

How to Use Our Book to Best Effect

Our guide on how to get the most from our book 'Purple Your People'.

This side

Orient-Express Recognised as Industry Leader for Employee Engagement

The other side

The story on Jennifer Lee - in 60 seconds!

Jennifer Lee, HR Director of Junys Inn shares her experiences.

The other side

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THE CHANGING FACE OF THE PEOPLE DIRECTOR

Increasing customer expectations, the speed of technological change and the ever growing importance of getting the people stuff right in order to deliver the brand is creating the super-HR Directors, VPHRs and CPOs of today.

In the past, human resources people or 'personnel and training managers' as they were often known, rarely made it on to the main board, were tied up in dealing with industrial relations, legislation, recruitment and development. They took a back seat when it came to strategy, were often regarded as a drain on resource rather than a revenue generator, they were tied up in bureaucracy; the 'process police'. Clearly elements of this are necessary; you can't have people putting the organisation at risk. Today, however this regulatory side of HR is only a part of the remit. HR is transforming itself and it's exciting.

HR Directors today need to be big picture thinkers; understanding and shaping strategy and being creative about how they can deliver on it. With creativity come insight and planning skills. They get things done; measuring outcomes rather than inputs. They balance the big picture with the practical approach of making it happen. They are skilled communicators who use the language of the recipient. They have superior influencing skills and make a significant impact. Accomplished negotiators, they talk business language. As an example, if they're approaching the board for investment, they do so from a standpoint of benefits and return on that investment, having done their homework, building the business case and showing proven examples. They know that sometimes well considered risks are necessary, they consult with confidence and knowledge. They stick their necks out for what they believe is right. The really smart ones negotiate their budgets before they agree to take on a new role.

Today's HR Director is a skilled marketer who understands the power of the brand, in particular the employer brand, and the power of public relations. They position themselves as number two to the CEO or form a 'holy trinity' with the chief executive and finance director. They understand the importance of culture, are inspiring, confident and courageous. They 'get' that competitive advantage comes from creating memorable customer experiences; they know this is



about engaging hearts and minds and that people need to build their own ways of doing this.

They avoid 'sheep-dipping' everyone into the same old company learning courses. They value people as individuals and find ways to enable them to drive their own development. They realise that the old notion of a select few in a talent pool is outmoded. They come from the standpoint that all have potential; they put mechanisms in place to nurture and grow that talent in the right ways for the individual. They create leaders at all levels and understand the importance of making sure people can develop the building blocks to one day lead. They find ways to empower people to drive their own progress; rather than this being something that's 'done' to them. They are creative about development and find low-cost, no-costs ways to ensure everyone is improving their life and work skills on the way up. They invest in the right formal

development and measure results. They bring the expertise required to join up talent management; providing a cohesive approach. They are proactive and can turn on a sixpence yet circumvent knee-jerk decisions. In short, they unleash the sexier side of the role and revel in it.

The multi-faceted skill requirement of a modern day People Director is a tall order. Unlock all of this potential, however, and these executives really begin to transform their organisations. If you'd like to develop your People prowess do it gradually, breaking it down into manageable chunks. Find a mentor. Stay focused and above all, be determined and strong.

Who's getting it right:

David Fairhurst, Chief People Officer for McDonald's Europe whose vision and drive has transformed his organisation. David believes HR is a discipline

which could change the lives of people in the 21st century as much as mechanisation, automation and information technology did in the 19th and 20th centuries. It's powerful stuff, he means it and he's demonstrating it every day. It's no coincidence that he's been voted HR Magazine's 'Most Influential HR Practitioner' for the fourth year running.

Sara Edwards, Vice-President - Human Resources for Orient Express, a collection of 50 iconic businesses covering hotels, resorts, river cruisers and, of course, trains. She quickly got to grips with the complexities of this diverse organisation, designing and implementing a strategy that delivered big business benefits. A global online talent management programme in more than 25 countries now helps employees to drive their own performance. Sara talks of the importance of positioning and a 'holy trinity' of CEO, finance and people directors.

Catherine Taylor, HR director, Mercedes-Benz UK transformed an outdated function that was operating practices of old 'personnel' and a function being considered a candidate for outsourcing to a truly integrated business partner. HR had no presence at board meetings or even featured on the agenda. By 2010, she was considered an influential voice in driving forward the culture of the prestige car business with true employee engagement.

Jabbar Sardar is HR director, Cafcass which provides an intensive court social work service to 140,000 children a year through 90+ offices. He enabled Cafcass to absorb 30% more cases. He led on a major corporate and business support restructure with direct provision of operational support to 20% of body's 21 service. He introduced a fast-track HR procedure whilst working closely with three trade unions. One of the key benefits was that sickness absence reduced 30% in a year.

Jane Sunley's article 'Leaders United' featured in Caterer and Hotelkeeper discusses the importance of being an inspirational leader and can be viewed at <http://www.caterersearch.com/Articles/28/09/2011/340242/jane-sunley-from-learnpurple-discusses-leadership.htm>

by Jane Sunley

HOW TO USE OUR BOOK PURPLE YOUR PEOPLE TO BEST EFFECT

The trouble with business books is that throughout reading you're inspired; have loads of great ideas and even greater intentions. Then you close the book; get back into the day-to-day running of your business and nothing really changes at all. You're a bit more knowledgeable, so when someone says "Have you read..." you can nod... You pull out the odd gem at appropriate times and use it. But it's not really changed your life or your organisation for the better. Yet that is exactly what we want Purple Your People to do for organisations large and small - change; transform even.

This book was designed very deliberately with the changing role of HR in mind. Purple your People is achievement focused, breaking down actions into manageable chunks so that it's possible to bring about slight improvements which gradually build

into a more powerful effect on your organisation. And it's all about practical ideas to become a better place to work; keeping things simple. We live and breathe by this value and that's why you'll find summaries at the end of every chapter ('if you only do three things'). There's even a 'if you only do three things from this entire book' page.

Our top tips for getting the most from our book are:

1. Make sure everyone in your organisation with any sort of supervisory, management or leadership responsibility, and those aspiring to reach these heights, read it. One company recently used it as a basis for their HR conference.

2. Rate your current performance very easily using the wheel which shows the 12 key areas of a joined up employee journey (it's also available at www.purpleyourpeople.com).

3. Use the book to identify a) quick wins b) other projects which are easy to do but require more time or some investment, and c) longer term more challenging projects requiring investment. Remember this is all about business improvement - there are lots of quick wins to be explored.

4. Build this into a clear action plan in manageable chunks, using SMARTER goals, clearly allocating responsibility, defining metrics, reviewing process and communication plans.

5. Decide who will have overall responsibility for driving this throughout the journey.

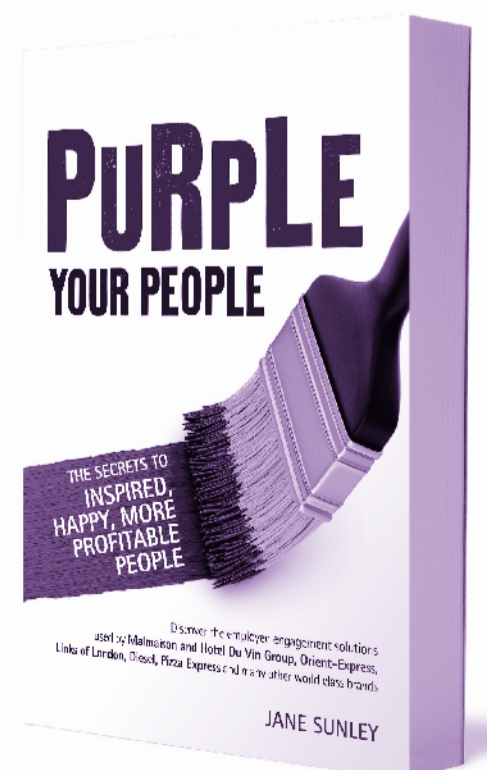
6. Do it!

7. Keep measuring how you're doing e.g. by looking at sales, customer and employee satisfaction, labour turnover and so on.

8. Keep this book close to hand so you can dip in and out whenever you need to.

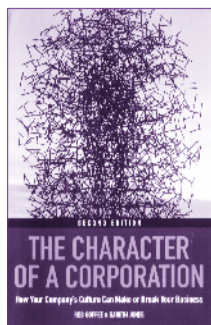
9. Go to www.purpleyourpeople.com and register your book. You'll then gain access to lots more free stuff, including short video summaries of each chapter.

10. If there's anything you don't quite get, have some feedback, or want to talk about finding some help or guidance, you can email the author at jane@learnpurple.com.



THE CHARACTER OF A CORPORATION: HOW YOUR COMPANY'S CULTURE CAN MAKE OR BREAK YOUR BUSINESS

BY ROB GOFFEE & GARETH JONES



Drawing on the authors' work with high profile organisations such as Unilever, Heineken and Johnson and Johnson, their aim is to help the reader understand the significance of organisational culture and how it can be transformed:

The authors describe four key culture types, characterised as follows:

- Networked**
Positive - informal, flexible, high trust, empathy, fun, no hidden agendas
Negative - bad politics, long meetings with no robust outcomes, a 'keep your head down' mentality, a strong focus on managing upwards rather than managing outcomes
- Mercenary**
Positive - high energy, focused, task orientated, intolerance of poor performance, quick to respond
Negative - internally competitive, people only do what is measured, poor alliances
- Fragmented**
Positive - focus on individual excellence, set own agenda, scope for individual creativity, freedom from organisational interference
Negative - selfish, secretive, low identification with organisation

Reviewed by Sally Brand, Business Development Manager

- Communal**
Positive - passionate, committed, creative, high energy, fair, loyal
Negative - excessive reliance on leader, unwillingness to change, willingness to tolerate under performance.

This pragmatic book provides advice, case studies and diagnostic tools to help understand the role these different cultures play, how to thrive within each and helps define the reader's own company culture. As an example, goal orientated and competitive individuals who like clear structure are most likely to do well in a mercenary culture. Whereas individuals who enjoy working in teams and have a strong need to identify themselves with the organisation's values are more suited to working in a communal environment.

The authors recognise that culture is complex. Many organisations can be characterised by several cultures; in many cases culture is continuously evolving – for example, culture can be impacted by the economy or a new CEO. However, no culture is right or wrong – it's about establishing the best cultural fit for your business. A fragmented culture, as an example, for the majority of organisations is an undesirable one given that it's characterised by low sociability and low solidarity. However, for some academic institutions it can allow great scope for individual freedom and creativity leading to outstanding results (Crick and Watson, who discovered DNA, were the product of a fragmented culture) as no other culture allows its people such autonomy. As such when it comes to culture, it really isn't 'one size fits all'.

CONGRATULATIONS!

Congratulations to...

Jurys Inn who have been awarded the only gold accreditation from Investors in People for an international hotel group...

HR in Hospitality award winners including Soho House, Orient-Express, Andre Rocha – Sofitel, The Savoy, Thomas Agius Ferrante – The Berkeley Hotel and Red Carnation Hotels

Wahaca, Las Iguanas, Jamies and Searcys who recently opened new sites at the amazing Westfield Stratford centre...

Purple client, The Hoxton Hotel, who have just celebrated their 5th birthday...

And to the AICR (the association for front-office managers) for reaching their 25th anniversary...

Sara Edwards for her well-deserved promotion to Vice-President, Human Resources at Orient-Express

And finally, happy 10th birthday to us!

ORIENT-EXPRESS RECOGNISED AS INDUSTRY LEADER FOR EMPLOYEE ENGAGEMENT

Orient-Express recognised as industry leader for employee engagement

In September, London's Four Seasons Hotel hosted the annual HR in Hospitality awards dinner. This event brings together key hospitality and those involved in the people stuff to recognise their achievements.

Having scooped the 'Excellence in Employee Engagement' award, Sara Edwards, Vice-President – Human Resources, Orient-Express enthused: "These awards are widely regarded and receiving an award amongst your peers is always extra special. The HR team at Orient-Express have worked extremely hard to introduce a wide range of initiatives which bring significant benefits to the business. We are so proud of what we have achieved so far. This accolade represents the icing on the cake."

So why did they win...?

Orient-Express (OE), desired a global solution to bring joined up talent management to 50+ unique businesses, from the iconic trains to hotels, safaris and riverboats, uniting the group as a global leader in luxury service through high employee engagement levels.

When Sara joined OE in September 2009 she conducted a global tour of the businesses and discovered the need for:

- Worldwide connectivity and consistency around HR process and standards
- Aligned performance management and metrics
- Better tracking of the abundant of talent and aspirations
- Accurate analysis of learning and development (L&D) needs
- Clearly defined competencies to impact internal / external service

Realising that solving these business challenges would impact engagement and reinvigorate the business, OE worked with learnpurple to design

an online talent management solution, talent toolbox™. This was used consistently in 25 countries, 11 languages and across 8,000 employees. Sara likes to get things done and the whole project was implemented in just twelve weeks.

The system automated and enhanced:

- Performance management
- Tracking employee engagement
- Risk management and succession planning
- L&D needs analysis
- Data capture e.g. ideas and innovations

Significant investment in this project was made by OE so witnessing a clear return on investment was vital. Communication was key throughout the planning and roll-out stages, ensuring employees worldwide were fully bought into this new and improved way of working with technology. As a result the outcomes have created an impact and change in how the board think about and work with HR – the system is viewed as integral to the brand's success. Key results observed include:

- Business is fully engaged with HR strategy; a regular feature at board level
- 96% of global appraisals completed within 12 weeks
- Labour turnover has decreased by 2.4% worldwide
- A real buzz amongst all employees; moving appraisals onto the priority list
- Identifying key talent is a possibility and a priority
- Key data can be fed back to the business; everyone sees tangible results
- New technological capability
- HR team now has sophisticated data to fuel accurate targeting of investment

Congratulations to Orient-Express!

PURPLE INTERVIEW: JENNIFER LEE



Jennifer Lee
HR Director,
Jurys Inn Group

1. Can you give us a brief introduction to Jurys Inn?

Jurys Inn is a mid-market hotel group operating 32 City Centre hotels across the UK, Ireland and Czech Republic. As an Irish hotel group with hospitality

in our DNA, the company is perceived to be a credible alternative to four star and as winner of the 'Best Independent Hotel Brand' in the 2010 Business Travel Awards many agree it's helping to redefine the mid-market hotel sector.

2. How did you become HR Director there?

My first contact with Jurys came in the early 1990s when I worked as an unpaid intern following completion of my Masters degree in HR. I loved the business and was offered a full time role, which culminated in my appointment as Head of HR in 1997. Ten years later I left the business. However I was asked back as HR Director in February 2010 by John Brennan, our inspirational CEO.

3. What was your first ever job?

My first job was working as a part-time cashier in one of Ireland's leading supermarkets. I'll never forget my first day – I was trained 'on the job' by watching the lady at the next aisle, and despite taking in over £1,500 in my shift I was strongly berated by the Manager for being £1 out on my float! I learnt a lot about people management in that role!

4. What advice would you give to people aspiring to work in hospitality?

It disappoints me to see the hospitality industry sometimes receiving bad press in relation to conditions and working hours. This business offers a huge opportunity for anyone who has the right attitude and loves working in a dynamic, people business. There are no 'glass ceilings' in my experience and the flexibility hospitality offers is unique.

5. What are the key characteristics that Jurys Inn looks for in the people it brings on board?

Our core values are friendly, genuine, consistent, positive and willing. It's important to us, and our

guests that employees demonstrate these characteristics. Whilst experience and qualifications are important, at Jurys Inn it's critical our team members have the right attitude and are willing to deliver exceptional service.

6. Could you share some of your life lessons with us?

Be true to yourself – be honest, work hard and you will receive the rewards. Also, as I've become older and become a mother, I think it is important to put things into perspective – career is important however you need to enjoy life too.

7. What are you reading at the moment?

I'm re-reading the Harvard Business Review, 'Becoming a Resonant Leader'. We're completing a senior leadership programme and this book has been very useful in bringing all the messages together for me.

8. What is the importance you place on learning and development?

This is one of the key functions in our human resources strategy. It's critical we offer all our employees a structured opportunity to develop their skills, experience and potential if they are to offer exceptional service and to progress in their careers. I believe that this is one of the main reasons we have just won Investors in People gold level accreditation!

9. What is your philosophy on leadership/ recipe for success?

The most inspiring leaders I have worked with or known have shown a clear vision and understanding of what they want to achieve, have the ability to share this passion and to bring their teams on their journey, and who recognise the efforts of all those who contribute along the way!

And last but not least...

10. Can you share your experience with working with learnpurple so far?

Jurys Inn has enjoyed a great working relationship with learnpurple for over ten years. We've just completed a full review of our talent toolbox™ online talent management system and it's already reaping great rewards for our business. The learnpurple teams are dedicated, passionate and committed to realising customer needs.

THE PURPLE PALACE UPDATE!

In September, we celebrated ten purple years, published a book and saw the arrival of director Jo Harley's baby, Sienna.

We delivered our first new talent toolbox, t2 to ETC Venues and will soon be launching the complete new talent toolbox family of solutions ...

We also reinvigorated our learning bite calendar by introducing the hugely popular, 'Purple Learning Day'. Encompassing five interactive 90 minute learning bites; designed to educate, inspire and motivate, delegates can choose one, some to all five. This new format has proved popular, since Creating Leaders at All Levels in October sold out. So book early for Creating Service Excellence on February 15th 2012.

United Arab Emirates: MD Lynne Zarbanelian, judged the Middle East Hotelier Awards. Our own Best Employers in Hospitality UAE in conjunction with caterer.com has received entries from 120 organisations so far, very pleasing for year one.

Scotland: Newly appointed MD, Linda McAulay, took over the reins in September and relocated the office to Glasgow. As well as working on a number of programmes over the coming months, Linda continues to support Skills Development Scotland which helps SMEs to fund their learning and development requirements. The first Scottish Purple Learning Day will take place in November.

For more details visit www.learnpurple.com

