

# ual:

## The Use of 'Self' and Developing Presence

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# ual:

## It started with a question

**‘What skills, behaviours and approaches do senior Human Resources (HR) Practitioners need to influence strategically?’**

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## Knowledge and experience

HR  
Policies  
and  
practices

Workforce  
planning

The  
business

## Skills and behaviours

Resilience

Courage  
to  
challenge

Adaptable  
and  
flexible

Interested

Creative

## Enablers

Data

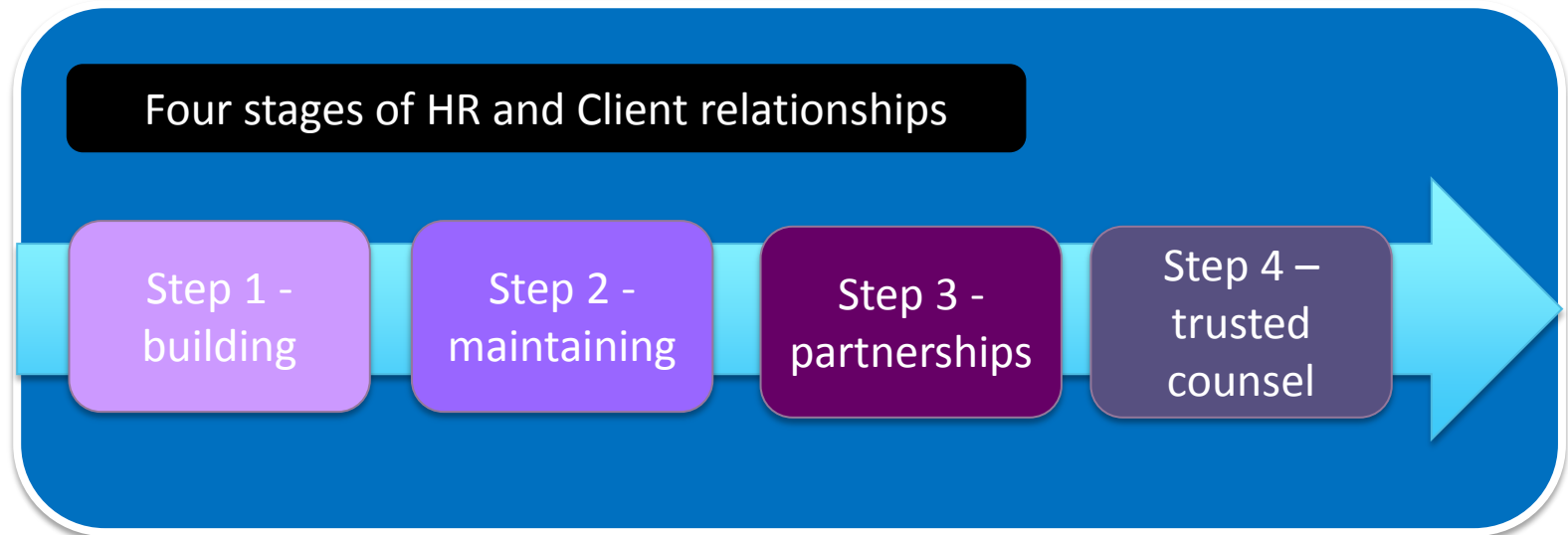
Voice at  
the  
executive  
table

Joined up  
HR  
services

# ual:

# The glue in the middle....

## Relationships



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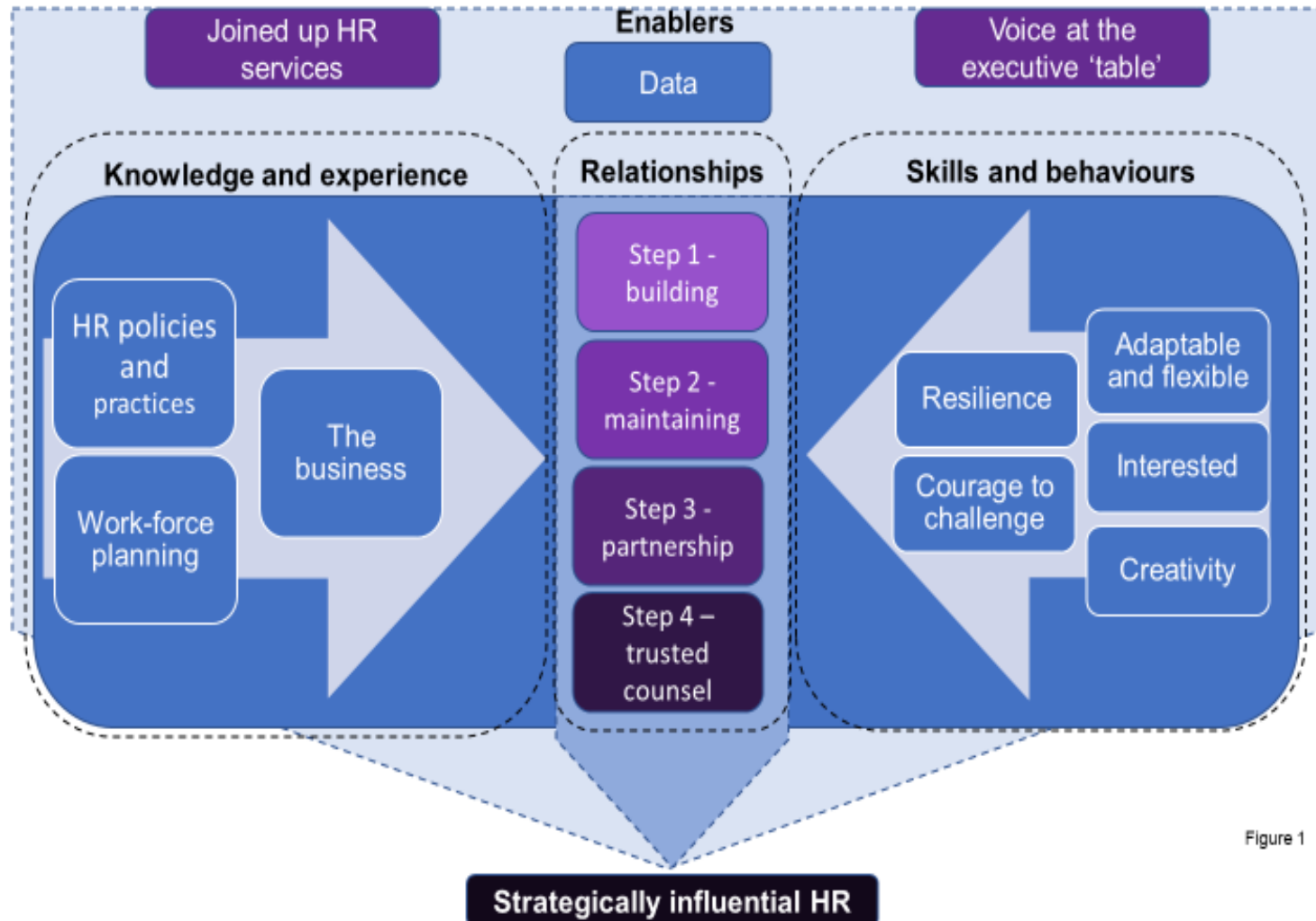


Figure 1

# ual:

## Table discussion

**Does the importance of the work based relationship resonate with you?**

**Share experiences of relationships you currently (or previously had) that match these descriptions**



“The ultimate success of an intervention rests with the practitioner and what one brings to the process”

Tolbert & Hanafin (2006, p69)



### How do we achieve this?

Enhanced knowledge of Self	Intuition and understanding our emotions	Understanding our impact on others
Ongoing skills and knowledge development	Be interested in the other person and "experience the world as he or she experiences it"	Ongoing self-care (wellbeing)
Interest in the business and 'system'	Diverse practical experience	

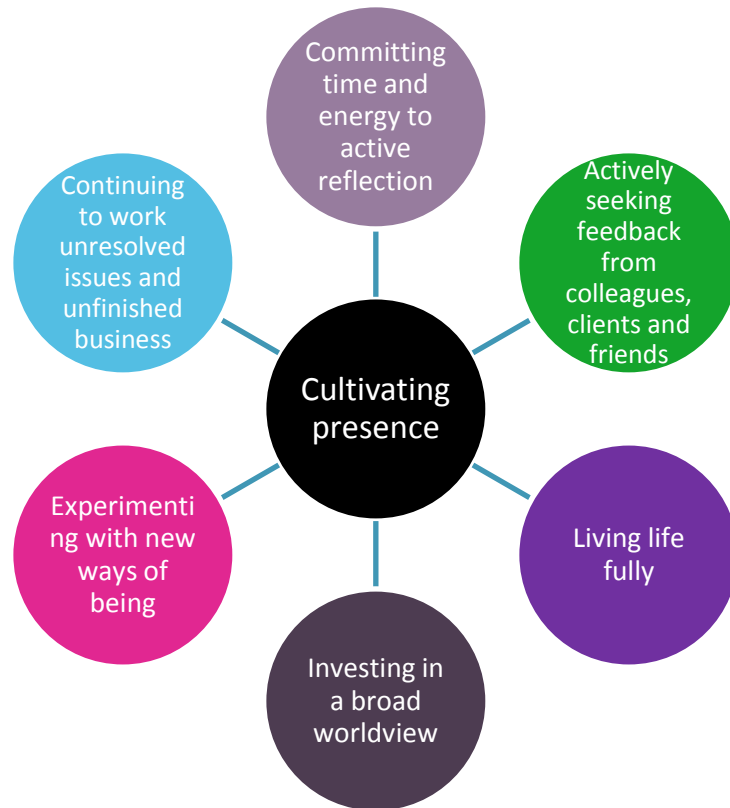




*Even though presence is not manufactured, it can be cultivated. Seeing self as the most powerful tool the practitioner possesses calls for constant maintenance of equipment. Cultivating presence requires more than downloading the latest organizational change models, attending conferences and workshops, or perusing the current leadership bestseller. These things may be necessary, but they are insufficient. Cultivating presence requires a commitment to lifelong learning and development.*

- 1. Continuing to work unresolved issues and unfinished business**
- 2. Committing time and energy to active reflection**
- 3. Actively seeking feedback from colleagues, clients, and friends**
- 4. Living life fully**
- 5. Investing in a broad worldview**
- 6. Experimenting with new ways of being**

# ual:



1. ***Continuing to work unresolved issues and unfinished business.*** Therapy, personal growth experiences, and support groups are avenues to consider. Unresolved issues of power, authority, intimacy, and inclusion distort the relationship between client and practitioner.
2. ***Committing time and energy to active reflection.*** This helps to go beyond simply having an experience, to understanding the experience. Personal insight is the goal. No matter how similar engagements and situations may seem, each one is unique and offers learning.
3. ***Actively seeking feedback from colleagues, clients, and friends.*** The OD practitioner needs to understand what kind of impact one is having, including what one evokes. What one evokes in others can be the most difficult feedback to capture; yet it is critical to using one's presence.
4. ***Living life fully.*** This means creating a rich ground of experience of all kinds. The richer the field of life experience (family, relationships, travel, hobbies, spirituality), the more the practitioner has to draw from, and the more likely a lively part of self will emerge in the relationship with clients. Personal development is professional development.
5. ***Investing in a broad worldview.*** Traveling the world to explore new cultures and keeping current on world events help create a fertile context and enhance the opportunity to connect to people and issues.
6. ***Experimenting with new ways of being.*** The familiar can be comforting and numbing. Taking a different route home, ordering a new entrée, acting on a repressed impulse unveil fresh parts of the self, as does trying on new styles, postures, and behaviours in the interest of expanding one's range.

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# Activity



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Main Presence content:

TOLBERT, M.A. & HANAFIN, J. (2006)  
Use of self in OD consulting: What matters is presence. In Jones, B. & Brazzel, M. *The NTL Handbook of organization development and change: Principles, practice and perspectives*. San Francisco: Pfeiffer