

Case Study

Managing and Motivating for Performance

Global Performance Management Programme at KPMG

In 2001, Karen helped implement performance management for several KPMG practices in Eastern Europe. Back then it was clear that managers needed up-skilling in this area, as they were suddenly being asked to carry out appraisals, goal set and give feedback to their people in ways they'd never done before. Incidentally, on enquiry Karen discovered that much of Western Europe faced the same challenge, and as result she joined forces with a trainer from KPMG's European Training Centre to design a skills programme for use across EMA (Europe, Middle East, Africa).

The resulting two-day programme was delivered within approximately 25 countries, helping to further embed performance management within the firm and help managers to effectively develop and motivate their staff.

Towards the end of 2005, the global HR team at KPMG decided it was time to bring this skills programme to the world, and asked Karen and the trainer she'd worked with previously, to 'revamp' the 2-day programme for roll-out globally. The team wanted every KPMG practice around the world to have access to this course.

Karen then worked on updating the content, ensuring it was 'moving with the times' and capturing all the key skills that managers needed. New end-user materials were designed, including a sexy little black book that was aimed at managers who didn't want to be burdened with large training kits. And a small glossy booklet was produced to introduce skills and awareness of managing performance to all areas of the business, particularly senior leadership. Sometimes half the battle is getting street appeal!

*"Very good materials combined with experienced, passionate presenters
have made this one of the most useful skills courses
I have participated in within KPMG."*

Partner, KPMG Cayman Islands

The global Managing and Motivating for Performance programme was rolled out in February 2006, firstly in Hong Kong for the Asia Pacific region, then locally in Japan and China, followed by Panama for roll out in Latin America. Then in Belgium, for the EMA region in July 2006 and continues to be delivered around the world.

What began as an effort to help managers in Eastern Europe, has now become a global skills programme designed to fully embed performance management in the culture of KPMG. It builds skills for people managers and raises awareness of the need to develop and motivate their teams.

Feedback from training participants:

"I learned a lot of skills to motivate people. I will use these skills from now on."

"This course will help us to improve my skills as a performance manager."

"She applied concepts to real life examples. Thank you for sharing your own experiences."

"(Karen) always answered the questions clearly and asked us whether her answer was enough."

"She is well-prepared and reinforced key points. I enjoyed her facilitation."

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