

The objective

Develop the HR Executive Team, improving how they work together to enable them to successfully deliver E.ON's strategic plan.

The approach

Diagnostic interviews with each team member, facilitation of away days, observation of meetings and workshop delivery.

The business impact

A more confident, productive and focused HR Executive Team with a stronger voice on the E.ON UK Board.



HR Executive Team benefits from 'groundbreaking' learning

Facing significant changes within HR to reduce headcount, serve customers better and a shift in the strategic direction of E.ON, the HR Executive Team approached TLC to support them to deliver their ambitious change programme, become role model leaders and deliver a challenging HR strategic agenda. "TLC are specialists in this area," says Stephen King, Head of Global Learning, Central and Southern Europe. "Their psychology backgrounds combined with operational OD experience brings another layer to the conversation which helps us better understand what we're about, the ways in which we're behaving and the potential impact we have on each other and on other people of course. Also, they are good coaches and well experienced at working at Board and Senior Exec level."

The coach works with the team in a number of ways, designing and facilitating their quarterly away days and undertaking diagnostic calls with each member in advance of each away day. Sometimes the coach acts as an observer at meetings and offers real time feedback to the team on their behaviours and how they are living their ground rules. In addition they facilitate workshops on topics including resilience, multicultural working, emotional intelligence (EI) and impact and influence, bringing in other TLC experts as appropriate. "We're really impressed by TLC's willingness to go with different ideas and help us find solutions; rigour and quality are part of TLC's DNA," says Stephen.

The impact of TLC on the HR Executive Team has been significant. "Our colleagues say we understand and are getting closer to the business and the business closer to HR. We've been on a challenging journey and as a consequence we're much better valued by the business than two years ago. We are more unified, and substantially more aligned, despite our different global roles and remits. Accountability is much clearer," says Stephen.

Relationships amongst the team have improved exponentially. "We are much more confident in the business and have a stronger voice at Board level" continues Stephen. "Our ability to spot and nurture talent has improved. We have recently won the 2013 ENEI (Employers Networks for Equality & Inclusion) Award for Inclusive Recruitment as well as receiving very good feedback from the E.ON Board on the quality of this year's graduate intake.

"We have received excellent feedback on the quality of strategic partnering of HR team members on strategic issues: our expertise is highly prized."

Dave Newborough, HR Director, agrees. "It has been groundbreaking for us. It helped us bring focus to the work and the team has been able to deliver some really challenging and important projects, such as completely reshaping the 90 day plan in just one day. And the feedback from our CEO was brilliant. We have also managed to get the refreshed People Strategy onto two pages. We are much more agreed now and really feel like a team. We'd have never got there without TLC's input."

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About TLC:

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we're helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.