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| Situation | A global company providing subsea project and marine services to offshore facilities, and in particular the energy sector, specifically wanted to improve its performance development process for employees. Like many organizations it had found that their existing process was out-dated, had become an annual ‘tick and flick’ exercise and staff found it didn’t add value or assist bring about desired changes in performance. In particular, the company felt they were missing opportunities to improve the relationship between supervisors and employees as part of the process. |
| Challenge | There has been much work done by companies and researchers around the world over the last 10 years regarding effective ways to approach performance development that balance the need for a consistent process which can be used across the company and the need for encouraging authentic two-way conversations that build understanding, relationships, and improved performance for all staff. These new approaches however, needed to be tailored for the needs of this company. A particular challenge for the company was that the employees were widely dispersed, and therefore face to face training in a new performance development process was not going to be possible, in a timely cost-effective way.  |
| Our Approach | Dalmau Consulting partnered with the Director of HR (Australasia) and members of the senior executive team and ...* Identified the key principles that would underpin the new approach to performance development and take account of the operational challenges that faced practical implementation of a new approach
* Identified key new mindsets and approaches to be incorporated into the process, leading to one that would encourage more frequent and informal conversations among supervisor and employee, aimed at improving relationships and focusing on the future.
* Drafted a detailed process based on principles identified and responded to opportunities and constraints for the company
* In response to the need to rollout the new process without face-to face training which would have been ideal, a simple graphic handbook to support the communication of the new process was developed.
* In addition to aid the rollout 2 videos for both employee and supervisors were prepared. They provided context, process outline, expectations, and practical suggestions for achieving quality conversations.
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| Outcomes |  |