

**Course Leader**  
Craig  
Szelestowski,  
Lean Agility Inc.



Arie Benaich,  
BMO Financial  
Group



Jennifer Britton,  
Potentials  
Realized



Krista Christou,  
George Brown  
College



Randall Craig,  
Pintree Advisors  
Inc.



Sherri  
Gillanders,  
Workplace  
Safety and In-  
surance Board



Tammy  
Kovacevic,  
Oracle  
Canada ULC



Gregory  
A. Peck,  
UHN Rehabilita-  
tion Solutions



Shashi Tuteja,  
Celestica Inc.



as well as:

Carla Bennett,  
Ontario Energy  
Board

Mary C. Quinn,  
Trillium Health  
Centre

This course has been approved for 20 recertification points under Section A of the Recertification Log of the Human Resource Professionals Association (HRPATM).



December 5 & 6, 2011, Toronto

Two-Day Event!

# 6<sup>th</sup> Internal HR Consulting Skills

Transitioning HR from a transaction-based process to an internal consultant/HR business partner

**Workshop Included: Advanced Skills: Program Development**

## participating organizations

BMO Financial Group  
Celestica Inc.  
George Brown College  
Lean Agility Inc.  
Ontario Energy Board  
Oracle Canada ULC  
Pintree Advisors Inc.  
Potentials Realized  
Trillium Health Centre  
UHN Rehabilitation Solutions  
Workplace Safety and Insurance Board

## who should attend

Vice Presidents, Directors & Managers of: HR, Operations, Process Improvement, Project & Change Management, Strategic Planning, Organizational Development, Training, Performance Management, Quality; Internal Consultants

## course highlights

- Learn how to translate strategy into action through your internal HR consultant capability
- Advance your skills in program development and diagnosis to deal successfully with organizational issues
- Learn best practices for moving to an internal consulting environment
- Hear about the role of the internal consultant in assessing organizational and individual performance, in supporting significant change in the organization, and in executive management interaction and support

*"Excellent course - thank you! Also appreciated the last part (Application Workshop on Transformation to HRBP). A good way to end the training, good roll up!"*

- Nathalie DesRosiers,  
Library & Archives Canada

*"Confirmed that I am doing some of the right things. Gave me some very valuable tools, processes and models to take back to my team and develop action plans. Inspired me to stay in this role - it is what I really love to do!"*

- Cathy Niven,  
Fallsview Casino Resort and  
Casino Niagara

*"Reinforced many concepts and ideas that I believe in. Important message to build relationships and light the fire under people (to inspire a shared vision and challenge the status quo)."*

- Richard Lalonde,  
Canadian Food Inspection

*"Good information sharing - provided some new tools."*

- Sheri White,  
Bruce Power

*"Networked with a number of great professionals. Enjoyed the course and content."*

- Claudia Munoz,  
Oracle Corporation of Canada

*"Provided good tips. Good explanation of today's and tomorrow's reality for HR. Very good course - I would like to attend next year's session."*

- 2009 Delegate

*"Great learning experience."*

- 2009 Delegate

*"Took away good advice to gain business sense, learn more about clients, importance of questioning, and to be patient as it will take time to earn 'Trusted Advisor-Business Partner' status."*

- 2008 Delegate

*"Learned a lot personally, but this really helped my team achieve a new perspective that will expedite our transition by enriching their understanding."*

- 2008 Delegate

*"Benefited from the networking with colleagues at my table and on breaks. Some good takeaways."*

- 2008 Delegate

## FACULTY

### COURSE LEADER

#### CRAIG SZELESTOWSKI

Craig Szelestowski is President of **Lean Agility Inc.**, a firm that helps leaders create process & people improvements to drive business results. Prior to forming Lean Agility, he was VP of HR and Business Transformation (Lean Enterprise) at the Royal Canadian Mint.

#### JENNIFER BRITTON

Jennifer Britton, MES, CHRP is the founder of **Potentials Realized** and the author of *Effective Group Coaching*.

#### TAMMY KOVACEVIC

Tammy Kovacevic, CHRP, is a Senior Human Resources Manager with **Oracle Canada ULC**.

#### KRISTA CHRISTOU

Krista Christou is Senior Human Resources Consultant at **George Brown College**.

#### GREGORY A. PECK

Gregory Peck is the HR Leader at **University Health Network's Rehabilitation Solutions** program, with 15 years of diverse HR experience.

### CO-LECTURERS

#### ARIE BENAICH

Arie Benaich is a Senior Human Resources Business Partner in the Technology and Operations division of **BMO Financial Group**.

#### RANDALL CRAIG

Randall Craig has founded several start-ups (including **Pinetree Advisors**), held a long-time position at a "big-four" consulting firm, and was an executive at an American public company.

#### MARY C. QUINN

Mary C. Quinn is an Organizational Development Consultant at **Trillium Health Centre** who has spent over 20 years working with managers, teams & organizations.

#### CARLA BENNETT

Carla Bennett is Senior HR Consultant at the **Ontario Energy Board**. She was previously an HR Advisor at Toromont Industries.

#### SHERRI GILLANDERS

Sherri Gillanders is a Senior OD Consultant with the **Workplace Safety and Insurance Board**, providing internal HR consulting to clients.

#### SHASHI TUTEJA

Shashi Tuteja is a strategic HR leader with over 20 years experience. She is currently global business partner for corporate functions at **Celestica Inc.**

## COURSE PROGRAM

### TRANSLATING STRATEGY INTO ACTION THROUGH YOUR INTERNAL HR CONSULTANT CAPABILITY

This session will review the critical role HR plays in the successful translation of strategy into action and provide a conceptual framework and real-world examples.

- Translating organization strategy into HR actions
- Determining the strategic priorities for HR's success
- Prioritizing HR projects against all other projects and establishing a strategic ROI
- Implementing a strategic service-level agreement with your internal customers

### ROLE OF THE CONSULTANT IN THE ORGANIZATION

As companies have focused on core activities to improve productivity, competitiveness and profitability, it is vital to shift the role of HR from an administrative staff function to that of an internal consultant - or else risk being outsourced. This presentation will discuss:

- What internal consultants do and do not do: the ideal profile of an internal consultant
- The consultative approach as a strategy to add value
- Assessing organizational objectives, needs and gaps
- The relationship between the internal consultant and the management team

### SUPPLEMENTARY COURSE MATERIAL

Federated Press is now providing delegates with access to an innovative new database containing at least 25 interactive multimedia presentations by leading experts and approximately 20 hours of lectures on the topics covered by this course, including all slides and speakers' papers. See the list of presentations on page 4.

Delegates will also receive a trial subscription to the HR Channel, a much broader resource representing hundreds of hours of interactive multimedia lectures on leading edge HR topics as delivered at our many recent HR conferences and courses.

### AV PROCEEDINGS

Audio/Video segments clickable slide by slide  
Papers and overheads also included  
Print any of the material for your own use



### **PRACTICAL INSIGHTS: MOVING TO AN INTERNAL CONSULTING ENVIRONMENT**

Creating an internal HR consulting practice is neither a unilateral undertaking nor is it without considerable challenges. This session will review practical insights for making the transition to an internal consulting environment, mapping the process, navigating the bumps in the road and delivering a new standard of support to the organization.

- Formulating the value proposition for gaining management buy-in and support
- Steps involved in planning and implementing the HR consulting practice
- Managing the paradigm shift from being an administrative, transact-based service provider
- Increasing the operational knowledge of the internal consultants

### **ADVANCED SKILLS: PROBLEM DIAGNOSIS**

With a unique, informed third-party perspective, the HR internal consultant has the potential to contribute greatly to objectively diagnosing business problems and reducing risks in evolving organizations and their change initiatives. This presentation will examine the toolkit of problem diagnosis skills that advanced internal consultants use to deal successfully with organizational issues.

- The role of the internal HR consultant in reducing business and project risks
- Symptom or underlying cause - how to get to the root of the problem
- Analysis and decision making tools for use in diagnosis
- Coaching and counseling techniques for obtaining customer commitment

### **THE INTERNAL CONSULTANT'S ROLE IN KNOWLEDGE MANAGEMENT**

In the face of profound organizational and operational changes, HR internal consultants have the potential to significantly contribute to optimizing knowledge management. This session will explore:

- Defining knowledge management beyond the technology
- Skills and techniques to facilitate knowledge management
- Connecting methodology, process and KM
- Identifying organizational vulnerabilities to knowledge loss

### **CASE STUDY: APPLYING ADVANCED SKILLS IN EXECUTIVE MANAGEMENT INTERACTION & SUPPORT**

Fulfilling the role of strategic advisor to executive management demands the application of a high order of skill sets. Drawing from practical experience, this presentation will focus on how to effectively interact as an internal consultant at the senior level.

- Dealing with executive workload, skepticism and cynicism
- Adapting to political realities within your organization
- Applying HR metrics to increase the impact of the business case
- Supporting the decision making process at senior levels

### **GROWING INTERNAL CONSULTANTS IN HR**

Organizational development begins "at home" in HR. The key to having a successful internal consulting practice is the ability to develop and train your staff to excel within this role. This presentation will look at how to realign and transform your staff to thrive as internal consultants.

- Competency-based skill and selection criteria for internal consultants
- Developing and maximizing the internal consultant talent pool
- Building internal consultant capabilities and competence
- Tips for managing the transition to the consultative role

### **ROLE OF THE HR BUSINESS PARTNER IN ORGANIZATIONAL & INDIVIDUAL PERFORMANCE**

Tactical solutions do not usher in meaningful changes in organizational/individual performance or business results. Rather, they consume an inordinate amount of resources that undermine the value of the HR function. The discussion will unlock the secrets of what it takes to diagnose blockages to organizational and employee performance.

- Framework to diagnose organizational and employee performance
- Building productive working relationships with key stakeholders
- Establishing credibility as a HRBP
- Consulting and organization development methodologies

### **PRACTICAL INSIGHTS: SUPPORTING SIGNIFICANT CHANGE THROUGH HR BUSINESS PARTNERSHIP**

Drawing from practical experience and lessons learned in various organizations, this presentation will give an inside look at how the HR business partnership is leveraged to support and facilitate a significant change to create and sustain a competitive advantage.

- Defining the nature and scope of the change initiative
- Diagnosing HR requirements for achieving business goals and deliverables
- Planning and implementing change
- Managing and engaging stakeholders in change

### **TRANSFORMATION TO HR BUSINESS PARTNER**

To become successful HR business partners, HR practitioners must learn critical consultative and business skills that have commercial and strategic impact on their organizations. This session looks at best practices for ensuring a smooth transition to HR business partner.

- Developing effective business partnerships: tips for building credibility and influence in your organization
- Change leadership and facilitation best practices
- Fostering continuous feedback on your consultative skills

## **WORKSHOP**

### **ADVANCED SKILLS: PROGRAM DEVELOPMENT**

Aligning HR programs and planning with the organization's business plans is essential to establishing strategic credibility and reinforcing the value of the internal consultant's contribution to planning and implementing strategic initiatives. This workshop will explore some of the issues involved in program development.

- Program development overview
- Essentials that make the difference between success and failure in programs
- Program development pitfalls
- Creating traction: identifying where real accountability lies within an organization
- Stakeholder relationships
- Learning from results: program reviews

## MULTIMEDIA PRESENTATION

Your registration includes an interactive multimedia database comprising the following presentations from recent Federated Press courses and conferences. They are presented in their entirety with complete audio or video and accompanying slides. You may also purchase the multimedia proceedings of the course which will be available on CD-ROM 60 days after the course.

### Translating Strategy into Action through your Internal HR Consulting Capability

Brett Knowles,  
*pm<sup>2</sup> - Performance Measurement & Management*

### Case Study: Export Development Canada

Chris Dallaire, *Export Development Canada*

### Using Technology to Support Your Balanced Scorecard

Donna Jung,  
*Actuate Corporation*

### The Internal Consultant's Role in Knowledge Management

Linda Craig,  
*Purchasing Management Association of Canada*

### Transforming Your Organization Through Learning

Judy Holcomb-Williams,  
*Trillium Health Care Products Inc.*

### Growing Internal Consultants in HR

Denise M. Bilsland,  
*DBA Human Resources Consulting*

### Positioning Yourself As A Business Partner

Ian Hamilton,  
*HSE Integrated Ltd.*

### How to Communicate With Your Client as an Internal HR Consultant

Marino Giancarlo,  
*SADDLE-ITE Management Consulting*

### Using Data to Boost Your Role as an Internal HR Consultant

Solange Belleforte,  
*City of Kamloops*

### Diagnosing Business Problems as an Internal Consultant

Mauro Meneghetti,  
*Western Management Consultants*

### Implementing Business Solutions as an Internal Consultant - Managing Projects Across the Organization

Anton Knezovic,  
*Hood Packaging Corp.*

### Building Change Leadership: HR's Critical Consulting Role

Chris Edgelow,  
*Sundance Consulting Inc.*

### Getting Started on the Road to Becoming a HR Consultant - Quick Wins, Small Process Improvements for your Client

Uve Knaak,  
*Canadian Western Bank*

### Workforce Planning & Analytics

Iren Koltermann,  
*eCaliber Group*

### Creating an Employee Engagement Culture

Leslie Dutton,  
*Hewitt Associates*

### Aligning HR Policies Procedures & Practices Post M&A

Charles Kingsley Marful,  
*Ernst & Young LLP*

### Linking Career Development with Engagement & Engaging Metrics for Gauging ROI

Dave Rocheleau,  
*Royal Bank of Canada*

### Measuring Your Culture Change and its Bottom Line Impact on Employee Engagement

Diane Whidden,  
*Holt Renfrew & Co. Limited*

### Case Study: Talent Development as a Tool for Organizational Challenges at Inco

Linda Padfield,  
*Inco Limited*

### Performance Management: Linking People Management to Corporate Change

Pauline Holman,  
*easyhome Ltd.*

### The Next Big Thing in HR: Value Partnerships

Lynda Tarras,  
*BC Public Service Agency*

### Engagement Through Internal Branding

Mark Thompson,  
*McKinley Solutions Exchange*

### Recognizing the Value of HR Metrics to the Organization and the Bottom Line

Giselle Kovary & Adwoa K. Buahene,  
*n-gen People Performance Inc.*

### Measuring Qualitative & Intangible HR Issues

Bryan Benjamin & Kim Millan,  
*Knightsbridge*

### Linking Leadership and OD in Culture Change Initiatives

Raji Ramanan,  
*Lafarge North America*

**Registration:** To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

**Location:** Metropolitan Hotel, 108 Chestnut Street, Toronto, Ontario, M5G 1R3

**Conditions:** Registration covers attendance for one person, the supplementary course material as described in this document, lunch on both days, morning coffee on both days and refreshments during all breaks. The proceedings of the course will be captured on audio or video. Multimedia proceedings with all slides and handouts can be purchased separately on a CD-ROM which will also include the course material.

**Time:** This course is a two-day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 4:00 p.m.

**Cancellation:** Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to November 22, 2011. No refunds will be issued after this date.

**Discounts:** Federated Press has special team discounts. Groups of 3 or more from the same organization receive 15%. For larger groups please call.

Payment must be received prior to November 28, 2011

Phone: 1-800-363-0722

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Fax: (416) 665-7733

## TO REGISTER FOR INTERNAL HR CONSULTING SKILLS

Name \_\_\_\_\_  
Title \_\_\_\_\_ Department \_\_\_\_\_  
Approving Manager Name \_\_\_\_\_  
Approving Manager Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_ e-mail \_\_\_\_\_  
Please bill my credit card:  AMEX  VISA  Mastercard  
# \_\_\_\_\_ Expiration date: \_\_\_\_ / \_\_\_\_  
Signature : \_\_\_\_\_  
Payment enclosed:  Please invoice. PO Number: \_\_\_\_\_

WHEN CALLING, PLEASE MENTION PRIORITY CODE: MAIL COMPLETED FORM WITH PAYMENT TO:  
Federated Press P.O. Box 4005, Station "A"  
Toronto, Ontario M5W 2Z8

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## REGISTRATION COSTS

NUMBER OF PARTICIPANTS:   
COURSE: \$1975

COURSE + PROCEEDINGS CD-ROM:  
\$1975 + \$175 = \$2150

PROCEEDINGS CD-ROM: \$599

NOTE: Please add 13% HST to all prices.

Proceedings CD-ROM will be available 60 days after the course takes place

Enclose your cheque payable to Federated Press in the amount of:

GST Reg. # R101755163  
PBN#101755163PG0001

For additional delegates please duplicate this form and follow the normal registration process