

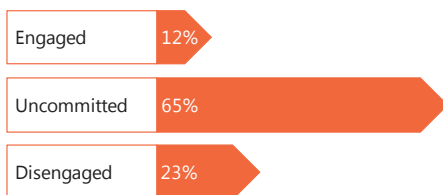
## Service Snapshot: Employee Engagement

A pragmatic approach which drives engagement to ensure a common goal is achieved rather than engagement for its own sake.

### Challenge

Leaders understand the need for engaging with their employees but many struggle to achieve it. 69 per cent of employees are disaffected (Source: Penna Sanders Sidney (2003) Itchy Feet – Research on employee loyalty).

Most organisations use surveys to measure employee attitudes and these typically reveal low levels of engagement with little progression over time:



A common concern with these surveys is that there is no common definition of what engagement actually means and many surveys do not identify exactly what the leadership team want people to be engaged with. Is it, for example, strategy, zero errors, improving patient care or being innovative? It will vary between organisations and indeed over time within individual organisations.

Also, these surveys capture what people "think", but this is only part of the picture because management needs to understand what people actually "do" and whether what they do demonstrates engagement.

### Solution

Penumbra offers a fresh approach to engagement.

First of all we establish what engagement "looks like" for an organisation - for example, understanding of and commitment to achieving a set of business goals.

Secondly, we then run a survey which lets us create a matrix analysis using Penumbra's "zone" analysis. This provides objective analysis of peoples' attitudes.

Thirdly, we use a behavioural diagnostic tool which shows people precisely what they are currently doing in their jobs, and most importantly it shows them what they should be doing, in terms of focussed and specific behaviours, to improve their performance.

This identifies the behaviours that make a difference to organisational effectiveness and success – the actions that accelerate momentum and performance and the actions that sustain momentum and performance

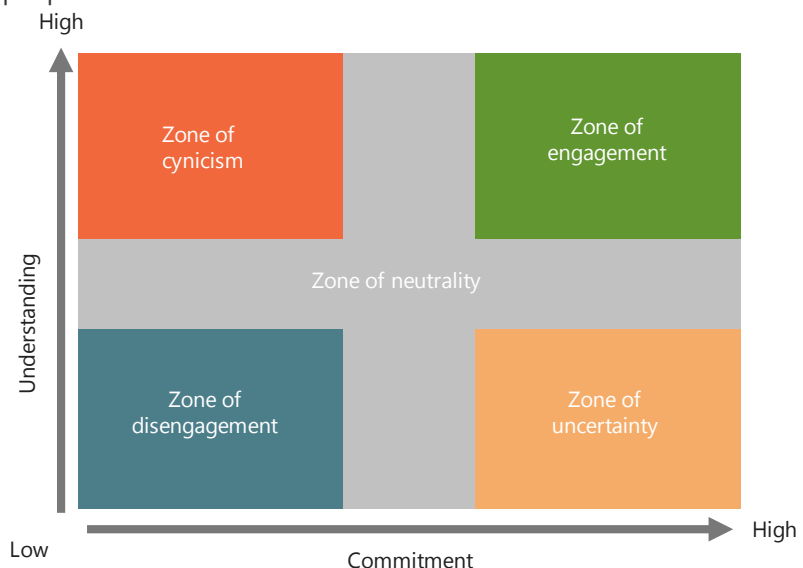
It also identifies the specific things that people do that block momentum

and performance. It also enables individuals and groups to identify the major causes of these actions and deal with them

It also enables us to define optimally effective behaviour for every job in an organisation. Unlike 20th century approaches which define competencies for groups of jobs, our tool produces specific behavioural competencies for each and every job in an organisation

### Benefits

- A holistic approach which captures what people think as well as what they do.
- A common language is created for performance improvement.
- Works equally well in "empowered" organisational structures, such as in the Public Sector, and in more controlled environments in the Private Sector.
- Delivers analyses that "C" level managers understand and can act on.



## 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