

Case Study

Going Global with KPMG

Global Competency Toolkit

KPMG, one of the 'big four' professional service firms with offices in 717 cities and 148 countries, decided to revise and re-launch their global competencies, which form part of their global performance management process. They wanted to make the competencies more measurable and more succinct, and bring them into line with the new business environment that had grown out of the Enron scandal and resulting regulatory reforms. In order to meet this challenge, KPMG set up a global project team and began work on the new competency framework.

Their next challenge was to prepare for rolling out the new framework (worldwide!) and that's where Karen came in. She was asked to work with another external consultant to KPMG, to produce materials that would do just that, including training materials for regional and national use, guidance for HR managers on how to embed the new competencies into HR processes, and communication aids. The materials were to be for local use, at a global level.

Rather than simply producing training guidelines for in-country use, Karen and her colleague took into account a few considerations first:

- The materials were for global use – the approach and wording had to cross dozens of cultural and language boundaries
- There were broader needs to be met than just implementation: needs to do with the current environment/culture of performance management such as further skill and awareness building for staff at all levels
- It was important to understand local needs, where the tools and materials would be used, but still meet the goal of developing an all-encompassing global product.

"... Both the content and the materials themselves were produced to a very high standard, and feedback from those countries who have used the toolkits to date has been extremely complimentary."

Agnes Flett, Senior HR Manager, Global Projects

In response they produced a toolkit for in-country use that could be rolled out on a regional basis (ie, America's, Europe, Asia Pacific, etc). The toolkit included guidance for all parts of the business – for the HR community, business leaders and staff at all levels, consisting of:

- Communication materials with the right messages that provided credibility by making links to company values, and emphasising the quality of the new competencies
- A training programme capable of being tailored to individual country needs including skills and awareness building around goal setting, evaluating performance and giving feedback

- A Leader's Guide designed for delivery by a range of trainers with varying degrees of experience, background and skills
- Support tools for staff at all levels – practical guidance for using competencies for both individuals and performance managers across goal setting, performance evaluation, completing reviews and giving feedback ('cue cards', booklets, paper- and electronic-tools)
- Guidelines for HR Managers to help embed the new competencies into activities such as graduate and executive recruitment, 360° and upward feedback, development/ assessment centres and designing job specifications

All of this was packaged into a professional briefcase-style kit along with a CD-rom containing a complete set of materials in soft-copy.

So what did the client think?

The toolkit was very well received as a professional, tailored and practical vehicle for rolling out the new competencies. Additionally, given that the toolkit was for global distribution, there were strict branding and regulatory compliance issues to manage. Tight project management and high attention to detail was crucial in minimising risk for the client by ensuring the materials were fully compliant.

"Overall, the workshop materials flowed really well ... the train-the-trainer guide and leaders guide are both put together well and very comprehensively. It all flows logically, and as someone who had not much time to prepare, I thought the materials were excellent! A huge thanks for meeting our deadline and providing such professional materials – we really appreciated your help with this project."

*Sharon Lock, Project Manager –
Global People Performance & Culture*