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A positive outlook for coaching

After years on the sidelines, coaching now plays a prominent role in learning and development strategies. The CIPD's 2005 Training and Development survey found that coaching by line managers was used by almost 90 per cent of respondents while 64 per cent used external practitioners. Nearly three quarters also expected to increase their use of coaching, despite widespread concerns about the scarcity of good quality coaches and lack of standards and regulation.

Johanna Fullerton, who heads up Pearn Kandola's team of coaching psychologists, says the trend cuts right across the organisational sectors.

"We work at senior and middle management level for a variety of clients, including KPMG, Microsoft, PricewaterhouseCoopers, and Wyeth Biotech. Our psychologists provide a range of support and guidance to enhance the performance of both individuals and teams. Often this is in a leadership development context, as coaching is seen as one of the most effective approaches at this level. But there are many other situations where people benefit, including career transitions,

promotions, outplacement, dealing with diversity issues, team building, managing underperformance, derailment or burn out."

The aim in each case is to develop an understanding of individuals in their work setting, based on our knowledge of business and of what makes people tick. We also draw on positive psychology – what makes people function at their best and experience fulfilment and well-being. By focusing on sources of excellence, strengths and virtues, and emphasising what is possible, we move towards a more optimistic and constructive process than is possible using more conventional methods.

Accreditation is an issue that must be tackled if coaching is to move forward, and recent developments, such as the formation of several official bodies such as the special group of coaching psychology (BPS), suggest that progress is being made. Pearn Kandola already addresses such concerns, says Johanna, "As members



JOHANNA FULLERTON

of the British Psychological Society and the Psychological Society of Ireland, our coaches are bound by a professional code of ethics. We also continuously update our skills and knowledge. By employing only research-based methods within a rigorous coaching framework that includes evaluation, we aim to provide a high degree of assurance."

Pearn Kandola offers a range of tailored coaching solutions including:

- **One-to-one coaching**
- **Team coaching**
- **Coaching skills for managers**
- **Diversity coaching**

2007 conference to look at leadership

Two thirds of respondents in a recent CIPD survey reported a shortage of effective leaders. If leadership is an issue for your organisation, make a date now for our sixth annual conference to be held on Tuesday, 20th March 2007 at Highclere Castle, near Newbury, Berkshire.

The programme is currently being finalised but you can expect to hear expert views on the latest trends

and thinking, and learn how leading employers including Pearson, 3i, PricewaterhouseCoopers and NFU Mutual are tackling this topic. It will provide an excellent opportunity to meet and exchange views with fellow HR professionals – all in a splendid historic setting.

Places are sure to be in demand, so to register your interest, or for further information, please email trudy.holding@oxford.pearnkandola.com



SIR DAVID BELL
Director for People, Pearson Plc
2007 Conference Keynote Speaker



CERI RODERICK

Effective assessments add value for individuals and organisations

Objective assessments are proven to add to validity and accuracy in a range of decision-making situations, including selection and promotion, talent management and career development. While the business advantages are well understood, there is growing awareness that the process should also be a positive experience for the participants.

Pearn Kandola's approach to individual assessment aims to bring benefits to both parties, having been honed in real business environments over 20 years. We work with CEOs, Boards and Senior Executives in a variety of sectors – from pharmaceuticals to financial services, and aerospace to health.

Many projects involve recruiting externally for senior posts. To ensure the highest probability of success we take a systematic approach, collaborating with the client to understand the culture and the decisions being made and to think through the whole assessment process. Over and above identifying competencies,

time is spent exploring the job context and the key outputs of the role.

"Although the main aim is to get the right person into the right position, employers should also be concerned that participants are being treated sensitively and are getting the information they need to make a decision. The process will certainly colour their judgement of the organisation and, in some cases, will be their lasting impression," said Ceri Roderick, Pearn Kandola's Head of Assessment.

"To add real value for senior staff, the process needs to concentrate on their specific situation and challenges. For example, are they newly promoted? Do they need to hit the ground running, or will they have time to build an infrastructure."

The job context also influences the measures we use in any assessment. For example, tools will be different for a technical specialist moving to a people management role, and a people manager taking up a broader

corporate function. Being independent, Pearn Kandola psychologists have access to the full range of tools and can specify the most appropriate solution.

A high proportion of our assessments involve individuals making internal choices, maybe as a result of organisational restructuring, a merger or acquisition, or career planning.

"Developmental feedback helps to clarify people's thoughts when they are choosing between different roles. The process can make them aware of potential risks as well as their strengths. Typically managers are strong in one of three domains defined in our model, Leadership Radar. For example, they may be on top of their game in thought or task leadership, less so in people leadership. Unless they are alert to this, at high levels where people management comes more into play, they may struggle when it comes to selecting people or putting together a team," added Ceri.

New appointments: Oxford and Dublin teams expanded

During the last year we have welcomed several new staff to the practice, expanding the expertise and experience that we offer clients.

Recent recruits to the Dublin team include Managing Psychologist Joe MacAree, who previously worked for Bank of Ireland where he contributed

at the cutting edge of HR strategy and development for twenty years. Assessment and development specialist Evelyn Carroll also joined us from Bank of Ireland Group.

Joining the Oxford team are Psychologists Louise Weston, who has a strong background in

assessment and online selection and Emma Trenier, a disabilities expert. In October Sarah Payne-Ross joined as our new HR Consultant together with Psychologists Clair Thurgood and Sally Rendall who came from the Learning & Skills Council and Barclays Bank respectively.



JOE MACAREE



EVELYN CARROLL



LOUISE WESTON



EMMA TRENIER



CLAIR THURGOOD



SALLY RENDALL



SARAH PAYNE-ROSS



PERMANENT TSB: Improving staff well-being

Permanent TSB is the retail banking arm of the Irish Life and Permanent Group and the leading provider of residential mortgage finance in Ireland. The company is dedicated to delivering the highest standards of customer service, and puts an equally high priority on the welfare and satisfaction of its 2,400 employees. As part of a wider health and well-being programme, Permanent TSB teamed up with Pearn Kandola to pilot an initiative aimed at gaining greater insight into these issues.

Barbara Irwin, Permanent TSB's Organisation Development Manager said: *"Rather than making assumptions, we wanted to probe the factors that impact on people's health and well-being, and ultimately on productivity and staff retention. Identifying and dealing with any significant issues raised in the pilot would help us to be more proactive in improving the quality of working life, and the commitment and motivation of all our staff."*

A call centre and a mortgage processing department were chosen for the pilot project, and a survey was conducted using two motivated well-being tools:

- Robertson Cooper's well-proven ASSET questionnaire measures stress at organisational level. It examines known sources of pressure – such as work relationships, work life balance, workload demands, job security, and control – and the impact of staff's response to these across the organisation.
- Leaders play a major role in determining whether the work environment feels motivating, challenging, comfortable or

aimless. To create the right environment for high performance they need to provide challenge and support. How they do this varies according to their individual leadership style. The Leadership Impact Questionnaire helps to identify the type of environment a leader creates for his/her workgroups.

"From the output of these two surveys we were able to determine whether or not employees were in a motivated well-being space, or whether this was being put at risk by an imbalance between the challenges they face and the support they receive," explained Pearn Kandola's Project Leader, Johanna Fullerton.

Employees in the departments concerned were invited to complete the survey, with 70 per cent of them responding overall. Pearn Kandola also ran solution groups to gather more detailed information about the results and what lay behind them. Feedback from the groups was also valuable in making realistic recommendations.

In terms of findings the survey revealed many positive aspects of the working environment, but also highlighted potential causes of stress that the bank hadn't previously considered as bugbears. For example, it was clear that some staff would appreciate greater flexibility in terms of working hours and also making their holiday arrangements. Once the Bank has fully evaluated Pearn Kandola's report, it will be communicating the results to the workforce, and setting up several working groups to prioritise the issues raised.

Stress Risk Assessment – Tips for success

- Engage senior management early – their commitment to the process and to acting on the results is critical.
- Get the right support and use reliable, established tools that measure key sources of pressure at work.
- Plan the audit carefully – including deciding the best method of delivering the survey, timing and how to maximise response rates.
- Market the audit internally – don't let the invitation to complete the survey come as a surprise to staff.
- Distribute the survey in a way that works for your staff (i.e. online, paper and pencil or a combination).
- Interpret the results correctly – use a company that combines software tools and expertise to help you understand the results.
- Ensure the results identify 'hotspot' groups – you need to understand where the high risk groups and the beacons of good practice can be found in the organisation.
- Run Solutions Focus Groups with employees from 'hotspot' areas to obtain in-depth information regarding the results.
- Formulate an Action Plan – to help you implement change, based on the results and structured around external standards such as HSE's Management Standards for Work Related Stress.
- Measure the impact of your interventions by repeating the audit after 2-3 years using the same measurement tool.

Source: Robertson Cooper Limited

Work institutions honour Pearn Kandola Partner

Binna Kandola, our Managing Partner and one of the UK's foremost experts on diversity, has been formally honoured by two leading work institutions.

He was appointed a Fellow of the Sunningdale Institute at the National School of Government, which was formed in 2005 to bring together

prominent academics and industry figures to advise senior civil servants on issues facing public sector organisations.

As Visiting Professor to the Institute of Work Psychology (IWP) at the University of Sheffield, Binna will also be contributing to the work of one of the world's most respected

post-graduate teaching and research establishments.

Binna said he hoped to make a strong contribution in both roles: *"I'm honoured and excited by these two appointments and look forward to working with some of the UK's leading figures in academia and business."*



BINNA KANDOLA

CISCO SYSTEMS: Right mix of communications vital for virtual teams



Research carried out by Pearn Kandola on behalf of the Internet technology company, Cisco Systems has highlighted the importance of remote workers choosing communication tools carefully in promoting effective team relationships and productivity.

The study, *'The Psychology of Effective Business Communications in Geographically Dispersed Teams'*, found that over-reliance on e-mail, a failure to respond to messages and the use of inappropriate methods of communication can damage trust and hamper the progress of critical projects. Trust in virtual teams is also fragile and easily compromised when they neglect the need to socialise, make visual contact and establish up-to-date communication guidelines.

"Through globalisation virtual teams are becoming a common feature in many organisations – but they often struggle to be as successful as co-located teams.

Our research shows that the media selected for a specific communication, whether it's instant messaging or video conferencing is almost as important as the content," said Pearn Kandola's Carolyn Shearsmith, co-author of the report.

"We found that when workers contact each other only by e-mail, it can take up to two weeks before relationships are as socially grounded as those based on face-to-face interaction. The delay is even longer in multi-cultural teams; they can take up to 17 weeks to establish the same levels of trust achieved by a team of the same culture."

By comparing the pros and cons of computer-based communication with face-to-face interactions, the report also identified new rules for communicating that will help virtual teams to work together successfully. Best practice recommendations include:

- Agreeing protocols on response times and establishing rules for the selection of media and frequency of

communication, especially in multi-cultural teams.

- Encouraging socialising and ad hoc chats over a virtual 'coffee machine' by using spontaneous and richer media for communications to speed up development of trust.

Commenting on the findings, Clive Sawkins, director of Unified Communications for Cisco Systems in Europe said, *"Cisco is developing communications systems to help people communicate more easily, replicating those features in face-to-face interactions that are so important in building good relationships. This study gives us a better understanding of the behavioural dynamics of virtual teams and will improve our ability to develop, apply and use communications technology effectively."*

More information on this report can be found on the News@Cisco Web site, <http://newsroom.cisco.com>

BRITISH AIRWAYS: Creating the right blend for diversity training



A ground breaking e-learning programme is realising substantial change in the way diversity is understood and managed at British Airways.

British Airways first formalised diversity training for managers in 1999 by introducing a mandatory 4-hour workshop. In 2005, it identified the need for a step change in approach, driven by culture change, a commitment to greater employee involvement, and new diversity and inclusion legislation.

"Although there was an understanding of the legislation, its application and the effective management of diversity issues were lacking. It was clear we needed to shift from providing knowledge towards achieving changes in attitude and behaviour," explained British Airways' Alison Dalton.

British Airways staff collaborated with Pearn Kandola and an external e-learning company to develop and pilot an innovative blended learning solution, launched in April 2006. It focuses on

developing skills in managing sensitive team issues, including the impact of stereotypes on behaviour, as well as ensuring an understanding of the legislative and business context. There is particular emphasis on flexible working, religion and belief, age discrimination, disability legislation, sexual orientation and harassment and bullying.

Delegates complete one hour's computer-based training distributed via the intranet. This transfers knowledge of legislation and policy, key definitions, common myths and stereotyping; ensures interaction through management scenarios that delegates work through, and provides validation. Those achieving the pass mark progress to a one-day workshop that builds on the e-learning by examining attitudes, behaviour and the practical implications of policies.

The e-learning package lives and breathes British Airways life and culture – from realistic scenarios and characters to the Air Traffic Control style interface warning them of potential 'issues' on their radar. While

providing access to interactive exercises, the desktop system makes clear that diversity is the delegates' responsibility and gives them the tools to deal with it.

"Raising awareness alone won't change people's behaviour, so it was important for the screens to reinforce the appropriate behaviours by providing participants with feedback on responses," added Pearn Kandola's Nic Sale.

As British Airways rolls out the programme to 800 managers, a thorough evaluation is underway including an independent study commissioned by Pearn Kandola.

Results are already positive according to Alison. Over 84% of delegates found the learning to be effective in the workplace, with a significant increase in delegates' own self-knowledge. The airline expects to see a decrease in the number of diversity related issues and has robust measurements in place to demonstrate longer term behavioural change. Overall feedback and results clearly demonstrate that the learning objectives are being met.



PRICEWATERHOUSECOOPERS:

Enlightens managers in theory and practice of coaching

PricewaterhouseCoopers (PwC) is introducing its managers to a range of cognitive-behavioural coaching techniques, as part of the PwC Business Diploma, a major learning and development offering within the organisation. The move will encourage managers to use coaching within the performance management cycle, while helping them to understand many of the key underlying principles of managing individual and team performance.

The leading firm of business advisers launched its PwC Business Diploma in November 2005, in conjunction with the London Business School. Since then, almost 500 managers have signed up for the Diploma, which takes three to four years to complete.

A core part of the Diploma is the three-day Coaching and Performance Management module, which is co-delivered by Jo Wheeler, Human Capital Consultant at PwC and Stuart Duff, Head of Development at Pearn Kandola.

Managers are encouraged throughout to consider internal attitudes to coaching, to build their knowledge of coaching techniques and to practise the skills of coaching others to achieve results. Participants also examine a range of underpinning psychological principles of coaching and personal learning. Although they touch on social, psychodynamic and behavioural theories, understanding and practising elements of cognitive-behavioural coaching is central to the workshop.

"One of the basic principles that we introduce to the managers is essentially 'we are what we think', which raises the manager's awareness of the typical thought processes that can happen between an event and a response. If coaches can listen for, and challenge, some of the negative words, stereotypes and other 'thinking errors' that their coachees may exhibit, then they will be more successful in achieving their goals in the longer term," said Jo Wheeler.

Participants also spend time developing a wide range of practical coaching skills, based around Whitmore's GROW model which has been utilised company-wide. They go on to cover team coaching, in which managers learn to apply the core principles of coaching practice to facilitate more effective team performance.

Feedback from managers who have completed the module is extremely positive, said Stuart Duff. *"PwC's enlightened approach is helping managers to become better coaches. As well as a practical appreciation of coaching and being coached, it gives them a better understanding of what they are doing by making explicit some of the techniques involved. Managers can apply the skills they develop – such as influencing, negotiating and having an impact – in other modules within the Diploma and in their day-to-day roles."*

EIRCOM: Shaping the future by developing high potential

How do you spot high flyers and what is the best way of nurturing them?

Eircom's new talent management programme has focused on the distinctive qualities of high potentials and on giving them ongoing development opportunities.

The principal provider of fixed-line telecommunications services in Ireland, Eircom operates in a dynamic and highly competitive market. To keep the business moving forward it recognised the need for a different approach for selecting and developing future leaders.

Eircom's aim was to identify talented people outside the senior management population, and measure their capability and leadership potential, together with an estimated time before they were ready to move. As part of its retention strategy, the company also wanted to give recognition to these individuals and provide in-depth analysis to

proactively manage their personal and career development.

To meet these requirements Pearn Kandola created a state-of-the-art assessment for development programme, based on solid research evidence, as Project Manager, Catherine Curran explains:

"High flyers are marked out from other strong performers by a distinct set of psychological attributes, which together we call 'adaptitude'. These include hunger for information, openness to experience, taking risks, learning from mistakes, and cultural adaptability, and it's only by measuring them over time we can prove their existence."

By integrating these characteristics and Eircom's current and future business drivers into their leadership capabilities, our psychologists defined the criteria for identifying participants for the High Potential programme."



eircom

Eircom has invested in developing the senior management population through both a Development Centre process and a Coaching for Excellence programme. This has been a key enabler to creating a strongly supportive coaching environment for all the participants. Our studies show that to develop after such an event, participants benefit from a supportive environment and manager. Part of the post-centre activity is a one-to-one meeting with a Pearn Kandola coach to consolidate a 100-day plan which has built-in development checkpoints. The plan covers both their day-to-day work and real-time projects under Eircom's 'Shape the Future' programme, which are sponsored by HR and different business areas. Individuals are also supported by a mentor and their manager acting as a coach.





NHS:

Overhauling the graduate management recruitment process



Working with Pearn Kandola the NHS has launched an innovative graduate assessment process aimed at reducing the burden on

senior managers while improving efficiency and fairness.

The NHS Graduate Management Training Scheme attracts over 6,000 applications annually from post-graduate and mature students and existing employees. Previously, the final 400 candidates for the assessment centre were identified using application forms, interviews and group discussions, in addition to verbal and numerical reasoning tests. The approach was heavily labour intensive, with senior managers spending time manually filtering written applications.

The new process utilises cutting edge recruitment technology –

applicants complete online situational judgement and motivational trait tests – which allows thousands of candidates to be filtered fairly and automatically at the touch of a button.

The motivational trait test, based on a Pearn Kandola model covering six main factors: Achievement, Competing, Control, Reward, Affiliation and Pressure, was adapted for the NHS in consultation with its managers.

Stephan Lucks of Pearn Kandola said, *“A candidate may have skills to perform a task – but the motivational test has been designed to find people that have the get up and go to get on with it. The NHS demands that people have a high motivation to work – and will not switch off on a wet Monday afternoon.”*

The situational judgement test

presents candidates with relevant, real life work scenarios. The inclusion of these online tools cuts down reliance on abstract verbal and numerical tests – which when set at too high a pass rate have been shown to discriminate against certain ethnic groups.

Julie Ribbons, National Resourcing Manager for the NHS said: *“We live in diverse communities and need managers from all backgrounds to improve health for everyone.”*

She added: *“As a Times Top 100 Graduate Employer we are flooded with thousands of applications every year. Managing them was becoming ever more burdensome – we wanted to continue improving the validity and reliability of selection using innovative, cost effective and time efficient methods so only the best candidates reached the final stage.”*

VEGA:

Individual assessment – the key to career development



An effective assessment process is not only about selecting the right people for the right position, it is also about creating a positive experience for the participants.

One employer who has been quick to recognise this is VEGA, one of Europe’s largest and most established consulting and technology and managed solution companies, and a leader in space and military simulation. It provides independent expert

support across the earth observation, scientific, commercial and military domains of the space defence and government market place, as well as mission life cycle and programme assurance worldwide.

Behind VEGA’s 30 year track record of delivering exceptional levels of client results is a culture of excellence and thought leadership. Accordingly, there’s a strong emphasis on providing staff with

MICROSOFT:

Selecting graduates with a passion for technology

To maintain its technological leadership Microsoft is always looking for people whose ideas make a difference. Even for an employer consistently voted one of Ireland's Top 10 companies to work for, this can be a challenge. The labour market there is still highly competitive, with skills shortages particularly acute in the IT sector, so it was a significant achievement when the HR team recently received 100 per cent acceptance of the job offers made to graduates this year. Microsoft can also feel confident that the current intake will fit in well with the company's culture of creativity, openness and teamwork.

The success is down to a new competency-based assessment centre used to recruit both commercial and technical staff. Pearn Kandola's brief was to design a fair and objective approach that

would provide rich feedback on behavioural as well as technical aspects. Previous methods, based on interviews, lacked consistency or any formal evaluation, therefore increasing the risk of a mismatch.

Led by Catherine Curran, Pearn Kandola developed a series of exercises for a half-day assessment centre, adapting the content for the two roles. This included a written case study, a group brainstorm and individual work-related presentations, which accurately evaluated qualities such as passion for technology, drive for results and influencing skills. Prior to this, candidates had completed an online application and initial screening exercises based on business or programming skills, as appropriate. From the original 240 applicants, Microsoft was able to select 17 'best-fit' graduates.



HR Manager, Fiona Mullan said, *"Microsoft managers were highly involved in the design and implementation, providing input to the exercises and acting as assessors. They really bought into the process once they saw how much solid information they were getting about graduates – not just about technical aptitude but how they would fit into the culture and work in teams."*

"In some cases the results challenged existing perceptions about which candidates would make the best Microsoft employees. The assessment centre is a major step forward for us and has changed our thinking about graduates."

structured career development and professional and personal learning opportunities as part of a rewarding and dynamic working environment. So when the company commissioned Pearn Kandola to carry out individual assessments at senior management and director level, it took the view that the assessment data belonged to the senior managers.

"VEGA wanted to help people to make informed choices about the future direction their career might take," says Ceri Roderick, Pearn Kandola's Head of Assessment. "We used a whole suite of tools in order to build up a close relationship with the participants, understand the context in which they worked and encourage self-insight. By pulling it all together we

were able to give them the very best advice in terms of making a decision about what their career might look like going forward."

From VEGA's perspective, the process was also valuable in helping its technically-orientated workforce to develop the commercial skills that are needed for ongoing success, as the Group's HR Director, Martin Blomley points out. "Growing our own individuals means that we have a lot of technical expertise but becoming more business-focused is something that we need to work on. We used Pearn Kandola to do a broad-brush assessment of individual's capabilities, so that we can pick it up internally and use it within an overall career development framework."



HR Director's Interview

Michael Grealy talks about current and future challenges facing HR at the Bank of Ireland.



MICHAEL GREALY
HR Director at the
Bank of Ireland

Bank of Ireland employs over 17,000 people in 10 countries worldwide. Since joining as Head of Group HR in 2002, Michael Grealy has been responsible for delivering a challenging strategic and commercial HR agenda.

Michael leads a team of 270, with a further 100 staff having recently transferred to an external supplier under TUPE. He is currently combining HR responsibilities with the new role of CEO Alternative Investments within the Capital Markets Division, where he will oversee the Group's international interests.

Previously Michael held senior positions in the healthcare and technology sectors in Ireland, the US and Europe.

What are your main goals at Bank of Ireland?

We're growing our core franchise in Ireland, with the aim of being number 1 in our chosen market areas. We're also substantially expanding our UK presence and developing our skills base globally.

In our UK business banking operation we've hired significant numbers of skilled individuals, based on our expertise in Ireland, and this is proving very productive. Although the market is extremely competitive, we're happy to play there as we find our culture is attractive to people of talent.

What are your key challenges currently?

Labour markets are a huge challenge, particularly in Ireland and the UK. Finding and motivating skilled people is an important part of the employment proposition, and something we think

about constantly. Part of what we offer employees is an open working environment with access to people at all levels, and a strong sense of empowerment – they have a better idea of the impact they are having.

Also as our business expands we need to operate at maximum efficiency. We have a relentless emphasis on developing our capabilities while also curbing costs.

At the same time we try to provide a stimulating environment for HR professionals to work in, while achieving the highest levels of efficiency and the lowest cost base.

We are building a cadre of HR professionals with advisory and consultancy skills and expertise in leadership development, reward and recognition and employee communications. We also fulfil activities efficiently through outsourcing or partnerships with other organisations.

How are you developing managers and which approaches do you find the most successful?

We look at people's performance on the job and their ability to manage others. We also use various psychometric measures in selection and assessment, and 360 degree feedback focusing on leadership potential.

At Bank of Ireland we find 80 per cent of a manager's day-to-day activity involves leading and motivating others, so the early identification of talent is a big area for us. By balancing job performance, feedback from peers, and assessment against leadership elements, we identify people who have

two to three levels of advancement in them, nurture their talents and ensure the right stimuli are in place to keep them within the organisation.

How do you see HR's role changing over the next 5 years?

Expectations of HR have shifted away from fulfilling basic administration to considering the talent needed for professional purposes. This is where the concerns of HR and the CEO overlap. Senior managers now occupy their positions for shorter periods, it seems, so the emphasis is on leadership and succession, and the accompanying issues of reward and recognition.

HR must also be capable of advising on the organisational structures and job roles needed to meet the next wave of business challenges, and of equipping people with the right skills in a balanced and responsive way.

What do you most enjoy about your job?

Building up a capable HR team has been very exciting. I've also enjoyed putting HR's viewpoint to the top table, and trying to keep it at the forefront. Thankfully our senior team takes these issues very seriously.

Any major influences on your career?

The companies I've worked for have been tremendous places in which to learn and grow. I have been lucky to work with generous and altruistic bosses, who gave me fantastic opportunities and support. I hope to do the same for others.

Academically, Dave Ulrich and Wayne Brockbank of the University of Michigan have both influenced my thinking.



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New diversity tool and learning resource launched



Diversity-minded organisations now have access to two valuable new resources:

The highly successful **Managing Diversity Toolkit**, developed by Pearn Kandola exclusively for the CIPD, is now available again. This fully

revised 2nd Edition, presented in an A4 binder with an accompanying website, shows how to ensure diversity gains organisational acceptance and integration into your long term business goals.

The Diversity Challenge is a media-based learning resource produced by Skill Boosters in association with Pearn Kandola. The 3-part video is available in either DVD or VHS format together with printed trainer notes/self-study guide. It encourages recognition of today's workforce as a mosaic of ethnic groups, religions, genders, physical abilities, sexual orientations, ages and lifestyles.

For product information and ordering details visit www.pearnkandola.com

