

Service Snapshot: Strategy & Penumbra Balance™

Our innovative Penumbra Balance™ approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders, to drive Strategy Implementation Success.

Challenge

Most people are familiar with the phenomenon of organisations which achieve meteoric success for a short time, only to see it fizzle out and the organisation begin to falter.

Very often, extraordinary growth can be achieved by focusing heavily on an element such as customer focus or innovation, but such a heavy dependence on one element soon wears thin. Leaders can have a vision but they often struggle to achieve it and studies show that some 70 per cent of strategies fail to deliver what managers predicted.

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

- Poor management systems which cause a breakdown between strategy and operations and this is nearly always underestimated by organisations to the point where strategy eventually gets crowded out
- A lack of genuine “buy-in” amongst employees who are often told what to do rather than being asked to participate in the creative strategy development process. The result is frustration which manifests itself as “blocking” behaviour which severely impairs the likelihood of a successful strategy implementation.
- Poor alignment between key stakeholders – employees, customers and owners which is caused by communications failing to connect people to the strategy.

Solution

We have created an approach called **Penumbra Balance** which enables people to engage in strategy in an exciting and positive way. As the name suggests, it is based around consideration and balance.

Penumbra Balance is designed to avoid the usual pitfalls with strategy and to deliver strategies that get people whistling on the way to work.

Our approach is based on an innovative and variable mix of elements delivered within the right culture and leadership style for any individual organisation. We understand that one size does not fit all. We listen hard before we advocate an approach. This inclusive approach is the result of having learnt, over time, what works best.

Penumbra Balance encompasses a powerful fusion of rational analysis, emotional engagement and communication. We run this in three complementary programmes:

- **Balanced Momentum™**
- **Balanced Motivation™**
- **Balanced Dynamic™**

Balanced Momentum™ is a management system designed to bring the planning and execution activities together. It is a closed loop system which includes Strategy development; Turning the strategy into a hard plan; Turning this plan into operational reality and then Monitoring and adapting the strategy over time.

Balanced Motivation™ includes elements that inject a human element into the process designed to foster deep commitment and enthusiasm for strategy amongst employees. It includes activities that improve organisational performance and activities that improve individual performance.

Balanced Dynamic™ creates a dynamic between the management system, operations and key stakeholders by maintaining a dialogue and managing structured activities in the organisation around the Strategic aims.

Benefits

Our approach creates dynamism, drives and sustains momentum and makes strategy a living reality for stakeholders.

We help you to develop your strategy, we guide you through the largely unrecognised complexities of implementation and, over the long run, help you maintain alignment through metrics and continuing evaluation so that you continue to learn and improve your performance.

Penumbra’s approach to strategy recognises that enthusing people is key to success and we combine these people-focussed activities with our planning systems and communications in a way that engages people emotionally and motivates them to deliver the corporate strategy in a measurable way.

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