

Performance through People

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<p>What are the challenges facing Financial Institutions?</p>	<p>The investment and wholesale banking sector in the United Kingdom is rightly renowned for the great emphasis it places on technical excellence. Traditionally, rewards have been linked closely with results which, in turn, have been dependent upon the knowledge and skills of the operators. Competence development has been focused primarily in those areas.</p> <p>More recently, as organisations scramble to gain competitive advantage, the challenge for financial institutions has been to look beyond the technical skills to seek that extra ingredient that will make the difference. The result is that organisations are now looking to optimise the potential of their people in a broader range of competences than ever before.</p> <p>A further challenge is to win ‘the war for talent’. Although recent ENB research indicated that talent management is regarded as more important to some organisations than others, there is little doubt that those who choose to ignore it do so with a degree of risk. In a volatile market, it is the organisations that are investing in personal development and career progression that are winning the war. These organisations are seeing better retention rates, higher employee satisfaction scores and an increased pool of recruits as people want to be part of their business.</p>
<p>What is our value proposition to businesses with these issues?</p>	<p>Too often ‘soft skills’ are delivered in organisations as stand-alone events without reference to the business context or transferability in the workplace. With enb, clients are assured that all programmes are designed and delivered by a team of consultants that has been working in Financial Institutions for over 20 years. They offer a wide range of banking experiences; from corporate leadership roles to research, marketing and risk management. enb is therefore uniquely placed to combine this wealth of experience with leading edge skills in organisational and people development to provide innovative solutions to the challenges described above.</p> <p>enb has a group of management development specialists that has extensive experience across a wide range of leadership development and behavioural change projects. These have included large programmes involving hundreds of senior managers to small boardroom teams and executive coaching at an individual level. In all cases the</p>

	<p>emphasis has been on blending our reputation for technical training with our 'soft skills' expertise to design and deliver programmes that achieve measurable results and make a significant impact on the business.</p> <p>In addition to its core consultancy team, enb can draw upon its dedicated pool of Associates and its partnerships with leading research and academic institutions. These include the Centre for Leadership Studies at Exeter University and the Center for Creative Leadership in the USA.</p>
<p>The enb Approach to Performance through People</p>	<p>The enb approach in this Core Capability Area addresses the performance of people at three levels; Individual, team and organisation. The underlying philosophy of enb programmes at all of the above levels is that the learning must be:</p> <ul style="list-style-type: none"> • Be relevant, practical and transferable • Be linked to business objectives • Be measurable to an agreed evaluation level (target level 4) • Have clear learning objectives and session objectives as part of an 'audit trail' towards evaluation. <p><i>Individual.</i> Whilst training needs analysis and competence frameworks play an important role in highlighting the desired state, enb believes in the importance of individuals understanding themselves as a precursor to behavioural change. enb uses a variety of diagnostics to assist this process, selecting the tools most appropriate to the requirement. Understanding self is a key component of any enb programme in this CCA. This is then used as the basis for interpersonal skills development with programmes tailored specifically to the unique needs of the client.</p> <p><i>Team.</i> This capability cluster focuses entirely on the development of teams through the 'forming to performing' spectrum. The enb approach begins by considering team maturity, strengths and weakness and team roles. It also looks at interactions and team dynamics in addition to the systems and processes used. Outputs of team events will include SMART action plans that address the emerging issues. The Team capability cluster also addresses cross-functional team-working and development of virtual teams that were highlighted in enb research as important challenges faced by financial institutions.</p> <p><i>Organisation.</i> At this level enb takes a macro-view of the organisational needs to provide consultancy support that draws upon our experience of best-practice in learning organisations. In this cluster the main focus is on organisation-wide programmes, processes and systems that support the development of people. Our approach is to provide a one-stop' solution that can address challenges at any stage of the organisational learning cycle from the development of competency frameworks through to evaluation. In response to the issues raised in our research, this cluster also provides support in the development of graduate and fast track/high potential programmes.</p>

<p>Our Service Offerings</p>	<p>enb specialises in providing bespoke solutions to meet the needs of our clients. Drawing on our experience of financial institutions and our understanding of the challenges clients face, enb has developed its service offerings at the 3 levels described above:</p> <p><i>Personal Impact – releasing the potential.</i> It is in this area that our clients are increasingly investing to gain competitive advantage. By optimising individual potential beyond technical skills, financial institutions are reaping the benefits. Whilst each programme at enb is individually designed, there is underlying theme that permeates throughout. With the emphasis on ‘understanding self and others’ enb uses a number of diagnostic tools, including Insights and DISC as the starting point. Among the enb programmes that have already had a significant impact on business results using this approach include:</p> <ul style="list-style-type: none"> • Powerful presentation skills – making an impact • Business presentations • Effective Influencing skills • Communication skills <p><i>Towards High Performing teams.</i> Whether team leaders are new or experienced, the components of this cluster are aimed at taking teams to the next level of performance. Activities include:</p> <ul style="list-style-type: none"> • Team Diagnostics eg Belbin, Insights • Team audits’ to identify key strengths and weaknesses • Understanding team dynamics and cross-functional working • Managing performance – coaching and appraisals • The Team Leader’s role (linked to leadership CCA) <p><i>Performing Organisations.</i> The components of this cluster, when combined, represent a ‘one-stop’ solution for an organisation undertaking a comprehensive change programme. Alternatively they can be used independently to target specific issues in organisation development. Consultancy support is also provided for organisations embarking on large scale development programmes.</p> <ul style="list-style-type: none"> • Development of competency frameworks and succession planning • Developing a learning organisation – training strategies, training planning, TNAs and evaluation • Organisation-wide graduate and high potential skills development programmes.
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