



Living the human resources strategy

The issues...

An opportunity for HR managers and staff to discover for themselves HR's vision and strategy of being a proactive partner to a global business and adding value by making the business more competitive. The organisation was moving from a country-focused operation to one requiring global solutions, leveraging its combined resources throughout Europe, Middle East and Africa which meant a major change in the way people worked and networked with their colleagues.

The solution...

Working in teams, managers and staff completed assignments which helped them understand the changing role of HR over the last 20 years and its role in the future. This was put into the context of changes in the marketplace and the demands customers made on IBM, so HR could see where they could add value.

They were able to see for themselves that there was a clear vision for HR and a number of pan-European projects and processes in place that would help them to achieve the vision. They needed to work across national boundaries to be successful and to maximise the use of the resources that they had.

They also worked through some specific case histories, seen from a customer's point of view, to identify ways in which working together would not only improve relationships among the HR group, but also improve the level of service to the customer.

It improved communication between managers and staff by providing a forum for open debate and discussion; it created a consistent understanding of HR's EMEA strategy, the pan-European processes in place and their role in making it successful. It enabled people to see the 'big picture', broadening the perspective for people with narrow specialisms and helped them to understand the requirements of the business.

Practical issues

- Users: Over 1,000 HR professionals and staff in over 20 countries
- Materials: Four WorkMats™, Learning Guide
- Timing: Approximately 4 hours

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