

Mini Case Studies:

Transforming the Performance Culture



rialto

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Finalists of the
HR Distinction Awards
2013
*in the Adding Value
category*



Winners of the
**Outstanding Organisation of the
Year (SME)**
*National Management & Leadership
Awards*



Finalists of the
**People Management
Awards 2013**
*Consultant of the Year
Awards*

Introduction

The most common component of a high performing organisation is their ability to align the workforce with a visionary, accountable leadership team. Unfortunately, many organisations have employees who are not on the same page and are not heading in the same direction.

Recent studies from McKinsey's, Harvard Business School and The Institute of Management suggests that traditional models of restructuring do not deliver the promised results and traumatise the workforce. As a result of these findings, Rialto has conducted further research and has implemented an award winning methodology which offers organisations fast effective change management alternatives to adapt to new markets and improve overall business performance and win with customers.

Our Transforming the Performance Culture (TPC) Solution assists leaders to build a HIGH-PERFORMING ORGANISATION.....an organisation which aligns employees, fosters innovation, creates a step change in performance, wins with customers and leaves competitors in the slow lane.

Why is TPC different and how does it work?

- Discover your organisation's unique assets, strengths, and capabilities.
- Reduce operational costs substantially.
- Coach the executive team to function as one high business performing unit which inspires and innovates.
- Ensure customers receive an award winning service leaving competitors behind.
- Ensure that the right people, with the right strengths are in the right roles.
- Enable employees to take ownership and align to the organisations objectives.
- Transform under performers into outstanding achievers.
- Provide the business with sustainable performance through crystal clear, short, mid, and long-term visionary goals.
- Create your business to be the industry employer of choice – attracting the most talented people into your business.

Symphony IRI - Professional Services

“We recognised that we needed to embark on a transformational journey to achieve our strategic plan and stretch our business goals. We turned to The Rialto Consultancy for their experience, capabilities, change management processes and expert people to coach us along the way.

The Rialto Consultancy were fundamental in assisting us in achieving our change plan while keeping focused on meeting our aggressive business and organisational growth”

Blair Ruelens, Managing Director UK SymphonyIRI Group

SymphonyIRI Group recognised the need to revitalise their business capability through a step change in performance of managers and employees. Rialto identified two significant factors that were obstructing organisational performance:

- A lack of current clarity of job roles – square pegs/round holes.
- Managers were not geared up or sufficiently skilled to have productive performance conversations.

A number of innovative employee performance models were utilised, which enabled employees to self assess performance and line managers to identify performance history and potential.

Managers were also developed to enhance their leadership style and adopt an improved coaching and mentoring style of team and individual leadership.

Every employee was given a choice to raise their performance within the organisation and align with the emerging new world. Rialto worked in partnership with the leadership team and HR to achieve the following performance management results:

- Skill alignment processes were implemented - enabling clarity of roles resulting in a leaner, flatter structure.
- Managers received 1:1 coaching to prepare them for empowering conversations.

Transforming the Performance Case Studies

A fit for purpose performance excellence framework was developed, which included the launch of 'Action Plan for Success' which employees are measured against regularly.

Rialto developed a communication strategy which increased employment engagement throughout the organisation.

- **The Results**
- The Rialto TPC project successfully **reduced traditional transformational costs by 90%**.
- TPC represented a symbol of the organisation investing in its future and its human capital by successfully redirecting cash flow.
- New, high performing employees who have been appointed continue to breathe innovation into the organisation.
- The results of up skilling the workforce are expected to continue to be realised in 2011 and beyond. Forecasted benefits include increased sales, greater customer satisfaction and enhanced employee engagement.



Royal Mail - Public Sector

Royal Mail were facing radical business change with the introduction of greater competition and increasing financial pressures to reduce costs and drive profitability. The business needed to be more commercially focused, which required a culture shift to reflect the organisation's new business model and goals.

A key workforce challenge facing Royal Mail was the existing non-compulsory severance agreement in force with the Trade Unions and the fact that the voluntary severance terms were no longer sustainable for the business.

Voluntary severance had, in the past, been used as a tool for change. Unfortunately, in many cases some of the most talented people were self-selecting to leave. Additionally, Royal Mail had a large number of managers in surplus pools, being paid for limited contributions.

Royal Mail selected Rialto to achieve:

- Stimulate and secure a culture shift.
- Secure step change in workforce performance.
- Support employees to deliver the changes required.
- Reduce workforce costs.

Rialto integrated our innovative change solution, together with an accelerated implementation plan. Two vital issues which were successfully addressed to enable a new approach to succeed included:

- Serving notice on existing voluntary severance and entering into negotiations with the unions to move to new terms.
- Changing the conditions and responsibilities of people in the surplus pool to reduce accessibility.

Royal Mail and Rialto worked with the Trade unions as part of the solution in reducing the surplus pools and encouraged them to support their members to take ownership of their careers within the emerging internal business environment.

***“Rialto saved
Royal Mail
£120 million
in operational
costs”***



Rialto worked closely with Royal Mail to advise on the development of a robust assessment process to evaluate individuals' competencies, preferences and desires to succeed in the future new world structure and to engage in open and honest conversations with their managers about the results of their assessments.

The workforce assessment provided Royal Mail with a clear picture of individual performance and alignment. Those employees that were identified as mis-aligned or underperforming were advised that if they wanted to stay but didn't perform within the new world, they could find that they would enter a surplus pool. From there, they would be performance managed and assisted in finding alternative external roles through the Rialto transitional support programme

To enable managers to handle these difficult conversations, Rialto custom designed coaching & learning programmes which provided managers with the skills to successfully deliver key organisational messages, together with the confidence and skills to discuss the outcomes of the assessments in a positive manner.

The results:

- Royal Mail achieved the desired business change and a reduction in operational costs of **£120 million** was saved.
- The surplus population was reduced from 1610 managers to under 10 in just 9 months.
- 6000+ honest conversations were held and 512 managers left Royal Mail during the process with no legal implications.
- Trade Union support was maintained throughout the implementation of this new approach.

Rialto specialises in unique change management and transformation solutions which deliver exceptional results. We provide a range of services and interventions associated with the entire people agenda

Our services include:

Transforming the Performance Culture

Executive and Leadership Coaching

Outplacement for Senior Executives

Outplacement and Career Transition

Executive Search

Interim Management

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