

## Service Snapshot: Balanced Motivation

Our Balanced Motivation programme – the second of our three Penumbra Balance programmes - encompasses activities that improve performance both for the organisation and the individual during the planning and implementation of strategy.

### Challenge

Encouraging people to give of their best at work consistently over time is an enduring challenge, particularly when the going gets tough.

In our hyper-competitive world the biggest challenge for a Leader is to motivate people in the organisation, as they are the most important drivers of business performance.

Most strategies fail to deliver what is promised and the reason is that they fail to inspire or even tell people how to give their best.

What is needed is an approach that can not only deliver a well thought through and rational strategy which people can understand and buy into, but one that also engages the people in the organisation with a shared sense of purpose and gives them a road map to follow.

Time and time again leadership teams fail their people by creating strategies that are dry as dust and wonder why they do not get the commitment they need. Our **Balanced Motivation** programme will inspire people to deliver the desired results.

### Solution

Experience has taught us that disillusionment tends to be caused by three factors:

- Management systems rather than poor managers
- Poor alignment between organisational aims and line managers

- Putting too much emphasis on a single aspect of motivational plans to the exclusion of others

It is well known that a well motivated workforce improves corporate performance.

Achieving a high level of motivation requires an organisation to recognise that it is not a one hit solution, rather it involves a complex mix of activities designed to satisfy peoples' fundamental needs on several levels over time.

Our **Balanced Motivation** programme is based on an innovative and variable mix of elements delivered within the appropriate culture and leadership style for any individual organisation. It encompasses activities that improve performance both organisationally and individually.

At the organisation level:

- **Diagnose and refine culture**  
Our culture programme enables you to measure and map where your organisation stands today and where you want to be. It also enables you to match action to specific measures of culture.
- **Facilitate change**  
Acknowledge and accommodate behavioural and emotional factors in any large-scale change initiative and allow the change idea to be refined before launching.

At the individual level:

- **Engagement and motivation**  
Our surveys map where people lie in terms of the various zones of engagement and identify the

retention factors for the different segments.

- **Performance improvement**  
Our **Eclipse** diagnostic tool identifies the behaviours to foster that that accelerate momentum and performance and those that sustain momentum and performance.
- **Transition coaching**  
Effective coaching results in people being able to produce more successful and effective performance repeatedly over a longer period of time.

Developing winning strategies that are going to shift the organisation to where it wants to be requires an innovative approach which can work for all people, in terms of both a rational buy-in and an emotional engagement of people, which results from using our **Penumbra Balance** approach.

### Benefits

Our programme will help leadership teams:

- Apply an "Ask Them" rather than a "Tell Them" approach to strategy development and implementation
- Motivate people around the strategic direction and inspire them to make it succeed
- Enable people to feel proud and fulfilled with the work they are doing
- Make the most of all the talent in the organisation
- Enable people to make a meaningful contribution
- Deliver a programme which will drive better performance through the life of the strategy.

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services