



## Leading light by Sean Mills, Client Director at CHPD

### CEO at CHPD responds to this month's leadership dilemma

I've just come back from a board meeting where I presented the case for our succession planning programme, and the finance director read through the document, turned to me and asked how I intend to measure the benefits for this investment. Any advice is appreciated!

At CHPD we always advise our clients to take a whole business view of any major investment, such as a succession planning programme. One tool that allows you to do this is a 'benefits dependency network'. It helps you link changes in the business directly to the benefits that can be realised.

The tool is based on the premise that major changes within an organisation (such as a new succession planning programme) will involve making a number of practical changes throughout, and that any programme in its own right will not affect business change without ensuring that people change the way in which they work.

**The key steps to follow are:**

- Define and agree investment objectives
- Define and agree the business benefits
- Brainstorm the business changes that will benefit the company
- Work through what needs to change, and how HR can make it happen

**In a little more detail, we're talking about:**

- **Investment objectives**  
What are the goals of the organisation? What does it hope to achieve through any investment it makes in change? These often will map directly to organisational goals or mission
- **Business benefits**  
How will the business know that its investment objectives are being achieved? These will often map directly to critical success factors
- **Business changes**  
What high-level change will result in the business benefits being realised? For example, cultural changes, changes in management style, changes in structure etc.
- **Enabling changes**  
What practical changes will need to be made within the business to allow business changes to happen? For example, staff development opportunities, recruitment processes, recognition and reward processes etc
- **HR**  
What HR programmes need to be implemented to help make the business changes work?

Managers will sometimes start from the premise that they need an HR solution to solve all of their problems. This tool helps to uncover business change activities that will be necessary for any change project to be successful.

To help you further, let's look at the business benefits in particular. It's worth remembering that benefits come in many guises, namely: -

- **Financial** – a clear value in monetary terms, for example costs for recruitment will decrease by 10% by 2009
- **Measurable** – non-financial measures where values are currently known, for example staff satisfaction with career development will increase by 12% by 2008
- **Quantifiable** – non-financial measures which are base-lined from day one, for example, the amount of leavers citing lack of career opportunities at exit interviews to reduce quarter on quarter
- **Observable** – informed but subjective

opinions, for example, managers taking more interest in their own and others' development

It will be important to create a business case for your investment by highlighting the whole raft of benefits to the business. One other point regarding the financial benefits; it is important to highlight investment to achieve a return, and investment to avoid greater cost – a succession planning programme will probably have elements of the latter. It is a sign of good corporate governance to mitigate the risk of losing key personnel.

For further information on succession planning, visit [www.chpd.com](http://www.chpd.com).



#### News

### New HR Business Partnership qualification

The CIPD have teamed up with Canterbury Christ Church University to provide postgraduates with a new HRM Business Partnership course.

The University and the Chartered Institute of Personnel and Development (CIPD) will jointly validate the Masters degree course, and successful completion of the programme allows students to become Graduate Members of the CIPD. The aims of the programme are to promote students advanced study of organisations, management, leadership, change and people management strategies, policies and practices.



The CIPD has identified an element of the programme that develops core competencies. The 'Promoting the Business Partnership' module requires students to combine the theory that they have learnt on the course with practical management in working environments. They will be asked to provide evidence that they can apply the

knowledge and techniques learned in order to plan, promote and deliver short-term interventions and long-term strategies to develop the effectiveness of both managerial leadership and people management policy in real business workplace projects.

Maureen Morgan, Senior Lecturer at Canterbury Christ Church University's Business School, said: "The new MA in HRM Business Partnership is building a collaborative approach in which every party benefits. The student works with their manager to add value to the organisation. The organisation develops an individual who is committed to partnering, collaborative knowledge sharing and relationship building and also gains a supportive partnership relationship with the University. Meanwhile, the University gains access to a research opportunity."