

HR Capability Development

From the Jon Ingham
Strategic HR Academy



The Jon Ingham Strategic HR Academy

The Strategic HR Academy is a new digital platform-based learning community providing open training programmes focused on different aspects of strategic HR, all provided online.

Academy courses are based on training programmes previously delivered face-to-face and received very positively over the last ten years. However, delivery is 'flipped' to focus on discussion rather than presentation:

Flipped Delivery

- Courses provide content through pre-recorded video and other materials.
- Study groups provide opportunities to reflect, learn socially, and plan application of content within your organisation. Regular Zoom calls are held during the study groups to help connect with other participants.
- Learning forums and social chat rooms provide broader learning opportunities too.

	Content	Q&A	Activities	Discussion
Courses	✓			
Study groups		✓	✓	✓
Zoom calls			✓	✓
Learning forums	✓	✓		✓
Chat rooms	✓			✓

Content

Video and other learning materials are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

Benefits

Online delivery is obviously particularly relevant to support remote working during the pandemic, but it also offers an enhanced learning experience compared to traditional, face-to-face training.

Key benefits:

- Study at the time and in the location which is most convenient for you
- Participate from anywhere in the world*, avoiding travel time and costs
- Review or fast forward content to support your own learning needs
- Share insights, experiences and plan actions within small cohorts
- Learn from other discussions taking place across the whole Academy.

Learning Streams

The Academy's courses are divided into six learning streams, each consisting of five courses.

These six streams, together with example course outlines, are detailed on the following pages:

Stream	Page
1: Increasing impact through strategic HR	4-5
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3: Innovating HR for the future of work	8-9
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* You need access to Vimeo and Zoom which are banned in a handful of countries (North Korea, Cuba, Syria...) though you may still be able to use a VPN to do so.

Stream 1: Increasing Impact through Strategic HR

Strategic people management has been the main focus of HR for over 20 years. Despite this, many HR practitioners and teams are still unsure what it means or how to undertake it. This stream examines the topic and its role within four important contexts.

Courses

1. Competitive advantage through organisation capability



The need for HR to be more strategic has been talked about for over 20 years now so it is no wonder that there is often a tendency to dismiss the idea of strategic HR. However, understanding what being strategic means, and being able to act in a way which delivers this, is still really important. In addition, it has become increasingly clear both what strategic HR involves and that it is not what many people think.

Our course, 'Competitive Advantage through Organisation Capability', is designed to help HR capture its strategic opportunities. It is the most conceptual course in the Academy and in many ways acts as an optional foundation for all the other courses.

2. Digital transformation for HR
3. Sustainability (CSR/ESG) and HR
4. Innovation and HR
5. Customers (CRM) and HR

Competitive Advantage through Organisation Capability

Course outline:

Strategic HR as creating value

- HR providing outcomes in the organisation value chain
- The organisation value triangle and HR's truly strategic role

Competing on organisation capabilities

- Business strategy and organisation capabilities
- Developing organisation capabilities

Competing through human capital

- Aspects of human capital
- New workforce categories
- Managing for human capital (HCM)
- HCM cases

Extending to organisation capital

- Importance and aspects of organisation capital
- Managing for organisation capital

And social capital

- Importance of social capital
- Aspects of social capital
- Managing for social capital

Stream 2: Creating People-centric HR Approaches

Focusing on the business is necessary but not sufficient. Strategic HR success is provided by focusing on people and creating an environment in which people can optimise their contribution to the business. This requires people centricity to underpin all of our approaches.

Courses:

1. Putting people first for meaning and performance
2. Employee experience to create and share value
3. Wellbeing and resilience: moving beyond engagement



Focusing on employee experience provides a potentially smarter approach to meeting employee and organisational needs than HR's traditional emphasis on engagement and leads to other major benefits too. The approach centres on ensuring that employees can contribute fully and easily 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 these, leading to flexible and even personalised services and interactions.

4. Leadership and management in the new world of work
5. Essential people science for HR artistry

Employee Experience to Create and Share Value

Course outline:

Positioning experience in a people-centric approach

- Learning from user and customer experience
- Experience in the employment value chain
- Aligning with engagement and combining the approaches
- Linking with customer experience and delivering other benefits

Opportunities for improving the experience

- Rethinking work and the way work is undertaken
- Organisational culture enabling people to create value
- Aligning with individual needs to share value
- Using gamification and serious gaming in work
- Individual plus group experience

Mapping employee journeys

- Developing current and future state personas
- Identifying touchpoints and moments that matter
- Journey mapping and linking to business processes
- Building employee focus on existing strategic approaches

Listening to employees and measuring the experience

- Linking with existing engagement surveys
- Thinking about the whole person
- Using new tools and technologies
- Adding a qualitative understanding of employees and workers
- Providing flexibility / personalisation responding to individual needs

Managing and organising for experience

- Responsibilities, accountabilities and needs for collaboration
- Organising around employee journeys
- Technologies for experience and self-management
- Involving employees in designing and managing their experience

Stream 3: Innovating HR for the Future of Work

HR relies too much on best practices, and many of these practices are not fit for today's purposes. The courses in this stream review how key HR processes and practices can be updated for new needs, often based on new technologies, and how these approaches can be further adapted to meet the needs of an individual business.

Courses:

1. Performance management re-engineering



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. It is time to seriously transform. Our 'Performance Management Re-engineering' course explains how.

2. Reward innovation: true transformation vs timid tinkering
3. Employer branding through organisational differentiation
4. Learning and development for skills-based success
5. Employer branding through organisational differentiation
6. Recruitment reframed as talent and capability acquisition

Performance Management Re-engineering

Course outline:

Problems with and insights on traditional performance management

- Cross-company research findings
- Case studies from the vanguard
- Psychological research, neuroscience and behavioural economics
- Impacts of the changing world of work
- Setting best fit objectives

Making traditional performance management work as well as possible

- Why you may want to focus on incremental improvements
- Objective setting - development planning - ongoing performance conversations – feedback – appraisal – calibration - debundling
- Manager and employee responsibilities and entitlements

Abolishing performance management

- Why you may need to make more radical transformation
- Trusting (and tracking) emergence
- Developing other processes and organisational elements
- The check-In
- Employee ownership of their performance
- Social performance management
- Apps and other performance management technology
- HR and line manager capability

Linking re-engineered performance management to other processes

- How to reward without a rating?
- How to identify and take action on poor performance?
- How to promote?
- How to identify high potentials?
- Alternatives to the 9 box

Implementing the re-engineered approach

- Evaluating your current approach
- Deciding on an alternative
- Planning the change
- A design thinking-based approach
- Responding to different business and individual needs

Stream 4: Organising People and Work in the 4th Industrial Revolution

Organising people to undertake work is just as, if not more important than managing and developing them. Despite this fact, Organisation Design often receives much less attention than other areas of HR. The courses in this stream cover best practices and best fit opportunities to optimise people's contribution at work.

Courses:

1. Organisation design for modern, compelling and effective working



The way a business organises its people is increasingly seen as more important than the way these people are managed and developed. However, few HR groups put a commensurate effort into organisation design.

In addition, there are increasing opportunities to transform rather than just restructure. But just following fashionable approaches and case studies is unlikely to result in success either.

Attend this course to understand the full range of opportunities, and then select the one(s) best suited for your own organisation.

2. Process design in both HR and the business
3. Role and job design for good work and higher productivity
4. Contingent and gig working – HR's role with Procurement
5. Hybrid workspace design – HR's role with Property, FM, Digital and IT

Organisation Design for Modern, Compelling & Effective Working

Course outline:

Fundamentals of organisation transformation

- Holistic design
- Best fit design

Reviewing traditional organisation forms

- Vertically focused
- Horizontally focused
- Multiple dimensions (traditional)

Reviewing modern organisation forms

- People focused
- Connection focused
- Multiple dimensions (modern)
- Digital

Developing the organisation design

- Creating an architecture based on organisation forms
- Completing the design

Choosing and implementing your new architecture

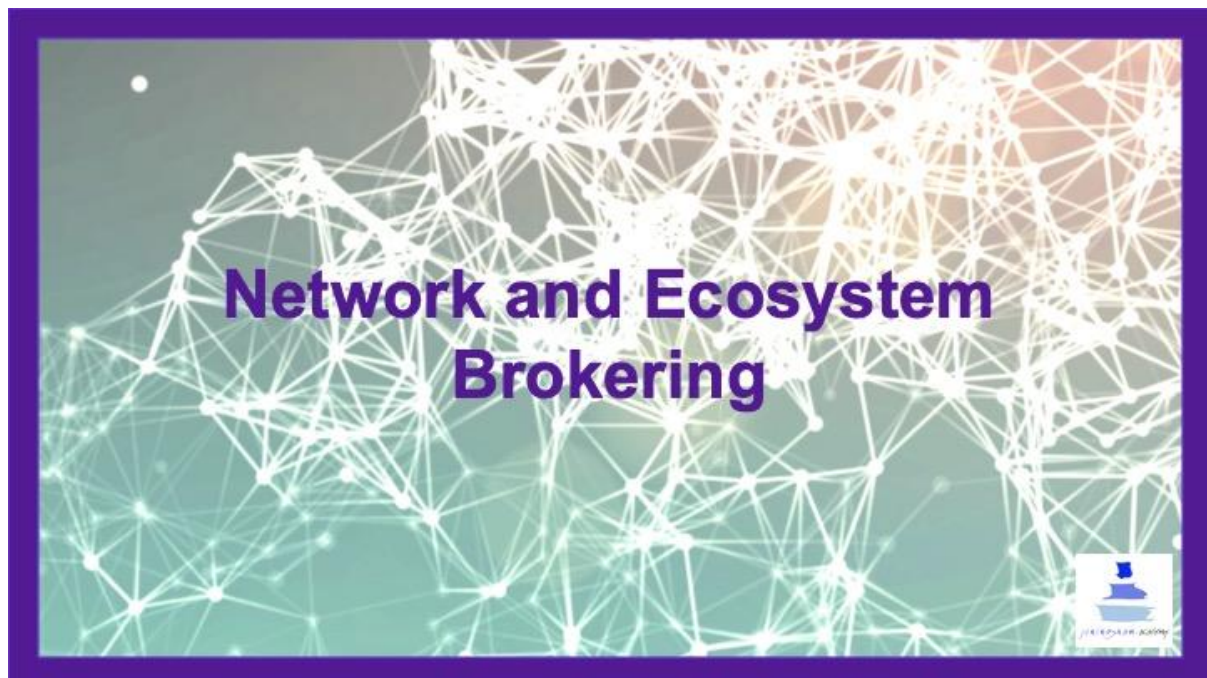
- Conducting an organisation design
- Implementing the organisation design
- Managing an organisation redesign

Stream 5: Developing Effective Organisations and Groups

Organisations are complex adaptive systems and need to be developed holistically with a focus on people and relationships to be fully effective. This stream will review opportunities for systemic development of teams, groups, networks and the whole organisational system.

Courses:

1. Culture change – what and how
2. Organisation development for systemic change
3. Teams and teaming: high performance for the new world
4. Community management and cultivation
5. Network and ecosystem brokering



Groups and networks are increasing central to HR's success. Whilst traditional HR focused on individuals, the future of HR needs to look much more at how people work together in networks. The approach provides people and groups more autonomy in deciding on the work they want to do, and who they want to do this with. HR faces a significant opportunity to act as a network facilitator and broker, connecting the right people together, developing effective and co-operative relationships, and ensuring the overall health of the network.

Network and Ecosystem Brokering

Course outline:

Networks and ecosystems

- Learning from network science
- Different types of network
- Distributed networks within and across organisations
- Challenges in inter organisational cooperation
- Business and organisation ecosystems
- Platform enabled and platform based digital organisations
- Blockchain based distributed autonomous organisations

Building network effectiveness

- Increasing diversity within the network
- Developing cooperation across a network
- Encouraging psychological curiosity

Facilitative approaches

- Brokering and boundary spanning activities and behaviours
- Developing the role of the network broker

Tools, technologies and approaches for network facilitation

- Enterprise social networks and other systems
- Using wearables
- Active and passive organisation network analysis / ONA

Developing networks for organisational development

- Change networks
- Knowledge management networks
- Innovation networks
- Aligning HR with network development
- Case studies

Stream 6: HR Business Partnering for Strategic Influence

HR can only achieve the benefits described in the other courses / streams when we have organised and developed ourselves. This stream therefore reviews opportunities for developing our approaches, organisation, relationships and project / change management approaches.

Courses:

1. Strategic partnering to improve HR credibility and contribution



Catch-up with the latest thinking on strategic business partnering.

Fully understand key theories and concepts behind the strategic partnering role.

Learn how to apply these ideas through a highly practical yet extremely strategic approach to people and organisation planning, measurement and analysis.

2. HR transformation for creating value
3. Business relationship management skills
4. Agile HR working: projects, programmes and products
5. Change management and HR's leadership role

Strategic Partnering to Improve HR Credibility and Contribution

Course outline:

Strategic partnering with the business

- The strategic partnering role within business partnering
- Partnering in the organisation value chain
- Providing strategic value in the organisation value triangle
- Tracking the evolution of HR partnering using the value matrix

Taking action to meet strategic needs

- Aligning the people and organisation with organisational outcomes
- Developing staff and skills
- Improving systems / processes
- Modernising organisation structures / forms
- Developing shared values and style
- Tailoring activities to meet organisational outcomes and principles

Planning to meet and inform business objectives

- The value matrix as a planning tool
- Case study
- Integrating workforce, talent and succession planning
- HR risk management

Involving business leaders in strategic HR planning

- Engaging business leaders in strategic HR
- Client case study (part 1)
- Planning in participants' organisations

Strategic HR measurement and analytics

- Anchoring partnering in evidence-based HR
- Problems with HR measurement
- Learning from the business strategy map / balanced scorecard
- The strategic HR scorecard
- Client case study (part 2)
- From planning to reporting
- Value chain based strategic analytics
- Strategic measurement and analytics in participants' organisations

Study Group Timetable

Month	Study groups
September 2021	<ul style="list-style-type: none">• Putting people first providing meaning and performance• Strategic partnering to improve HR credibility and contribution• Performance management re-engineering• Culture change - what and how• Organisation design for modern, compelling and effective working
October 2021	<ul style="list-style-type: none">• Digital transformation for HR• Employee experience to create and share value• HR transformation for creating value• Reward innovation: true transformation vs timid tinkering
January 2022	<ul style="list-style-type: none">• Wellbeing and resilience: moving beyond engagement• Business relationship management skills• Process design in both HR and the business
February 2022	<ul style="list-style-type: none">• Employer branding through organisational differentiation• Teams and teaming: high performance for the new world• Leadership and management in the new world of work

Notes: course content will be made available shortly before the relevant study group.

Prices for individual HR practitioners start at £148 GBP for the 'Competitive Advantage through Organisation Capability' course. (There is no study group for this course - instead of this, social learning is provided through an ongoing study forum, open to all Academy members.)

All other courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at www.joningham.academy

Or contact admin@joningham.academy

Follow the academy on LinkedIn for updates and general insights at www.linkedin.com/school/jon-ingham-strategic-hr-academy

