



# Aspire

## Strategic HR & OD Business Partner Programme

Developing the business skills necessary to challenge and influence organisational direction and drive culture

Developed in partnership with



## Aspire Partnership

The Aspire programme was developed through a partnership of West Midlands Employers (WME), the Chartered Institute of Personnel and Development (CIPD) and the Local Government Association (LGA). Working with the HR and OD community, we sought to understand the challenges of business partnering and the type of support the public sector needed to facilitate the transition from a traditional HR and OD function to that of a free standing strategic partner with the potential to challenge, influence and drive organisation culture.

**Aspire is a personal development programme for strategic HR & OD professionals within the public sector with a key aim to enhance self awareness, build confidence and help individuals develop a strong personal profile within their own organisation and with their stakeholders.**

Aspire is available to all councils.

'Whether you already operate a HR business partner model or are looking to do so, Aspire helps HR/OD professionals move from the transactional to the transformational approach to drive business change. The LGA is delighted to be able to work with WME to offer this opportunity to as many councils as possible.'

**Nigel Carruthers, Senior Advisor, Workforce Policy and Strategy, LGA**

## Aspire Business Partnering Programme

This exciting development programme for Strategic HR & OD professionals, combines individual development with securing practical and measureable improvements in organisational effectiveness and service delivery.

'The programme has a great balance of theory and practice with relevant and highly credible insight from guest speakers. The project element encourages on the job learning in a subject bang up to date within the public sector. Well worth the time investment!'

**Craig Scriven, HR Business Partner (Resources), Warwickshire County Council**

It will help delegates further develop organisational insight into what matters for the business; improve understanding of the types of behaviours and information that creates real impact; offer hints and tips on how to influence with confidence whilst raising the profile and visibility of the individual as a senior professional within the organisation.

Our aim is for HR & OD professionals to have a better understanding of the significant organisational pressures in terms of those initiatives that are 'big tickets' for Local Authorities; to know who their key stakeholders are;

and what does their business need to achieve not only from a people perspective but more importantly in terms of grasping the business context with both hands.

### Through the programme delegates will:

- Understand the difference between advocacy and inquiry and be able to capture learning from collaborative situations and organisational analysis.
- Develop a more detailed awareness and understanding of the business context in which they operate.
- Understand the personal characteristics, qualities and behaviours that will enhance their influence within the organisation and as a leader within their profession.
- Gain confidence in applying organisational insight by using models that strengthen understanding and enable joint analysis, diagnosis and problem solving with service leads to operate effectively as an internal collaborative consultant.



# The Aspire Journey



## Welcome Webinar

At least 2 weeks before induction you will be invited to join an Aspire welcome webinar. This session will include an overview of the programme and take you through the 360 review process.

## HRBP360 Review

A bespoke 360 assessment has been tailored to the Aspire programme based around the CIPD HR map. This will help delegates understand where they are and where they need to be. 360 feedback should ideally be completed before the induction day.

## Induction & 360 Review

Induction is the first of the 10 days and is about getting to know each other as well as exploring the structure of the programme.

You will begin to reflect on the key developments identified from the HRBP360 review and how to tailor your learning to them. You will also begin to consider the potential project issues and form groups to think about approaches to your chosen topic.

## Module 1: Strategic context and people management challenges

- Developing an understanding of the changing shape of the public sector and the impact on people management across the sector.
- Understanding the major service challenges facing your client groups and how to 'talk their language'.
- Influencing the people element of the wider organisational strategy.
- Identifying and managing the key stakeholders within and outside your organisation.

## Module 2: Getting under the skin of the business

- Building insight through understanding (using the CIPD Strategic Insight model).
- Business and service needs, objectives, barriers and competing drivers and pressures across the client group.
- The complexity of organisational culture and diagnosing the characteristics and consequences.

- Understanding and analysing the leadership dynamics.
- Working in an environment influenced by politics with a small and large 'p'.

## Module 3: How to win friends and influence people – the organisational dimension

- Identifying the people management priorities and developing ownership and accountability.
- Influencing the business and the business plan as a player rather than a supporter.
- Developing situational HR strategies.

## Module 4: How to win friends and influence people – the personal dimension

- Identifying the characteristics of an effective business partner.
- Defining the parameters of the role
- Understanding and developing effective behavioural styles and traits
- Strengthen your 'personal brand' – through building credibility and trust.

- Learn who and how to influence effectively; understand when to challenge (and when not) and in a way that you are heard.
- Identifying lessons from successful business leaders and internal / external role models.
- Harnessing creativity to deliver business solutions.

## Module 5: Using technology and business tools

- Making the business case for change.
- Identifying relevant management information to focus decision making.
- Developing financial acumen and understanding of real business costs.
- Engaging with the organisation on an informed basis.
- Pull on 'hard' strengths to make an impact e.g. use of data, risk and VFM analysis.
- Identifying how to use social media / technology effectively in organisational and cultural development to enhance performance and keep people connected.

# Enhancing your Aspire experience

## Project Workshops

The project workshops present an opportunity to analyse, discuss and work through some of the key people management issues facing the sector. Working in groups of 5 or 6 with support from an expert facilitator, you will be able to use the workshops to focus on a selected topic or issue and work with your peers to contribute to finding solutions.

There are 3 Project Days within the programme timed to help you explore the various aspects of the issues and review progress with your project proposal. It is anticipated that up to an additional 5 days of your time will be required to research and develop your proposal and prepare the groups findings and recommendations for a final presentation.

## Celebration Day

On Celebration Day each group will then reflect on their learning and development over the period of the programme, including presenting the findings and recommendations from the project workshops to those individuals who sponsored you for the programme, as well as an evaluation panel comprising senior professionals from the public and private sectors.. The project and final presentation is a vital element in securing the CIPD Certificate of Achievement.

## Delegate Handbook

Aspire is designed to be a challenging programme and requires a real commitment of time and hard work to secure the maximum benefit for your own personal development.

To help you get the most out of Aspire we will give you a 'Delegate Handbook' that has all the information you need. It includes an overview of the programme elements and specific information of what will be expected of you in relation to the modules, reflection tasks and the project. It will include links to your essential reading, as well as some recommended forums and 'thought leaders' to follow on social media.

**Remember:** The higher the level of personal investment the greater the potential reward.

## Optional Coaching

Coaching in business has been developing for many years and the growing demand clearly demonstrates its value. It helps individuals perform excellently and raises their confidence skills, thinking and knowledge and is often a key element of executive development programmes.

Coaching is a very personal development aimed directly at helping you achieve your work based goals and is seen as a time-limited process focusing on the identification and realisation of goals. It should empower you to think more reflectively about the challenges you face in your work role or in terms of Aspire, with your project. It will ask you to think about how you can resolve challenges by having the confidence and belief that you can.

You may access optional Coaching to support your Aspire development experience. It will comprise 5 x 1 hour telephone coaching sessions to be taken at any time during the programme (subject to advance booking with the coach).

## You and your sponsor

This programme is designed to enhance your self-awareness, build confidence, hone communication skills and help you build a strong business profile. We therefore recommend that each delegate has a sponsor from within their organisation, likely their manager, who will provide support by contributing to the 360 degree review and attending the Celebration Day.

## The CIPD Accreditation

Completion of the programme including the successful delivery of a presentation to an evaluation panel of senior business professionals on celebration day, will lead to a 'CIPD Certificate of Achievement' which endorses delegates' ability to operate at a Business Partner level.

Completion of the Aspire programme and the CIPD Certificate can be used to evidence continuous professional development and will be highly beneficial to CIPD members when applying for either MCIPD or FCIPD Accreditation.

## Is Aspire for you? This is the right development programme for you if:

- ✓ You are in a position to influence direction and drive organisational culture
- ✓ You want and need to better understand both the operational and strategic needs of your business
- ✓ You lead or have an ambition to lead HR teams and people agendas
- ✓ You are a change shaper and want to build personal confidence and develop your power to influence

