

# Critical Care - Interim Support

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people not process










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We specialise in critical care for businesses who are in need of immediate Senior level HR support. We can jump in to any business at a Senior HR level where there is an immediate need to steady the ship, build out a short term roadmap focused on the immediate needs of the business from a people perspective. Finally we build our own exit strategy leaving the business in the capable hands of a Senior HR professional that we have hired with you.

As experienced Interim HR Directors with a combined 160 years of HR experience behind us, of course we know the paperwork and process side of People Management. But process isn't an outcome, it's a method. We know that real change happens when we work closely to implement it together, which is what makes us so good in our interim roles.

## What we do

-  we complete a People Audit
-  build a short term roadmap using the audit output
-  execute on the road map
-  manage and support an HR team where in situ
-  have an agreed exit strategy - leaving the business in a better place than it was when we arrived setting it up for success (support the hiring of the perm solution)

## THE INDUSTRY: Games Dev

**PROFILE:** British video game developer and publisher.

## THE ROLE: Interim HRD

The Background: Changeovers in people happen but what if that happens while you're undertaking a project that would have been led by the person who is leaving? That's a tough gig. Even tougher when the person leaving is the HRD and you're about to undertake a restructure... Keeping the plates spinning is where e-volveHR can really add value – as experienced HRDs we are well versed at quickly building strong working relationships and taking the lead of your in-house team. We can keep the wheels of the project in motion, keep the team focussed on delivery and work with you to achieve your goals.

## THE PROBLEM:

Our second time at this company in the role of Interim HRD, this time they called us to take the lead on a restructuring project which was set to take around six weeks. During this time a newly recruited HRD pulled out of the role at the last minute and we filled the role of Interim HRD over the next six months while they got to grips with recruiting (and of course we supported them with this too!)

## THE SOLUTION:

Starting with setting the HR team up for success we recruited an additional HRBP and set about fully embedding the HRBP working model. Working in collaboration with the leadership team we set the agenda for the People Strategy across the company and established ways of working to support the wider business agenda and create meaningful measures. Putting the right tools in to support the team was a big focus area and so the introduction of a HRIS system was key to the future success of the team – now that remote working was part of the fabric of the company, they needed the tools to support this.

The original restructure became part of a wider company reorganisation and we worked closely with the executive team to develop solutions that supported the future ambitions of the company.

As experienced Interim HRDs with a combined 160 years of People and Talent experience behind us, of course we know the paperwork and process side of People Management. But process isn't an outcome, it's a method. We know that real change happens when we work closely to implement it together, which is what makes us so good in our interim roles. In this instance, keeping the ball rolling on the business-as-usual activities – pay and promotions review, performance review, employee engagement, diversity & inclusion meant that we were able to engage the entire HR team to really get behind the overall People Strategy. Encouraging the HR team to step outside of their day-to-day activities and really take ownership over the delivery of some of the key initiatives meant that we were able to deliver both on the remit but additionally create a spirit of collaboration which translated across the wider business teams.

Our final task was to support the business to find the permanent HRD so that the team would continue to move forward. With a heavy heart, after six months with the company finding a replacement that would enable the continuation of progress while ensuring they got the space to put their own stamp on the People Strategy was a bittersweet undertaking – we're humans after all, and building those strong relationships with the teams we work with means we commit with heart (!) But, the challenge is one that we were more than accomplished at undertaking and handing over to the new HRD after eight months with the business meant that the new HRD got to hit the ground running with a fully supportive team, geared up to deliver success on whatever came their way.

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