

## Service Snapshot: Strategy & Balanced Dynamic

Our Balanced Dynamic programme – the third of our three Penumbra Balance programmes - encompasses activities that improve judgment, communication, learning and change during the planning and implementation of strategy.

### Challenge

Our Balanced Dynamic programme is part of a suite of strategy implementation methodologies.

Once the first two parts of our Balance programme – Momentum and Motivation – are under way we introduce our third element – Dynamic. By this point certain trends will be emerging and people will discern that there is a sense of

- Balance between creative and innovative strategy thinking and a range of 'Reality Checks'
- Alignment and buy-in
- Top-down approach balanced with bottom-up alignment drivers
- Confidence balanced with a sense that the thinking is grounded in practical measures to implement

This indicates that good progress is being made but

- The strategic process still does not engage people in a dynamic method of working
- People still do not know 'how' it will all work
- Management can sometimes be uncomfortable with all this involvement of people.

Our Balanced Dynamic programme will enable people to understand these interactions and play their full part in delivering a winning strategy.

### Solution

Balanced Dynamic creates a dynamic between the management system, operations and key stakeholders by maintaining a dialogue around

- How that will be viewed by the people it affects - customers, shareholders and employees - the critique
- What we have agreed should be done: the message
- How the effect of what is to be done impacts us: the change.

### Critique

Critique is from the Greek: "discerning judgment". This is precisely what we will try to foster within the organisation. It is important to allow a conversation rather than a command to define and refine a strategic direction.

We have seen from many case studies that sometimes a change in strategic direction can be as a result of some sort of critique from outside, for example customers can demand a change to a product, or environmental factors can drive new product development.

This is all what we call a critique, as it forms some sort of judgment about what we are currently doing. Toyota allows the critique of its workforce via a suggestion box culture to drive continuous improvement.

### Message

A message can be a form of communication of information, as well as being the information itself. In this way the message embodies

information about the strategy from broad brush-stroke communications to the details of the operating procedures that inform people of what to do.

### Change

This is the process of evolution. By definition, learning is change. We will see that by going through the process we allow the organisation to learn, and to change itself, and by marrying this to the reality of strategic direction, we learn to change to meet the strategic aims.

These are more than just words, they are important activities and stimulus points in the cycle, which will help the organisation to understand when to engage, respond, listen and act in an informed and dynamic way.

### Benefits

The model sets a framework that can be used throughout the organisation, at macro and micro level, to help guide people through optimisation, change and re-alignment, whilst always refocusing on what it is that we are actually doing.

Our unique methodology will take any strategic plan and add life, insight and understanding to it in a way that informs the whole organisation.

If you have a strategic plan, and are uncertain or unsure about how it will come to life, talk to us now about Balanced Dynamic.

## 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