



HR – THE NEXT GENERATION: LEADING FOR THE FUTURE...

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“...You can take my factories
and burn up my buildings, but
give me my **people** and I’ll build
the business right back again...”

Henry Ford

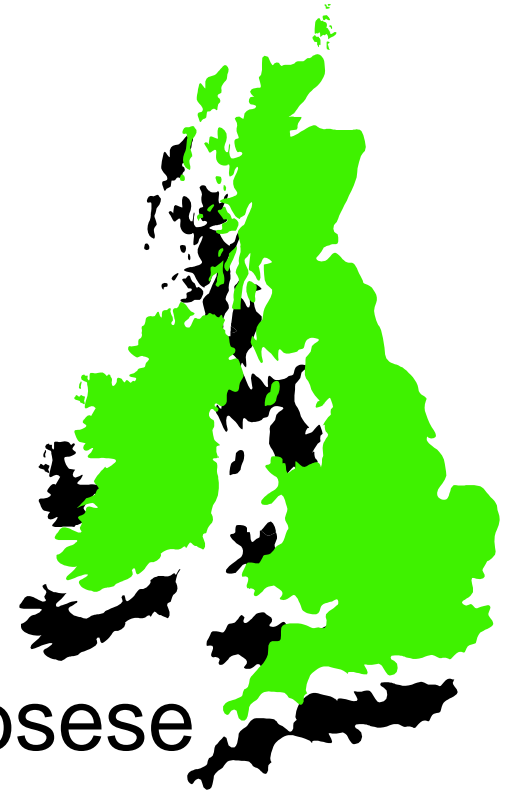
In **2008 20%** of delegates at the Price Waterhouse Coopers International HR Conference predicted that the **HR function** would **not exist** by **2020**. In **2011** a survey conducted by consultants Mercer of 500 HR Directors across Europe, Middle East and Asia found that only **15%** of HR activities related to “**pure strategic interventions**”.



According to Brad McCaw, co-author of the report, **Human Resource's failure** to be fully embedded as a **strategic partner** might be due to shortfalls in **skills** and **management ability** which damage HR's **reputation** within organisations.

Mori analysis

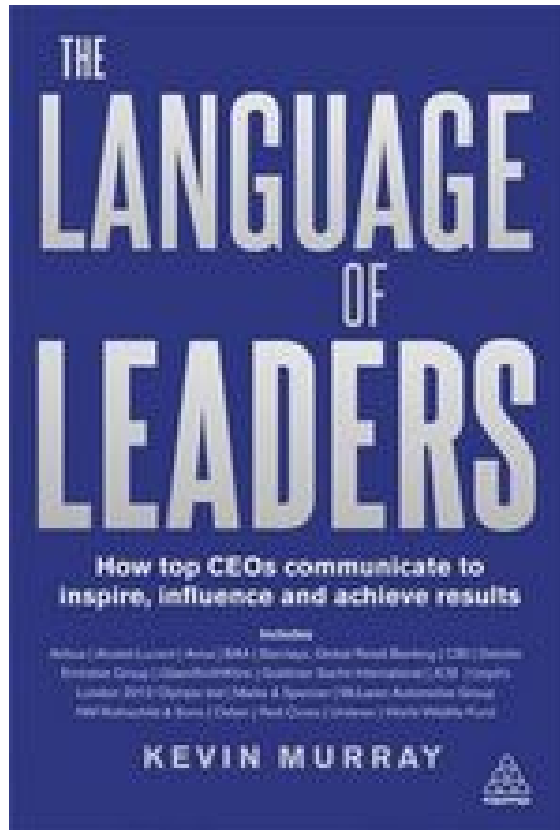
- Polarised but diverse country
- Feminised and gender-blurred
- Moral panic over teenagers
- March of technology
- Decline of deference
- Living longer, but unhealthy & obese
- Anxious about the future



The paradigm of all organisations has changed: **brand, technology, influence** and **intellectual capital** have become the new measures of success. HR needs to understand the organisation & what drives it – to move from operational to the role of **change agent** and **strategic partner**.

In this **downsized, out-sourced** world with resources **stretched thin** and **performance expectations** high, HR must exert **leadership** to show that it can provide incalculable value to the organisation. HR needs to be both **stabiliser** and **champion** in the midst of storms of change.







WIKIPEDIA
The Free Encyclopedia



Mori Veracity Index 2010

- Trusted to tell the truth
- 92% of doctors
- 87% of teachers
- 65% of the Police
- 60% 'ordinary person in the street'
- 45% of trade union officials
- 24% of Government ministers



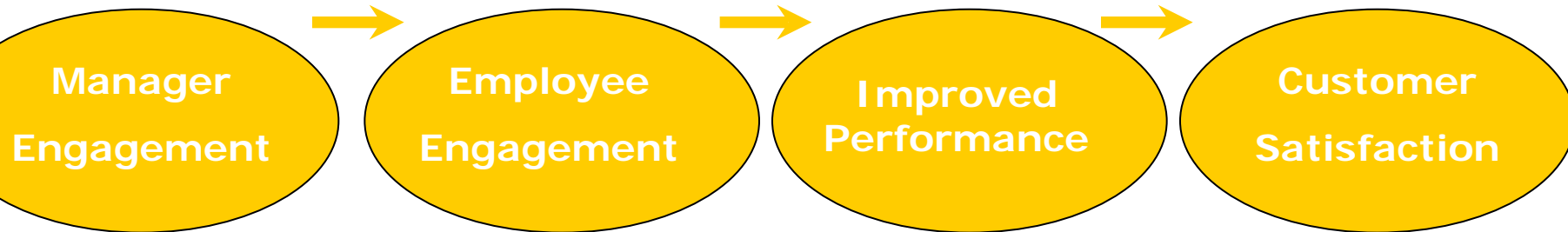
Understanding the deal – placing the employee at the heart of the employment relationship

This report is the culmination of a major two year research programme into what are the key drivers in management to achieve sustainable high performance.

- Employees clearly perceive their **line manager** as their **Employer**
- Employees have high expectations of their line managers
- They expect them to act in their best interests and to provide the appropriate cues as to their values
- Employees attach significant value to the quality of their relationship with their line manager
- **This is key to employee retention in challenging times**

- There is little evidence from the research that line managers appreciate the extent to which they affect the **environment / engagement** for their staff.
- Line managers expect that their own manager will champion their needs, few recognise that those reporting to them have similar expectations.
- There is almost a continual **'looking up'** the chain of command

- Values are an expression of what the organisation stands for and how it conducts itself
- Timeless guiding principles that require no external justification
- They provide an **anchor point** for all things that happen
- They come to life through the actions, behaviours and attitudes of people within the organisation
- The research highlighted how **congruence** between **personal** and **organizational values** is core to shaping employee engagement.



In poor performing organisations...

- There is a focus on a narrow range of output metrics
- Culture and performance dominated by bureaucratic process and internal structure rather than customer satisfaction or end product
- Leadership is focussed more on ‘what the numbers say’ rather than how top managers behave and interact
- There are more formal, structured internal interactions which are more ‘set-piece’ in format – lots of meetings!
- Lower trust cultures – ‘command & control’, low engagement (high absence, poor retention)



In high performing organisations...

- ✓ Form follows function – structure enables performance, but doesn't drive it
- ✓ Processes are simple & informality is more common – managers 'clear the decks' for employees
- ✓ Information is openly shared between peers and networks of managers – employee involvement
- ✓ Leadership and management is visible and accessible – employees treated like adults
- ✓ There is a 'restless energy' & nervousness about the status quo



What brings trust to a business?

- Warm, personable, listening staff
- Being truthful
- Taking responsibility
- Putting yourself in their shoes
- Doing what you say
- Handling issues well

Building trust and influence

- Develop **confidence** in what you do.
- Stay in touch (with your customers and with each other)
- Make contact easy – **be accessible**
- **Be informed** – know your business
- **Be consistent** – the whole team
- Keep learning
- **Actions** not words



Exceeding expectation – the principles of outstanding leadership

Taking place over two years and based upon in depth qualitative investigation and interviews with senior leaders across a range of successful organisations, this work aimed to identify what it takes to achieve high performance leadership.

What does the business look for in their leaders?

- Direction
- Communication
- Development & Support
- Relationship
- Leadership Qualities



Direction

- Clear plans, objectives
- Prioritisation
- Future focus
- Collaboration
- Decisiveness
- Leadership during change
- Influence and representation



Communication

- Regular
- Relevant
- Filtered
- Face to face
- Two way feedback
- Consultation and collaboration
- Truth, sensitively delivered



Development and Support

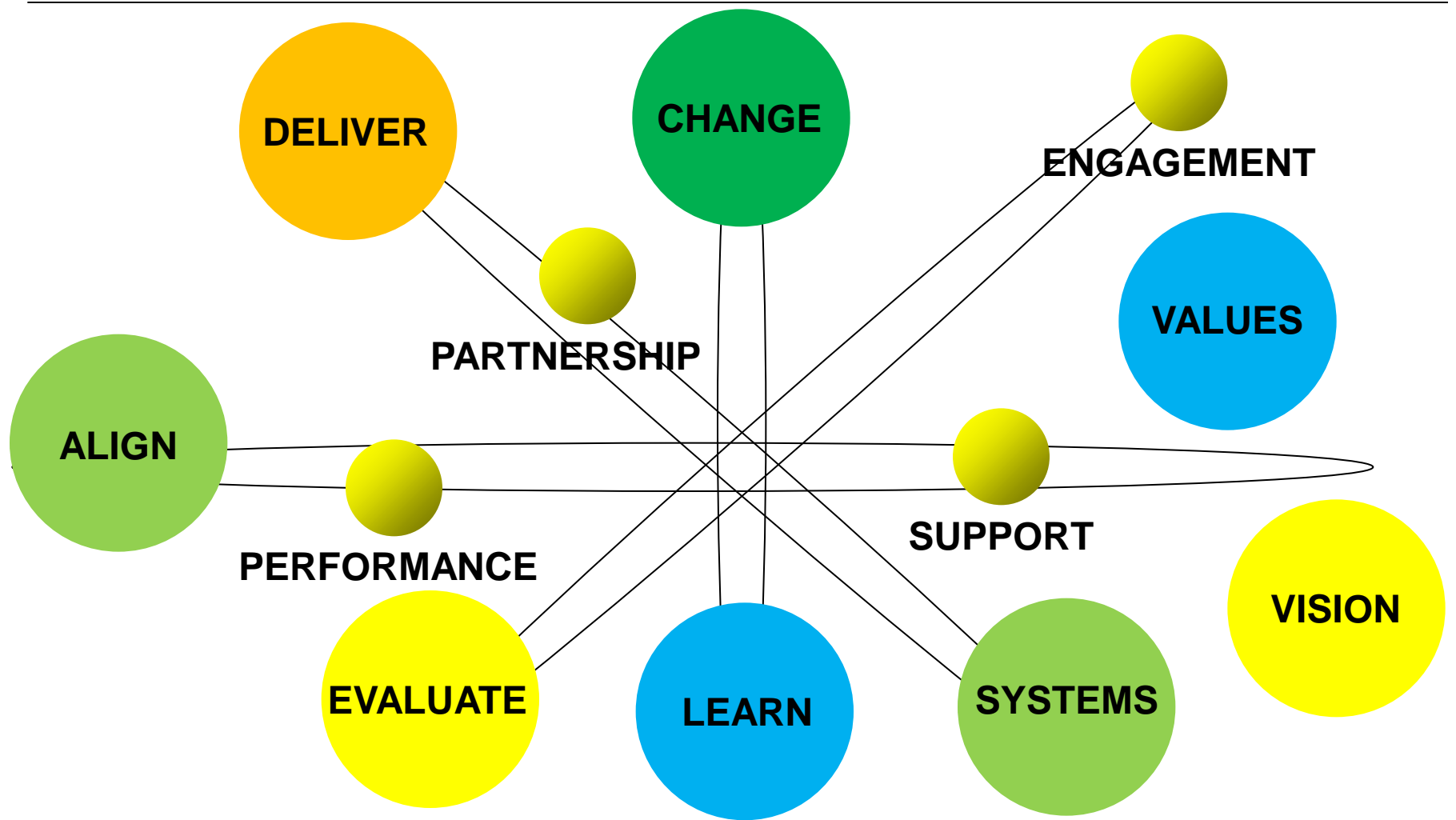
- Development
- Provide guidance through coaching
- Opportunity to learn from mistakes
- Fairness of opportunity
- Challenge/stretch
- Play to strengths

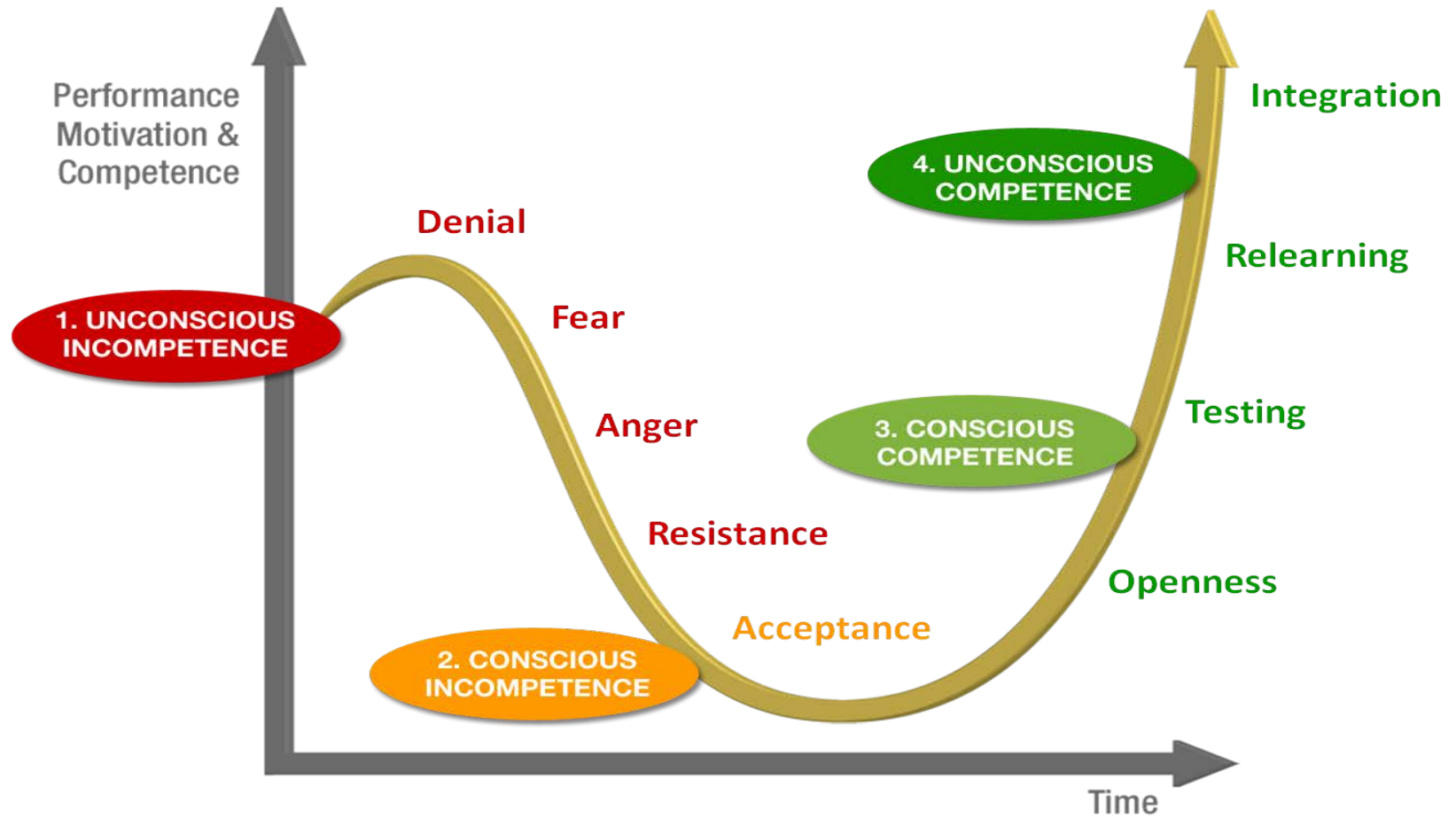


Relationships and Leadership

- With every individual
- Sense of team
- Passion, energy, enthusiasm
- Authenticity
- Agility
- Consistency
- Approachability
- Courage, integrity







Change Readiness Assessment



Commitment Curve





INVESTORS IN PEOPLE | Champion

- We are now in the top 1.23% of all IIP Organisations
- We are one of only 6 housing associations in London and the South East to achieve this!
- We have been recognised as an IIP Champion
- We are one of only 8 housing associations in the UK to achieve this landmark
- We've joined the ranks of Fujitsu, Metro, Nationwide, TNT and Yell!



Being the best – Our reputation

- Courtesy and professional staff 100%
- Speedy responses 92%
- Trust and confidence in SBHG 98%
- Good understanding of the community 92%
- Clear about what SBHG stands for 92%
- Overall I think SBHG is an excellent organisation 87%



How do our stakeholders describe us?

- Local
- Positive
- Adaptable
- Flexible
- Approachable
- Committed





- ✓ What are you going to **start** doing?
- ✓ What are you going to **continue** doing?
- ✓ What are you going to **stop** doing?



SHEPHERDS BUSH HOUSING GROUP

