PERFORMANCE THROUGH PEOPLE

HOW THIS BOOKLET CAN HELP YOU

We are living in a time of change. The increasing expectations of customers and rapid developments in technology are placing unprecedented demands on organisations

The workforce is changing too; many employers are experiencing a changing demographic, shortages of key talent, a blurring of boundaries between work and home and a move to just-in-time & self-directed learning

Now more than ever, it's essential for the people function (HR/L&D) to take action to drive the organisation forward

This booklet has been designed to help you to think about your priorities and where to start

Our consulting model leads with a focus on the Strategic context which is supported by any of the six key services areas required to deliver business outcomes

We hope that you find it useful

BUSINESS OUTCOMES

| AGILITY | COMPETITIVENESS | PRODUCTIVITY |

OUR SERVICES

- WORKING WITH COMPETENCY FRAMEWORKS
- MANAGING TALENT AND PERFORMANCE
- DRIVING ENGAGEMENT & LEARNING
- DELIVERING OUTSTANDING SALES AND SERVICE
- DEVELOPING MANAGERS AND LEADERS
- BUILDING EFFECTIVE TEAMS

OUR STRATEGIC FOCUS

- DEFINING PEOPLE STRATEGY
- DEVELOPING CHANGE CAPABILITY
- DRIVING CUSTOMER FOCUS

WE DELIVER PEOPLE SOLUTIONS THAT DRIVE BUSINESS PERFORMANCE

WE BELIEVE THAT PEOPLE ARE THE DIFFERENCE

At cda we believe that people are *THE* difference

We specialise in delivering people solutions that drive business performance

We do this by adopting a strategic focus which aligns people processes with business objectives

To achieve this alignment we work in three key areas: People Strategy, Change Management and Customer Focus

Our work on People Strategy ensures that processes such as recruitment, performance management, development and talent programmes are aligned to support the strategic objectives of the business

Our Change Management expertise is demonstrated by our track record of structuring and supporting large-scale change programmes to deliver business performance such as new ways of working or organisational structures

An outstanding customer experience can only be delivered through engaged, competent people. Our programmes make the links between brand, customer experience and people

Our strategic focus allows us to deliver real business benefits, including enhanced organisational agility, productivity and competitiveness

Read on to find out more...

OUR STRATEGIC FOCUS

DEFINING PEOPLE STRATEGY

DEVELOPING CHANGE CAPABILITY

DRIVING CUSTOMER FOCUS

DEFINING A PEOPLE STRATEGY

ASK YOURSELF THESE QUESTIONS:

1. Is our HR/L&D team seen as a key contributor to the success of our organisation?

2. Are our people processes (HR/L&D) focused on the priority areas required by our organisation's strategy?

3. Do our people processes reflect current best practice?

4. Do our people managers and HR/L&D team have the resources and skills to deliver the people strategy?

HINTS AND TIPS:

- Work with senior stakeholders to develop a medium-term people strategy and agree how success will be measured

- Review the structure and resources of the HR/L&D team to ensure it can deliver the strategy

- Update people processes to reflect business priorities and best practice

- Develop line managers to improve their ability to manage and develop their people

DELIVERING SUCCESSFUL CHANGE

ASK YOURSELF THESE QUESTIONS:

1. Is there a clear vision for the change that fits with our organisation's medium term strategy?

2. Are leaders actively promoting and leading the change?

3. Do people understand why the change is necessary and what they need to do differently?

4. Is there a way to measure the business impact of the change?

HINTS AND TIPS:

- Work with stakeholders to agree the vision and 'compelling need' and how the change will be measured

- Assess and develop the ability and willingness of leaders to deliver the change

- Destabilise and evolve organisational structures and processes to make change inevitable

- Help people understand the reasons for the change and what it means for them

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DEVELOPING CUSTOMER FOCUS

ASK YOURSELF THESE QUESTIONS:

1. Is our organisation's customer experience clearly defined?

2. Is the fit between our customer experience and our brand clear and understood?

3. Do our people understand what they need to do to deliver our customer experience?

4. Is our customer experience measured and reported?

HINTS AND TIPS:

- Use customer feedback to define a clear, inspiring picture of the customer experience

- Provide training and development in the key competencies required to deliver the experience

- Align people processes (e.g. recruitment, recognition, reward) to provide a single message about what's important

- Align customer satisfaction surveys with the customer experience and use the results to drive improvement

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We offer a wide range of Human Resources, Learning & Development and Organisational Development solutions, delivered in a way that is pragmatic and results-focused

These solutions can be delivered as individual projects, or as part of an integrated change programme

For example, a project aimed at improving the customer experience could include work on competencies, leadership capability and customer-handling skills. Alternatively a project could focus solely on developing a leadership assessment centre

Our approach is tailored to the individual needs of each client organisation

Our aim is always to **deliver people solutions that drive business performance**

Read on to find out more…

OUR SERVICES

- WORKING WITH COMPETENCY FRAMEWORKS
- MANAGING TALENT AND PERFORMANCE
- DRIVING ENGAGEMENT & LEARNING
- DELIVERING OUTSTANDING SALES AND SERVICE
- DEVELOPING MANAGERS AND LEADERS
- BUILDING EFFECTIVE TEAMS

DEVELOPING
MANAGERS AND LEADERS

ASK YOURSELF THESE QUESTIONS:

1. Are we clear on what great leadership and management looks like in our organisation?

2. Do we understand how this will need to change in the future?

3. How effective are our current managers and leaders?

4. How can we improve the development that we provide?

HINTS AND TIPS:

- Review your management and leadership competencies to ensure they reflect best practice

- Ensure the competencies reflect the medium term plans of your business and the changing employment environment (e.g. the rise in remote working)

- Review the focus, blend and quality of your current management and leadership development activity

- Decide how management and leadership competence will be recognised and reported

BUILDING EFFECTIVE TEAMS

ASK YOURSELF THESE QUESTIONS:

1. Do our team structures support our strategic business objectives?

2. Are we organised in a way that delivers effective communication and decision making?

3. Are we set up to deliver a great service to our customers?

4. Do individual team members collaborate well together?

HINTS AND TIPS:

- Review your organisation structures to confirm that resources and reporting lines reflect business priorities

- Consider whether key business processes could be aligned more effectively with team structures

- Review structures to improve your organisation's interface with its B2B customers or strategic partners

- Challenge and develop the effectiveness of individual teams

WORKING WITH COMPETENCY FRAMEWORKS

1. Are we clear on the competencies (skills, knowledge, behaviours) required by key roles in our organisation?

2. Do our competency frameworks reflect our business strategy?

3. How effectively are our competency frameworks integrated into our people processes?

4. Do our people really understand the competencies that are required for their roles?

HINTS AND TIPS:

- Develop or update competency frameworks to reflect business strategy and best practice

- Integrate competencies into people processes (e.g. recruitment, appraisal) to provide a clear view about what's important

- Offer training and assessment (e.g. 360 feedback) to help individuals understand their strengths and development needs

- Assess competence and use the results to report on organisational capability

MANAGING TALENT & PERFORMANCE

ASK YOURSELF THESE QUESTIONS:

1. How well do we manage talent and succession?

2. How effective is our performance management?

3. Do people understand how their work is linked to organisational performance?

4. Is coaching and mentoring a part of our work culture?

HINTS AND TIPS:

- Develop a set of criteria that can be used to identify talent at different levels (e.g. early-career leadership talent)

- Assess and develop leaders (and future leaders) to develop a talent 'pipeline'

- Implement a process to manage depth and strength of all potential candidates for succession into critical roles

- Invest in the performance management process and skills of your managers and their teams

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DELIVERING OUTSTANDING SALES AND SERVICE

ASK YOURSELF THESE QUESTIONS:

1. Do we really understand what our customers want from their relationship with us?

2. Are we clear on how our sales and service relationships help us to deliver our brand?

3. How can we improve the impact of our sales and service training?

4. How effective is our reward and recognition for sales and service staff?

HINTS AND TIPS:

- Carry out customer research to identify your customers' stated and unstated needs

- Develop sales and service competencies which reflect your brand and the needs of your customers

- Implement blended training which develops and sustains the key competencies

- Ensure recognition and reward schemes are aligned with your brand and customer needs

DRIVING ENGAGEMENT & LEARNING

ASK YOURSELF THESE QUESTIONS:

1. How can we improve the engagement of our people with the objectives of our organisation?

2. How can we capitalise on the mind-set of Gen Y and millennials to build engagement?

3. How can we build a culture of self-directed learning and development (70:20:10)?

4. How can we build support for investment in people?

HINTS AND TIPS:

- Recognise and develop the key features of an engaged workforce

- Use data to understand the learner as a customer and develop tailored solutions

- Develop a L&D infrastructure which supports a range of learning solution and communities

- Establish a business case and evaluation criteria for any major investment in people; shout about success!

What are your organisation's key business goals?

What will be their business impact on your organisation?

What will a successful outcome look like for your organisation?

What action would you like to take?

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