



Value Based
Management Development

Human Capital Management Consultants



'every so often comes
a new market leader'

“ Management development is a means of growing and enhancing the managerial capability of individuals to improve an organisation’s performance”



VaLUENTiS is a professional services firm providing human capital management solutions to leading UK/European based organisations. With over 10 years' experience of delivering leadership and management development projects, we have distilled the essence of these programmes into a core suite of dynamic, interactive modules. We know that they provide rich and effective learning, geared to the realities of organisations'/managers' requirements in terms of optimising performance.

In any organisation, the responsibility for driving performance to achieve objectives lies predominantly with the managers. Accordingly, the role of a manager often encompasses many tasks, potentially ranging from the provision of technical expertise and supervision, to motivating teams or colleagues to perform and achieve what is required. Few people instinctively possess all the skills and knowledge to meet this, and, thus developing managers through the provision of structured support is a powerful means to supplementing people's individual management capabilities. The recently released report (January 2005) by Chartered Management Institute provides further evidence, demonstrating that management development does make a significant difference to organisational performance.

Our approach

We offer clients the benefits of 'best in class' design and delivery at a fraction of the cost. Our work is built around proven techniques, organised and planned to deliver measurable improvements with our overall MD framework helping to develop the skills, understanding and commitment that will bring about clearly defined results in your organisation.

Where required, programmes are tailored to meet the specific requirements of the organisation. We work with your HR/business teams to ensure the programme complements and fits with existing systems and processes, and where necessary advising on additional initiatives to integrate with other human capital management practices.

We offer clients a range of options (what we term levels of intervention), starting with off-the-shelf basic designs and accreditation, through to fully integrated MD programmes that involve implementation of performance management and succession management, with supporting competency and 360° assessment frameworks.

VaLUENTiS' course design enables managers to learn through active participation, carrying out practical tasks, with a pace that is both brisk and lively. Managers work in a variety of small groups, with a mixture of exercises, scenarios, case studies, discussion, and structured facilitation. Successes and strengths are emphasised and potential weaknesses are overcome through action plans to promote improvement.

Embedding practice in the workplace

Management learning doesn't stop when the course finishes but continues back in the workplace through various support techniques. We provide opportunities for reinforcing learning as well as opportunities to undertake more advanced courses.

Quality of line and people management performance is directly related to skilled and consistent use of a core number of fundamental skills and behaviours. Most management difficulties stem from not using fundamental best practice or key behaviours.

Business benefits

- Enhances capability**
 - Provides a sharper focus on performance of those with managerial responsibility
 - Ensures greater retention of talented managers through increased confidence and job satisfaction
- Increases effectiveness**
 - Contributes to the organisation's performance particularly when integrated with other HCM practices such as performance management, reward and succession management
 - Provides greater employee commitment and productivity
 - Acts as a vehicle to embed values and desired staff behaviours reinforcing employee line-of-sight
- Minimises risk**
 - Reduces the incidence of potential employee claims through poor management practice
 - Helps to cascade important corporate governance principles to the front-line



MODULAR THEMED DESIGN - our core suite of 24 modules is clustered around four essential themes:

e.g. influencing; business ethics; communication; quality; and innovation.



Leadership

e.g. strategic planning; change; organisational complexity.



Strategy

People management



e.g. team management; managing conflict; coaching.

Task management



e.g. objectives; delegation; priorities; finance/budgeting.

Our design allows clients to choose those modules most appropriate for them, though modules can be selected in any combination to meet the particular needs of the organisation, with the option of further modules added at a later date to enrich the portfolio.

LOW INVESTMENT REQUIREMENT

Client organisations quite often purchase from a training provider that supplies both content and facilitation. This may be due to a lack of resources internally, or simply that there is no offer to obtain internal accreditation. Thus the cost-benefits of MD solutions can become marginalised, particularly where budgets are tight.

With this in mind, we believe our offering provides five differentiating values: -

1. That wherever possible, the organisation should have the capability to deliver with internal resource (not just within HR). Thus we look to provide an accreditation option no matter what modules are chosen.
2. That a reduced one-off licence fee is paid to avoid annual administration and risk of intellectual property transgression, saving both time and money.
3. Use of standardised modular design with 'plug & play' replaceable exercise/case study/scenario capsules that reduce the need for total customisation, and thus cost.
4. Where clients prefer, VaLUENTiS is available to facilitate the delivery of training to minimise cost of external facilitation (as this is discounted where we have undertaken design).
5. We have also introduced our innovative 'license to manage' system, which enables you to recognise managers attaining a particular set standard. This provides a highly visible benchmark within the organisation as well as a more pragmatic and cost-effective solution (though still complementary to any external qualification sought).

INTEGRATED SOLUTION

Integration involves linking management development with the broader organisational architecture e.g. performance management; talent/ succession management; competencies; career development; and general organisation capability.

This allows you to maximise investment in management development through creating

linkages to other, potentially existing components of how you manage your people. Additional specific components (e.g. competency framework; 360 degree feedback framework) are available in addition to the development modules, including a measurement construct which enables you to assess the impact of management development at the organisational as well as the individual level.

WORKING IN PARTNERSHIP



Many clients have embedded VaLUENTiS programmes into their organisations' internal development curriculum. For those who wish to follow this route, we offer an accreditation process and licensing system.

Clients have found that integrating VaLUENTiS programmes like this can be a particularly powerful, flexible, and cost-effective way to facilitate long-term change, and embed the principles of productivity, performance and effectiveness into the culture.

VB-MD™ modules and accreditation

MODULAR THEMED DESIGN

Our experience shows that organisations have a preference to cluster development to ensure a high level of focus. It is for this reason that we cluster our modular portfolio.

Leadership

- ECI: emotional & communication intelligence
- Leadership styles & their influence
- Decision making styles & their impact
- An introduction to human capital management
- Improving quality & innovation
- Business ethics

LEADERSHIP



People management

- Managing people and teams
- Managing conflict
- Influencing others
- Facilitating meetings
- Coaching
- Employment law for line managers

PEOPLE MANAGEMENT



Task management

- Effective delegation
- Setting & meeting team objectives
- Managing performance
- Project management
- Problem solving techniques
- Finance & budgeting for line managers

TASK MANAGEMENT



Strategy

- Strategic planning
- Championing and managing change
- Understanding organisational complexity
- Value-based management
- MBA in a day
- Developing an entrepreneurial mindset

STRATEGY



'Licence to manage' and integration

We have also introduced our licence to manage which enables you to recognise the achievements of managers as they successfully complete the modules. This can be linked into a broader measurement construct to assess the impact of the development at the organisational as well as individual level.

We also provide a programme of accreditation for designated people within the organisation as we believe the most cost-effective delivery method is for you to accredit your own delivery team, building additional internal training capability.

Aside from the dramatic savings you can secure, this gives you greater flexibility in planning and roll-out. The accreditation process is supported by training of your team by a VaLUENTiS specialist.

VaLUENTiS are able to offer a range of additional components (packages) to increase the integration of management development with, for example, performance management, and similar existing frameworks.



Finally, we also offer professional support in relation to the integration of management development with your existing architecture, together with related support in the implementation of any integrated solution.

Measuring the effectiveness of MD

As previously mentioned, assessing the impact of any management development programme can be key to its credibility. The VB-HR™ employee engagement framework, an organisational survey tool based on a core set of research-backed questions, allows evaluation to be assessed at the organisational/individual level. We argue that an effective management development programme will create benefits not only to the managers, but also to their teams. As such, an organisational assessment, combined with individual assessment, will demonstrate changes over time that can be attributed to successful development or indeed any other HR interventions.

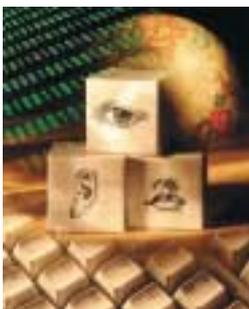
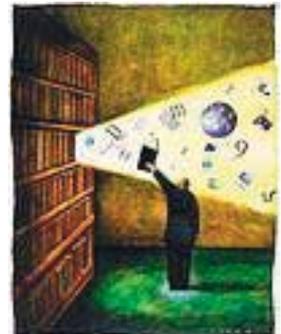


The VB-HR™ employee engagement framework measures across five domains: Development; Line of Sight; Work Environment; Reward; and Organisational Architecture.

Results are reported in insightful format, to provide management with clear interpretations together with our expert observations and recommendations.

OUTPUTS OF THE MEASUREMENT SURVEY CONSTRUCT

- the design of the survey instrument utilising our engagement framework
- the use of multiple data collation techniques to suit the client's requirements
- the administration of survey distribution (where required) and collation
- data synthesis and cutting
- advanced statistical analysis to construct indices on a number of dimensions



- identifying important correlations between survey data and business performance
- the generation of management data reports
- the generation of executive reports detailing observations and recommendations
- feedback presentations
- external benchmarking
- the creation of engagement indices for HC measurement/reporting purposes

Client-based solutions

Solution	Benefits - what you get	Cost	Clients typically look at this solution when...
'Licence to manage' MD suite with fast-track accreditation	24 modules of leading edge quality design. Limited term licence to use within company/division (up to 500 managers).	£32,000*	Client organisation wants some form of structured programme; training, budget and time are very constrained but have internal resource - delivery may be staged.
'Licence to manage' MD suite with accreditation	24 modules of leading edge quality design. Unlimited term licence to use within company/division (up to 500 managers).	£50,000*	Client organisation wants some form of structured programme; training and budget are very constrained though have internal resource.
'Licence to manage' MD modules with facilitator	24 modules of leading edge quality design. Unlimited term licence to use within company/division (up to 500 managers).	Average £750 per day per facilitation**	Client organisation wants a structured programme; no internal resource but has training budget.
'Licence to manage' MD modules customised (i.e. scenarios & case studies).	24 modules of leading edge quality design - customised with specific company/sector based material. Unlimited term licence to use within company/division (up to 500 managers).	additional £1,500 per module	Client organisation wants a structured programme that is also specifically centred on organisation as much as management development.

ADDITIONAL PACKAGES

Organisation context review	Report on organisational cost-benefits, constraints, risks and integration recommendations.	£7,500	Client organisation is looking more at an intervention type development programme and requires a routemap for maximum effectiveness.
Measurement/employee engagement survey constructs	Questionnaires designed to provide both benchmark and evaluative data for use with MD programme interventions.	Typically £5,000 upwards	Client organisation is looking to measure the effectiveness of the MD programme/intervention.
LtM competency framework	Integrated design supporting MD suite with unlimited term licenced use.	£5,000	Client organisation wants a structured programme that is supported with competencies for other uses such as recruitment, performance appraisal, assessment etc.
360° LtM assessment tool	Integrated design supporting MD suite with unlimited term licenced use.	£2,500	Client requires an assesment tool to use in conjunction with above.
Psychometric assessment	Individual/team assessments as requested.	£100 per mgr	Client organisation requires psychometric as supporting development.
Development needs analysis	Dependent upon scope and organisation.	Typical projects range from £15,000 to £50,000.	Client organisation requires some form of analysis as pre-requisite to management development programme.
Performance (talent) management	Dependent upon scope and organisation.	Typical projects range from £20,000 to £150,000.	Client organisation wants a structured MD programme that links in with performance (talent) appraisal/programmes.
Succession management	Dependent upon scope and organisation.	Typical projects range from £20,000 to £100,000.	Client organisation wants a structured MD programme that links in with succession management programmes (and/or performance talent programmes).

*subject to annual refresher workshops

**certain modules require more concentrated preparation and facilitation than others

The company



VaLUENTiS is a leading professional services firm with its global headquarters based in Berkeley Square, London. The firm specialises in providing clients with products and services to enhance organisational performance, focusing on four core disciplines: organisation effectiveness & performance; human capital measurement; organisation measurement; and value based HR (VB-HR™).

Our value based MD practice is positioned within our organisation effectiveness & performance discipline. Our MD packages represent distilled design and implementation expertise from many client-related projects - an unrivalled offering in the field of management development.

Why we are different

At VaLUENTiS we are committed to delivering effective human capital solutions based on deep expertise and extensive research, which ensures that our advice is based on fact, not just conventional wisdom. VaLUENTiS practitioners are skilled across a range of disciplines that include business performance, organisational architecture, finance, human capital management, measurement, and strategy.



'Our practitioners engage in regular mandatory training events to balance their client project experience.'

Our clients

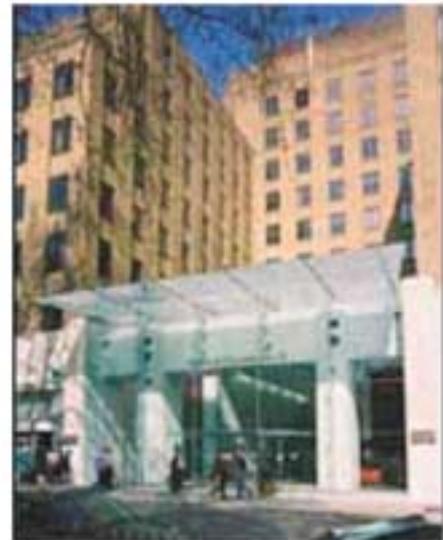
Our portfolio of clients includes FTSE100, Euro300 and S&P500 companies from a cross-section of industry. We currently have a number of dedicated practices covering the Financial, Pharmaceutical, Utility/Energy, ICT, Automotive and Higher Education sectors.



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¹ Includes our global network alliance