

Delivering a pan-European performance management approach for a global household brand



The challenge from the client

To create a performance culture across a range of business units, countries and functions that will enable the delivery of performance potential through:

- Clarity of strategy and objectives
- Emotional engagement of teams
- Effective support mechanisms
- Performance measurement
- Leadership skills and behaviours

Consequently, they needed to shift the culture to one where exceptional performance is the norm, genuine leadership is evident and the potential of the business is realised and delivered.

The approach we took

A culture survey was deployed to identify the ways in which the culture needed to be developed, and then using a performance approach grounded on balanced business scorecard, emotional intelligence and NLP, the following elements were designed and delivered:

- A picture of the desired culture
- The leadership behaviours needed
- The performance management system
- A management and team development strategy
- Alignment of HR approaches and systems

Implementation was achieved through the HR community using a representative section of the business community as a

The results delivered

Implementation is currently ongoing, but there now exists a more progressive approach to performance management, greater focus on what the teams need to achieve, and support for people that reflects both the business need and the individuals' career aspirations.