

THE FAHR
INTERNATIONAL
CONFERENCE 2016



مؤتمر الموارد
البشرية
الدولي 2016

مستقبل الموارد البشرية ودورها في تطوير
وتحويل الكفاءات الحكومية
The Future of HR and its Role in Transforming
Governmental Capabilities

أكبر حدث للموارد البشرية الحكومية في الشرق الأوسط
The Middle East's Largest Government HR Event

2016 أبريل 17 – 20
قاعة الشيخ مكتوم، مركز دبي التجاري العالمي
17 – 20 April 2016
Sheikh Maktoum Hall, Dubai World Trade Centre

Creating the Next Generation of Human Capital: Cultivating Leaders of Tomorrow, Today

The role of Leadership In Attracting and Retaining Talent

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About Me.....

- A career officer in the UK Royal Air Force, rising to senior rank.
 - An organisation that believes in investing in people and talent.
- Learned (sometimes the hard way!) the value of positive leadership and professional management – tested in the most demanding of operational environments.
- Closely involved in a number of Defence Transformation Programmes.
- Motto: leading the change and changing the way we lead.

About Oakwood.....

- Founded 15 years ago, now a top 10% consultancy
- A strategic partner with the CIPD for 14 years
- Specialise in the delivery of professional services and accredited professional development programmes in the GCC.
 - Leadership Programmes
 - Management Consulting
 - Organisational Development
 - HR and Management Training
 - Change management
- Certified Investors in People
- Staff Attrition/turnover rate: **ZERO!**

Oakwood Experience to date.....

- Most organisations tell us that the key to success is **Leadership**
- But many organisations also desperately lack professional **Management**
- **Real talent has skills in both, and the wisdom to be effective in the modern, globally-connected world**

“Leaders show us the way, but Managers actually get us there”
Peter Drucker

The Challenge for the Leaders of today ...

- It is a Volatile, Uncertain, Complex and Ambiguous World (VUCA)
 - **Volatile:** Change happens faster and with greater impact
 - **Uncertain:** lack of predictability
 - **Complex:** Think systems – no linear cause and effect
 - **Ambiguous:** “The haziness of reality” - unclear situations
- But we have to deal with it ...
- ... and prepare the next generation to deal with whatever comes next too

And Here's the Real Problem



- Most Managers are significantly under-qualified compared to other professional occupations:
 - Just **38.5%** managers have a relevant professional qualification compared to **80.9%** in other professional occupations
- If you do what you've always done, you'll get what you've always got

“We cannot solve our problems with the same thinking we used when we created them”

Albert Einstein

Learning from others ...

- A recent survey showed that 75% organisations have transformational change initiatives in place but ...
- 70% of major change programmes fail by their own standards.
 - A statistic that has been constant for decades
- Repeated studies show that in successful organisational improvement programmes:
 - More managers (78% - 100%) credit 'soft' skills than analytical skills (70%)
 - Only 10% succeed without holistic programmes

The Key Differentiator?

- Building Teams ...
... by investing in people.
- The evidence stacks up: Goleman, Blanchard, Kotter, UK CIPD, ILM

“Leaders there have to be, and these may appear to rise above the rest, but in their hearts they know only too well that what has been attributed to them is in fact the achievement of the team to which they belong”

Group Captain Leonard Cheshire VC

Some Leadership Imperatives

- Creating a powerful and compelling vision
- Encouraging and developing the next generation
- Foundation building
- Setting an example
- Team building
- Delegation/Empowerment
- Continuously learning

Visioning & Encouraging the Next Generation

- **Visioning means:**
 - Knowing where your horizon lies
 - Sharing your horizon with your team
 - Inspiring them with your ideas – and your ideals
- **Encouraging tomorrow's leaders means:**
 - You let them know that they are giving you a future
 - They will repay you with their loyalty
 - They will always remember their first Coach
 - You never let them down!

“Delivering delirium to my Team”
Sir Alex Ferguson

Foundation Building & Standard Setting

- This means instilling **beliefs and values** which are:
 - Authentic
 - Audacious
 - Non-negotiable
- With daily reminders to
 - Guide Behaviour
 - Inspire winning actions.

Team Building and Delegation

- **Team Building and Renewal means:**
 - Being aware that not everyone will agree with you, but keeping them all 'inside the tent'
 - Being brave enough to change Team Direction – and able to take them with you
 - Recognising and playing to strengths
- **Delegation means:**
 - Letting go - to keep control
 - Building challenging relationships with your team
 - Not encouraging sycophantic behaviour
 - Trusting your people.

Attracting and Retaining Talent

- Would you want to work for you?
- Will your team recommend it to their friends and family?
- Are you a successful and happy organisation?
 - If you were a business, would you still be in business?
- How do people know that they are valued?
 - Pay is important but by no means the only factor
 - How much do you invest in them?
- So much more than standard employee relations & engagement processes

Attracting and Retaining Talent (cont'd)

The following are essential:

- Acting as a role model
- Personal involvement in progress
- Regular coaching sessions and reviews
- Setting the bar as high it will go for each individual
- Your actions agree with your words
- Staying in touch with the HR aspects

Always remember – they are watching you!

Coaching and Mentoring

- Helping others to learn, sometimes using own expertise (as opposed to 'telling')
- An approach, or mind-set, as much as a technique
- Like other leadership and management skills, can be learned
- Increasingly considered a strategic imperative in professional organisations
- Greater self knowledge and awareness for all
- Improves Communication Skills
- Helps towards adopting a structured view of people development
- Encourages best practice in the area of employee relations
- Ensures greater employee engagement

Benefits for your Organisation

- Managers think more strategically
- Encourages breadth of thinking at all management levels
- Encourages business improvement
- Engages leaders and managers with real people development
- Direct transfer of learning back to the workplace
- Positive impact on employee engagement.

Conclusion:

- It's a globally-connected but VUCA world now: even leaders need help to deal with it
- We need to leverage ALL our talent – we must unleash that potential
- To engage and grow the leaders of tomorrow, today, we need a new, professional way of leading and managing

“In times of change learners inherit the earth; while the learned find themselves beautifully equipped to deal with a world that no longer exists.”

Eric Hoffer

