



RHEMA NEWSLETTER SPRING 2008

Welcome to the Eye

Every January business ritual demands a review of the past year. As this year begins I am too fascinated and enthused by what I see ahead to look backwards. So this Newsletter is firmly forward looking. Much of our news has a global angle and there is a particular focus on a strong trend in which Rhema is actively involved - the new thinking which is going to close the gap between Western and Eastern Europe, and their vast, rapidly developing neighbour, Russia.

Managing Director

Jeremy Francis



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The Big Issue

West moves East – and vice-versa

2008 is going to see rapid growth in new thinking and knowledge sharing between well-established and well-resourced HR professionals in Western Europe and their counterparts in emerging Eastern Europe - and further east, in Russia.

Rhema has rightly earned a reputation as a perceptive and imaginative global operator in training and development. So I very recently found myself in Moscow in mid-winter as a key speaker at a conference on *HR – the European Experience*. I was addressing a large audience of HR professionals who fully demonstrated their accelerating interest in such new thinking and knowledge sharing. The Russians are keen to learn about European best practice as their emerging market status attracts European companies – offering not only a boost to the national economy but the possibility of employment and personal development.

And it will certainly be a two-way process, as Europeans need to learn the business culture and practices of 21st century Russia.

Not only will Rhema be involved in further such conferences – some bringing Russian HR professionals to the UK – but it is already well placed to offer excellent practical help in the East-West HR dialogue, via our soon-to-be-launched **Rhema Resources** online service. This will be a globally accessible, any language, tool in this knowledge sharing and best practice facilitating process.

This newsletter includes more detail on both these topics, alongside news and opinion which follows the same theme.

Jeremy Francis
Managing Director



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News

HR professionals in Russia want W. European knowledge and expertise: Rhema Group summoned to Moscow

An economy expanding at about 8% annually and a steady influx of investment and presence by European companies are encouraging businesses in Russia to seek more constructive contact with their professional neighbours in the West.

In November 2007 Eurobusiness Advisory, the London-based international trade and business relations promoters, organised their first high profile seminar for Moscow's HR professionals.

Long-established and highly respected as a UK human resources expert, and training and development innovator, Rhema Group was exclusively requested to create and deliver a full two-day seminar programme in the Russian capital on *HR: European Experience*.

Rhema Group MD Jeremy Francis notes: "Russian HR professionals need to be abreast of the HR practices which Western European companies will bring with them as they set up operations in Russia; and in terms of culture they need to be conversant with the rather less formal and hierarchical way that European companies deal with leadership and change management issues."

To meet those objectives his seminar programme covered:

- HR's role in creating future success for an organisation – including HR's role at each stage of the Corporate Success Cycle; the Corporate Life Cycle; and how the success of HR should be measured.
- Creating effective strategies for Personnel Management - including thinking strategically; the impact of Corporate Strategies on the HR role; and creating and making Strategic Choices.
- Recruiting the right people.
- Talent Management and Development.
- Managing and Measuring Talent Development Processes.
- Motivating for Staff Retention.
- Developing Leader Managers.
- HR and Corporate Communications.

Eurobusiness Advisory promotes business relations between CIS, EU and other regions worldwide and helps commercial people fully employ their potential. Strongly supporting the thinking behind Eurobusiness Advisory's activity in the area of organising seminars such as this one, and pointing to the potential benefits for HR professionals, Jeremy Francis adds: "A complementary issue is that European HR professionals need to understand the way business is conducted in Russia. Hence the need for learning and development forums which encourage new thinking, knowledge sharing and cultural exchange; and for offering opportunities for beneficial networking.

"I fully endorse these imaginative ways of accelerating interest among well-established and well-resourced HR professionals in Western Europe with their counterparts further East. And a practical demonstration of Rhema Group's



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commitment to these ideas will be the Spring 2008 launch of the online Rhema Resource Centre, which will offer modern European HR tools and techniques, in any language”.

Sergei Tsivkach, Managing Director and Head of Consulting at Eurobusiness Advisory, affirmed the success of the Moscow seminar: “This was an excellent two days for the HR professionals who attended, and they gained great benefit from the experience and knowledge of a UK-based training and development consultancy of Rhema Group’s quality - as well as from Jeremy Francis’ own expert presentation of that knowledge.”

He confirmed that Russians also want to come to London to be trained more widely in European business practices, including quality (ISO 9000) and legal frameworks, corporate finance and governance etc. Hence more conferences are planned for London next year.



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News

Rhema Group's extensive training expertise to go online in new Rhema Resource Centre

Rhema Group is close to completing a major project which will put its 22 years of experience and expertise into an online library of training, coaching and learning resources for HR professionals.

To be launched in Q1 of 2008, this new stand-alone Rhema Resource Centre will give access via the Rhema website to the company's valuable intellectual property such as training course documentation, checklists, exercises, case studies and questionnaires – in fact, a wealth of high value material offering the wisdom, knowhow and experience of a well-established consultancy.

The Rhema Resource Centre has been built as a sophisticated but easily navigated online presence by corporate web application creators and managers Cyberkix. It comprises three portals:

- Trainer portal- through which trainers can download training materials (handouts, slides, checklists, questionnaires, role-plays, exercises, case studies etc)
- HR Manager portal – offering downloads of articles, bulletins, process guides, checklists and Rhema news updates; also access to products/services, such as online 360 degree performance management systems, employee surveys etc, provided by Rhema Group's strategic partners.
- Consultant portal – where consultants can advertise their availability for training/consultancy assignments and projects, while corporate HR managers can use the portal as a directory to connect with trainers and consultants.

Users who register for this high quality resource will be able to search for documents by topic, related subject matter or keyword, and can view an extract of each document before downloading the material in Adobe PDF or Microsoft Word format.

"The whole training and learning industry is moving inexorably towards providing online alternatives to its more traditional environments," says Managing Director, Jeremy Francis. "Being a global provider means we have a duty to provide our clients and partners with access to our services whenever and wherever they want – and in their own language."

The Rhema Resource Centre will be competitively priced for content downloaded in English, and will offer a similarly competitive quotation for translation of any of the material into any language on request.

Cyberkix, which over 12 years has worked with corporate clients including BT, Cable and Wireless and major banks, has partnered Rhema Group for over seven years through rebranding and creation of its current website, and is now responsible for the content management of the new online knowledge library. MD Duncan Cawte believes the Rhema Resource Centre has great potential. "We have greatly valued working with a company like Rhema Group," he comments. "Jeremy Francis has over 22 years built up an impressive body of knowledge which can be of enormous benefit to HR professionals – and through the new website portals this can now be accessed worldwide."



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News

Rhema Group sharpens its focus on £500bn public sector via SourceUK

Rhema Group has taken up an invitation to join SourceUK Procurement Portfolio, the impressive web-based public service sector resource.

"This excellent professional news and information service is exactly where Rhema Group should be making itself available to public sector managers in the wide variety of fields – from business continuity, e-learning, education and finance to performance and risk management, recruitment and customer service training – in this £500bn sector", said Rhema Group MD Jeremy Francis.

SourceUK.net, which comments that it is "delighted to be working with Rhema Group", provides a portal for the public service industry through which public service managers and private sector suppliers can connect.

The SourceUK e-procurement database lists providers of best value products, services and solutions to the UK Government and Public Sector.

This portal also provides, free at the point of access, useful and up-to-date information from Government departments, agencies and other Public Sector organisations; independent comment on the latest developments and trends; notification of consultations, best practice, new initiatives, etc; Government news releases and hot links to relevant full background documents; and a platform for debate.

Jeremy Francis adds: "For a reputable and highly professional company like ours it is important that SourceUK also encourages suppliers to provide generic information about developments in technology and service provision, which will assist Public Sector managers in forming policies, strategies and specifications. We fully endorse the value of such a service. We ourselves are a rich information resource in fields of people development, training and coaching."



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News

A moment's thought can steer a successful day: Rhema Group offers new free daily resource

The "human" side of human resource development can be hard for extremely busy HR professionals to find time for in their own daily routines, while applying their minds and energies to the needs of other individuals in their corporate environment.

The Rhema Group website offers a very wide range of professional resources and information, but has now added a daily thought provoker, which could give a peaceful moment of personal reflection to anyone who needs exactly that at any time in any tough day. Springing from many years of observation and accumulated wisdom, these daily ideas and suggestions do not aim to sell solutions to HR professionals' complex work-related problems, but simply aim to give their brains a brief break with a thought-provoking idea related to their future success.



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Strategic Partner News

Enliten IT

This IT training services business is based around **Microsoft, Adobe, Lotus, Quark, AutoDesk, Corel, Business Objects** and other vendors' software packages.

Recent developments at Enliten IT have included creation of an onLine Training Needs Analysis (TNA) tool. This free-to-use self-assessment tool enables delegates to plan their training better by recommending which courses they should attend.

Expansion of Enliten's training facilities has added Harlow, Ipswich, London, Bicester, Basildon and Sunderland, plus a mobile classroom of eight laptops. New courses added to the company's portfolio are InfoPath 2007, Groove & Vista, AutoCAD 2008 & SolidWorks 2008, XML; HTML; DHTML; Javascript; AJAX & FLEX. New Business wins include selection by Business Link (Milton Keynes, Oxfordshire and Buckinghamshire) in December as their sole provider of staff training; other significant new clients include The Papworth Trust, BES Trustees, Finnforest and Royal Haskoning.

Future plans include the development of a range of courses based around Microsoft Vista and Office 2007, and training for the Apple Mac platform.

For more information contact Marko Jergic
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www.enliten-it.com



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Strategic Partner News

360° Partnership launches PERSONNICA Change Master to support organisational change.

Change Master enables the OD practitioner or consultant to lay the foundations of positive organisational change - focused on the achievement of key strategic goals. Change Master facilitates:

- Optimisation of organisation design and plan transition.
- Identification and differentiation of job accountabilities and demands and improvement of job specifications.
- Planning and management of effective people and performance development, careers and succession.

This is a new, unique online tool to support the leaders and agents of change. Its strikingly visual charts and graphs and comprehensive reports enable users to plan, illustrate, monitor and control every step in the achievement of right person, right job, right organisation – both now and in the future.

Change Master also enables focus on the people driving change across the organisation, providing a powerful tool for career and succession planning, performance management and people development. This naturally embraces identifying and defining the demand for talent across the organisation; locating and assessing talent availability; identifying key development jobs as well as significant gaps and/or opportunities for talent and overall people development; and planning for succession and the risk of talent loss. It offers immediate access to all the information required to undertake systematic and informed people development reviews; and helps with testing out the implications of people moves and promotions.

For further details, a demonstration, or a free trial, please contact:

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Strategic Partner News

TwoWayVision

TwoWayVision runs two online survey systems - TwoWayVision (www.twowayvision.com) for Employee Engagement, Corporate Governance Monitoring and Corporate Review; and 360Now (www.360Now.co.uk) for online appraisals. 360Now has recently been enhanced to allow for easier appraisal creation by clients and partners in an online drag and drop environment. The system simplifies dramatically the process for clients to amend appraisals from 360Now's standard templates if these need to be refined to their own particular requirements.

Similar functionality is to be included in TwoWayVision's staff survey system during February, again to simplify the set up of surveys for clients from the company's templates.

TwoWayVision now also gives clients the option of multi-page surveys and accessing surveys from targeted emails to staff or intranet links.

For further details contact Tim Martin, MD, TwoWayVision Limited
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Client Projects

University Challenge: Rhema Group helps Cambridge University Press reach business goals through Leadership and Management

An ambitious global business expansion strategy across all areas of activity in Cambridge University Press set demanding goals for the publishers in English Language Training (ELT)- which accounts for over a quarter of the Cambridge University Press publishing sales revenue and over a half of all publications sold.

Rhema Group was asked to run a full-day session on Leadership and Managing Change for ELT publishers, as part of a week-long CUP conference.

In the context of a business which was established in the mid 1970s and within thirty years has become one of the world's leading publishers of ELT material, Rhema Group consultant Paul Anderson-Walsh facilitated a programme entitled "*Leading in times of Change: The Intellectual and Emotional Journey*" at a Senior Publishers workshop.

The programme covered the following three key issues:

- Empowering for A Change -Understanding Change and Our Role as Change Agents.
- Embedding Change Inside Out.
- Engaging with Change Outside In.

The workshop was designed to take participants on a journey from understanding emotional intelligence and leadership to engagement and transformation via a *Must Win Battles* process.

Paul Anderson-Walsh says: "This was a programme created for this group to motivate them and equip them to play their part in the Cambridge University Press drive for further rapid expansion of global sales."

"The value of the programme won excellent feedback from participants, with comments including *"All was engaging, relevant and interesting with positive outcomes; lots to take away"* ; *"Excellent all round"*; *" All fabulous, but leadership v. management was particularly resonant.*



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Client Projects

Rhema Group and Carbon 360 jointly supply important performance management and measurement benefits for radio technology market leader Sepura

The major benefits of introducing a Competency Framework to define performance measures for all staff roles, while also providing excellent online feedback about that performance, are being delivered to leading worldwide radio technology company Sepura Ltd by Rhema Group and strategic partner Element 78 – via its Carbon 360 software.

Established in its field for over 60 years, and employing over 300 people at its Cambridge headquarters, Sepura designs and develops digital radios for the Emergency Services, the Military and the commercial sector. It is unique in focusing solely on the provision of TETRA terminals as the global market is migrating to that specific technology. It has a global team of account managers and support engineers and a network of distribution partners supplying and supporting some 600 organisations in over 80 countries.

This year Rhema Group has assisted Sepura throughout a large-scale project to create a full competency framework, including competency descriptions for:

- Responsibilities
- Team Management
- Customer Satisfaction
- Problem-Solving
- Effective Communication
- Leadership.

It also involved achieving complete buy-in from managers and staff, and providing tailored training.

This was aligned with the installation of Carbon 360 as an easy-to-use, cost effective online 360 degree feedback solution, readily customised to meet Sepura's individual requirements.

Rhema Group has also ensured that both Carbon 360 and the competency framework are fully integrated into the Sepura culture - this focuses on unrivalled customer service through building close relationships and investing in R&D to meet and exceed customers' demands.

Rhema's approach was to link the new Sepura competency framework to the existing managers' competencies, the performance measures for the business and the Sepura Mission Statement. Standards were set at a high yet realistic level by focusing on the factors which differentiate "the best from the rest".

Consultant William Burton explains: "These factors can be observable skills, knowledge, demonstrated behaviours, personality traits or capabilities but need to be tailored to each organisation that uses them. Sepura has invested time and energy in ensuring the competencies they selected were exactly right for the business".



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The process Rhema Group has followed began with a full presentation of the competency framework creation process for all senior staff and everyone involved in the project. Other stages included:

- Creation of a Steering Group.
- Selection of the preferred Competency Development Process and checking competencies against the Mission Statement.
- Allocation of relevant Competencies to Job Roles.
- Population of Carbon 360 with the Competencies, with Element 78 providing all the necessary training.
- A Pilot project and feedback from the pilot group.
- Briefing Sessions for all staff.
- Performance management training for all remaining managers, leading to understanding the importance of balancing performance requirements with satisfaction needs, agreeing relevant objectives, monitoring and measuring performance, giving and receiving feedback effectively.

Says Burton: "This is an important, demanding and well-rounded project which has brought together the complementary management development expertise of Rhema Group and the excellent Carbon 360 online appraisal system, to serve the performance-related objectives of an impressive client".



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Client Projects

Reed Business Information calls Rhema Group in for highly successful re-run of unique Editorial Academy

Wanting a practical and professional answer to the question *How do you get creative, highly individualistic people to lead and manage teams consistently and measurably in a creative, subjective profession?* Reed Business Information turned to Rhema Group- which then created and ran a unique, customised training programme entitled The Editorial Academy.

The success of the first Academy programme disproved the traditional assumption that creative professionals had to be allowed to concentrate on being writers, artists etc and could not be expected to be managers in any conventional business sense.

Two years on, and with the inevitable new generation of Editors in place on many publications, the world-class business to business publisher (over 100 news and information products covering 18 sectoral markets) asked Rhema Group to return and re-run a full set of Editorial Academy sessions.

MD Jeremy Francis reports that feedback from participants has been overwhelming in its praise for the content, delivery and relevance of this unique programme for developing consistent, effective editorial leadership across a wide range of publications - covering areas as diverse as agriculture, healthcare, property, personnel, science, travel and TV. Again there has been strongly expressed appreciation from participants of Rhema Group's exceptional understanding of the editorial process and the role of senior editors. The training has tackled and resolved many issues including the soft skills and behavioural issues involved in managing teams of journalists in both a hard copy and online environment.

The Editorial Academy programme involves 3-day modules involving senior editorial staff in small groups; it includes:

- Leading and Motivating Editorial Teams.
- Communicating and Managing Change.
- Building High Performing Teams.
- Developing People's Potential.

The inclusion of 360° feedback provides valuable insights for participants which can be included in their Personal Development Plans.



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Case Study

Professional institution works with Rhema Group on unifying diverse operation through new competency-based personal development and performance management.

The challenge of managing, measuring and reporting performance across the entire range of roles in an eminent, globally-respected professional institution, with distinct business and academic cultures within its group, called for a skilled and experienced training partner.

As the chosen partner Rhema Group has spent a large part of this year working very closely with the client - a historic UK-based qualifying body, centre for the exchange of specialist knowledge and a provider of resources to over 77,000 individual professionals worldwide.

Rhema's task has included creating and introducing the organisation's first competency framework and related job descriptions, then conducting a comprehensive series of management and staff briefings and instructor-led training sessions (face to face and via the intranet), as well as liaising with a closely-aligned internal communications strategy.

Significantly, this process needed to be applied to and understood by every manager and employee across diverse roles in commercial and not-for-profit arms of the organisation – from kitchen staff to editors of learned journals - in the London HQ and regional offices.

The new personal development and performance management process, included the introduction of a bespoke competency framework and an on-line performance development review system.

The entire process represented a radical shift in the organisation's approach to connecting its internal cultures and introducing personal accountability for performance against corporate goals. It required careful planning, piloting, attention to feedback, adjustment and delivery in order to win consent and co-operation.

The combination of briefing, training, technology and communication has proved successful, as growing numbers of managers and staff are already beginning to complete all stages of training and move on to running through their first online appraisal cycles.