

All thoughts must be distilled into action and action that brings results.

Revitalising a relationship requires the human touch.

As the world's largest Human Resource Professional Association, the Society for Human Resource Management (SHRM) made its mark by engaging with more than 250,000 members. Membership had grown consistently over the past decade, as it came together around education and certification programmes, public policy outreach and publications. However, the global economic downturn demanded something more than business as usual - and provided an opportunity to look at the future.

SHRM realised that to ensure stability and future growth, it needed to take a fresh look at its Membership offering, its Annual Conference and the way it used technology. If these could be improved, emerging markets such as India and China offered exciting new avenues to grow membership and take its message to a more global audience.

Look, listen, learn - then respond
Celerant's Closework® approach had resonated strongly with SHRM and its staff quickly became an integral part of a new team that set ambitious targets for 2010. To help SHRM achieve its vision of being the authority on human capital challenges facing companies, governments and non-profit organisations across the globe, programmes would be launched to pursue a 25% growth in annual conference paid registration, a renewal rate over 80%, a doubling of revenue from corporate sales, a new product development process, and an organisation-wide operations reporting system.

To achieve these targets, Celerant tailored its Closework® approach to SHRM's specific situation. Consultants spent critical time listening, coaching, training and engaging SHRM staff. Then together, they developed team charters, team member selection criteria and established milestones to ensure organisational success.

New behaviours and new technology
The team also conducted analysis, market research, idea generation and brainstorming sessions that not only provided technical solutions, but with the help of SHRM HR staff, included staff engagement and buy-in. This led to a framework for controls in the form of regular follow up meetings, weekly status updates, reviews with business unit owners and executive sponsors.

Celerant's consultants also provided SHRM staff with the tools they needed to take ownership and ensure sustainable Behaviour Change. These included a comprehensive MCRS® System and KPIs for Corporate Sales, Professional membership acquisition, Annual Conference Paid registration, technology project status, and the paid circulation of SHRM's official publication. The outcome is a more results oriented, data driven organisation. ■

AMBITIOUS TARGETS DATA DRIVEN RESULTS

- Registration for 2010's Annual Conference increased by approximately 70% over 2009.
- US professional membership renewals increased by 4% over 2009.
- A new product development process was implemented that enabled SHRM's membership bundle to be rationalised and resulted in a recommendation to change over 50% of the bundle offering.
- Resources and systems were also put in place to help Continuous improvement, including a Conference Planning playbook and a process to document and rationalise technology goals that paved the way for the first mobile applications and member marketing and engagement efforts.

When the Society for Human Resource Management wanted to increase membership and re-energise its members, volunteers and staff, Celerant Consulting's Closework® approach was a decisive factor.

'Rather than simply bringing a cookie-cutter approach, Celerant worked with us to first learn our business and our culture. This resulted in solutions that were much more quickly incorporated into the way we managed our business.'

Steve Miranda, SHRM Chief HR and Content Integration Officer