



Case Study 1

Summary

- Global company – 40,000 people worldwide across diverse geographies
- Predominant growth ethic with little appetite for bureaucratic systems and processes
- Operational excellence is critical as is seamless integration across businesses, profitability and putting the customer first
- Aequus People Performance & Growth model customised in conjunction with the CEO and the Senior Executive Group
- This defines strategic key result areas and global performance standards
- Foundation for people management globally for all staff
- Enabled globally by the Aequus Software Platform

People Performance & Growth

- People Performance and Growth helps the company drive ambitious goals for the Group and high performance standards for their people
- It does this by providing a Group-wide process for:
 - Improving the performance profile across the Group
 - Understanding and maximising career opportunities
 - Developing the right mix of skills for succession into key roles
 - Lining up remuneration with performance standards and competitive market rates wherever people may be located in the world
- People Performance and Growth is about five crucial things people have to do to succeed in their jobs and to succeed for their customers, their shareholders and themselves:
 - Strategy and Capability
 - Growth and Innovation
 - Operational Excellence
 - Maximising Profitability
 - Putting the Customer First

Defining Individual Focus and Value

Organisation, Roles and Accountability

Executive Leadership

- Overarching Group strategy & performance
- Vision and strategy for Divisions/Corporate
- Vision and strategy for key regions and businesses
- Maximising profitability of the company as a Group
- Driving growth and value of product/customer segments
- Building the Executive group

Business & Function Leadership

- Strategy and planning for business or functional area
- Building capability across people, technology and assets
- Ensuring the business is set up to put the customer first
- Growing the business
- Maximising profitability of the businesses

Process Leadership & Execution

- Achieving results for customers
- Executing and enabling financial processes of the business
- Providing leadership and direction for the team
- Developing own capability and coaching others
- Providing support for the business
- Ensuring safe working practice

Broader Impact on KRAs

Sharper Impact on Execution

Outcomes

- **Performance objectives of individuals are directly aligned with achievement of Group strategic objectives, by:**
 1. Setting individual objectives based on KRAs most important to strategy
 2. Ensuring role accountabilities align with the strategic needs of the business through assessment against the job standards for each KRA
 3. Effective governance process for world's best practice organisation design (e.g. reporting relationships)
 4. Transparent relationship between remuneration & rewards and contribution/performance
- **Key roles and performers more clearly identified for succession planning and development of key talent pools**
- **Provide a focus for management of people and its development as a core strength:**
 - Setting objectives and driving performance in the areas with greatest impact on Group Strategy
 - Holding people accountable for performing at the required level – developing ownership and responsibility for actions and results
 - Working with a transparent Group wide standard underpinning remuneration & rewards which is directly related to the business
- **Core competencies supporting the strategic direction and operational requirements of the company enabling people to grow their careers and reach their potential. Enables roles to have broader impact.**
- **Application toolkit accessible globally from internet/intranet by web browser**