

Service Snapshot: Improve Performance with Eclipse

Our Eclipse programme is an Enterprise Solution driving revenue growth by creating more high performers, cutting costs by boosting motivation and reducing staff turnover - all with a non-intrusive implementation using online delivery and support.

Challenge

Organisations are continually striving to improve the performance of their people. Numerous expensive initiatives are unleashed in pursuit of this goal. Management creates stretching strategies but, all too frequently, the organisation never quite arrives at the promised destination.

Instead, they go through a process of refocus and recast, tactical moves designed to boost performance and motivational talks from the top exhorting people to go the "extra mile" to improve performance.

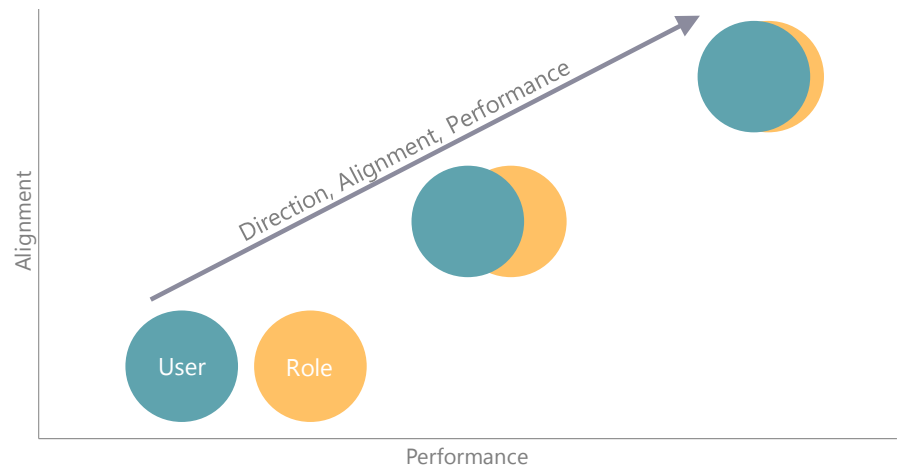
The importance of performance was summed up by Harold Geneen : "It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality."

Definitive research by Walter Mischel of Stanford University found that personality predicted less than 10 per cent of behaviour. Performance is not determined by what you are (personality) it is determined by what you do (behaviour).

Winning organisations will be those who accept this premise and know how to measure and refocus behaviours in pursuit of better performance.

Solution

At Penumbra our start point is an understanding that what determines behaviour is the situation. How you behave in your job is a matter of the requirements of the job. Your effectiveness is therefore a matter of



matching your behaviour with the requirements of the job. Adapting behaviour to changing circumstances lies at the heart of effective performance. Improving performance involves assessing the demands of the situation, examining one's current behaviour to determine its appropriateness or fit, and adjusting what you do to meet the challenges.

Do you know the three things you should do to improve performance?

- How to get other people to improve their performance?
- How to find out what motivates them?
- What a performance blocker is?

And do you know how to transform the energy they and you waste on blocking behaviour into behaviour that will accelerate and sustain performance?

Our Performance Profile shows the way and it is the only tool that measures behaviours that block individual and corporate success. In fact, it measures over 400 key management behaviours which make a difference to corporate success.

Benefits

Eclipse 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 results in people both initiating and accepting changes that improve organisational effectiveness. Because the tool gets people to generate their own suggestions for change they demonstrate much greater willingness to act on them.

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

It 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.

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