

Service Snapshot: Eclipse Risk Monitor

Penumbra provides behavioural diagnostic tools for specific business needs. We call the behaviour toolset Eclipse. It enables people to change and improve their behaviours to match the specifications and requirements of their job.

Eclipse measures behavioural risk. Measuring behavioural risk enables actual risk to be mitigated.

Eclipse Suite

Eclipse is an online diagnostic tool that focuses directly on improving job performance.

It is a high impact, non-invasive way to get to know your people, and enable them to perform better.

And it is proven to work.

Matching Behaviours to Outcomes

If you want to find out which behaviours drive performance in any given situation you need to identify, measure and analyse the behaviours.

Eclipse measures those behaviours which are relevant for top level performance in any situation (location, role, culture or organisation).

It identifies, measures and analyses over 400 sets of behaviours.

The Context: HSE Statistics

Provisional figures for 2007/08 show

- 229 workers were killed
- 136, 771 employees seriously injured at work
- 2.1 million people suffering from an illness caused or made worse by current or past work

Impact on the economy

- 34 million working days lost due to consequences of accidents at work and work-related ill health
- The estimated cost to society is a staggering £20 billion (approximately 2% of GDP)

Industry H&S Issues

- Brand damage through prosecution and adverse press coverage
- Due Diligence is now on Board agendas
- Corporate manslaughter issues
- Cost Control: absenteeism, stress, injury, occupational health issues, morale, actual litigation and procedural costs
- Measure the Immeasurable Behaviours: with Eclipse you can now measure behaviour, and change it
- Compliance is a requirement
- Employee Buy-in participation is part of the approach
- Cost Benefit: Must pay for itself

Relevance of Eclipse

Statistics show 80 per cent of safety incidents are behaviour related.

While they are shown to have been caused by operator error, the cause is often traced to

- management behaviours
- organisational issues

Companies are now struggling with the need to measure behaviour

- Which behaviour?
- In which context?

Management Behaviour: the missing element

"Furthermore, the tendency is to focus on individuals and fail to address *management behaviour*, thus excluding activities that have a

significant impact on safety performance."

Behavioural safety and major accident hazards: magic bullet or shot in the dark?

UK Health And Safety Executive

"Recent research shows that although major incidents often involve operator human error, the reasons that these errors occurred in the first place were the responsibility of those more senior in the organisation."

Collins and Keeley (2003)

Management behaviour influences on safety are well known after the fact.

Becoming pro-active about management behaviour is key.

Due Diligence needs to be shown, but with real measurable data and results.

Solution

Using Eclipse, we:

- Define the behaviours that create a safer culture
- Identify the behaviours that put people at risk
- Create their own set of 'best' behavioural standards

With a set of defined 'best' behaviours, Eclipse will enable the client to:

- Drive a change in behaviours toward the desired standard
- Measure the progress toward the goal
- Benchmark against each other

Summary

Knowing what makes the difference at management level and having the tools to let us

- Learn from good practice
- Change bad practice
- Define best practice

Eclipse allows us to:

- Address the intangible:
Ensure that management behaviours are addressed and monitored in a measurable way and has impact on H&S outcomes
- Mitigate cost impact of incidents
1 person on 1 year long term sick leave can expose a company to between £250,000 and £300,000 in costs
- Mitigate Legal Liability
First case of corporate manslaughter in the UK on May 1st 2009: a new reality
- Set new measurable standards
Creating industry wide standards that are benchmarkable, saving money

H&S Diagnostics and other tools show us that there is something wrong

- They indicate where something is wrong
- They cannot pinpoint exactly what is wrong around management factors and behaviours

With Eclipse we

- support other toolsets
- take behaviour and make it measurable
- measure performance-to-target, to drive continuous improvement
- drive to the heart of the matter and tell you, the client
 - what is wrong and
 - what to do about it

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