

## **EnergiseLegal case study**

### **Firms/Human Resources/Talent Management**

### **Performance Management Implementation**

#### **The Brief**

- The client had attempted unsuccessfully to implement a performance management process, endeavouring to improve business performance through several ad-hoc programmes and wanted to address some organisational issues.
- To clarify the definition of performance management and incentive to initiate the strategy which were ambiguous and meant different things to different people.
- To help create a more competitive organisation, enhance the delivery of the business strategies and improve employee retention.

#### **Our Role**

- Supported the firm to redefine “Performance Management” running various workshops and communication cascade workshops, working with managers to design these sessions for the different categories of staff so the messages were clear, robust and consistent.
- Heighten the awareness and understanding of the strategy through planned ongoing communications.
- Help staff to see the link between the business strategy and a performance management strategy, and gain buy-in to why the firm needed to invest.
- To help staff see the link between performance management and career paths/progression.
- To engage managers with different values to buy in to the change in the culture of the organisation.

- To create a change management programme with the managers so that the vision agreed by the leadership team could be implemented.

### **The Result**

- The cross-section teams of managers created the performance management framework which was approved by the board.
- More confident and competent HR team following support and coaching.
- A high level of engagement with the managers, having created a common understanding and belief in what the business wanted to achieve, focusing on teamwork and communication.
- Positive feedback from managers and staff as they now understood the direction of the business and the CEO's passion and vision to create “a great place to work”.
- An agreed plan to implement a continuous performance management process.