

## CASE STUDY: SiS



### Performance Culture

SiS - Satellite Information Services, are one of the world's leading providers of broadcast facilities, producing tailor-made programming for bookmakers around the globe. Their camera crews and outside broadcast units film and deliver live sporting action from venues throughout Europe to betting shops across the world.

### THE CHALLENGE

SiS operates in a constantly evolving market place, with changes in technology and legislation continually demanding shifts in their strategic objectives.

Following a series of strategic moves, it was revealed that managers lacked a consistent approach to setting and managing the performance of their teams.

An attitude shift and changes in competence and behaviour was required for all staff responsible for performance through others. Managers needed to engage, motivate and develop their teams, whilst using a robust approach to measure and monitor improvements to performance.

### THE SOLUTION

We conducted a series of meetings with the SiS Management Team. These meetings were designed to establish the core competencies and behaviours required from managers, in order to lead staff toward meeting the organisation's vision, mission and goals.

With the objectives of the learning set, we designed and delivered a series of training interactions to communicate, engage and build the skills of managers.



The highly interactive workshops and exercises were supported with real-life case studies and designed to help managers:

- Set performance goals aligned to business strategy
- Assess the competencies of their direct reports
- Provide feedback on competencies
- Put practical, competency-based development plans in place
- Manage and develop performance using a more structured approach

Follow up activities further embedded performance management in other HR processes, such as 360s, performance appraisals and executive objective setting.

### THE OUTCOME

SiS has started to transform itself under the leadership of new CEO Gary Smith. They are starting to form a new culture of performance focus, based around a series of key performance indicators. Furthermore, they are measuring employee engagement shifts at their new Salford site with a focus on recently TUPE'd staff.

*"We have no choice except to focus what we do on a few key measures and strategic objectives. You have helped us do that by changing the language and behaviour of performance management. We have people now wanting to deliver on tough challenges"*

Gary Smith, CEO