



# CPI

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## HR Strategy Development



**Brave & Heart**

# The Challenge

Based in the North East of England CPI has gone from strength to strength - leading the way for UK research and innovation initiatives, becoming a driving force in the UK's astonishing "Catapult" success story.

With their scope continuing to expand, they needed to ensure that the evolution of their HR strategy was in line with the future needs of the organisation - enabling and supporting their people.

The HR leadership team asked themselves:

- Do we have the right HR strategy in place?
- How can we ensure growth over three years in line with capability?
- What tactics should we put in place to support strategic success?

Brave & Heart were brought on board to give CPI an independent expert view across these challenges and help put in place a clearly defined roadmap for CPI's HR team and support them on a path to success.

With the experience of developing a global HR strategy in an evolving environment, we know precisely how to address the needs of a modern and complex organisation.

In short - we were perfectly placed to take up the challenge.



**“We needed to quickly understand what our HR strategy should be and how we could enhance our capability to support the longer-term vision and mission of CPI and our people.”**

*CPI Head of HR  
- Amy Smith*

# The Approach

For this programme of work, we deployed our **3D methodology** (Discover, Design, Deliver) integrated with our **BE BRAVE** ethos - prioritising fast results for CPI.

These agile and flexible tools integrated seamlessly to create focus, putting strategy first while identifying leading-edge tactics for the business.

## **DISCOVER**

Discover is our first step for all partner engagement ensuring future decisions use a solid foundation of both data insights and people experiences.

We interviewed over members of 40 staff and carried out an in-depth analysis of complex data sources including competitor analysis, Glassdoor reviews, exit interviews and employee surveys, allowing us to map in detail current understanding of CPI culture, HR Function and day to day concerns. These insights enabled us to ensure that real staff experiences became a core part of the business strategy moving forward.

## **DESIGN**

With an understanding of the challenges, coupled with our extensive real-world experience, we then created a comprehensive three-year blueprint and roadmap to give CPI all the tools they needed to implement a clear future HR strategy.

Alongside the blueprint & roadmap, we produced a full **VISION, MISSION, OBJECTIVES, STRATEGIES & TACTICS** (V-Most) plan. This program outlined the actual work needed, giving CPI's HR function line of sight of critical strategic imperatives required to create the foundation for success.

Finally, we delivered a full set of KPI's to be used by the HR team, entirely focused on ensuring success was tracked and continued to drive results year after year.

Identifying "BE BRAVE" actions throughout ensured we were also able to develop quick-win opportunities and create an immediate positive impact.

# The Delivery

Presenting back to the executive team, we laid out a comprehensive new HR strategy, highlighting critical next steps and the future employee skills they would enable.

Unanimous approval was given by the leadership to implement the recommended strategy, giving CPI HR the required authorisation to move plans ahead quickly and efficiently.

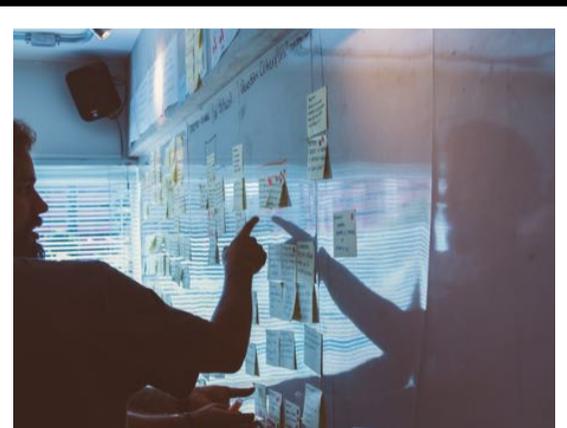
We supported cascading the approved changes across HR and leadership teams, expanding and detailing the new strategy to all employees with a comprehensive communications plan.



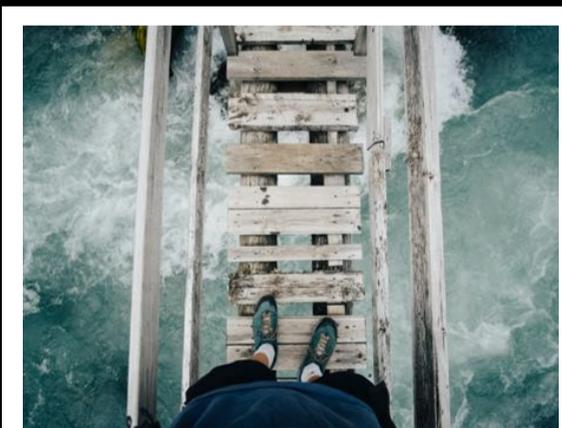
**People Focused**



**Blueprint & Roadmap**



**V-MOST**



**Be Brave**

# The Results

Working alongside CPI as partners, we developed a comprehensive plan to manage the changes in a controlled and effective manner - ensuring communications were vital in bringing all staff on board with the approved strategy.

A critical insight from discovery was the need to develop outstanding communication to employees from senior leaders. With this in mind, we developed and presented to the senior team first detailing the HR Vision and equipping them to cascade downwards to teams with significant effect.

Developing communications for all staff to be informed appropriately, we presented to the senior team first, culminating in a leadership session detailing the new HR vision for them to cascade to all employees.

Our support never stops - Brave & Heart continue to support CPI, ensuring success across the core foundation projects and giving strategic support and advice for upcoming business needs.

The result? A highly effective strategy and team organisation that created a buzz throughout CPI and a new way of working, with CPI's people and their future at its core.

With Brave & Heart's support CPI are on the road to continued success, driving the excellence of their technology capabilities for both employees and the broader stakeholder base across the North East and the UK.



**“Using our existing plan as a baseline Brave & Heart carried out a very comprehensive piece of work that has helped us to focus on what matters most to us here at CPI - our people, giving us the foundations needed to build on our success.”**

*CPI Director of Operations and People  
- Jodie Coe*