

# Managing & Maximising People Performance



EMEA Conference, Mallorca – 3<sup>rd</sup> May 2019

Jim Thomas – PDW Group (UK) Ltd.

# Making Life Easier & Better for Leaders & Business Owners, and Making More Profit!



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# Overall Business Success



Higher  
Profits

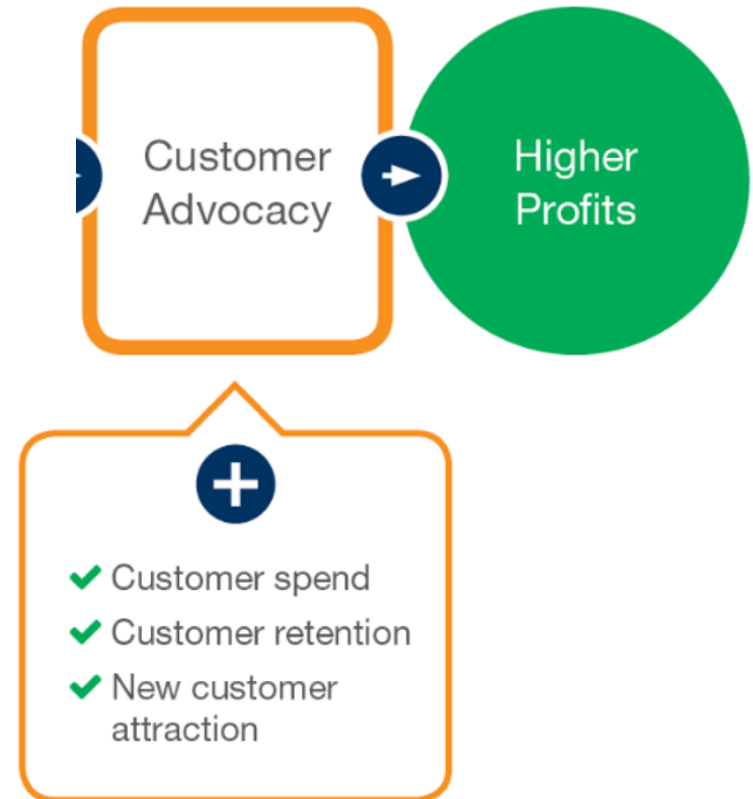
# Our Core Philosophy



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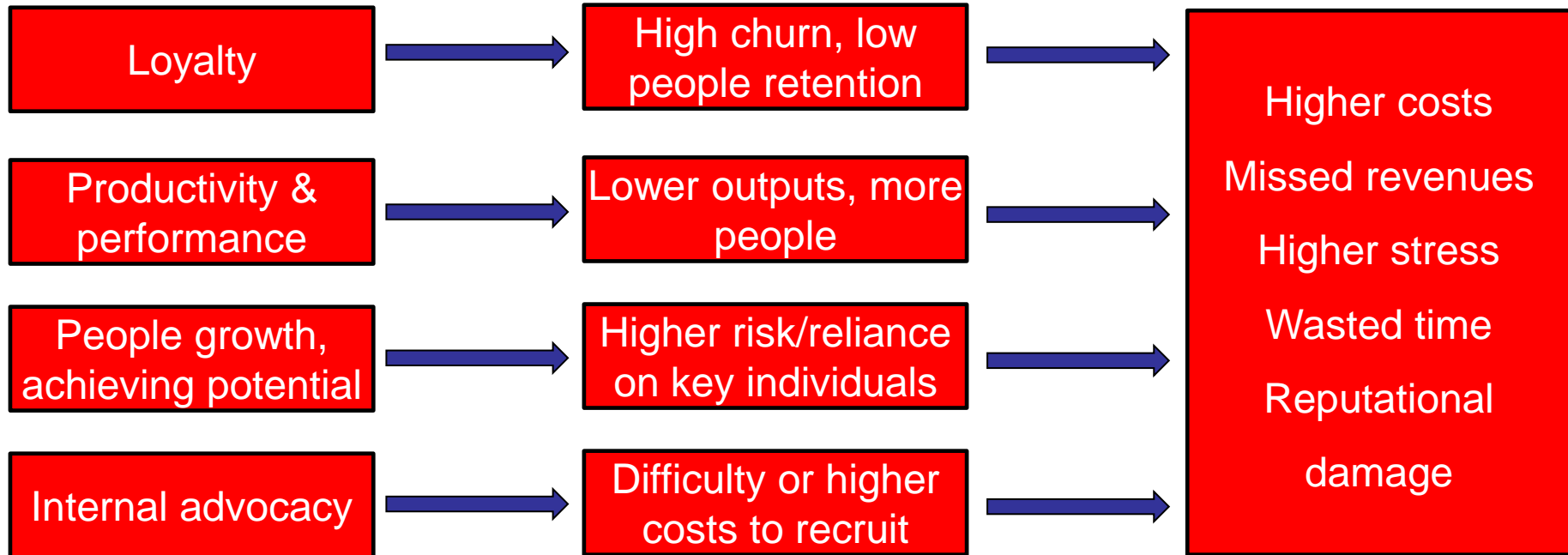


# Our Core Philosophy



# Internal Service Quality

# What we see...





External  
Service  
Quality

# What we see...

Underwhelmed or  
unhappy clients

Lower average fee  
base & recovery

Lost clients



£

£

# A UK Firm – Case study

- ✓ £10m annual fee income, 175 people (+ 13 partners)
- ✓ 3 office locations, standard services offering
- ✓ 40% to 45% people costs (excluding partners)
- ✓ 65% total people costs (excluding partners)
- ✓ 20% people churn, 70% recovery

£8m

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Internal  
Service  
Quality

A dark blue rounded square frame with a white interior. The text 'External Service Quality' is centered in a dark blue sans-serif font. A semi-circular notch is on the right side, overlapping with the adjacent box.

External  
Service  
Quality

# 'Service Quality'?

People &  
Behaviour

Environment,  
Systems,  
Processes,  
Policies, Tools



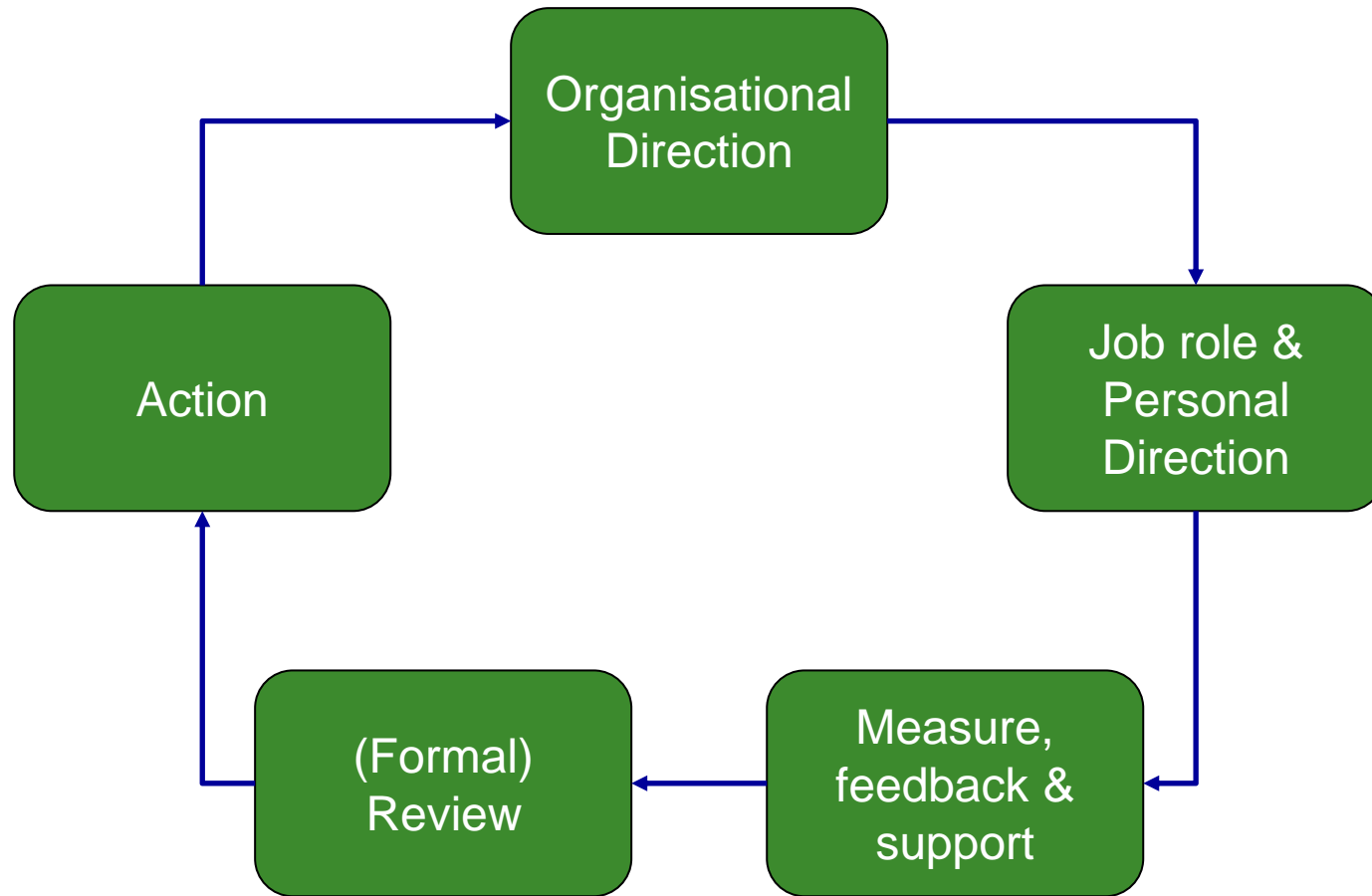
# What are your People, Performance & Service Quality Challenges?

# Great Performance Management





# Great Performance Management



# A quick assessment...engagement

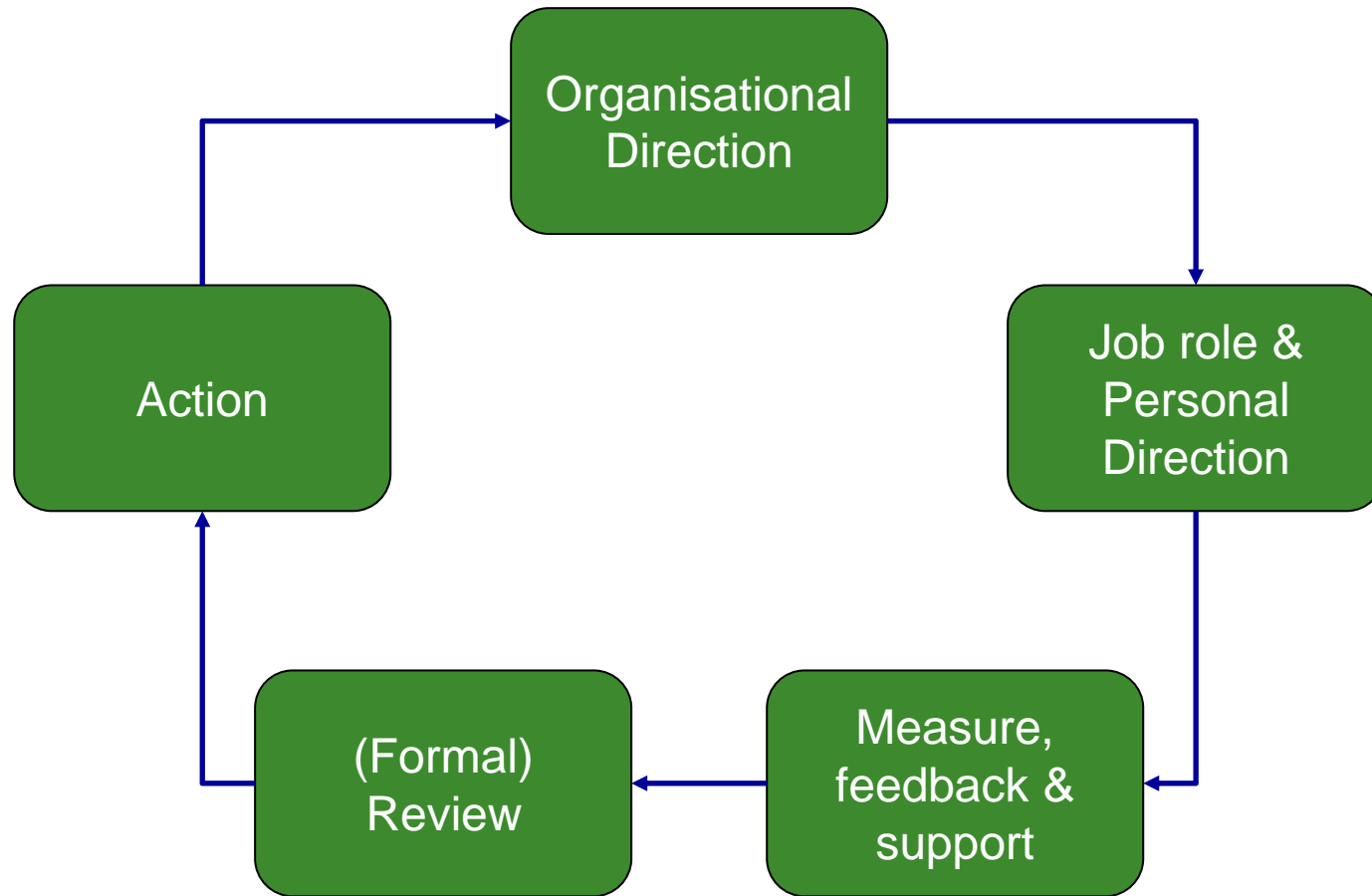
- ✓ Values & behavioural expectations are defined & published
- ✓ There are clear consequences for non achievement
- ✓ People engagement is formally measured & the results published across the firm
- ✓ People engagement is a formal KPI at your firm
- ✓ Your firm makes changes & investments as a direct result of these insights
- ✓ Engagement is a part of your approach to recruitment

# A quick assessment...performance

- ✓ Firm targets, business plan & strategy is briefed to all
- ✓ All people have personal documented objectives
- ✓ You conduct annual performance reviews for all
- ✓ Reviews are analysed and organisational gaps identified
- ✓ People development investment is based on gaps
- ✓ Under performance is managed quickly & effectively

# Scores Out of 20?

# Great Performance Management



# Agree & Take Action

High Performer/Great 

On Target/Good 

Below Target/Standard 



# The Four Performance Essentials

Understanding and Appreciation

Competence/Confidence

Support, Resources & Time

Motivation



# Agree & Take Action

High Performer/Great



Maintain

On Target/Good



Stretch

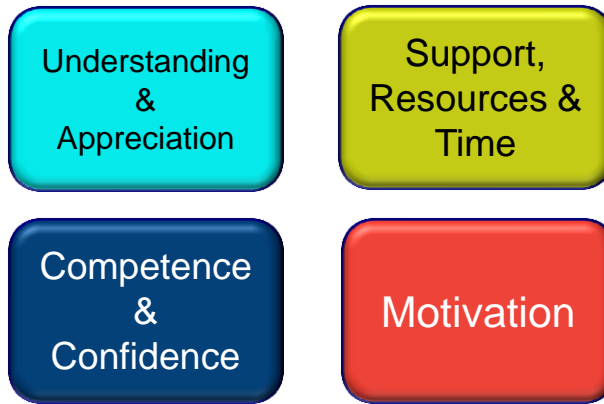
Below Target/Standard



Develop

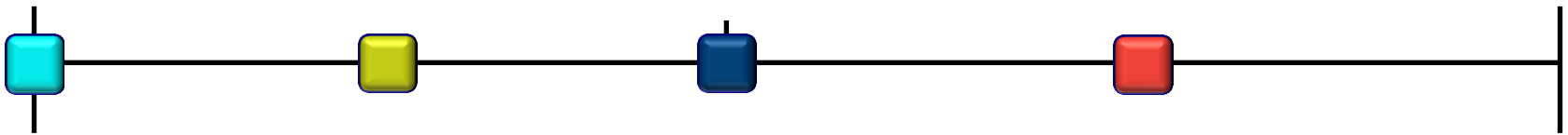


# Accountability?



Business

Person



# The Four Performance Essentials

Motivation

# The Four Performance Essentials

Engagement

# Drivers of disengagement

- ✓ Leadership competence & behaviour
- ✓ Clarity of direction – firm, team, individual
- ✓ Internal communication – down, up, across
- ✓ People in the right/wrong roles – promotion, recruitment
- ✓ Subjective/poor measurement
- ✓ Lack of feedback
- ✓ Decision making - tell me WHY?
- ✓ Personal development & growth
- ✓ Career line of sight
- ✓ Pay & benefits

# Leadership Competence & Behaviour

# Three Fundamentals

Communicate the  
Vision, Direction,  
Targets and Plans

Resource the  
Business

Day to Day  
'Enable' the People

# Enabling the People...

- ✓ Smile, be 'nice', be human
- ✓ Be “non-hierarchical”
- ✓ Spend time building trust and engagement
- ✓ Agree relationship ground rules
- ✓ Give praise and positive messages
- ✓ Give clear corrective messages & support
- ✓ Flex your style to accommodate others
- ✓ Remove the blockages for others
- ✓ Explain the WHY



# A Word about Culture...

**“ Collectively  
Acceptable  
Behaviour”**

# My 6 Point Plan

Define firm values & behavioural expectations

Measure people engagement & client satisfaction  
“Cultural”

Implement a structured performance management process

Run a 360° feedback initiative for all leaders & people managers

Define & share a robust firm business plan  
“5-3-1”

Invest time in the right  
ENABLING  
Conversations

# Clarity on how you will...

Engage and retain your people

Maximise the performance of your people

Fulfil the potential of your people

Attract the best new people

Maximise your people return

# Our Core Philosophy

