

## Ology Client Case Study

<b>Client:</b> Public Sector Organisation	<b>Location:</b> National
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**Period of Engagement:** May to July 2008

### Objective of Engagement:

To support a manager in developing a business plan for deployment of HR services across the organisation.

### Details of Engagement:

A programme of five coaching sessions was scheduled to support the manager at key stages of the development of the organisations HR business plan. The manager had no previous experience of a task such as this and had been provided with reams of disjointed information about previous plans, existing goals and targets and Whitehall requirements. All of this information needed to be analysed, grouped, simplified and compiled into a new plan. The manager didn't really know where to start.

The following hierarchy was used to make sense of all of the information:

- Ideas → goals → strategies → plans → actions → results → measurement

This hierarchy/model was then used to categorise information and present it in a logical format. It was also used to identify actions that needed to be taken to gather further information and clarify existing information

The coaching programme also addressed how the manager should involve his managers and peers to ensure that they would be supportive of the business plan and have opportunities to contribute to its content.

### Outcomes:

- Team and management briefings have taken place
- Departmental high-level goals and objectives have been clarified
- Departmental strategies have been documented and shared
- Supporting action plans have been defined and the relevant teams are now taking ownership of these
- The desired outcomes have been defined
- Measurement criteria have been defined for determining the success of actions relative to these desired outcomes
- The senior management in the organisations HR function are delighted with the clarity, presentation and content of the business plan
- The manager has now been asked to lead another similar project, something that is a testimony to how well he handled this project and the coaching programme itself.

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