

RUSSELL ANDREWS CONSULTING



An Overview

Capitalising on twenty five years of line management, HR and Consultancy experience, Russell Andrews Consulting Limited was established to provide a range of resourcing and development solutions. These are designed to optimise employee performance and productivity, both in the short term and in the context of changing longer term expectations and requirements of the organisation and the individual alike.

The prime purpose is to ensure there is sufficient alignment between a company's strategies, objectives and values and the needs of its employees to gain appropriate amounts of job satisfaction and personal/career development. Getting this right drives higher level output, retains key individuals in the business and maximises their potential.

Solutions will typically fall under the following headings:

- Executive coaching
- Career transition - outplacement coaching
- Management development
- Performance assessment and development
- Executive resourcing

Whilst most organisations will look for consultancy support in one specific area, the best solution may require action in several of these inter-related aspects of people management.



Executive Coaching

Executive Coaching offers a powerful and flexible approach to developing individual effectiveness, focusing both on the achievement of business objectives and the enhancement of personal skills. By also taking a longer term perspective, coaching can help clarify and support career aspirations and goal setting.

A series of one-to one meetings allows the manager to take stock of their current situation, diagnose their strengths and weaknesses and formulate a clear plan of action. Progress is then reviewed and reinforced. Underpinning the process is the explicit premise that the individual is directly responsible for their own development, but supported by an external coach, together with their line manager and work colleagues, as appropriate.

Typical programme elements include:

Session One –

Setting the Scene

- Establishing the contract
- Building the relationship
- Describing the process
- Clarifying who is responsible for what
- Agreeing timescales / rules of engagement

Session Two –

Diagnosing the Issues

- Reviewing career to date
- Analysing strengths and weaknesses
- Clarifying life and career goals
- Refining short/medium term work objectives

Session Three –

Developing the Action Plan

- Identification of development needs
- Commitment to action
- The plan - what, how, when, measures
- Agreeing the review process
- Tactics and tips

Sessions Four and Five and onwards –

- Making it Stick
- Reviewing progress to date
- Learning from successes and failures
- Adapting plan to reflect changing priorities
- On-going support and challenge to ensure both business objectives and development goals are delivered

Approach

By using a range of diagnostic tools, feedback from relevant individuals and with reference to organisational information (appraisals, performance targets, key objectives etc.), a rounded picture of the individual is formed. The action plan utilises whatever solutions are appropriate, so long as they enhance both commercial and personal performance. Fundamental to the process is a willingness to be open and honest but protected by strong boundaries of confidentiality. The coach acts as an advisor, guide, sounding board and point of feedback, reinforcing self learning and supporting the executive as they encounter the inevitable frustrations on the way to higher level performance, greater influence and further career development.

Practicalities

Meetings take place wherever is convenient for the individual manager, and to a timetable agreed at the outset of the process. It is likely to require an investment of between twelve and twenty hours over a three to six month period.



Career Transition – Outplacement Coaching

Coping with changing career circumstances can be difficult, particularly when the reality of redundancy hits home. However, with appropriate support during the transition period, ensuring a positive focus on revised personal objectives and career direction, most individuals move forward with greater momentum, more self insight and with an increased energy to deliver success both for themselves and their new organisation.

Outplacement coaching provides practical guidance, perspective and direction, based on a flexible approach to support individual needs. The scope, the length and the depth of each programme can be customised to suit personal circumstances and timescales. Typical programme options include:

Understanding your options

- Skills and abilities assessment
- Strengths and weaknesses audit
- Career and life goals clarification
- Options focus - by role, by sector, by organisation

Selling yourself

- Preparing your CV
- Approaching the market: Headhunters
- Recruitment consultancies/agencies
- Web based job sites
- Direct company contacts
- Using your network
- Handling yourself: At Interview
- Handling yourself: On the Telephone
- Handling yourself: At Assessment Centre

Managing the process

- Managing the project - organising yourself
- Managing expectations - yours, potential employers and consultancies
- Making choices and negotiating packages
- Coping with rejection
- Managing the transition to the new company/role - the first 100 days

Approach

In most instances, needs are very individually focused and therefore the solutions are best handled on a one to one basis. However, it is possible to tackle some elements of the programme in small groups when circumstances are appropriate.

The sessions can be carried out wherever is most convenient to the individual or the sponsoring organisation i.e. on company premises, at the individual s home, at the consultant s office or at mutually convenient meeting facilities.



Management Development

Solutions to individual and team learning and development needs can take many forms, usually dependent on the company itself, its culture, the specific nature of the need, the scale of the need and any budgetary and time constraints.

At the strategic level, where no overall policy and practice exists or current approaches no longer deliver cost-effective results, we can help your organisation put together a relevant and realistic learning and development strategy. This will combine whatever elements of self-driven learning and company led events that are appropriate.

We can also design and/or deliver a variety of specific **Learning and Development Solutions**. For example:

- Programmes and workshops
- Workbooks
- Project work
- Shadowing
- Mentoring
- On-job learning
- E-learning strategy
- Guided reading
- Personal development planning
- Coaching

Amongst the range of **Development Programmes** that can be customised for a particular company or team are:

- Leadership Development and Management Skills
- Influence and Persuasion Skills
- Developing People
- Interviewing Skills
- Appraisal Skills
- Coaching Skills

Effective performance delivery is sometimes hindered not by the lack of individual skills but by a lack of team focus and integration. In such instances, **Team Building** events and processes can be designed and facilitated to develop mutual understanding, clarify team objectives and create more productive ways of working.

Whatever the development intervention, the solution will be results focused, practical and commercial. In a world that is often too full of jargon and over-complexity, clarity and simplicity are positive virtues!



Performance Assessment and Development

Balancing company and employee needs in order to optimise performance and organisational success is a constant challenge for any business. At the hub of this challenge is the need to establish a set of effective performance management processes.

Role Clarification

All roles should be clearly defined, documented and communicated to reflect current and, where possible, future business demands. This can take many forms e.g. job descriptions, competency frameworks, key performance indicators, targets etc. Whichever style is adopted, there must be clarity about what is expected from an individual and how it is to be delivered. This must reflect and reinforce organisational strategy and values.

Performance Assessment

All employees should take part in an open review of their performance in order to assess current contribution, the reasons behind this, and to plan what is to be achieved next. Again, approaches can vary e.g. traditional top-down appraisal, 360 degree feedback and upward appraisal. However, each employee should be fully aware of their performance and capability, whichever assessment method is selected.

Personal Development Planning

There are processes to identify personal learning and development needs and solutions. These can be directly part of the performance review activity or be entirely separate from it. This should form the basis for corporate training and development plans, as well self-driven learning.

Career Development

Building on this is the need to review, assess and map out career potential and opportunities for all or some employees. This, in turn, should provide the input data for manpower and succession planning activity, matching future supply and demand projections in the context of organisation strategy. Recruitment and retention plans and priorities follow logically from this.

Whatever the need within this broader set of performance management processes, we have the capability and experience to take stock of existing practices, using appropriate diagnostic tools where necessary, and to recommend simple yet practical solutions. Interventions will sometimes be very specific, whilst at other times the need will be for a wider set of integrated activities.



Executive Resourcing

Sourcing the right candidate for your particular needs can prove difficult, time consuming and potentially expensive. Using our in depth knowledge of the HR market, we can provide a flexible and highly cost effective approach to the resourcing of senior HR professionals.

Supported by professional researchers, **Executive Search** can be used to identify a range of potential candidates. These candidates will then be interviewed against a comprehensive role and candidate specification to produce a quality shortlist of relevant individuals.

There may be occasions when **Advertised Selection** is more appropriate. In this case we will work with the preferred advertising agency to ensure the right message reaches the right target audience. A shortlist of candidates will once again be selected to meet the client's needs.

Sometimes organisations need support in project managing an **In-House** recruitment exercise and, in such circumstances, we will be happy to discuss how we can best provide such a service.

Finally, **Selection Centres** have long been a preferred approach for many organisations, particularly for volume intakes. We have over twenty years experience of designing and running such events.

Whichever methodology is used, we are able to provide high quality client service and responsive candidate care to provide solutions that are tailored directly to your specific requirements. At the same time, fees are kept extremely competitive as you do not have to pay for the overhead costs normally factored in to the charges of larger consultancies.



Russell Andrews

Russell Andrews is Managing Director of Russell Andrews Consulting. He has over twenty years line and HR experience in the blue chip commercial sector, working at senior level in companies such as Littlewoods, Debenhams and the Burton Group. He has also managed Macmillan Davies Hodes, one of the UK's leading HR recruitment consultancies. Russell has a particular focus on executive coaching, management development design and delivery, organisational change, performance management and career development, in addition to his extensive knowledge of the recruitment industry.

Since establishing his own consultancy, Russell has delivered a range of solutions to both large and medium sized organisations, primarily in the retail, leisure, logistics and consultancy sectors. This includes outplacement counselling, personal development planning and coaching, search based executive recruitment, management development programmes, competency and performance assessment projects and the writing of a guide to coaching.

Russell provides challenging yet supportive consultancy input to ensure action focused output and success, using diagnostic and psychometric tools as appropriate. He is a British Psychological Society verified Assessor at Level A and Level B. Key to his approach is the provision of practical solutions to enhance individual and company performance and productivity, both at strategic and operational levels.

