

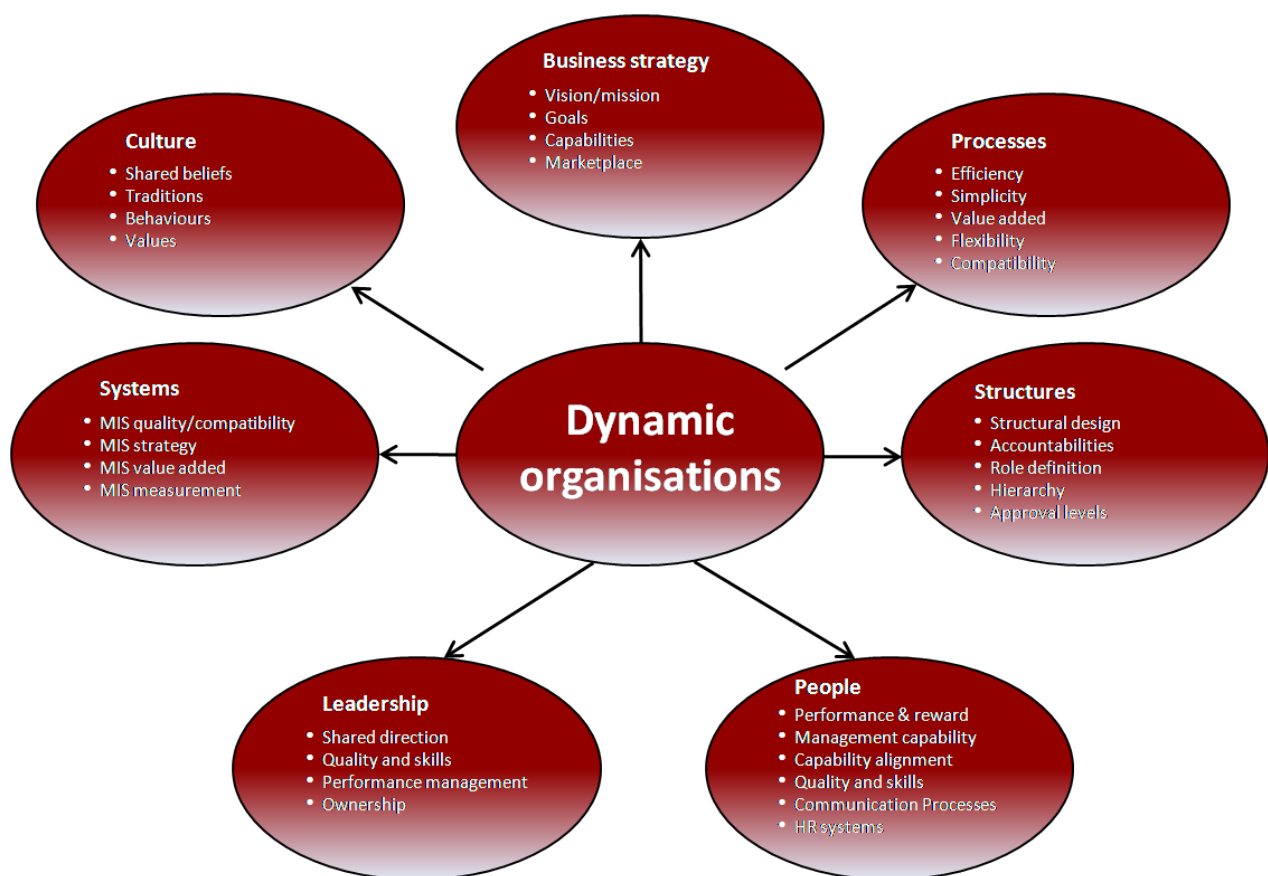
Performance Improvement

The world today is one that changes faster all the time. What worked yesterday may not work today or tomorrow. Now we face more uncertain times and the prospect of a very tough business environment. QCG realises that for our clients to succeed their organisations must move further and faster in continuously improving their performance.

What we do?

Our approach to Performance Improvement helps our clients translate their vision and strategy into effective operating models enabling them to maximise the value of their services through improvements to their businesses' structures, processes, systems and people capabilities.

Our goal is to help our clients in the delivery of ever increasing value added change to business performance and to achieve the design of dynamic, high performing organisations. To do this we provide expertise in the following areas:



Business Strategy - establishing strategic goals in order to build up a picture of the “organisational capabilities” required to meet future challenges.

Processes - developing processes as “value streams”, where each step in the process adds tangible value to the delivery of services / products.

Structures - examining the best choices available when deciding how to group people together.

People - improving the capability of employees as the key criteria for achieving sustained organisational performance.

Leadership - achieving collective mind sets among the senior team, in which a clear vision for the organisation is set.

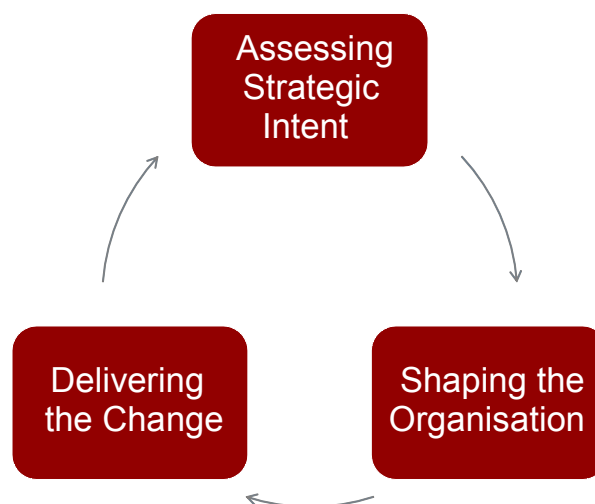
Systems – putting in place technology and management systems that maximise the value of service delivery.

Culture – ensuring employees translate into actions those values and behaviours which will make the organisation successful in the future.

How do we achieve this?

We do this through the application of our Performance Improvement methodology, a highly responsive approach which assesses current business performance against strategic intent and provides a roadmap of how internal operations and capability can be reshaped to better deliver desired results. While we would typically apply our approach to entire operating models, it can also be used to effectively target and improve specific organisational components.

Performance Improvement Method



Assessing Strategic Intent

The process begins with an audit of your organisation effectiveness. We work with your senior team and other stakeholders / customers to assess:

- The alignment of strategy with current business operations
- The value of services being delivered to customers / stakeholders
- The responsiveness of current operations to keep pace with market changes / challenges

The outcome is a clear assessment of what interventions are needed and in what sequence to deliver improvements in business performance. To inform your decision-making, at this stage we create different models and test these against future scenarios to ensure we understand how your organisation is likely to behave.

Case Study 1

We are working with a large international business across the EMEA region to achieve a significant shift in business performance, driven by the strategic aim of having greater market share and impact in a key market segment. Our approach has been to work on the definition of the strategic change requirement and the obvious organisational capability gaps to be plugged in delivering the performance improvement required. Organisational barriers identified have

included structures, processes and culture, all of which have been subject to deep analysis and where appropriate the setting up of change projects to put in place the right infrastructure to deliver the performance shift required.

We are now working with individual territory GMs [individually and collectively] to identify the actions required to shift energy and results towards higher performance, according to priorities informed by analysis of varying market opportunities.

Shaping the Organisation

Once we have agreed how to better realise strategy through changes to the operating model, we work with you to plan and make this happen. At this stage we would typically work with a number of groups of people, including:

- Senior Managers; to ensure a strong guiding coalition is in place to give clear priority and support to the performance improvement programme
- Employees; to tap into their ideas, assess their readiness for change and then help them commit to different ways of working
- Stakeholders and customers impacted by the changes; to manage their expectations in order to minimise the risk of failure during implementation

Through engagement and participation in design programmes, we create organisations and people that are responsive to a rapidly changing external environment. We shape organisations knowing that ‘the end’ is a moving target, and the nature of the business issue that any change is seeking to address determines what is taken as the end – it may be anything from months to years away.

Case Study 2

We worked with the top team and project teams of a major public body, following a merger, to create a new fit for purpose organisation structure. This required analysis of the future work demands, organisational levels and functions and the likely changes in workforce composition arising out of post-merger integration. A significant feature of the assignment was the reshaping of the structure in such a way that maximised efficiency savings, through relocation of work and more efficient reward arrangements. A key part of success in this case was the need to engage with managers and staff across the organisation to increase buy in and achieve a significant ownership of the change programme – achieving multi-million pounds of savings in the process.

Delivering the Change

We understand that in many change programmes there is typically little correlation between a particular new structure, system or process design and the overall satisfaction of people who are affected by the new ways of working. However, we know that disappointment with a change outcome is usually a result of how the new arrangement was implemented and embedded as opposed to dissatisfaction with the new design.

To deliver the full benefits of a change to your internal operations, our performance improvement method is supported by our capability in change management, including:

- Project planning and management; to define a systematic transition between where you are and where you want to be
- Dealing with resistance; we constantly ‘take the temperature’ of how people are reacting to the proposed changes to help you anticipate common responses to change and provide you with tactics for acknowledging and addressing legitimate concerns as well as unfounded fears

- Communication and engagement; particularly on transition to ensure people are assimilated into the new ways of working with as little uncertainty as possible
- Measuring the business impact and return on investment; to help you see whether the planned benefits and outcomes are being realised through improved business performance

Case Study 3

We worked with the senior managers, staff and a range of external consultants to help this public sector transport provider integrate and rationalise the merged group's HR functions, which were highly fragmented and spread across various operating businesses. As part of a major change programme with the aim of transforming a 'monolithic' public sector organisation into a commercial, customer facing business, the challenges were enormous and complicated by multiple stakeholders with varied (and sometimes conflicting) needs.

Our consultants worked to focus the organisation on maintaining the momentum of change whilst at the same time ensuring the organisation was able to accommodate shifts in the external environment. This was done by setting a small number of vital milestones and maintaining and reviewing contingency plans on a continuing basis. Business as usual was maintained during the shift to the new centralised HR service centre by establishing a sense of local business ownership of the change programme.

At a design level, our team worked on the processes and systems required to support a new CRM system of HR delivery, organised and redesigned roles and recruited and trained specialist staff to populate the new operations. To date the change programme has continued to enhance the HR capacity within the business while achieving a 50% reduction in HR headcount.

Case Study 4

We also worked with a global technology company on a major reform programme, directed at improving business performance and market value, prior to sale. This required innovative solutions to increasing the value of the business, without adding to the cost base. Our work included working with the global board to establish the vision for the organisation, focusing on the highest value added services and to develop an understanding of the organisational capability that would need to be in place to deliver the changed organisation.

We facilitated board discussions over the change period and developed with them implementation plans – with appropriate governance arrangements. We also worked on specific work strands of the change, in particular the key enablers, such as changes to board roles and accountabilities, leadership development, development planning and changes to the global incentive plans.

The outcome was much improved business performance and the successful disposal of the European business which has provided significant new investment funding for the US and Asia Pacific business units.

If you need any further information on our Performance Improvement Services, please call Alan Hurst on 020 7462 4833 or email info@qcg.co.uk.