

Katrina Hutchinson-O'Neill Transcript

Interviewer: Hi, Katrina, thanks for taking part in the ClickIQ Academy.

Katrina Hutchinson: You're very welcome. Thanks for having me.

Interviewer: With all the technology that's around at the moment, new products coming out all the time, TA team they're getting excited about this new technology, but often they struggle to actually make that purchase because they can't get the legit. How does the TA team go about building the investment business case?

Katrina: I think from my experience, one of the biggest challenges the TA teams have is applying a really narrow lens to that business case. Typically, just looking at the potential cost opportunities within the TA budget. Very often, the actual business case goes well beyond that, so trying to apply that lens of looking at what are the opportunities for cost benefits, efficiency benefits or other benefits. Hindsight of TA, whether that's within VHR or even within the business areas that you're trying impact can make the biggest difference. I think the other piece for me is not forgetting that people still make emotional purchases, so selling the story, selling the benefits.

A great example I can give you of that is a business case I was trying to get about £8 million of funding for from a CEO. When I sat down with that CEO, the commercial business case made absolute sense, but so did the business cases of 25 other projects that he was looking at. When I was able to tell that CEO the real stories about the risk impacts to his organization through the lens of individual cases, so "Let me tell you about," and I won't share these stories because it might give it away. The point, the CEO had his head in his hands on the desk and yes, I probably got my eight million.

I think looking at it through those different lens has really helped and don't assume that people want to talk TA, they want to talk about the business outcomes and the matrix that actually make a difference to the bottom line.

Interviewer: How can TA leaders get better at talking business rather than just TA, do you think?

Katrina: If you've only ever worked in TA and you don't have a more commercial background outside of VHR, really great people to spend time with are procurement, transformation if you have them in your organization or even finance. Try and listen to how your colleagues knows the department or freezing their business cases. If you've got a business investment board or a formal process for business cases in your organization, just ask to see copies of them and start faking it till you make it. Don't be afraid to copy the structure that you're seeing from other people who've got more experience in that.

If all else fails, look for a mentor within the resourcing community who you know has that type of expertise who can help you and provide a bit of a signing board.

Interviewer: There's plenty of those around the support, isn't there?

Katrina: Absolutely. You look in the Isle 100 as a really good example, but typically, look at who are those resourcing leaders here landing big transformation programs, whose winning awards for whether it's EBP, EBM, candidate experience, technology implementations, and talk to those people. If they can't help you themselves, normally they can, they're normally quite willing to help, they'll be able to refer you to somebody else who can give you some mentoring.

Interviewer: That's okay. It's rare that they've won those awards on a strewed string, isn't it?

Katrina: Absolutely, yes. Not typically anyway.

Interviewer: Excellent. Thanks for that.

Katrina: No problem.