



**We ensure that every member of an organization undergoing a change program feels a personal connection with the process and, by extension, feels more closely aligned with the performance of the company itself.**

#### **What is People Solutions?**

People Solutions comprises all those activities that support a Proudfoot project in order to achieve the client's objectives. These specialised activities are focused on Communications, Education, Training, Coaching, Sustainability and Employee Skills Development.

People Solutions is an integral element of every aspect of a Proudfoot project, adding magic to an already powerful delivery approach. Our People Solutions specialists focus on the following core areas:

#### **Communications**

The planning, design and development of communication methodologies to effectively engage the organization's people in a Proudfoot project launch and maintain their involvement through ongoing communication of accomplishments and results. Examples include Project Theme development and Branding; President's videos; Communications & Results videos; and On-Going Communication vehicles such as project newsletters, websites, email updates, etc. The Communications methodologies also include the diagnosis of its effectiveness and solutions to improve employee engagement. Communications is about engaging hearts and minds to implement a major change initiative.

#### **Education & Training**

The best systems and processes will not yield results unless the users understand them and utilise them correctly. We engage and educate people so that their thinking and behaviors are aligned with the redesigned processes, systems and management approaches to affect positive change. This process includes the diagnosis of current thinking and behaviors, training and knowledge transfer in order to develop and enhance skills across all levels of the organization, from the executive management through to team leaders and employees.

#### **Coaching**

To make change stick, guidance, reinforcement and coaching are key. Coaching is where the real power of Proudfoot takes root. It is not enough to simply tell people what they need to do differently. They need to hear how they are doing. Our experts accompany and work alongside client supervisors and managers, on the shop floor and at the point of execution to guide, nurture and support as the new skills and behaviors are first acquired and then embedded. Feedback is crucial and our approach involves real-time feedback on progress,

constructive discussions and informative guidance on areas of improvement. Through our train-the-trainer programs, we ensure that coaching mechanisms are embedded and have a lasting impact long after a project has completed.

### **Sustainability**

Communicating, educating and training are not enough if you want change (in behaviours) to stick. People Solutions assists with the identification of those points where slippage in behaviours may occur. Working with the client, People Solutions then determines what actions must occur to ensure lasting change. This may be the further training and education, stronger communication through multi-media channels, training of client trainers, or the design and development of materials and publications targeted for specific audiences.

### **Employee Skills Development**

Training is an area where measurable results are not often expected. Utilising People Solutions expertise, Proudfoot can assist the client in identifying where employee skills deficiencies are costing money. Once identified, a skills program will be designed to reduce the impact of poor employee skills. Quantifiable results will be generated as improved skills levels reduce waste, reduce downtime, and increase quality, etc. Our skills training development is training with measurable results.

### **Communications – Connecting with People**

Communication is the cornerstone to success of a Proudfoot project. In essence, any project we engage in is a 'Change Project'. We constantly remind our clients that Change Programs generally and historically fail, unless managed and communicated effectively. If your business is to change as a whole, all the people in the organization must realize how they must personally change, to make this transformation a reality. That's where communication becomes critical.

If you expect employees, managers and supervisors to start changing their behaviors, the following must be included in every project:

1. A carefully constructed Communications Plan
2. A communications matrix
3. A communication measurement process

Each Communications plan must include:

- Clear Objectives
- A clear, concise message built around relevance and plain-speaking
- Audience definition
- A standard for frequency
- Preferred delivery vehicles for the audience
- Identified communicators (who will do the communication)

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The objective of all these communications is to generate engagement and commitment from people in the project and change process, and People Solutions delivers dynamic communications programs that:

- Build awareness of the project, its goals and objectives
- Reinforce the objectives throughout the project process
- Communicate how people can participate in the process
- Encourage participation and enthusiasm for the project
- Ensure people regularly receive feedback on progress and results

### **What is Communication Measurement?**

Partnering with our clients, we constantly test for the level of communication effectiveness with key people throughout the organization. In general we gauge the effectiveness using the following scale:

- Level 1.** Has not heard of the project—has had no contact
- Level 2.** Has heard about the project but is unaware of what it is
- Level 3.** Understands the project as it relates to them in overall terms—Conceptual Understanding
- Level 4.** Understands both the personal and organizational implications of the project—Tactical Understanding
- Level 5.** Best Practice—Visibly supports the project and sees the benefits for them, their colleagues, team and organization—Acceptance

How we make Communication work for your sustainable success:

- Internal marketing program aimed at all employees
- Executive Alignment activities to determine clear and aligned messages and how best to roll those out to the organisation
- Communications roll out videos
- Ongoing communications vehicles such as web sites, posters and boards throughout the organisation, newsletters, flash-reports and email updates
- Internal TV ads featuring success stories

**Our People Solutions team bridges the critical gap between intention and action within all levels of an organization.**

### **The Power of People**

Better processes and systems are only one part of a successful solution. Improving and sustaining business performance involves discovery, creativity, challenges and problem solving. Unlike many other firms, Proudfoot treats these change processes as intrinsic to our clients' operational goals. Our approach to our client's success is simple. Our People Solutions team bridges the critical gap between intention and action within all levels of an organisation.

As skilled change management experts, our People Solutions team ties benefits to behaviour and factors culture into the analytics. We equip our clients with the tools and know-how to manage changes happening now, and help them understand and embrace changes that must be made in order to realize the results they require.

Our ultimate focus is on transferring skills and knowledge—our People Solutions team uses a wide variety of tools to engage our client's people in a fun, challenging and ultimately empowering way; in this way our clients continue to improve long after we have left. This kind of interaction with the project, and indeed the business itself, ensures that every member of an organization undergoing a change program feels a personal connection with the process and, by extension, feels more closely aligned with the performance of the company itself.

## What clients say



"We at Kerry Ingredients set up a Productivity Improvement Program Team with Proudfoot in one of our major UK factories. During the past six months this joint team has been working on a very defined program that has now reached completion. The success of this program has been very much a result of the preparatory work, the joint team and the enthusiasm created. It now means that this site has achieved its productivity gains; but even more importantly it has put in place a very focused, enthusiastic management team. Team members can now use this process on other programs on this and other sites."

**Michael Wren,**  
**European Operations Director,**  
**Kerry Ingredients**

## Thomas & Betts

"We brought in Proudfoot to complement our lean initiative and to help with our internal efforts to consolidate operations and improve manufacturing productivity. With Proudfoot's help we not only exceeded our original savings target, but also achieved our goals much sooner than originally planned. By installing the operating systems through our people, this program will continue to pay dividends well into the future."

**T Kevin Dunnigan,**  
**Chairman & CEO,**  
**Thomas & Betts Corporation**

## The Proudfoot People Solutions Model



## About Proudfoot

We enable executives to achieve their growth targets, revenue and profit goals with greater speed, predictability and control. We do this through our expertise in driving rapid and effective execution of corporate strategy throughout an organization. This results in lasting positive change and increased shareholder value.