

# Management Consulting

## Delivering a step change in Performance Culture. Good Managers need Good Systems.

### BUSINESS PERFORMANCE

The Adecco Group were looking to enhance their Performance Culture, uplift engagement at all levels and more effectively govern performance management processes. Their goal was a stepwise improvement in organisational maturity in the performance management space. It was time to work smarter, not harder.

Existing processes required significant time commitment to coordinate and undertake. Largely manual, with inaccurate reporting and limited availability of historical data, these issues were impacting on engagement, workloads, the quality of conversations and the resulting organisational performance. The solution needed to consider all aspects from goal setting through to formal evaluation, monitoring and reporting.

**“Creating a High-Performance Culture is about regular conversations aligned to agreed success measures. Our systems and processes need to support our leaders. In doing so, the success of this major initiative has been a significant factor in our recognition as A Great Place to Work.”**

*Erica Page, Country HRD Director, The Adecco Group Australia*

#### How it Worked



- Understanding current state context**, by engaging with stakeholders from across the business (sponsors, leaders, SMEs, end users). Early engagement provided insight of current processes, pain-points and similarities/differences across Brands.
- Future state process design undertaken independent of technology and tools.** Best practice Performance Management maturity models were combined with the Group's Global guidelines to outline a tailored performance management value chain.
- The approved Performance Management approach** guided business requirements for the supporting technology selection. Modis facilitated the selection and implementation process, ensuring a value for money product that addressed key pain points and the move up the maturity curve.
- The transformation program** utilised an agile organisational change strategy, facilitating early stakeholder buy-in & ongoing flexibility to adapt throughout the technology review.

#### The Outcome

The tailored solution was successfully implemented nationally, resulting in business improvement aligned to strategic requirements. A strategically aligned, cloud-based technology that encompassed the entire lifecycle of the Performance Management process.

<b>1</b>	<b>100%</b>	<b>+32</b>
Platform and Process across all Brands.	Completion of Performance Reviews in the first year.	+25 increase on previous year's eNPS Engagement Measure.

In the end it was all about people. A system that supports critical conversations to create clarity and alignment, enabling individuals to achieve their goals and the business to realise its vision.