

FUTURE CONSIDERATIONS

Reconsidering the future

"IF I WERE TO HAVE A HIGHLY IMPACTFUL CONVERSATION WITH A
SENIOR STAKEHOLDER IN THE BUSINESS, I WOULD..."

BEFORE the conversation

- ☐ **Be prepared.** Take a step back from the relationship and take a new look at what they might be needing or expecting from a conversation - especially when it's likely to be difficult. See beyond your own concerns or the concerns of your function and think about theirs.
- ☐ **Use your insights.** A fine level of detail and data can really make the difference, especially in sensitive situations. You likely know more than you think.
- ☐ **Be persistent.** Particularly when faced with resistance by your stakeholders. Continue engaging them as early and as regularly and if you can, face to face. Use past success to bring people on board.
- ☐ **Don't be afraid to say, "No".** If you make the courageous choice not to be complicit and to take on actions that are not yours or won't deliver the best outcome, put effort into proposing a compromise that will deliver a better outcome for all involved.

DURING the conversation

- ☐ **Listen beyond what's being said.** Start by checking data, noticing any differences. Try to surface your own judgements and assumptions and let them go. Then step into the stakeholder's shoes and feel an emotional connection. Show empathy for what is being shared. Play back what you feel and demonstrate that you understand them.
- ☐ **Take time to connect with people at a deeper level.** Ask, "What is really needed here?" by your stakeholder(s). Give yourself the opportunity to be proactive - anticipate and act on the next task before being explicitly asked to complete it. Use every opportunity to connect more deeply whenever it presents itself
- ☐ **Get clear on accountabilities.** Be specific when defining roles and responsibilities before getting onto the "doing". Keep this under review and have a regular "contracting" conversation with key stakeholders.
- ☐ **Adapt your style to fit your stakeholder.** Do they prefer to talk big picture and future possibilities or specific details and the current reality? Are they more empathic or logical? Shift your communication style in order to speak into their concerns and to help them understand where you're coming from.

AFTER the conversation

- ☐ **Take time for self-reflection.** Understand what worked and what would make your next conversation even better. Start writing your learnings down as a library of practices for yourself.
- ☐ **Start preparing for the next one.....**

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Case Studies:

PHILIPS

As part of a wider business transformation, we co-created a cross-functional Business Partnering modular programme (blending group virtual and face-to-face modules, 1:1 coaching, and peer coaching) for over 9 enabling functions, and a bespoke program for both the Quality & Regulatory function and the Procurement function. From 2015-2017, this will have reached approximately 500 business partners with 3 cohorts at senior level and 18 at mid-level, with many more business partners now on a waiting list for the program.

"Business Partnering Flagship Program allowed me to extend my capability to make an impact outside of my direct functional area. It engrained the importance of contracting and readiness to play different roles to stay effective. The program structure cleverly addressed the slower knowledge absorption of experienced managers by great preparatory materials, repeating the most important parts of material after several months so they really stick and by putting participants into learning mode by wonderful attention training techniques. 1 year after the training I feel I truly stepped up my Business Partnering skills."

Program Participant, Senior Management
Philips

SHELL

Shell were intent on increasing the effectiveness of their BPs across all functions AND to improve their ability to connect with each other as well as their businesses. We designed and co-delivered, with Shell faculty, a 2 level multi-function program: a Mastery program for senior BPs comprising face to face modules, distance learning, inter-modular assignments and learning sets run over 8 months (we have run 20+ cohorts of 24 over 5 years); and a Skill program delivered virtually across 4 months for cohorts of 24 which includes learning set activities and assignments to support the 2 virtual workshops (we have delivered 40+ cohorts over 5 years). Both programs continue to be well received and credited with an improved culture of business partnering across the functions.

"Future Considerations have partnered with us to transform our developmental approach to building business partnering capability across all our Global Functions, e.g. Finance, IT, HR, Legal, External Relations. A key success factor is Future Considerations recognising that this requires both a deep personal change journey as well as organisational systems interventions, for example in transforming how the functions collaborate together to drive business impact. Our partnership with Future Considerations has been instrumental in designing interventions which holistically address the cultural change journey required and this has enabled us to make progress over recent years."

Nicole Cunningham-Snell,
VP Learning and Organisation Effectiveness,
Global Functions at Shell

About Future Considerations:

Our purpose is to enable the world's leaders, institutions and systems to evolve, and to influence the great challenges of our time.

We work towards this by developing courageous and authentic leadership. Leaders with passion, authenticity, a sense of their values and the impact and power to make things happen.

We design, facilitate and run pioneering leadership development programmes, which work at the cross-section of personal development, organisational effectiveness and global business challenges.

"You have changed my life and transformed my business. Our recovery and strong growth is in no small measure due to the leadership development and cultural change."

Simon Collins
CEO

KPMG UK, Corporate Finance

Our experience working with Business Partners:

2,400 hours of face-to-face delivery
3,000 hours of online delivery
105+ cohorts
680 senior participants
1450 mid-level participants
4+ years average client engagement



Cadbury

KPMG



Reed Elsevier

CURIOUS?

Contact us for an informal conversation about your challenges and how we might help you to address them.

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