

Henley Centre for HR & Organisational Capability



Henley
Business School

UNIVERSITY OF READING

Where business comes to life

The context for the Centre

The business world is rapidly changing and the fallout of the pandemic has added to an already difficult business and talent landscape. To underpin future strategy and performance, it has never been more important for those functions focusing on people and organisation to be aligned and lead the discussion on capability. By looking at the bigger picture, the Henley Centre for HR & Organisational Capability supports the development of these functions in an integrated and bigger picture way.

Our mission is to help you:

1

Connect...

and bring the key players in people and organisational capability together to remove silos, pool expertise and develop aligned approaches

2

Develop...

the abilities of the function and its individuals to enhance the capability and performance of the wider organisation and its people – current and future

3

Enhance...

reputation, gravitas, operational excellence and business value delivery – to establish the function as a true partner in strategy development and execution

4

Integrate...

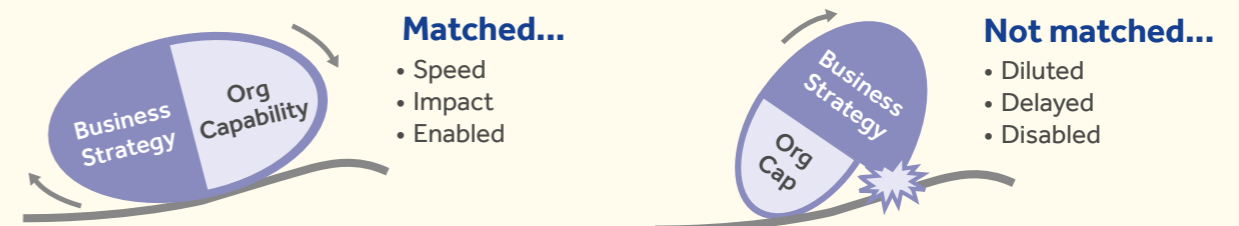
and be a value for money destination for insights and solutions across a broad range of HR and organisational capability-relevant topics

Organisational capability explained

Our diagram shows that there are various aspects to juggle and consider – we can see why a CEO is concerned with maximising organisational capability. So, how can we achieve it?



Strategy is just a promise which is ultimately delivered through your people and organisation. Gaps between strategy and capability (structure, skills, knowledge, behaviour, process, leadership, engagement) dilute or derail strategy. However, people and organisational capability is not thought about early enough or well enough. This is a huge opportunity area for your organisation.



Who is the Centre aimed at?

From business leaders and heads of function to partners, managers, consultants and rising talent – our key aim is to break down silos and get the right expertise together, sharing knowledge and developing more aligned approaches to key business challenges. We actively encourage organisations involved in our activities to attend as mixed groups representing different domains or functions and different perspectives on people and organisational capability.



We are your
development
partner in
the area of
people and
organisation.

hroc@henley.ac.uk

We can help:

● **leadership teams** to build the ability to better leverage people and organisational expertise from HR and other related functions. This will ensure that leaders understand and consider the capability of the organisation to deliver early enough to address risks in execution

● **business partners** to build effectiveness in becoming a trusted partner to senior leaders, to be future-focused and bigger picture-driven, to leverage the HR model and effectively translate between central and local needs

● **organisational development and design** by advising on and building capability in this critical discipline to bring expertise, challenge and a bigger picture view to your organisational structure, effectiveness and culture

Aligned to build business capability

● **HR directors and chief human resource officers** to develop and advise those leading the HR function, enhancing its value and connection to business need, plus accelerating the performance and progression of its people. We can also support the development, alignment and effectiveness of the HR function's strategy, operating model and activities

● **data and knowledge management** through understanding the vital role of (and help strengthen) managing and mobilising insight and knowledge in order to join the dots across your people and organisational capability spectrum

● **leadership, talent and strategic workforce planning (SWP)** by supporting leadership development and talent strategy development. We help to reposition and align your talent agenda and build smarter, simpler processes which enhance the knowledge and capability of your talent and leadership professionals

● **learning and development** by supporting the development of career architecture and integrated L&D strategies that balance central and local needs, building the skills and knowledge of your L&D professionals

What does the Centre offer?



Our membership package

Aspects of what we offer are open to any organisation or individual with a HR and organisational capability-related need. However, by becoming a member of the Centre you and your organisation will have access to the full suite of our services – as a result, you will benefit from a shared community, we will develop a deeper understanding of you and your organisation's needs, and we will build a long-term partnership.

An annual subscription of £15,000* includes the following benefits:

* Charities and social enterprises receive a discount of up to 20%.

Free diagnostic insights

Access to free diagnostic insights on a limited no-charge consulting basis to help you develop or refine your organisational capability thinking or HR or organisational capability roadmap.

Events and webinars

A blended calendar of member-only face-to-face and virtual events or workshops on topics specifically relevant to members. Plus, receive complimentary access to a range of fee-based webinars offered to the wider Henley community.

Discounts

Reduced fees on People & Organisational Change open enrolment programmes and multi-centre memberships.

Research and insights

A chance to help select and participate in two research projects each year on relevant topics and to receive deep-dive research debriefs, thought pieces and articles.

Networking and communities of practice

An opportunity to network, exchange learning, collaborate on experiments with your peers, or even run your own events and conversations around domain-specific subjects.

Our members

Several organisations are already members of the Centre. We are in discussions with a number of organisations about joining our community which will further develop a balance of corporate, public sector and not-for-profit organisations representing national, international and global scope. To maintain close relationships and a sense of community, member numbers will be capped to a sensible maximum.

- Webinar
- Greenlands Workshop
- Virtual Workshop

THE HENLEY CENTRE FOR HR & ORGANISATIONAL CAPABILITY

CORPORATE DEVELOPMENT

20

February

09:00-11:00

Organisational Capability Diagnosis

Professor Nick Kemsley

How do we elevate the conversation about people and organisational implications of strategy to a proactive not reactive level? How do we facilitate our leadership teams to identify critical needs in time to address them? In this workshop, we explore the huge potential of organisational capability diagnosis approaches.

08

March

13:00-14:00

Talent Consumerisation – Why HR Needs to Think Like Marketeers

Professor Nick Kemsley

Potential talent can exhibit consumer behaviour but, as employers, we don't treat them as such. In this webinar we will explore how applying marketing thinking, segmentation and focused propositions is the key to improving our hit rate with hard-to-find talent.

24

April

15:00-16:00

Is Leadership Development the Problem Not the Solution?

Professor Nick Kemsley

Why are most leadership development approaches rooted in creating 'sameness' when we need diversity? Why do we teach future leaders the same stuff as current leaders? What if we thought differently?

22

May

09:30-16:00

People Managers – Refocusing on Good People Management in A Hybrid Working World

Professor Nick Kemsley

The post-COVID world of work has increased the complexity of, and our dependency on, the role of the people manager. We will explore how people management has evolved in a hybrid working context and ways in which we can better equip managers to perform this vital role.

01

March

09:30-12:00

End-to-end Talent Strategies

Professor Nick Kemsley and Shannon Shuemade

In today's challenging talent markets, how do we develop thoughtful, data-led strategies to source the talent we need for the future? In this workshop, we will explore how to develop end-to-end, aligned and integrated talent strategies. Explore the practical application of this, with Shannon Shuemade, Group Head of Talent and Learning, ING Bank.

18

April

09:30-16:00

Talent and Careers – Reframing Our Assumptions and Approaches for 2024 and Beyond

Professor Nick Kemsley

The last three years have highlighted the fact that the way organisations think about the talent they need is out of step with how that talent thinks about organisations. We explore the brave new ideas in talent thinking needed to update, and in some cases re-imagine, our approach to talent and careers.

14

May

13:30-15:00

Reinventing SWP

Professor Nick Kemsley & Vivienne Meredith

There's a reason that attempts to implement strategic workforce planning (SWP) generally fail. In this webinar, renowned SWP thought leader Professor Nick Kemsley outlines a new way of thinking, along with some simple do's and don'ts to generate simpler approaches and more valuable outcomes.

05

June

09:00-12:00

The Mismatch between Leaders and Complexity

Professor Nick Kemsley & Professor Andrew Kakabadse

We live in an increasingly VUCA world. In this workshop, we apply 'levels of work' theory to unmask the silent saboteur of leadership effectiveness that sits behind many recognisable symptoms. What can be done to counter this?

- Webinar
- Greenlands Workshop
- Virtual Workshop

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June

10:00-11:30

AI, Work and the Ethics of Leadership

Professor Keiichi Nakata

We read about the growing prevalence of AI all the time, but what could it mean for the world of work and what might this mean in terms of leadership ethics? In this webinar, we explore some different scenarios and ask whether we should be thinking differently about our workplaces.

tbc

September

speaker and topic to be confirmed

Description to be confirmed.

09

October

09:30-16:00

Re-inventing SWP – Better Business Engagement and Quicker, Lighter Approaches

Professor Nick Kemsley & Vivienne Meredith

Strategic workforce planning is a hugely under-leveraged opportunity for improving business performance and strategy execution. Yet in many organisations, the SWP brand is damaged. We'll experiment with a new model for SWP, featuring a radical shift in positioning that is proven to deliver greater value, through lightweight and agile approaches.

20

November

09:00-10:30

HR Data – Moving from Information to Insight

Dr Mark Powell

In this workshop, we explore how to make much more of the data we already have, how to link data needs to business needs and to use data to add greater value in the eyes of senior leaders.

10

July

13:00-16:00

Performance Enablement – Seven Dimensions for Success

Professor Nick Kemsley & Anna Rasmussen, CEO, OpenBlend

We review the fascinating findings of a research collaboration between Henley and OpenBlend, which considers the key ingredients enabling individuals to perform at their best. We look at a maturity model, which you will use to evaluate your own organisation's status and development areas.

25

September

09:30-11:30

Knowledge Management and Mobilisation

Chris Collison

The domain of knowledge management is often positioned as a silo or specialism. In fact, it is relevant to retention, succession, career pathing, learning and culture, to name but a few. In this workshop, we will explore how to better leverage and integrate knowledge management at a higher level to drive greater value.

15

October

13:30-15:00

Knowledge, Identity and Culture in A Hybrid World

John Hovell

How does information and knowledge flow around modern organisations, especially those with non-hierarchical structures and dynamic change? How do we create a sense of belonging and identity in a remote working world? We explore ideas for tackling culture in the modern organisation.

04

December

09:00-10:30

Optimising Central–Local Operating Models

Professor Nick Kemsley

Whether relating to HR or wider business operating models, organisations have a long history of struggling to get the balance right between global and regional or group and business units. In this workshop, we will explore some simple models and principles to unlock net business value in this area.

How we can help your organisation

We can support your business improvement as a whole.

1 Three-dimensional strategies.

When expertise around the people and organisational dimension of business strategy is elevated to the same level as other dimensions of strategy, more thoughtful and effective strategies are built.

3 Integrated business planning.

When people and organisational thinking is built into the strategic planning process, the outcome is more accurate financial thinking and business planning.

5 Aligned strategy execution.

By linking supply and demand, and integrating the people and organisational capability discussion into wider strategic planning, the whole organisation can move strategy execution forward in an aligned way.

2 De-risked strategy deployment.

People and organisational capability is a major factor in deployment issues and cost. Being on top of the costly implications of strategy avoids surprises and reactive approaches.

4 Focused activity.

Linking people and organisational activity firmly to business needs leads to better prioritisation and more effective use of resources, as well as a clear view of functional capability and upskilling needs.

6 Improved results.

Ensuring those involved in the execution of capability activity are well prepared and highly skilled, will lead to an improved delivery.

Connect to the wider Henley community

Apprenticeships

Nearly 800 people have completed one of our senior leadership apprenticeship programmes.

Henley Centre for Coaching

World-renowned qualifications and support.

The wider Business School faculty and research

Academic content and expertise on a range of topics.

Open and custom programmes

Open enrolment, tailored or bespoke learning solutions.

Centre for Business Ethics and Sustainability

How ethical, responsible and sustainable management support the common good.

World of Work Institute

Insights into the changing future of work.

The Henley Partnership

Flexible, high impact events-based leadership and management development.



Professor Nick Kemsley

Director, Henley Centre for
HR & Organisational Capability
Consulting Lead, Corporate
Development
Executive Fellow

Nick is an experienced HR and OD practitioner and recognised thought leader in organisational capability and HR effectiveness. He combines real-world corporate experience to group VP level with a senior consulting career, thought-provoking insights and research through his long association with Henley.

He offers considerable expertise on topics that include HR strategy and operating models, talent and leadership, OD and organisational design, L&D, performance enablement, employee value proposition, career pathing, succession planning and, in particular, organisational capability diagnosis and SWP, where he is considered a global thought leader in the field.

Working with experts at Henley, our various centres, programmes and administrative staff, Nick can ensure that you have access to Henley's considerable resources to support the development of your function.

Henley Centre for HR & Organisational Capability

Greenlands
Henley-on-Thames
Oxfordshire
RG9 3AU
United Kingdom

hroc@henley.ac.uk



Important Information

This brochure was printed in February 2024 and is aimed at individuals and organisations interested in Henley Business School (Henley) Corporate Development in 2024. This brochure outlines the programmes and services offered by Henley. Every effort has been made to ensure that the information provided is accurate and up to date at the time of going to press (February 2024). However, it may be necessary to make changes following publication – for example, for operational and/or academic reasons, to reflect changes in practice or theory in an academic subject as a result of emerging research, if an accrediting body requires certain changes, or if the UK Government introduces legislation and/or public health measures that require us to make changes to any of the published information.

To make an informed and up-to-date decision, please visit henley.ac.uk or contact us at for the latest information.

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