

• Employee engagement • Talent Management • Leadership
Analysis • Evaluation • Assessment • Customer • Experience
• Organisation • Division • Team • Individual • Development
Performance • Productivity • Evidence based management

• Financial services • Pharmaceutical • Retail • Healthcare
Manufacturing • Banking • Utilities • Business services • IT
• Mining • Media • Transport • Construction • Telecomms
Local Government • The NHS • Higher Education • Agency

'THE NEW ART OF BUSINESS SCIENCE®'

ENGAGEMENT • DEVELOPMENT • PERFORMANCE



BUSINES ANALYSIS/CHANGE SPECIALISTS



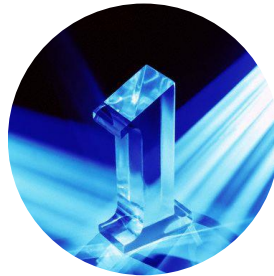
Professional & Managed Services



Incorporated 2003



The application of evidence based management



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VaLUENTiS: Unique in its offering

VaLUENTiS is the leading professional services firm in the field of engagement, development and performance on both sides of the employee-customer divide, with its headquarters based in Nottingham and operational research centre based in Newark.

The firm provides client organisations across the private and public sectors with core solutions to enhance enterprise performance focus on eight core disciplines:

- Staff/Customer surveys
- Employee & Management Engagement
- Talent Management
- Customer/Client Engagement
- Human Capital & Customer Management Strategy
- Analytics/Scorecards/Measurement
- Leadership & Management Development
- Service Design & Strategy/OD

As a company we define the highest professional standards in order that our clients, which include FTSE100/Euro300, S&P500 companies and various public sector organisations, receive unparalleled service.



“ Innovation is seeing what everybody has seen but thinking what nobody has thought. ”

VaLUENTiS flagship offerings include: The *Management Pathfinder™*, *Engagement: Six Pillars™*, *License To Manage™* and *Ludentology™*, alongside VaLUENTiS Business School, which provide organisations with proven performance improvement and development strategies.

Surveys, structured interviews, analytics and scorecards are our standard project deliverables, constructed and refined through 20 years of client engagement. This corporate brochure provides an insight as to our enhanced offerings.

‘Organisation performance through a human lens’

Employee engagement



We know that well-engaged staff and management are key ingredients of organisational success, alongside other givens. As such, it should be a priority for organisations to measure the degree to which their employees are both aligned with the organisation's objectives and committed to achieving them.

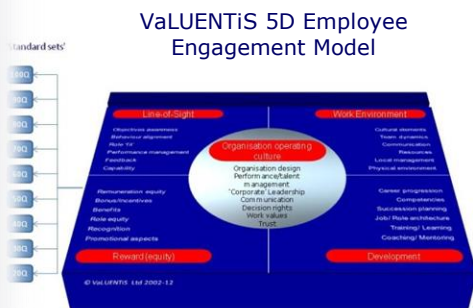
Whilst the use of employee surveys is not new within industry, an increasing number of organisations have moved away from traditional employee 'satisfaction' or 'attitude surveys' and are utilising the more powerful construct of employee 'engagement', recognising its enhanced linkage with talent management as well as workplace outcomes such as productivity and performance.

Organisations seeking to maximise employee engagement run the risk of having to trade off overall outcomes (e.g. in terms of performance or productivity) against the requirements or preferences of employees, which can run counter to organisational aims or lead to potential questions around equitable treatment.

Even though measures of satisfaction and commitment do provide insight into aspects of employee opinion, we argue that leading-edge survey design aims to measure a more practical construct: employee engagement. At level 1, we define this as possessing two components: **Alignment** and **Commitment**.



Our standard framework expands the concept of engagement into five key domains: **Line-of-sight**, **Work environment**, **Development**, **Reward & recognition** and **Operating Culture**, which include all the key elements of employee engagement. The framework enables the use of external benchmarking as we have designed core standard templates (20Q, 30Q, 40Q and 50Q up to 100Q) for this particular purpose. Further question sets can be added for any particular customised variations and sub-indices.



The unique design of the ValUENTiS engagement standard framework enables transition in that re-cutting of previous data can be mapped against the framework to provide consistency of benchmarking. The ValUENTiS Engagement QS database includes over 970 Question-statements (Qs) that have been used in previous survey construction. Our research on the subject of engagement and performance spanned 100 years and over 5,000 research papers.

Our database contains normative scores across sector levels which represent over 3 million employees. Our **SIX-PILLAR** approach means that clients can receive an end-to-end solution whether it is a baseline engagement survey or a full-blown organisation transformation.

Groundbreaking insight

With its innovative online-processing based VB-HR™ solution suite, including the ground-breaking and multi-faceted Talent Management Pathfinder™, VaLUENTiS' portfolio of powerful tools and analytics includes the next generation of business evaluative and predictive techniques.

The **Talent Management Pathfinder™** combines qualitative and quantitative data, the so-called 'mixed methods approach', which is gaining increasing acknowledgement of its inherent advantage over traditional single perspective approaches.

Thus, a new level of data relating to organisational dynamics and performance from the people perspective provides a far more insightful and detailed assessment as a subsequent basis for action or acknowledgement.

Below for example is a common output showing the comparative performance of the Organisation engagement indicators, mentioned to previously, and what is referred to as the OE 'Radar' or 'clock' (expanded indicator version below).

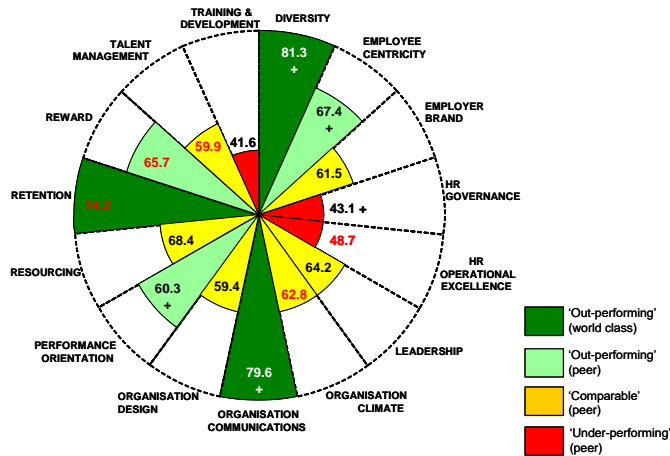


'The ability to combine qualitative and quantitative data at this level and to provide further detailed assessment gives HR functions and their organisations unrivalled business intelligence when it comes to human capital management interventions.'

Through our previous work with both public and private sector clients, we are able to provide comparative performance insight and best practice features, enhanced by our VB-HR™ database that contains over 500 large public and private sector organisations. Given the richness of data we are able to provide greater insight into the current organisation dynamics and provide advisory on how to improve aspects of organisation performance linking with performance measures.

Thus the outputs of the process can be used in a variety of ways whether it is for measurement, benchmarking, evaluation, reporting, organisational actioning or learning or as a precursor for more detailed modelling analytics specific to the organisation. They exist alongside the more strategic measures and baseline metrics which exist in the VB-HR™ portfolio.

Organisations are also able to combine several of these indices into further 'clustered' indices such as, for example 'employer of choice'.



'Organisation performance through a human lens'



Management Pathfinder™

Despite many advances, organisations have struggled to assess the effectiveness of talent management practice to a quantifiable degree that provides reliable insight and benchmarks.

There is increasing awareness and respect for the impact that employee engagement contributes to both organisational productivity and performance, from both output- and cost-based perspectives.

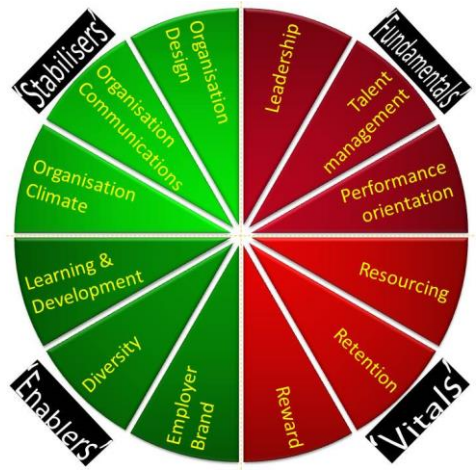
There is thus a growing need for intelligence, what we term workforce intelligence, that provides insightful data for organisations to evaluate and act upon with a degree of reliability.

Accordingly, we have intentionally designed the Management Pathfinder™ and associated portfolio to be applicable to both public and private sector organisations. We recognise that people management is a complex area that requires simplified outputs and the Management Pathfinder™ has taken several years of fully fledged research and design. In fact it has created a new discipline, what we have termed ‘People Science®’.

The **Management Pathfinder™** model builds up a composite picture of organisation performance through a human capital lens. This includes an assessment of employee engagement, organisation engagement, and strategic human capital management drivers. Organisation engagement is a term we use to ascribe the core operating strategies and activities of everyday people management. These are:

‘The VaLUENTiS Talent Management Pathfinder™ is, without doubt, the most sophisticated programme for assessing and improving human capital management practice available.’

Aside from its truly innovative reporting solution, its portfolio of derivative tools provides detailed insight into people management practice and organisation performance.’



We are one of the very few companies that provide workable definitions of both human capital management and employee engagement, i.e.

“Human capital management is the term which is used to describe an organisation’s multi-disciplined approach to optimising the capabilities and performance of its management and employees.”

“Employee engagement is an outcome-based concept. It is the term used to describe the degree to which employees can be ascribed as ‘aligned’ and ‘committed’ to an organisation such that they are at their most productive.”

Engagement/Pathfinder™ Database Industry Benchmarks

The VB-HR™ database contains one of the largest comparative assessment portfolios in industry, and certainly the most sophisticated when it comes to measuring human capital management effectiveness.

Organisations can leverage the intelligence whether it is specifically on employee engagement or the wider organisation engagement slices and/or on the HR function spend/activity. Sectors include:



Comparative
(kəm'pærətɪv) *adj* denoting or involving comparison; judged by comparison

- Private**
- Biotechnology
 - Business services
 - Chemicals
 - Construction
 - Distribution
 - Energy
 - Engineering
 - Food Production
 - Financial services:
 - Insurance
 - Investment banking
 - Retail banking
 - Other
 - FMCG
 - Leisure
 - Manufacturing/Mining
 - Pharmaceutical
 - Professional service firms
 - Retail
 - Telecommunications
 - Transport
 - Utilities

Benchmark
('bentʃ,ma:k) *n* a criterion by which to measure something; standard; reference point; of recognised authority, competence or excellence; *vb* to measure or test against a benchmark



World-class
(wɜ:l-d-kla:s) *adj* of or denoting a person that puts him or her in the highest class in the world; of or denoting an organisation whose performance or capability is deemed as the highest class in the world

- Public**
- Government:
 - Agency
 - Central
 - Local
 - NHS-Health
 - Higher Education
 - Police

Comparator
(kəm'pærətə) *n* any instrument to measure a property of a system by comparing it with a standard system

‘Organisation performance through a human lens’



Customer/Client Engagement & Experience

The age of the customer arrived some time ago and the last twenty years have seen an explosion of customer management innovation with various approaches and techniques designed to enhance the customer service and experience. Much focus has been on technology and automation but too often promise and expectation have been overhyped. Organisations seem to be facing just as many challenges now as we have observed.

Our focus goes back to fundamentals, the customer value proposition, who is the customer, the acquisition-development-retention curve and lifetime value. We view technology as an enabler, not as a solution, in the omnichannel environment that many products and services now exist to meet market expectation.

There are many approaches available, like 'Voice of the Customer' but the 'secret', if there is one, is to keep things as simple as possible in a B2C marketplace.



Of course, we should also mention the 'B2B' client engagement side so often overlooked in the plethora of market analysis.

For many organisations, the B2B client proposition has become even more challenging with the increased use of network partnerships and supply chain relationships that now exist. Though for many still, the principles of good client account management are invaluable, as is again the definition and clarity of the product/service offered; understanding the reason(s) why they are purchased; and importantly protecting against their erosion.

Our comprehensive understanding of value propositions and their design means that we can understand the market context of the organisation and the degree of complexity of its client dynamics. This means that we can view an organisation's performance and from different layers and perspectives.

Our services include a 'cornerstone' customer/client evaluation architecture – a set of building blocks that provide both structure and flexibility for client engagements to ensure suitability and cost effectiveness.



Human Capital & Customer Management Strategy

HUMAN CAPITAL STRATEGY

Our work with client organisations around engagement, human capital/talent management, together with our analytics strategy focus, inevitably means that we are involved with reviewing/evaluating current human capital strategy, enabling it to become smarter or drafting a completely new way forward. Invariably this often also generates an HR functional strategy in the same vein.

Our methodology however looks to produce a constant real-time working remit tied to effectiveness and change as we recognise the often dynamic nature of organisations requires rapid adaptability in goals and deliverables. We often take up a strategic coaching role in these instances.

We believe that a key to success in talent management is having various sources of data and analytics to hand that provide the necessary information to enable effective decision-making and action whether in management or HR functional roles.



“What we think or what we know or what we believe is in the end of little consequence. The only consequence is what we do”

John Ruskin

CUSTOMER MANAGEMENT STRATEGY

Similar to Human Capital Strategy assignments, our work with client organisations around customer engagement and management, together with our measurement and strategy focus, also means that we often review/evaluate the current value proposition(s) to customer/clients.

Again, the objective is to enable a smarter CM/CRM strategy or drafting a completely new way forward. There are many ways in which this may manifest, whether through Voice of The Customer analysis, or the more standard 'deep-drill' using a 4P, 5P or 7P marketing mix assessment models.

Our methodology looks to produce a constant real-time working remit tied to effectiveness and change as we recognise the often dynamic nature of organisations requires rapid adaptability in customer value proposition and experience. As before, we often take up a strategic coaching role in these instances.

We believe that a key to success in customer management is understanding at what goes on at the various customer touchpoints, the cost/revenue analytics around proposition delivery and the end result of experience. Through this, a real picture of customer acquisition, development and retention can be developed real-time to inform cost-effective decision-making and action.



‘Organisation performance through a human lens’

www.VALBS.com



See also **VaLUENTiS-Ludorati Biz Partnership** on page 11 opposite

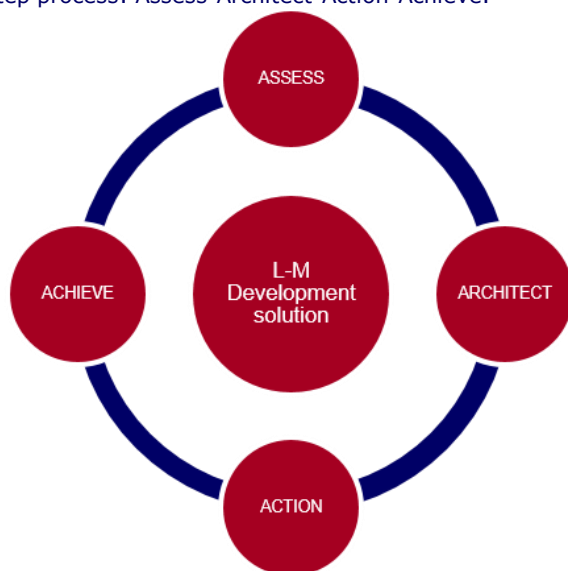
'Management is doing things right...

Leadership is doing the right things.'

VaLUENTiS Business School/ Leadership-Management Development

VaLUENTiS has undertaken a wide range of leadership and management development work through its consultancy assignments over time. As a result of a number of customised solutions, VaLUENTiS Business School was born that offered a number of top quality short courses and workshops, incorporating Harvard case studies and using innovative MCQ approaches that enhanced the learning experience.

Alongside the customised L-M development design and delivery including 'train the trainer' we have our unique **License To Manage™** programme offering that incorporates the very best of issue/culture analysis, design methodology, delivery process effectiveness, change management, analytics, measurement and post learning monitoring and evaluation. We use our innovative four step process: Assess-Architect-Action-Achieve.



To give some idea of course topics and content here is our current short course programme available:

- ADVANCED LEADERSHIP PROGRAMME
- ADVANCED MANAGEMENT PROGRAMME
- STRATEGIC CLARITY & EXECUTION PROGRAMME
- STRATEGIC MARKETING CLARITY & EXECUTION PROGRAMME
- STRATEGIC TALENT MANAGEMENT CLARITY & EXECUTION PROGRAMME
- STRATEGIC EMPLOYEE ENGAGEMENT: 'THE SIX PILLARS™' BOOTCAMP
- MASTERING ORGANISATION PERFORMANCE & MEASUREMENT BOOTCAMP
- FINANCE AND ACCOUNTING FOR MANAGERS BOOTCAMP
- THE INNOVATION BOOTCAMP
- THE NEW VENTURE DEVELOPMENT BOOTCAMP
- THE ENTREPRENEUR 'PIONEER' PROGRAMME



Corporate Events: The VaLUENTiS-LUDORATI BIZ Partnership

Over the years, VaLUENTiS has been recognised for its innovation in helping organisations. And so to the latest in partnering with 'Ludorati Biz' in the application of Ludentology™.

TEAM RECREATION/BUILDING

As specialists, we understand that performance/wellbeing, collaboration, healthy competition, and in many instances, handling change are important, both for individuals and teams in their work environment. As is chilling-out.

So VaLUENTiS has teamed up with the UK's premier board-game cafe, Ludorati Café to offer corporate events including team building, team recreation and individual learning through the use of selected board games and escape room scenarios.

These can provide a mix of both cooperative and competitive challenges for teams and individuals to engage in exercises that focus on building relationships, developmental learning or supportive wellbeing contexts. Alternatively they can be simply used to have good fun!

LATEST DESIGNS

The latest designs in board games and escape room scenarios offer organisations a chance to engage/challenge participants in a unique setting structured around an organisation's or team's need(s). The partnership has access to over 1,000 games and 20 escape room scenarios to select a dedicated mix for any request, based on its LCGS2020 'Games Wizard'.

As well as the traditional relational building context of gameplay, whether as part of a fun reward day or a more structured wellbeing programme, other areas of learning focus include:

- Decision-making
- Problem solving
- Analysis & deductive reasoning
- Interpretation
- Negotiation and trading
- Situational appraisal
- Mental challenge
- Critical thinking and assessment
- Design and development process
- Business and economic insight/parallels
- Mindfulness
- Cognitive function

THE NEXT LEVEL

To take things to the next level, we can provide expert evaluation and assessment through observation, analysis, feedback and coaching activity. We also provide accredited 'train the trainer' courses for those who may wish to undertake in-house events themselves. Organisations can actually build 'recreation programmes' around a portfolio of games over time. Corporate tournaments and team events can also be organised to suit. Pricing is extremely competitive and a fantastic choice for organisations seeking alternative approaches.

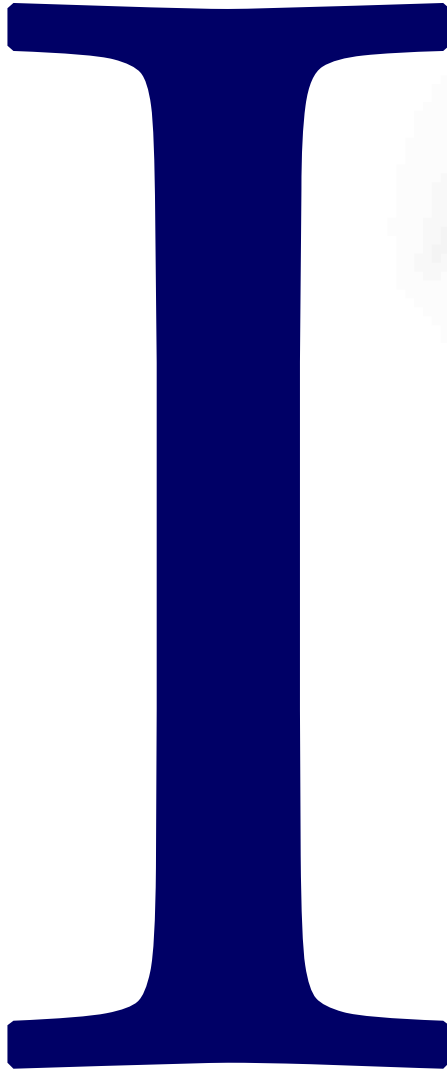
“ Ludentology™ is the study, application and impact of game playing in social and organisational contexts. Ludorati Biz puts particular emphasis on the benefits of board games and escape rooms, helping teams and individuals enhance skills and approaches to their professional tasks through unique structured and fun approaches. ”



Ludentology™ is a registered trademark of Ludorati UK Ltd.

'Organisation performance through a human lens'

Smart. Smarter. Smartest...



PEOPLE SCIENCE[®]

Organisation Intelligence
to
improve organisation performance

- Staff/Customer surveys
- Employee & Management Engagement
- Talent Management
- Customer/Client Engagement
- Human Capital & Customer Management Strategy
- Analytics/Scorecards/Measurement
- Leadership & Management Development
- Service Design & Strategy/OD
- VaLUENTiS Business School

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