

# BEING A PEOPLE PUZZLES PRINCIPAL

## BACKGROUND

The provision of part time HR expert services is a fast growing niche concept aimed at ambitious SMEs. Our team work best in businesses that don't want, don't need, or can't afford a full time HR Director, but are aware that they need this skill set, ideally on a regular basis, or otherwise to solve tricky issues.

People Puzzles started in March 2010, and currently is enjoying rapid growth. Today we:

- have regional teams in: London & Bucks, East of England, West of England, South Central, Thames Valley, Midlands and North of England;
- have a growing team of HR Directors (we call them Principals), many of whom work part time (minimum 3 days per week) allowing them to support family commitments or pursue other interests; and
- have over 150 clients and counting;
- have a central marketing and business operations team to help support the team.

In 2017 we grew 47% and have set a 70% target for 2018. This means continuing to grow, more Principals growing their own portfolio careers in each region, and become a name recognised for HR excellence in the mid-tier arena within our geographic reach.

## OUR BUSINESS

We operate mainly within the £5-50m turnover, in companies with 50-300 employees. As part time HR Directors, we help our clients' businesses to grow through:

- Building a great place to work.
- Ensuring legal compliance and prompt management of issues that arise.
- Developing a highly skilled and efficient workforce.
- Taking away the pain of day to day HR issues, saving time and allowing business owners to focus on what they do best: growing their business.

Our approach is to provide highly skilled HR Directors, who are experts in their field, have well-developed commercial and strategic skills, are results and solutions driven, and can do what they do with a sense of humour and a bit of charm!



## WHO JOINS US?

All our HR Directors and Heads of HR have worked at large corporates and at ambitious SMEs. They have operated at senior management or board level, and understand how HR strategy can drive people effectiveness through an organisation. General management and sales experience is a definite plus, as we pride ourselves on being commercially focused and results driven.

They are also equipped and keen, with support, to grow their own portfolio careers.

To join us, you need to:

1. Be a great fit with our team. We are quite picky about who we think makes a good Principal: clearly you need HR expertise but equally you need great commercial skills, the ability to amend your approach from business to business and to be able to work well with and even promote change within the businesses you work with. We really value being straightforward, smart, and having a sense of humour and we expect you to be like this too.
2. Demonstrate you understand and work well with owner-managers in mid-tier companies. That means being comfortable working strategically, at senior management or board level, not getting too caught up at the operational level (although you are happy to do operational and sometimes administrative tasks if required) and being sensitive to the business journey many have been on.
3. Want to keep on learning. There is something new every day, and as part of on-going development we welcome and ask for feedback from clients to keep us all improving.
4. Commit to People Puzzles. We want Principals who will put all their energy into developing a client portfolio with People Puzzles. You need to be available a minimum of 3 days per week once your client base is established.
5. Have the ability to fund the start-up phase of your part-time HR business. It takes time to build a client base, and it could take 3-6 months before the earnings you want start to follow. You need to commit to get active with us from day one to find and win clients, and have financial stability to cover your personal and work-related expenditure during this period.

“ All our HR Directors and Heads of HR understand how HR strategy can drive people effectiveness through an organisation ”

To find out more about People Puzzles' team of highly experienced HR Directors – who specialise in providing part-time on-site HR support – visit [www.peoplepuzzles.co.uk](http://www.peoplepuzzles.co.uk) or to find out more and to apply please visit <http://peoplepuzzles.co.uk/about-us/join-the-team/>



## GETTING YOU SET UP

When we take on new Principals we commit to putting some time into helping you get ready for consultancy for the first time. That means an induction, some training, and some on the job support.

We also aim to put some marketing and sales behind you, helping you win your first few clients. If you are opening a new geographical area, that may require more initiative from you with support from us, but we hope to get you set up and working with clients as soon as possible. We don't guarantee levels of work but our track record speaks for itself, the more marketing and networking you can do the quicker you will be busy.

“ We commit to putting some time into helping you get ready for consultancy for the first time ”

## WORKING WITH OUR CLIENTS

Our Regional Directors always lead sales meetings, as whilst you are expected to develop strong networks, we know the sales/prospect meeting may not be your strongest point. Our Regional Director will match a Principal to a client based on sector experience, geographical location and availability, ensuring you get a great briefing to get up and running quickly.

We tend to start with a new client by undertaking a three to five day fact find, meeting key members of staff and all the directors. This helps us to ascertain the client's objectives and anticipated outcome, and gives us a real insight into their business. Work either starts immediately, on an agreed number of days per month, or alternatively a project brief is developed to work initially on a particular piece of work, and then we expect you to develop this into an on-going support on a set number of days per month.

We work in a team environment. For each client intervention there is a lead Principal and a Regional Director. This team approach helps foster stronger B2B relationships and client loyalty. The type of work we undertake is listed on our website.

## OUR VALUES

### Positive

To People Puzzles it means:

- We deliver growth, increased profit & better businesses for our clients.

What it looks like:

- You are happy because you enjoy your work and have regular clients who stick with you long term

### Progressive

To People Puzzles it means:

- We stay at the cutting edge of new ideas and we keep learning, and never rest on our laurels

What it looks like:

- You try new things, explore new tools and you share your own experiences and knowledge to benefit the whole team

### Passionate

To People Puzzles it means:

- We genuinely care about positive outcomes for our clients and are brilliant at what we do and thoroughly enjoy ourselves doing it!

What it looks like:

- The client looks forward to seeing you because you make a difference and you feel a real connection with the client

### Practical

To People Puzzles it means:

- We roll up our sleeves and deliver value focusing on the commercial reality of what we and our clients do

What it looks like:

- You do what needs doing and you treat the client's money as if it is your own: making sure you get and deliver value



“ We work in a team environment... this team approach helps foster stronger B2B relationships and client loyalty ”





## THE SUMMARY SMALL PRINT FOR PEOPLE PUZZLES TEAM MEMBERS

### With contracting

- Are contracted to People Puzzles through their own Limited Company; no-one is an employee.
- Are required to comply with current legal requirements to relating practising as an HR professional with a limited company, for example ICO registration and Professional indemnity Insurance.
- Are paid a percentage of client revenues rather than a fixed day rate, which includes all expenses and travelling time, and sorting out any admin/IT issues.
- Are not guaranteed a certain amount of work per week/month: as you find more clients you will get busier until you are at your maximum preferred amount.
- Commit to telling us and your clients your availability for work and be flexible with holiday planning by advising preferred dates in advance.

### With reporting

- Provide progress reports on clients into your Regional Director / the business.
- Invoice clients on behalf of People Puzzles by 3rd of the following month.
- Submit own invoice to People Puzzles by 5th of the following month for all percentage of client work delivered.

### With business development

- Developing and maintaining your network and enabling People Puzzles to acquire new client opportunities.
- Develop client accounts, sell in project work (including for other PP Principals with different specialisations eg training, Compensation & Benefits, coaching), and ask for referrals leading to new business.
- Expected and contracted to only offer new HR services through People Puzzles.

### With the team

- Attend regular team meetings and relevant training sessions (eg induction) offered through the business in your own time.
- Keep up to date with Employment Law and CPD to maintain CIPD qualification.
- Commit to supporting the team (peer support) and helping out other members of the team just because they need it.
- Attend the People Puzzles bi-annual conference.

### Predictive earnings

- We strive to get you earning as quickly as possible. To date the average People Puzzler earns approximately £3k a month by month 3 and £6k a month by month 6. Based on the assumption you are working 3 days a week.

### In general

- Are expected to enjoy themselves, and love being part of a growing team providing excellent direction and advice!

