suggested that HR may be placing too much emphasis on talent management at the expense of ensuring that talent is working in an effective organisation. Many businesses are now starting to realise that efforts to improve the capability and engagement of their talent will have limited impact unless the organisational context provides talent with the opportunity to contribute towards business objectives and to use their potential.

The session will review tools and approaches for developing appropriate and effective organisation structures, designing business processes, managing culture change and leveraging organisational knowledge. We will look at traditional organisation forms, including functions and horizontal teams, and newer forms including communities, networks and ecosystems. We will also discuss other organization forms you may have come across, such as Holacracy.

The workshop will also consider how each of the areas of organisation design are currently being influenced by changes in the business environment, workforce requirements and other factors and how these are likely to affect organisations in the future. This includes the development of emerging models using platforms and blockchain to support distributed autonomous organisations.

Attend this session to learn how selecting from and tailoring these organisation design options give business leaders the best possible opportunity to implement their business strategies and also provide a conducive environment for employees and teams to maximise their contribution. Also review the processes involved in selecting and implementing a new design.

“Enthusiastic and knowledgeable. Informative and thought provoking – thank you. Encouraged participation. Really enjoyed it – food for thought.” – Head of Organisation Design, Heart of England

“Very well run. Very rare to find a training course solely focused on OD.” – Organisational Effectiveness Manger, Lloyds Banking Group

“Very useful and applicable to take back to work.” – Organisation Design Manager, Lloyds banking Group

“Extremely comprehensive. Very beneficial knowledge building for me. Thank you.” – Group Head of Learning & Development, Bidwells

“Very insightful – lots of room for discussion.” – Organisation Development Manager, UPS Ltd

More details - <https://www.symposium.co.uk/event/optimising-performance-management-through-organisation-design/>



HR and Business Process Design

Business process design is a skill which is rarely taught to HR professionals. This is a shame as business process design is the fundamental building block of good organisation design. Understanding how effective processes can be created allows HR to facilitate the development of better processes with their business teams, and also enables HR to improve its own processes.

Importantly, good process design involves much more than just process mapping. We therefore look at the role of process design within broader transformation, look at setting good objectives, and how process design informs job design through the use of RACI analysis and the identification of competencies etc.

Whilst the methodology can be used in a fairly transactional way, for example, to map out existing processes to support greater self service, the main focus of the course is on deeper re-engineering. Research suggests that businesses are becoming more bureaucratic and cumbersome and plenty of opportunities for more radical improvements exist. In addition, artificial intelligence, robots and robotic process automation etc, provide the opportunity for many processes to be performed in much more effective and efficient ways.

This seminar provides a methodology for business process design and gives participants experience in applying the methodology to improving HR processes in one or more of their businesses. Attendees will then be able to improve their own HR processes, and partner with their business colleagues to improve other key processes across the organisation.

“Brilliant experience, great facilitator.” Head of Workforce Development, Barnardo’s

“Course was well delivered and I will be able to apply the content in my workplace.” Reward and Benefits Manager, Squire Sanders UK LLP

“Brilliant content, great delivery, great forum for discussion and thought provocation.” HR Programme Manager, Diageo

“Good value for money. Jon provided some useful insights and encouraged delegates to contribute and participate.” Director, PRA

“Found the course very useful with many key points to take away.” Service centre manager, Derbyshire Fire and Rescue Service

More details - <https://www.symposium.co.uk/event/business-and-hr-process-design-9/>



Employee Experience

Employee engagement remains a vital focus for HR departments. However, despite a decade or more's investment in engagement surveys and developing line managers, etc, engagement levels are often still much lower than we would want them.

Learning from other developments in innovation, design thinking, digital technology, workplace design, service design and gamification etc now provides new opportunities for improving engagement in different ways. These opportunities centre on improving the employee experience and their journeys through moments that matter to them. This can ensure that people can get their jobs done, and do this in a way which supports their satisfaction and wellbeing, in order to generate positive results for an employee, the groups they work within, and the employing organisation as a whole.

Doing this requires a people-centric focus which sees employees as whole people rather than just job holders. One issue in this, of course, is that each employee has different needs, and hence developing the experience needs to take account of this diversity, leading to flexible and even personalised services and interactions. However developing experiences can also provide other non-engagement related benefits for an organisation which can help sell this approach to business leaders too.

Job Design

People join organisations but leave managers, or so the saying goes. But analytics often show that design of people's jobs is more important still. It is therefore a major concern that, according to the World Economic Forum, a growing number of people think their job is useless.

Job design used to be a key part of HR but other than at executive levels has received less attention over recent years. However the UK's productivity puzzle, low levels of engagement, pressure from the national living wage, digital technology and other factors are all leading to more focus in this area. In particular, the Taylor review of modern working practices has aimed to ensure that all work in the UK economy should be fair and decent with realistic scope for development and fulfilment.

It is now clear that having an effectively designed job which meets the needs of individual employees as well as the employer is a key factor in raising engagement and increasing productivity. Making jobs suitably compelling requires providing them with a range of design factors including an appropriate level of autonomy and the opportunity to find meaning. Attend this training session to consider these factors and how they might be applied to develop jobs, engagement and productivity within your own organisation.

More details - <https://www.symposium.co.uk/event/job-design-for-good-work-and-increased-productivity/> .



Strategic People Planning, Measurement and Analytics

Strategic HR requires clarity in how people management will inform business results and competitive advantage, but how can this be translated into practice? This seminar presents a couple of strategic tools HR practitioners and teams can use to plan the strategic activities they need to undertake, measure their progress and results, and analyse their effectiveness to identify opportunities for improvement. This process starts with planning, which needs to focus on strategically important activities, not just lists of actions. This focus and prioritisation can be achieved by using a simple but extremely strategic framework to focus on the key activities which will produce the required people and organisational outcomes which will add and create value for the business.

The use of data, metrics and analytics is also an increasingly important aspect of HR professional capability. Unfortunately most HR measurement reports fail to excite our business colleagues as they focus on the generally low value data that is available rather than the valuable insight that HR and the business needs, setting up new measurement mechanisms if required.

Analytics can be undertaken at various levels and although we will discuss operational, technology and data based analytics this session does not focus on that. Instead, we will look at how simple analytics can be performed on the strategic measures corresponding to strategic objectives to add further intelligence to these areas and to help monitor the new strategies.

Attend this seminar to learn how plans, measures and analytics can be developed in a way that helps to drive the success of your HR strategy, your people and the organisation. Learn why an integrated HR strategy map and scorecard provide the most effective framework for developing and managing measurement within your own organisation and rehearse this approach for your own organisation.

“Very informative. Useful models. Structured. Provided great tools/insight.” HR Systems Manager, London Business School

“Very useful info.” HR Assistant, Scott Bader UK Ltd

“I really like Jon's style - that's why I came back.” Business Manager, Standard Life Investments

“Very much enjoyed both days training. Engaging - good balance between information & discussion.” HR BP, Morrison's Supermarket Plc

Making Strategic Decisions about People

The way an organisation makes its decisions has a critical impact on its effectiveness. The financial crisis, environmental disasters, value destroying M&As, and within HR – terminations of employment, often supported by large payouts, as well as the HR IT systems left un-used in many businesses, show that we do not always get our decisions right.

Effective decision making does depend upon having an appropriate business model and a suitable leadership team in place, but there is also a lot of what leads to a good decision, for example, the way that responsibility for decisions is allocated and the capability of decision makers, which depends upon HR. The function therefore plays a crucial role in enabling effective strategic decisions, and in supporting business success. We should therefore pay attention to the ways in which we can influence the people who are recruited, support their development, structure the decision making forums, and otherwise facilitate decision making within our organisations.

HR also makes important decisions itself, and the decisions which we make are some of the hardest to get right. For example, Gallup has suggested that companies fail to choose the candidate with the right talent for the job 82% of the time. So, attend this course, find out how to improve decision making within your business (and hence your impact on business results) and improve the decisions you and your team are making about your people and organisational effectiveness too.