



## CLIENT SCENARIO

The client organisation was structured across 18 business units and had undergone rapid growth. Each Division had historically been run at arm's length, resulting in inconsistent talent/performance management practices. As part of a growth strategy, a consistent talent management approach was seen as key towards underpinning business performance and growth.

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# MULTI-UNIT PERFORMANCE MANAGEMENT

Sector: Business services

Type: Consulting/Managed services

## OUR APPROACH:

The sheer number of business units; a legacy of independence and inconsistent approaches towards talent and performance posed considerable challenges in this assignment.

To gain individual business unit buy-in, efforts were made to develop a shared understanding of the role of talent-performance management, including a consistent annual 'event' cycle and set of expectations. This was coupled with a 'business unit bespoke' approach, with the core talent management templates adapted to meet local requirements, whilst retaining consistent features. Work was conducted on-site where required to establish rapport and engage key client stakeholders. An extensive series of validation meetings and workshops formed the backbone of the approach alongside key methodology.

## VALUE OF PROJECT:

As is usual with multiple business units within a group, navigating the tension between Group's desire for consistency and the business' desire for bespoke solutions was key to embedding the talent-performance management approach. The development of shared understanding and templates, coupled with the consistency gained in this way, allowed the client over time to drive up ownership and quality of feedback reviews, leading to the establishment of a much more consistent framework across the group with its various benefits.

## PROJECT PLAYBOOK COMPONENTS:

- |                                   |                           |
|-----------------------------------|---------------------------|
| ➤ PERFORMANCE MANAGEMENT PLAYBOOK | ➤ STAKEHOLDER ENGAGEMENT  |
| ➤ SERVICE DESIGN                  | ➤ ONLINE DIAGNOSTICS      |
| ➤ CHANGE MANAGEMENT               | ➤ STRUCTURED INTERVIEWING |
| ➤ COMPETENCY DEVELOPMENT          | ➤ VB-PM CURVE METHODOLOGY |

## SIMILAR PROJECTS DELIVERED IN:

- Higher education
- Pharmaceuticals