



A New Frontier:

Reinventing Performance
Management for Commercial Success

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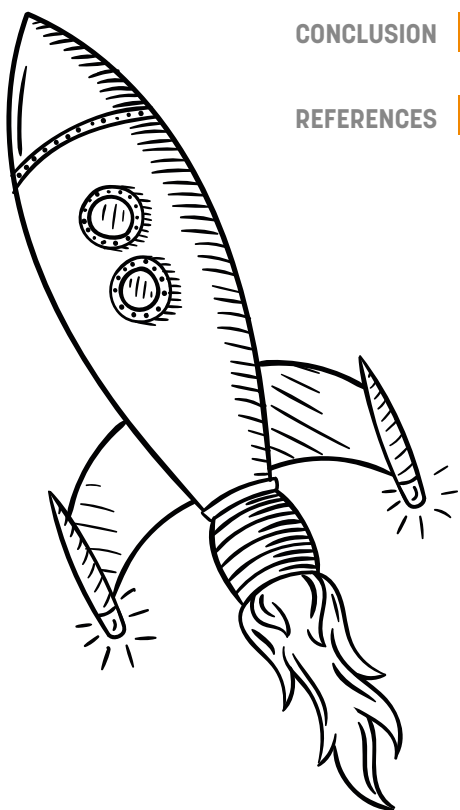
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INTRODUCTION

A New Frontier: Reinventing Performance Management for Commercial Success

Unprecedented change has left organisations perplexed about how to compete in the modern world. What is right today is no longer relevant tomorrow. When agility is needed more than ever before, complexity slows everything down. The 'organisation' is being shaken to its core and at the core of the organisation are its people.

So, enabling people to cope with change in order to maintain high levels of performance is central to success. Yet the damning account of the UK's slumping productivity given in the Autumn budget suggests that organisations are failing to keep pace with change. Indeed, Chancellor Philip Hammond had no qualms about attributing the £84 billion productivity loss to poor performing Managers. Therefore, there can be no doubt that performance management will be the subject of intense scrutiny in the next decade.

Of course, many organisations have already tried to introduce new performance management approaches but all too often these quick fixes backfire because of inhibitive

organisational cultures and ineffective management behaviours that prevent real change from happening. This speaks volumes about the state of engagement in today's organisations.

Let's put this into context. In 2017 a shocking two thirds (67%) of employees reported that they were 'not engaged'¹ and 38% of Millennials - the fastest growing demographic - said that they would leave their jobs within two years², 'regardless of the amount of change taking place'.⁵

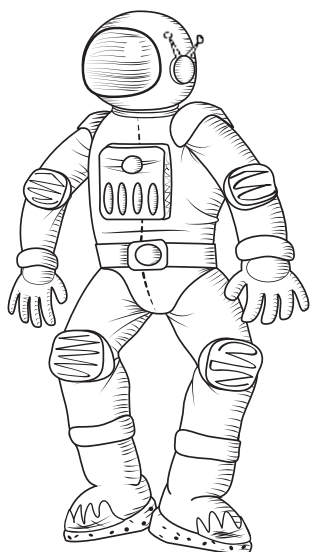
The good news is that these figures include people who actively want to be engaged and have bountiful yet untapped talent and potential. The Millennials may be a difficult audience to please, but give them meaning, purpose and connection and organisations will revel in the commercial benefits of their discretionary efforts.

The Millennials' call for higher levels of engagement, autonomy and empowerment must be answered by reinventing performance management in a way that is relevant to the world they live in.

In fact, nowadays ‘performance management’ is a misnomer that reinforces the outmoded management propaganda that has facilitated poor engagement. Conversely, the potential impact of improved engagement is clearly illustrated in the 2017 Gallup Engagement Survey. It states that people that are involved in goal setting are 3.6 times more likely to be engaged than those who are not.¹ So, isn’t it high time that Managers dropped the task master act and started to see themselves as performance enablers and coaches?

Most organisations agree, according to Deloitte’s 2017 Global Trends Report. It asserts that 80% of organisations recognise the high importance of developing agile and diverse leaders able to push the boundaries of traditional hierarchies in order to drive commercial success in rapidly changing networks. ³ Getting to grips with this trend is a critical challenge for organisations that want to beat their competitors.

Consequently, the most competitive organisations in the modern world will be the ones that generate high levels of engagement, establish sustainable coaching cultures with enabling infrastructures and reinvent the way Managers respond and address performance. Here, we explore exactly how your organisation can lead the way and get that competitive advantage.



Pre-Historic Performance Management

The annual performance appraisal has been institutionalised in most organisations. It provides a structured time for line managers to talk to staff about their achievements based on goals usually set in the previous year and to set new objectives for the coming year.

It’s also widely used as a way to manage performance, to distribute reward, and to identify future talent. When done badly, the process is perceived negatively by individuals worried about being ‘judged’ and by Line Managers who consider it as ‘yet another’ administrative task.

It’s worth noting however that the performance appraisal has sophisticated over time and well thought out processes are usually implemented and integrated easily with other HR strategies.

But, is the process really adding any value in today’s organisation?

Some of the characteristics that identify traditional organisations include: top down leadership models, hierarchical structures, lifetime careers, non-variable rewards, fixed locations and working hours, and steady incremental growth and change. However, organisations are changing beyond recognition and this paradigm has little relevance in the modern organisation.

“As organisations modernise, it seems the annual performance appraisal will be fossilised in history.”

The modern organisation is increasingly organic and individuals are more likely to have multiple ‘bosses’ and large portfolios of project-based work. In fact, their multi-staged careers are likely to be far more dynamic than any process that assesses them. Critically, processes that are based on out of date assumptions will fail to deliver against the diverse needs of today’s multigenerational workforce and will impede the organisation’s ability to engage and retain its talent.

As organisations modernise, it seems the annual performance appraisal will be fossilised in history. The new challenge will be for organisations to find a solution that engenders a performance mindset and perfectly harmonises the values of the individual and the organisation. To achieve this, organisations will move away from the formality of the appraisal and towards an environment of continuous performance management.

This takes performance management out of the office and off the annual calendar and into a ‘live’ environment where creative thinking happens, decisions are made and actions are transformed into results. The advantages of a more continuous approach to performance management is evidenced in companies that set performance goals quarterly – they generate 31% greater returns than those who do it annually – imagine what could be achieved if that goal setting process underpinned the intentions and daily focus on action within the workplace...

Can you Out-Smart the Future?

So what's stopping organisations from changing the way they manage performance?

VUCA

One of the most influential trends happening right now is the organisational imperative to equip people with the skills they will need to respond to change in an uncertain and rapidly evolving world.

Progress is inevitable. Technology, for example, has encroached upon every area of our existence and has transformed the world we live in and the way in which we do business; the way businesses and consumers interact and how colleagues communicate.

As functionality has increased, downtime has reduced and the need for immediacy and the hunger to do more with less continues to grow at an exponential rate.

VUCA forces organisations to re-evaluate what it means to BE an organisation and challenges deeply rooted assumptions about what good performance management looks like.

“The Millennial who struggles to find meaning and purpose and doesn't have autonomy and ownership in their working lives, will soon leave.”

But it's not just the external landscape that challenges the way people are managed. Organisations that ignore the demands of a predominantly Millennial workforce, do so at their own peril. The Millennial is perhaps the most demanding generation by far. Although less militant than their Baby Boomer counterparts, they are more fickle and unapologetic about their needs.

The Millennial who struggles to find meaning and purpose and doesn't have autonomy and ownership in their working lives, will soon leave. So, to successfully manage a Millennial

Here are some anticipated outcomes of a VUCA world:

In a VUCA world:

Technology will change the nature of jobs	As jobs are increasingly automated, existing technical and professional skills will become redundant; soft skills needed to build relationships and communicate will be challenged, stretched and reinvented.
New models of leadership and management will come to the forefront	Transactional, process driven leadership practices based on instruction, obedience and appraisal will become irrelevant. A traditional leadership modus operandi will fail to connect with the needs and motivations of individuals who are capable of thriving in the new world.
Narrow and deep knowledge will be valued	Higher level jobs will be carried out by those with deep specialist knowledge and they will draw upon the specific skills of others as the need arises. General Managers will become Project Managers and are likely to move frequently between initiatives as the business develops.
Discretionary effort will be maximised with insightful leadership	Engaging with a dispersed, diverse and highly intelligent workforce will require new mental models about leadership. Leaders will need to be able to leverage the discretionary effort of their networks through collaboration and innovation and build relationships that are individualised, inspiring and insightful.
Multi-faceted careers will become the norm	Traditional linear career paths will be replaced by experience portfolios and careers will be punctuated by knowledge development, thought leadership, innovation, interest and choice. Consequently, attracting and retaining talent will be based on how successfully an organisation can continually deliver these opportunities.
Multi-generational workforces will unite	In 2017 Generation Z entered the workplace for the first time. With the merging of five generations, the workplace will be more diverse and changeable than ever before. Established organisational structures will become invalid and modes of attracting, recruiting, developing, leveraging and retaining talent will strain under the multitude of competing employee needs.
Congruence and meaning will offer security	In uncertain and volatile times people will look for an 'inner' security; this will generate a greater desire to attain a higher sense of purpose and meaning. Work conditions that are congruent with an individual's identity, values, beliefs and motivations will be sought after.

workforce, Managers must learn to empower their people, involve them and give them the support and space to continuously grow and learn.

Understandably, given the immense internal and external pressures, knowing 'what is required' in terms of performance management is difficult for both the Manager and the employee to comprehend, define, track and measure.

Unfortunately, Managers trying to hold annual performance reviews that rely on rigid objectives and metrics are realising that their conversations are out of date and irrelevant.

The annual performance review, designed for an organisational paradigm long since gone, is no longer fit for purpose (if indeed it ever was).

To retain competitiveness, organisations have to tear up their rulebooks on everything they know about old-school hierarchical management models, bureaucracy and conformity; they're not going to serve (save) them now.

No longer can organisations rely upon the command and control of a few appointed Managers. A new way of harnessing human capital is needed – something more fluid, flexible and relevant – at the heart of which is realising potential and releasing resourcefulness. To survive and prosper in the new world, a different way of interacting, communicating, co-creating and problem solving is needed.

“Rather than managing performance, which relies on hierarchy, systems and processes, the focus must shift to **enabling performance.”**

Managers need to build and flex new muscles that help them to continually question and re-assess. They need to become masters of reinvention to enable them to deal with the barrage of change that comes their way. But, they can't do it on their own - they also need to enable these behaviours in others. And, this calls for a new approach to performance management.

To develop the internal capability and agility needed to rise to the challenges of an unknown future, organisations need to bring into focus the extraordinary management that is already present, albeit often unseen, working tirelessly behind the scenes in most companies.

It is within the organisation's under-culture that people demonstrate genuine creativity and where virtuous learning occurs. They possess the qualities that if harnessed effectively and deployed widely, can deliver the resilience needed to outperform in times of significant change.

So, rather than 'managing performance', which relies on hierarchy, systems and processes, the focus must shift onto 'enabling performance' which is much more about creating an engaging culture that changes the conversation within the organisation. Replacing an infrequent, often remedial, performance management tool with a means to continuously enable performance establishes the foundations for a generative outcome based dialogue.

“People soon begin to realise that it's not what they know that assists survival but the **questioning of what they know.”**

Unlike the traditional annual performance review, this cannot be 'done' to someone – it can only happen by invitation. Inviting people to think about what will help them to perform, adapt and become resilient in a more uncertain world is an evaluative process of self-exploration, which raises self-awareness. What people soon begin to realise is that it's not what they know that assists survival but the questioning of what they know.

Engendering high levels of curiosity in an organisation puts 'enquiry' at the heart of its culture. By taking an 'Enquiry-Led Approach', Managers can perform better in their roles, help others contribute at a higher level and improve how they engage with people at work and more broadly, in life. With these new behaviours, the annual performance review can be ousted in favour of continuous performance management that comes from a natural and instinctive place.

Unquestionably, for many Managers in organisations, this begs a significant change in behaviour – a rewiring of what they think they 'know'. However, people can and do adapt and learn. Beliefs can change and people can become attached to new mental models - this is central to **enabling performance**.



Enabling People to Perform

Self-confidence and resourcefulness will develop faster in an environment that demonstratively encourages enquiry. Insightful questioning (put simply, the ability to ask better questions) is a skill set that is largely missing and without it organisations are bounded by the capacity of the few, rather than the unbounded talent of the many.

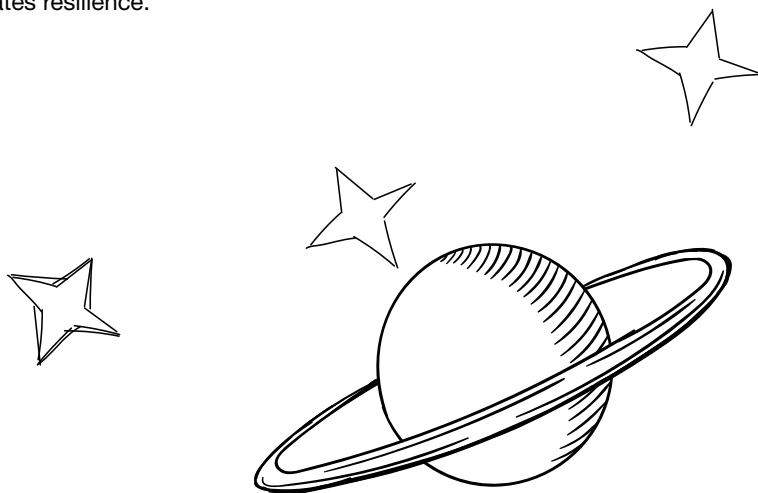
A new psychological contract is needed which supports an environment that is primed to welcome questions necessary for creativity and change. This 'Enquiry- Led Approach' (as we have described it) has the power to revolutionise what occurs between individuals and groups and to unleash untold potential.

These behaviours can transcend the individual and have a profound impact on the relationships between people, the quality of ideas, and on the way things are done. By developing coaching behaviours in a culture that is open to questions and enquiry, organisations can also develop the collective mindset and skills needed to adapt, transform and perform in any new situation.

Enabling the workforce to be more self-reliant, to question the status quo and to be empowered to step-up and contribute at a higher level are the virtuous benefits of encouraging more of an 'Enquiry-Led Approach' to leadership and management. Set this within the context of an emerging 'coaching culture' supported vocally by leadership, and you begin to see how untapped potential is unleashed. Higher performance and productivity are a most welcome outcome.

It would appear that behavioural change is the key. And coaching is an effective way to help people to unpack the last vestige of old habits in order to clear the way for genuine behavioural change. So by helping people to adopt coaching related behaviours, organisations can stimulate a level of questioning that comes from a place of genuine interest and confidence that people have all the resources they need to develop the appropriate insights.

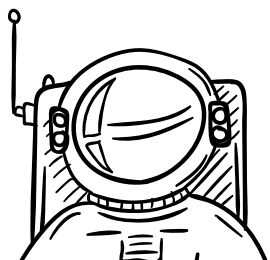
Enquiry encourages better answers and better outcomes for individuals, teams and organisations. A coaching style of engagement that is multi-directional within the organisation will prove to be an invaluable skill that builds independence, enables performance – and in the face of change – creates resilience.



So now the ‘what’ has been established, ‘how’ do organisations deliver continuous performance management?

Notion asserts that to create the conditions necessary for continuous performance management, a three-pronged approach is most effective:

1. **Create a sustainable coaching culture** – Employees will see through superficial actions. Simply swapping one process for another may at best have a short term impact but is unlikely to create the change sought by the organisation. Authentic behavioural change is important for sustainability and this requires organisations to go deeper.
2. **Develop an ‘Operational Coaching’ style of management** – Executive coaching models will prove insufficient. However, an on the fly, ‘in the moment’ coaching solution will perfectly match the unabated nature of continuous performance management.
2. **Integrate bespoke ‘just in time’ training tools** – Traditional workshops sit comfortably with the annual performance review – continuous performance management needs a new training partner that is easily accessible and completely bespoke.



Creating a Sustainable Coaching Culture - going from the 5% to 95%

In spite of an increasing awareness and far wider usage of Coaching in organisations, it has yet to have the transformational impact it is capable of.

Research conducted by Notion showed that typically coaching only reaches the top 5% of organisations.⁴ So how can organisations achieve a transformative coaching culture that will enable continuous performance management to occur?

Laura Ashley-Timms, Coaching Director at Notion, suggests taking **six steps** to ensure cultural change embeds and sustains in the long term.

1. **Define what coaching means to your organisation** It's important to create a shared understanding of what coaching actually means to the organisation. Many people automatically think of a 1-2-1 executive coaching relationship; others might see it as part of a leadership style and an alternative way to lead. Both perspectives are valid but for cultural change to occur, coaching has to find a way to breach the constraints of the 1-2-1 relationship and become a way in which people do things in everyday circumstances and not simply in those extraordinary moments. Through shared understanding, the foundations are set.
2. **Know what you want it to do for you** Every organisation has its own distinct personality and unique trajectory. Therefore, is it really feasible to suggest that there is a one size fits all solution? Organisations that consider what they want coaching to achieve will be more able to determine what their journey looks like and be more prepared for the challenges they will face.

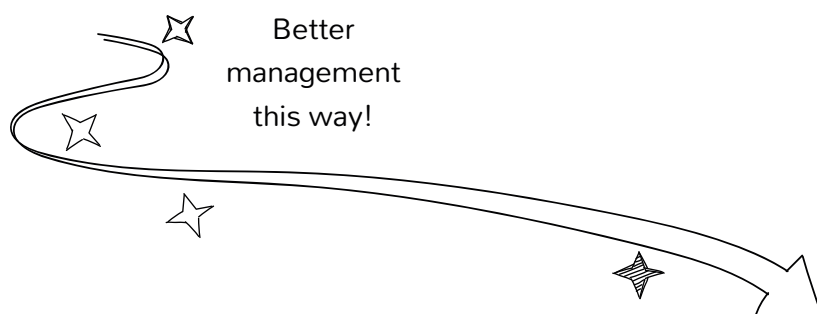
For organisations deeply entrenched in a command and control culture, the journey towards an 'Enquiry-Led Approach' may seem hard and arduous, but if the organisation wants to achieve higher levels of contribution, it is a necessary one. Whilst other organisations will have a less turbulent path, they will still require a change orientation, a plan and an outcome in mind. Incremental goals that set the foundations for a bigger change will be more achievable than trying to reach too far, too quickly.

3. Understand what would have to happen for it to land in your organisation

Ultimately creating a coaching culture is a process of change. Changing mindsets to embrace an 'Enquiry-Led Approach' will require careful communication. Trying to thrust an Executive Coaching model onto an organisation in the vain hope that it will have a cultural impact will be futile. To really drive cultural change, organisations will benefit from adopting an operational approach to implementing coaching across their organisation. Notion have worked at the forefront of introducing coaching skills to their clients and the result of that work led to the development of Notion's STAR® coaching model. The benefit of STAR® is that it can be quickly acquired and applied in spontaneous 'in the moment' settings, removing obstacles of time, distance and productivity costs. Instead of using coaching as an intervention, 'Operational Coaching' will integrate into 'the way things are done around here.'

4. **Prove it works** Integration is of paramount importance. In step 2, an organisation identifies its strategy and asks the question - how can coaching be used as a vehicle to help us to achieve our goals? But, to achieve real cultural change it must ensure that the approach is integrated and does not conflict with business activity. Deep understanding and strong alignment to specific commercial goals will help prove that coaching really does work to create change, in hard measures. Organisations that take the time to prove it - pilot, test and report genuine results - will have a greater chance of sustaining change in the long term.

5. **Engage your stakeholders** Managing stakeholders' expectations in any process of change is crucial. Organisations would be wise to include their cynics, leverage their heroes and repeatedly demonstrate results. If the leadership team is the biggest obstacle, then enlist the support of 'nodal managers' to use their networks and influence in order to encourage change.
6. **Focus on sustainability** A short burst of enthusiasm for a new initiative will be insufficient to create sustainable change. A comprehensive programme of change is required that unites business processes, establishes a common language and weaves seamlessly into the very fabric of organisational culture. An 'Operational Coaching' approach reinforced over time helps to increase the time spent 'coaching' from as little as 4 hours per month to 80 hours. This will significantly increase the likelihood of coaching being embedded into the psyche of the organisation.



6 STEPS TO SUSTAINABLE CHANGE

To find out more contact Notion Business Coaching
on **+44(0) 1926 889 885**
or visit **www.BusinessCoaching.co.uk**

Reprogramming Managers for Success Using Operational Coaching

After several years of research and development, Notion's STAR® model, designed in collaboration with a team of world class Coaches, became the first 'Operational Coaching' model designed **solely** to help managers to change their habitual management style to embrace more of an 'enquiry-led approach'.

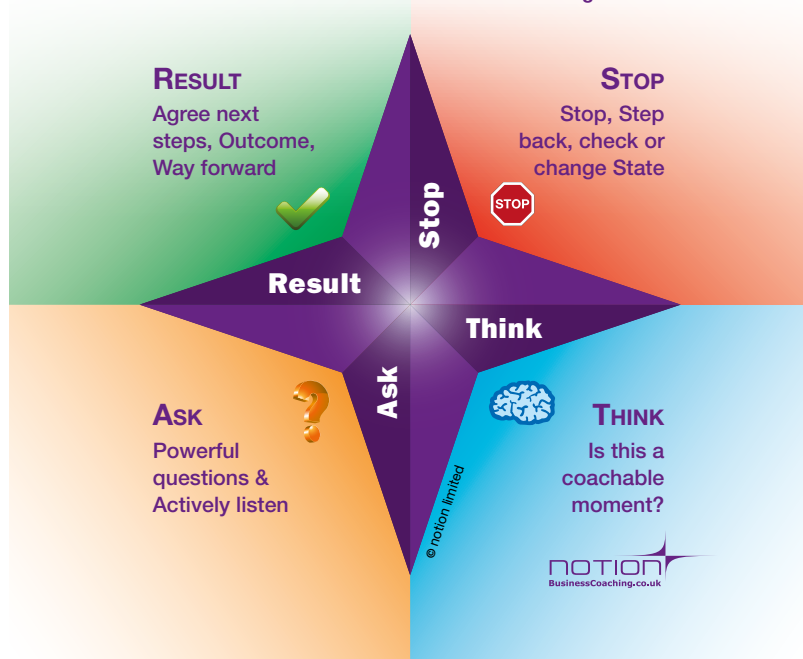
Unlike other coaching models that focus solely on the Coachee, STAR® puts the Manager's actions in the spotlight and focuses on changing how the Manager behaves and responds in everyday, operational settings.

The STAR® model provides the framework for an alternative way of thinking that helps to re-programme unhelpful management responses and revolutionises the way people engage with each other. The resultant commercial outcomes are remarkable and provide the reward needed to reinforce the new behaviour.

Already used within programmes for FTSE organisations, the STAR® model has successfully improved engagement, performance and productivity and has repeatedly demonstrated its ability to generate up to 100X ROI in the early stages.

Notion's STAR Coaching Model®

A simple, 4-step **operational coaching model** that you can use 'in the moment' to deliver effective coaching at work



So what makes Operational Coaching so different?

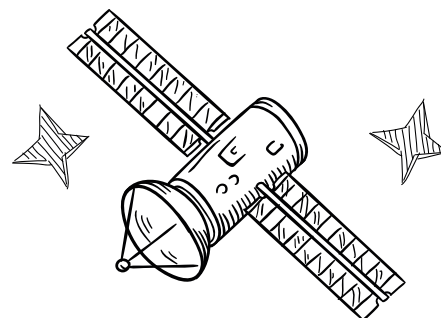
It is quick and often unstructured

A typical Executive Coaching session will follow a formal structure, guided towards an outcome for that individual. Operational coaching is often unstructured. It could occur in a chance encounter and it could take as little as 30 seconds. Operational coaching conversations can sometimes be exactly one question long. By using an 'Enquiry-Led Approach' the Manager creates an opportunity to pull from someone a different, unexpected and perhaps unique response.

It focuses on outcomes

Executive Coaching, if not managed effectively, can be perceived as superfluous or 'fluffy'. When using the STAR® model, Managers quickly discover that the people they work with have genuinely creative ideas and solutions that can generate even better results, when leveraged effectively.

This releases Managers from the pressure of always having to hold the answers and gives them the capacity to relate to others in a new, more engaging way.



It happens in the moment

Typically, Executive Coaching models do not lend themselves to an operational environment. Life moves at a hundred miles per hour - more so now than ever before - and the stark reality is that Managers just don't have the time to have multiple off-line coaching sessions. However, by using an 'Operational Coaching' approach, the Manager can coach in a split second, in every interaction, on the fly.

It deals with the "matter at hand"

In an Executive Coaching session, the Coach focuses on what the Coachee wants to achieve which may or may not relate to current business challenges. But, coaching conversations that happen on the fly always deal directly with the "matter at hand" and allows actions to be defined immediately.

In fact, Notion analysed 500 coaching conversations that took place within one of their major clients and found that 76% were directly related to business: technical issues, cost savings, revenue and improving operations.

This helps the organisation to demonstrably link every coaching conversation to commercial results.



Upload the latest technology for an essential management upgrade – STAR® Manager

As discussed, traditional performance management tools such as the Annual Performance Review are gradually being ousted in favour of a more continuous form of performance management.

This requires an entirely different set of management skills to those typically used in top down hierarchical models of management.

But taking large chunks of time out for management training is increasingly unappealing in an omnipresent productivity crisis and won't be well received by the new highly connected breed of learner. Millennials and Centennials crave just in time solutions and learning opportunities that they can access, consume and out into practice easily.

Of course, organisations need to account for other demographics too and aim to provide an effective solution for all.

However the consequences of failing to win the hearts and minds of the largest growing proportion of its population are considerable.

So, getting 'training' right is essential to any change effort.



It needs to be:

- ✦ **Scalable**, to reach and impact on the 95% rather than the 5%
- ✦ **Flexible**, to meet the needs of the multi-generational workforce
- ✦ **Cost-effective**, to survive through the harshest of economic conditions
- ✦ **Adaptive**, to keep pace with the fast past change
- ✦ **Sustainable**, with the ability to deliver significant ROI

And ultimately it has to have the ability to Drive large-scale transformational behavioural change.

A tall order by any standard – until now!

The latest technological innovation in the area of behavioural change is now available to meet all of these demands as well as guaranteeing to eliminate the costs and loss of productivity caused by the 'physical' attendance at training workshops.

Designed by Notion, this new blended learning programme now exists within a virtual environment that can be accessed and followed on an individual basis - at any time, in any place, using any device, and at the learner's own pace.

It is called **STAR® Manager**.

STAR® Manager

Powered by Notion.Global (Digits) and LEO, **STAR® Manager** offers an exciting and engaging blended management development journey that ensures that new skills are embedded and that real behavioural change occurs, whilst preserving ROI throughout.

LEO is a world-class learning solutions firm with more than 30 years of experience in technology-enabled learning. LEO leads the way in the learning industry by harnessing the very latest thinking and innovations. Their team of passionate experts and industry thought leaders continue to enable the delivery of transformational learning.

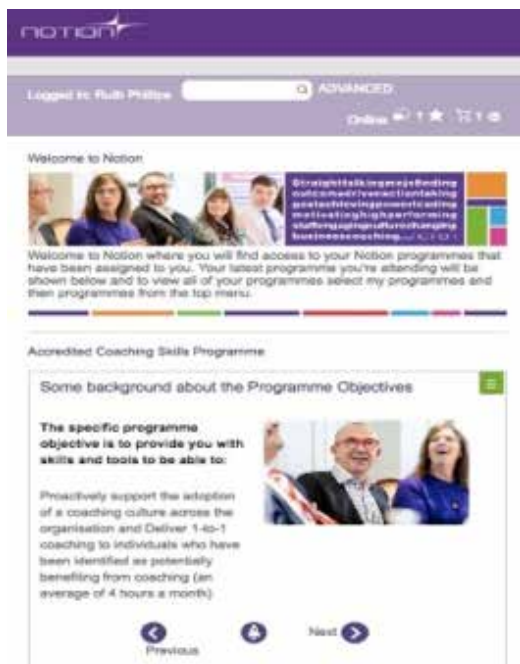
Designed to meet the needs of multi-generational learners as well as Senior Leaders and first time Line Managers, **STAR® Manager** gives organisations the flexibility to respond to the different learning styles and development needs existing within its workforce.

The **STAR® Manager** programme consists of four phases. Learners can complete 1 or all of the phases depending on what they want to achieve.



Learners who land on phase one are introduced to the STAR® model. Here, they can gain confidence to recognise coachable moments and learn how to ask great questions and have great conversations that increase engagement and empowerment in their teams. If they choose to progress through each stage, they will build increasingly powerful skills intended to help enable others and to drive improvements in performance and productivity that can be practised in live situations.

With minimal administration each learner can directly access **STAR® Manager** via Notion. Global or their organisations' own LMS and can contact Notion directly with all content-related queries. The programme has built-in learner progress and tracking information and best-in-class reporting functionality to enable an exceptional level of data about progress and ROI.



Innovative, yes! But how does **STAR® Manager** really stretch learners' thinking in order to deliver real behavioural change?

There are 3 key factors that are unique to Notion's **STAR® Manager** programme:

1. Notion's unique model for 'in the moment' coaching encourages learners to change their management style.
2. Live workplace Missions immediately reinforce knowledge and provide experiential learning and application of new skills - building confidence to utilise skills in the moment, every day.
3. A wide variety of blended learning activities keeps the programme engaging.

Live Missions have been designed to be used in different ways for every level and experience of leader or manager and to encourage the immediate application of what has been learned to generate meaningful personal evidence that it works. Missions feature throughout the programme.

Each Manager can choose their voyage, making it a completely unique and highly relevant learning intervention. For example: some may choose to stop or pause their journey after Phase 1 - Becoming a **STAR® Coach**, whilst Senior Leaders may get more value from going on to complete the **STAR® Manager** phase too.



STAR® Manager is 100% virtual and can be completed in groups or in cohorts of just 1. It provides short bursts of learning without any time bound events or time in classrooms.

Its blended content is delivered in a completely flexible format, which offers the learner an experiential and action based learning journey tailored to individual timelines, commitments and needs. Importantly, its virtual character does not prevent learners from accessing community support in missions, live sessions, forums, circles, Q&A sessions or even in 1-2-1 feedback from Notion's expert Coaches.

Conclusion

The annual performance review sits comfortably next to leadership models that support rigid, top-down hierarchies however to improve performance and increase productivity in a VUCA world, it is proposed that a more transformational leadership model is needed to generate multi-directional flow of knowledge, information, creativity and challenge. For organisations competing in such fickle environments, the annual performance review immediately lacks relevance, and an alternative approach is needed.

Continuous performance management offers a more aligned and effective way to enable performance within this new organisational model but to authentically achieve this, a cultural step change must occur that is supported by a new set of leadership and management behaviours.

Coaching is commonly understood to be an effective way to change behaviour yet when it manifests (as it does typically) in its 'executive coaching' guise, it fails to make large-scale transformational change. Swapping one ineffective process for another ill-fitted solution just doesn't work.

Organisations wanting to create the conditions in which continuous performance management thrives should firstly address the culture of their organisation and get a better understanding of how introducing more of an 'enquiry-led approach' can be used as a vehicle for change and for an overall improvement in organisational performance.

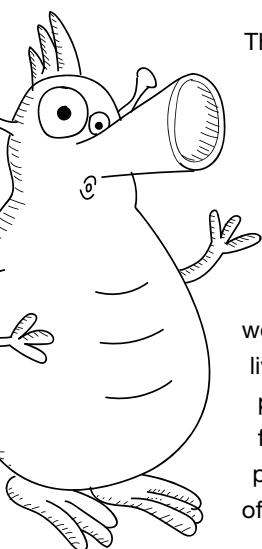
Secondly, they can adopt an 'Operational Coaching' approach to leadership and management that has the ability to pervade the organisation at every level, in every way.

And thirdly, they can help people develop the required skill sets by integrating just-in-time bespoke learning tools that achieve behavioural change such as the innovative and commercially viable **STAR® Manager** programme.

Authentic organisational change, a clearly aligned leadership model and the most highly relevant learning tools available will make continuous performance management part of everyday organisational life and the once popular Annual Performance Review will be left behind in the annals of organisational history.

References

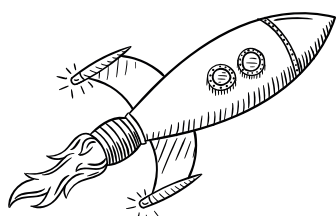
- ¹ **Gallup** Engagement Survey 2017
- ² **Deloitte** Millennial Survey 2017 (Apprehensive Millennials: Seeking Stability and Opportunities in an Uncertain World)
- ³ **Deloitte** Global Human Trends 2017
- ⁴ **Notion** What is Coaching? Poll 2015
- ⁵ **AON** Global Trends in Employee Engagement 2017
- ⁶ **AON** Hewitt Managing Engagement in Times of Change 2017



This licensed programme gives organisations complete flexibility in terms of how it is set up, with options that meet an array of budgets. Indeed **STAR® Manager** requires only 5-25% of the investment an organisation would need to deliver a similar live programme yet still provides strong foundations for a scalable development programme for up to thousands of learners.

FOR MORE INFORMATION

Please contact
Notion Business Coaching
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Transforming organisations one **STAR® Manager** at a time.

Notion Ltd are global experts in driving transformational change and commercial success through individual and organisational performance improvement.

Formed in 2000 notion ltd has spent almost two decades helping organisations “change momentum”.

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