

Service Snapshot: Values, Attitudes & Behaviours

Realising corporate ambitions requires a vision for advancing into the future, coupled with a robust purpose founded on a set of values, attitudes and behaviours. Our approach will show your people where they are, where they need to be and also to motivate them to align with the organisation.

Challenge

We live in fast moving and uncertain times. Globalisation, technology and the need for continuous performance improvement have emasculated command and control practices. Failure can be sudden in today's competitive, global markets. Rigid organisational structures worked well with stable markets. Now, the environment is complex and very fluid. Winners recognise that the old management styles like MBO and C&C don't work. Today, management by values, attitudes and behaviours is the way for leaders to achieve goals.

Encouraging and supporting cross-functional co-operation to improve performance and make work meaningful for employees is a business requirement.

To avoid the scenario depicted by Amin Rajan: "Many organisations have the knack of taking enthusiastic, committed and hopeful people and turning them unwittingly and over time into hostile, cynical and hopeless people," companies need to inspire people with a vision and values they can relate to.

Only then will employees deliver a greater contribution and become brand advocates. This, in turn, becomes a great differentiator that will help attract and retain employees, as well as driving customer satisfaction and loyalty.

What distinguishes winners from losers is being able to balance a core ideology – what you stand for – with a

vision – what you aspire to become – and then to create alignment to preserve your values, reinforce your purpose whilst stimulating progress towards your visionary goal.

Solution

We use an innovative approach to ensure that organisations can set a vision and enable people to align their behaviours with it.

Values Specification

Our first task is to establish with the client what their values, attitudes and Behavioural specification is for the organisation as a whole.

We can then drill down to finer levels of detail if required, in order to define specifications for key organisational activity roles.

Once these have been agreed and set we move on to working with your people.

Alignment

Defining values, purpose and vision is the aspiration. Organisations then need to be able to look at their employees' behaviour. That's the reality. Only then can they look at how to close the gap between current reality and aspirational targets.

What your people do at work is what determines their performance. It is not who they are, but how they behave, that will determine success.

We then work with your people in a non-intrusive way, with a methodology that we call Eclipse. Eclipse is an electronic diagnostic that

asks your people what they do in their job and what they think they really ought to be doing.

Eclipse will then analyse and create custom reports on the current 'fit' of your people to the organisation's values, required attitudes and behaviours.

Given this, Eclipse will then map out for each individual a programme for personal change, which they can prioritise in their own way.

A follow-up programme will measure each individual's performance against target.

Eclipse is a tried and tested methodology that measures over 400 business behaviours, and has been used discreetly in some of the largest organisations.

Benefits

We work with you to help set the performance related targets for your people.

We then ask them about themselves and what they think that they can do better. We can then compare that with where they need to be.

By looking at this fit, we can help:

- Guide your people to higher performing behaviours
- Help you move your people to where they will be more effective
- Motivate them to align with the organisation's strategic direction

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