



## Accelerating Growth: High Performance People Practices Sample Report

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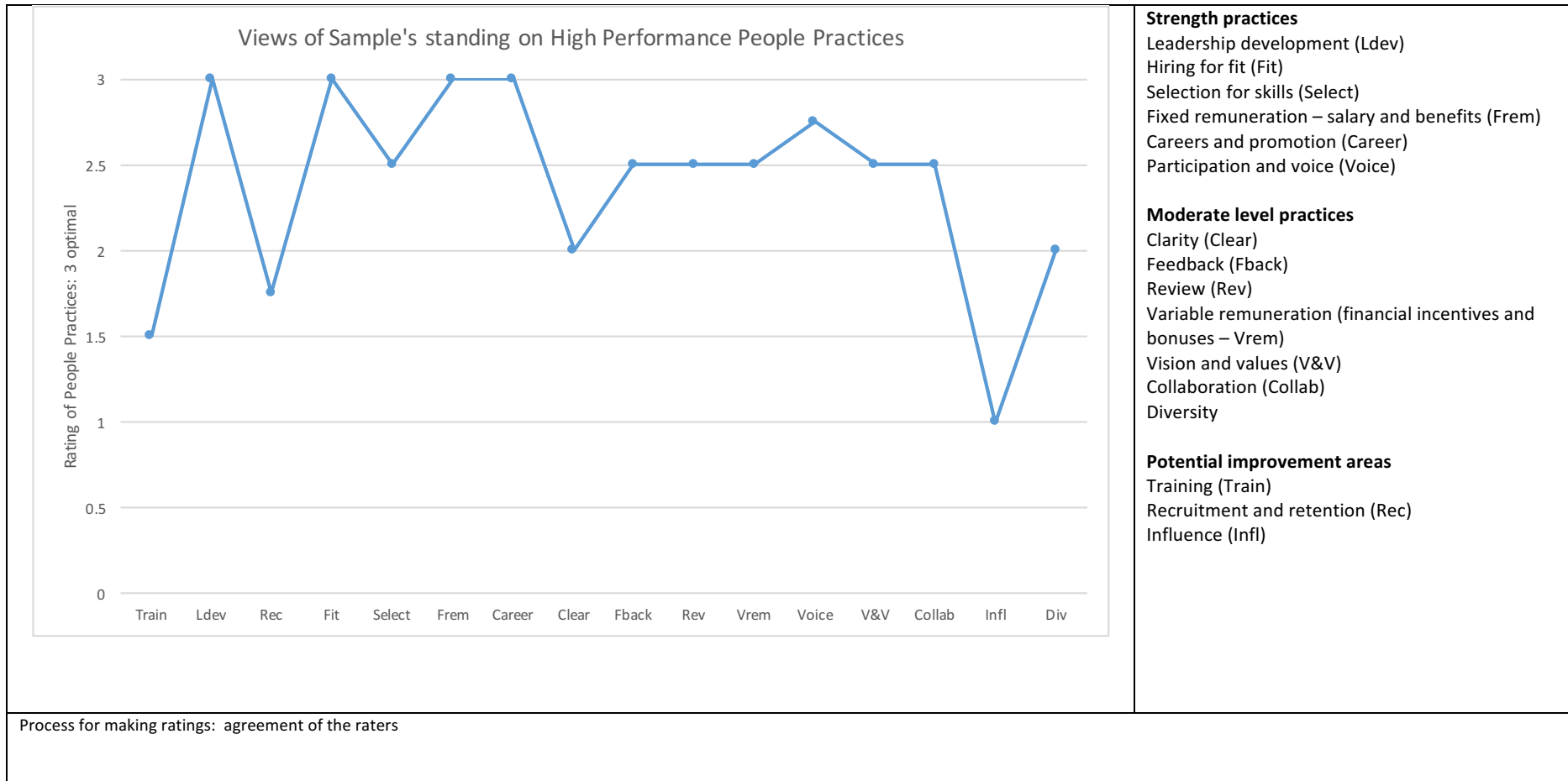
### How High Performance People Practices contribute to business growth and performance<sup>1</sup>

- For businesses of all sizes ( > 10 employees)
- High-tech businesses. E.g. computer hardware/software, peripherals and consulting sectors
- For outcomes including business survival, growth and performance
- Various organisations in countries across the world (USA, UK, Germany, The Netherlands, Ireland, Australia, New Zealand)

### How to use this report

1. Review your strengths in the light of your business vision and strategy – how do your actual people practices help deliver on the strategy?
2. Identify any potential strategic de-railers – risks that will need to be managed

## Overview:



## The high performance people practices

<b>Train</b> <p>Training – including a range of development activities such as systematically guided tasks and project opportunities, coaching and review and reflection processes, and of course formal instruction. Integrated with continuing review of the match of individuals and teams against present and emerging needs for skill and knowledge, and evaluated in terms of popularity, demonstration of the target skills and knowledge as result, and ultimately on the impact on performance indicators.</p>
<b>Ldev</b> <p>Leadership development is a key driver of effective people practices – the leaders clarify performance expectations and build motivation and capability to deliver – through teams and individuals. A clear model of what effective leaders do in the business is part of leadership development. Leadership development includes guiding the leaders’ mental models from individualist achievement to being part of the team and motivating followers. Ideally the views of the followers provide a reality check on how the leader is going and what course corrections are required.</p> <p>“Leaders don't create followers, they create more leaders” Tom Peters</p>
<b>Rec</b> <p>Recruitment is the other side of the business ensuring it has the skills in place to add value. Where training is the “building” process, recruitment is “buying” in the necessary skills. Recruitment includes brand-building and promotion as well as advertising. This includes the use of social media especially LinkedIn. Recruitment also includes active retention efforts – including identifying “flight risks” and providing them with opportunities that will engage them.</p> <p>“Great vision without great people is irrelevant.” Jim Collins, Good to Great</p>
<b>Fit</b> <p>Hiring for fit is less hiring “people like us” (see Selection and Diversity below), but ensuring that a range of perspectives from across the business are involved in the selection process (ideally with weighting to those who have demonstrated their effectiveness at selection decisions).</p> <p>“You need to have a collaborative hiring process.” Steve Jobs</p>
<b>Select</b> <p>Selection is ensuring that the best possible people are hired. To reduce the risks of unconscious bias influencing decisions and restricting the potential capability of the business it is of demonstrated value to identify the required skills (or competencies) required and develop questions and other assessments (including cognitive ability tests) that are used to systematically evaluate candidates. There needs to be an ongoing review of which parts of the selection process are contributing to performance. It is also valuable to consistently</p>

<p>review if the final short-list and hires include “minorities” (eg, women) – the difference between the ratio of such minorities in the applicants and in the final screened group is one guide.</p>
<p><b>Frem</b></p> <p>In the competition for talent it is critical that pay is competitive, that merit increases are based on skills and performance. The important differentiation in pay is to ensure that outstanding (good and poor) performance differences are reflected in pay levels. Differentials are less important or useful among average level performers. Pay practice needs to be reviewed to ensure that “top talent” are paid competitively (in terms of internal comparisons or systematic external comparisons).</p>
<p><b>Career</b></p> <p>Career paths help to match the organisations present and future resource requirements (clarified in a people resource plan) with the career aspirations of employees. Succession plans are one aspect of this. In smaller businesses it can be possible to arrange placements with business partners (see Training).</p>
<p><b>Clear</b></p> <p>Goals and performance measures need to balance financial (or operational) and non-financial (such as values-based ratings). The measures need to provide line of sight to the business strategy as well as providing clarity.</p> <p>“It’s a lack of clarity that creates chaos and frustration. Those emotions are poison to any living goal.” Steve Maraboli</p>
<p><b>Fback</b></p> <p>Performance is enhanced through regular and developmentally focused feedback. Managers who guide the identification of skills that will lift capability, and help staff work towards short-term results contribute to ongoing performance improvement..</p>
<p><b>Rev</b></p> <p>Annual or periodic comparative reviews provide an objective basis to remuneration (merit raises, bonuses), promotion and development opportunities. Alignment with career track opportunities ensures talented staff are getting appropriate opportunities.</p>
<p><b>Vrem</b></p> <p>Individual bonuses and providing the opportunity to buy into the business must be aligned with a record of outstandingly high performance. Business-wide bonuses ensure that hard working, value-adding if not totally outstanding individuals are aligned with the purpose and ongoing success of the business.</p>

**Voice**

Systematic and regular employee surveys are completed which focus on important areas – including leaders’ effectiveness, team morale, and well-being. Team-level analysis indicates where remedial activity can be best focused, and clarify what effectiveness (especially leadership effectiveness) looks like.

“There are three key indicators that really work: employee engagement, customer satisfaction, and cash flow” Jack Welch

**V&V**

The company persistently communicates the importance of their vision and values. A success factor is the proportion of time devoted by the senior leadership team to vision and values.

**Collab**

Sharing of expertise is encouraged across the business and participative approaches to problem-solving and decision-making are encouraged.

**Infl**

In a networked business world many employees are only as effective as they are able to influence colleagues and those outside the formal business boundaries. An indicator of this is formal employee training and development to enable effectiveness in networking and persuasive communications.

**Div**

A deliberate approach to attracting and retaining employees of different backgrounds ensures different perspectives and access to diverse networks. Planning and problem-solving meetings deliberately include members from different functional areas to enhance creative thinking. Indicators are the proportion of short-list candidates and appointments that are “non-mainstream”, also the proportion of cross-disciplinary people in project teams. The evidence is that constructive conflict (based on the contest of ideas instead of inter-personal conflict) can be developed through relevant training in critical thinking and conflict management.

“Strength lies in differences, not in similarities” Stephen R. Covey, The 7 Habits of Highly Successful People



## Review and priority-setting

Strengths and their alignment with business strategy and vision

Weaknesses and their potential to derail strategy implementation

What to do more of

What to start doing

What to stop doing

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<sup>1</sup> Small and medium businesses: Rauch et al. (2005), Sels et al. (2006). High-tech businesses: Messersmith & Guthrie. (2010). Many organisations in countries across the world: Meta-analysis of 92 studies/businesses by Combs et al. (2006), survey of 5000 HR professionals by Rynes et al. (2002)