

Where do you stand with your clients?

Measure and improve the value of HR/OD services

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Syntax for Change 2014 HRD/OD Web Conference

Cultivating Change: Master Class for Change Agents in the Workplace

About Thomas J. Buckholtz

- Led a \$1-billion business unit ...
 - That included a multi-service staff function
- Served as a CIO
- Led a corporate-wide grassroots innovation program
- Developed checklists ...
 - To help people gain from lessons-learned in and beyond the above work

Theme

- You can measure and improve HR/OD services
 - What services might HR/OD clients need?
 - What services does HR/OD try to provide?
 - How do clients perceive HR/OD and services?
 - What do you plan to do ...
 - About the above questions?
 - With checklists you learn?

How do clients perceive HR/OD?

- Chaperone:
 - Emergency help, distant relationship
- Wallflower:
 - Little significant help, no relationship
- Opportunist:
 - Some contributions, occasional relationship
- Partner:
 - Useful services, steady relationship
- Laureate:
 - High-value services, we call on HR/OD

What services do clients need?

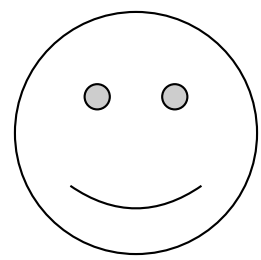
- Help with almost anything they do ...
 - With their clients
 - With their colleagues
 - For themselves
 - With their suppliers



Themes

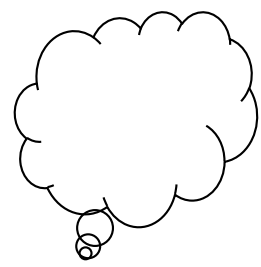
Typical Activities

Do great



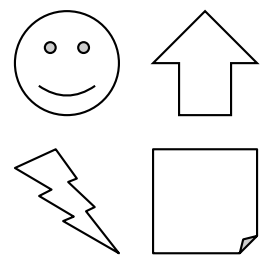
Create effects

Think well



Form agendas

Be able



Shape potential

Matching HR/OD to client needs

- How much do clients value ...
 - Doing great?
 - Thinking well?
 - Being able?
- What services might HR/OD provide regarding clients ...
 - Doing great?
 - Thinking well?
 - Being able?



State Progress

Themes

Typical Activities

Instances



Reuses

Foster reuses



Outcomes

Recognize outcomes



Actions

Perform actions



Plans

Choose plans



Scenarios

Build scenarios



Assumptions

Make assumptions



Interactions

Guide interactions



Motivations

Excite motivations



Resources

Involve resources

Evaluate HR/OD

- Gauge relationships
 - Chaperone, wallflower, ... partner, laureate
- Gauge services
 - HR/OD helps regarding: resources, motivations, ... outcomes, reuses
- Gauge proficiency
 - Nil, haphazard, ... procedural, embedded



State Styles

Themes

Typical Behaviors

Instances



Effortless

Transcend needing and doing



Embedded

Blend into other work



Procedural

Follow a process



Tentative

Experiment with processes



Haphazard

Meander while doing



Nil

Defer doing

Improve HR/OD

- Improve relationships
- Improve services
- Improve proficiency

- Improve HR/OD marketing and your marketing

- Improve your career and life

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