



Our business has changed in the last 6 months. We need help with restructuring.

HR Insight has the wide-ranging expertise you need to analyze, plan and implement organizational changes.

Our new manager looks great on paper, but just isn't performing. What do I do?

Camille is known for her clear-eyed assessments. She'll rapidly identify—and remove—roadblocks to your manager's success.

One of our departments has a really high rate of turnover. I need to find out why.

With years of HR experience, **Camille** will quickly drill down to uncover the root of the problem—and then recommend solutions.

I need to hire for a critical management position, and I can't afford to make a mistake.

HR Insight has a proven track record of establishing selection processes that identify the best candidates for the job.

HR Insight provides management consulting focused on the *human* side of human resources



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ABOUT HR INSIGHT

HR Insight provides management consulting focused on the *human* side of human resources.

In contrast to traditional HR consultants, company principal Camille Keefe builds organizations by identifying and capitalizing on individual strengths. For the past 10 years, forward-thinking businesses, universities, and government institutions throughout the Northwest have sought out her counsel.

Returning clients point to Camille's ability to quickly pinpoint and then resolve a wide array of workplace issues. With her leadership, they become mindful of underlying problems and are subsequently able to identify the most effective business solutions.

HR Insight is often called on to conduct clear-eyed management effectiveness reviews and to facilitate management selection and development processes. Camille is known both for her insight and her expertise in management training and coaching; clients retain her to follow up on assessments to assure success for both employee and employer.

Camille's ability to give constructive feedback to employees at all levels—speaking their language and addressing their concerns—results in fundamental and lasting changes in organizational performance. In short, Camille partners with clients to get the right people in the right jobs producing the right results.

Prior to founding HR Insight in 1995, Camille served as VP, Human Resources for Cucina! Cucina! Inc. and Schwartz Brothers Restaurants. Camille earned her Master's degree in Human Resources Management and Development from Chapman University in Orange, CA. She received a Bachelor's degree from Washington State University.

Camille is active in numerous professional and community organizations including the Society for Human Resources Management and the Institute of Management Consultants. She has served on the boards of the Lake Washington SHRM chapter, a non-profit career counseling agency, and two collegiate HR certificate programs. Camille teaches Human Resources and Workplace Management classes at colleges around Washington State.

HR Insight is a Washington State-approved Organizational Development Consultant and a member of the University of Washington Consulting Alliance.



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Camille Keefe provides clients with the perspective and tools they need to make immediate—and lasting—workplace improvements. Her approach is unreservedly relationship-based and all services can be customized to meet a client’s specific needs.

SELECTION PROCESSES

Using behavior-based questions and life-like exercises to assess job competencies, HR Insight customizes Management Selection Processes that provide both the candidates and the employer with a fair and realistic job preview. The assessment of past behavior combined with a present day skill test build a “selection double-check” into the applicant screening process. This comprehensive use of the latest interviewing science surfaces the best long-term candidate-to-job matches for critical positions in your organization.

MANAGEMENT EFFECTIVENESS REVIEWS

Through customized interviews and assessment tools, HR Insight conducts incisive Management Effectiveness Reviews to enhance management and organizational performance. Known for her ability to identify causal workplace issues, Camille provides clients with the perspective and tools they need to make immediate—and lasting—improvements. Tangible results of improved management performance include greater efficiency and accountability, organizational and individual goal achievement, and superior job satisfaction. Camille often follows up on effectiveness reviews with practical management coaching.

ORGANIZATIONAL DESIGN and DEVELOPMENT

Building on Camille’s understanding of organizational behavior and her solid experience in strategic planning, HR Insight works with employers to design a high commitment, high performance organization. Camille analyzes organizational structure, functional roles and employee talent, ultimately developing efficient and dynamic departments. In contrast to traditional HR consultants, Camille assembles teams by purposely differentiating between employees and aligning jobs with their specifically identified strengths. Career development plans are then created to further ensure the client’s long-term success.

EMPLOYEE RELATIONS and WORKPLACE MANAGEMENT

HR Insight brings years of senior-level HR experience to clients who are facing employee relations challenges. Camille understands the complex roles of middle managers who supervise employees while juggling a myriad of other professional tasks. Using her distinct blend of expertise, insight and resources, Camille is able to educate and advise clients, as well as handily resolve a variety of workplace management issues.



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COACHING

HR Insight offers personal coaching sessions to help individuals at all levels meet their career goals by playing to their strengths. Through coaching, **middle managers** learn new ways to develop and motivate employees by improving their own skills and systems; **employees** gain understanding about themselves and their jobs, boosting competency and morale; and **executives** learn what it takes to become truly effective leaders.

Coaching Services include:

- Employee, Manager and Executive Assessments
- Management Effectiveness Reviews
- One-on-one Performance Coaching for All Levels of Staff
- Personal Advising on Difficult Workplace Issues
- Mentoring for HR Professionals
- Individual Career Guidance and Transition Coaching

FACILITATION

Camille Keefe is an accomplished facilitator. Drawing on her years of experience in corporate leadership as well as her extensive study of group dynamics, Camille provides solid counsel, structure and tools that inspire participants to initiate and implement their own solutions.

Whether the need is teambuilding, planning, or performance improvement, HR Insight helps groups identify, articulate and build systems around a shared purpose.

Facilitation Services include:

- Retreats
- Professional Development Days
- Meetings and Planning Sessions
- Training

INVESTIGATIONS

HR Insight offers the technical expertise, investigative experience and unbiased external perspective clients need to conduct confidential, fair and thorough investigations. A skilled interviewer with senior-level HR experience, Camille has the ability to drill down, uncover hidden themes and assess complex issues. Clients are provided with a comprehensive report, equipping them with the information necessary to solve the organization's problem.



TRAINING and WORKSHOPS

HR Insight offers practical and informative in-house workshops on the topics of Workplace Management and Human Resources. Camille's ability to communicate with people—at any level—makes her training sessions valuable for both employees and managers. HR Insight can customize any workshop to meet specific client needs.

Fundamentals of Communication

This workshop provides both employees and managers with the tools they need to build constructive relationships at work. Since there is much more to communicating than just “thinking out loud”, this module covers the skills essential to successful business communications. Participants learn powerful listening and delivery skills that can immediately improve teamwork and productivity. Additionally, the workshop covers some of the challenges today's professionals face with information overload, and meeting, email and telephone etiquette.

Supervision: Elements of Success

Supervision: Elements of Success provides an overview of the roles and responsibilities today's managers juggle in order to achieve department goals. Participants learn which skills are critical to their own success, how to encourage team participation, and how to use a wealth of resources to maximize their effectiveness. In this session, each manager will develop a customized and complete to-do list to increase their skills and competence.

Getting Employees to Do What They're Supposed to Do

For all levels of management, this workshop addresses the reasons why employees underperform and teaches participants what to do about it. Additionally, managers will learn how to objectively focus on behavior instead of attitude as a key measurement of performance. Practical employee coaching techniques, identification of individual employee motivations, and troubleshooting real-life problem scenarios are discussed.

Preventing Harassment in the Workplace

Creating and maintaining an amicable environment can be a challenge in today's diverse workplace. In this workshop employees discuss the issues of respect, fairness and retaliation. They learn how “subtle” forms of harassment and miscommunication can erode healthy teamwork and how to avoid those behaviors altogether. In a session designed for management only, supervisors get clear about their responsibility to prevent, investigate and remedy all forms of illegal and demoralizing harassment.

Interviewing Smarts

Selecting the right job candidates is critical to an organization's success. Designed for first-line supervisors and managers, this workshop provides interviewers with an overview of information they need *before* meeting with applicants. Participants learn the appropriate tools, techniques and restrictions of today's candidate screening process, preparing them to make excellent hiring and promotion decisions.

How to Conduct a Performance Counseling Session

This instructional workshop outlines how, when and why a formal counseling session is recommended by human resources professionals. Designed for supervisors, the training includes discussions on counseling the “bad attitude” employee and includes forms and handouts. Managers will come away with new performance feedback skills along with an understanding of the formal discipline process.



Delegating vs. Dumping

This workshop is designed for management-level participants who want to change employees' negative perception of delegation—and build their employees' skills. Managers can stop the destructive nature of “work dumping” by discovering proven tools that develop and motivate employees through challenging and rewarding work assignments.

Communicating with Your Boss

“Managing up” is a component of all jobs. This session covers the basics employees need to master in order to effectively communicate with their managers. Participants discuss how to sell ideas to supervisors, how to reduce stressful interactions, and how to keep the lines of communication wide open. *Communicating with Your Boss* helps organizations reduce wasted time on employee/manager misunderstandings.

Resolving Office Conflict

Because conflict management is a responsibility of most supervisors, this workshop is essential for managers in a variety of organizations. Participants discuss the techniques, skills and procedures necessary to resolve workplace disputes. Supervisors learn the most common mistake made in conflict resolution and how to avoid it.

Playing to Your Strengths

This workshop is designed for groups who want to identify and capitalize on their unique, but interdependent strengths. Used in conjunction with individual assessments, the session presents employees with a practical and positive awareness of team talents, creating a great foundation for teambuilding.

Exploring Your Career Anchors

A career “anchor” is the combination of an individual’s work style, preferences and on-the-job values. An anchor is what really attracts an employee to a job or project. Awareness of anchors helps employees choose career paths, tasks and work environments that meet their core needs while building better performance. This insight also helps managers assign work appropriately, conduct targeted performance coaching and build complementary teams.

Preventing Job Burnout

Preventing Job Burnout helps participants renew enthusiasm for work by gaining insight and developing personal power. In this session, employees learn to recognize the potential signs of burnout and address these symptoms through a progression of positive changes. Some of the techniques discussed are goal-setting, support identification, job modification, skill development and balancing the four quadrants of self-care. (A version of *Preventing Job Burnout for HR Professionals* is offered to HR groups.)