

Service Snapshot: Improving Performance

Penumbra is uniquely placed, using a research-led consultancy approach, we bring together the best in class research tools and consultancy skills to highlight areas of opportunity and improve performance across the spectrum.

Challenge

We have to improve to survive. The world changes fast and we cannot “do what we have always done” and expect to prosper. Improving performance at all levels is the goal of any organisation that wants to thrive. The question is – where do you start?

Organisations often find it difficult to take a step back and look objectively at their business. Staff and senior management are so involved in the everyday issues of running the business, that ‘standing back’ is difficult.

It’s all too easy to carry on doing what one thinks works and not to analyse fully what is working well and why; and what could work better or be done differently.

Organisations should take periodic soundings of their performance in a number of areas:

- Staff performance
- Product or service delivery performance
- Supply chain and logistics
- Financial performance
- Marketing performance

It is useful to decide what are the key indicators that measure performance and success and then to revisit them annually or periodically so that you can understand what shifts are taking place and why. From these, you will be able to measure your performance more effectively and move positively in the right direction.

Solution

It’s much easier to identify performance improvements and engineer change with some outside

guidance rather than to try and do it entirely from the inside.

The Penumbra approach gives you the answers to “where do we start and what do we do?” We will help you understand your starting point that we measure from, it will help:

- benchmark performance
- produce ideas on performance improvements
- will motivate staff to achieve

Our solution is research-led. We suggest a research process that suits your needs and your budget and then review the findings with you. It is then your decision how much you want us to be involved in implementing some, or all, of the recommendations arising from those findings.

The research can focus on all areas of performance or on any particular areas that you know are causing you problems; so it may be that any review covers staff and logistics for instance or covers just one aspect of the business or, on occasion, all of it.

There are a number of different approaches and we will help select the optimum one for you. This may include:

Preliminary Scoping

A review of current statistics to enable us to have a view of what is collected internally, how these are used, and whether the “right questions” are being asked of the data available.

Workshops to discuss with yourselves and a range of stakeholders how the organisation is working and define key performance indicators and determinants of success

Second Stage

The second stage will include:

- Some interviews ideally with some outside experts knowledgeable about your sector
- Qualitative research involving in-depth interviews and focus groups with staff to understand internal dynamics and what they “think”. This helps understanding of the distance between your goals and their goals and also how aligned staff are to performing in the way the organisation needs
- A fuller quantitative survey with a wider range of staff to understand how they feel they perform against key targets and what ideas they have to improve organisational performance.

The analysis of the statistics and the insight from the research provides the data needed to undertake an overall review of performance, suggest improvements, and then we can work to make these part of an organisation’s processes and thinking.

Benefit

Any organisation benefits from knowing how to improve. With Penumbra you will have

- clear goals and targets that provide valuable signposting of success,
- staff that feel they belong to an organisation that knows where it is going
- the ability to allow achievements to be celebrated

Being part of a ‘learning and improving’ organisation makes everyone feel good, staff and stakeholders alike.

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