



for Higher Education Institutions

Value Based Management Development



VB-MD™

“Innovation consists of seeing what everybody has seen, and thinking what nobody has thought.”



"... [Objectives] To help HEIs enhance their capacity in leadership, governance and management, equipping themselves to respond to the challenges posed by a more competitive national and international HE market, as well as changes in the policy environment...."

*Developing leadership, governance and management aim
HEFCE strategic plan 2003 - 2008, p.34*

The pace of change in Higher Education has never been swifter. Increased student choices and the introduction of fees have brought about a 'consumer-mentality'. There is a growing 'global' dimension to Higher Education in attracting students with the consequence of the increasing need to attract and retain top academics. This will continue to be a challenge for most academic institutions.

Increasing accountability for the receipt of government funding requires a parallel measurement of those receiving funds manifested in documented objectives and a plethora of targets, tied to initiatives such as 'Value for money'. However, at the same time, market forces and economic resources dictate that funding commitments look less certain.

Managers face new challenges that they have probably not previously experienced. How should a Higher Education institution respond?

There is an acknowledged need for leadership and management development within the HE environment. Funding is available, but how does a higher education institution invest to ensure a measurable and lasting return from a programme of management development?

Systemic approaches towards developing a management capability are not common. Many HE institutions rightly pride themselves on the quality and variety of their approaches towards developing management, but few, even now, can provide a substantiated business case for the investments they have made. When budgets for staff development can run into seven figures over a three year period, institutions must be sure that they are making a wise investment, and be able to demonstrate this to external stakeholders.

Analysis of need, programme/course design and programme delivery have become much more critical. Poor analysis, design and procurement exposes HE institutions to questions over funding as well as risks identified in the HEFCE strategic plan:

".... key risks..... that the leadership, governance and management of institutions do not continue to have the capability or capacity to ensure long-term viability and compliance with our Financial Memorandum.....that stakeholders perceive that the quality of leadership, governance and management within HEIs is poor, leading to an increase in the accountability burden."

VALUENTiS, a leading professional services firm, is already working with HE institutions to develop data-driven business cases for management development programmes, leading to the design and delivery of customised courses and their on-going evaluation through a multi-source framework.

A diagnostic approach to developing managers in higher education

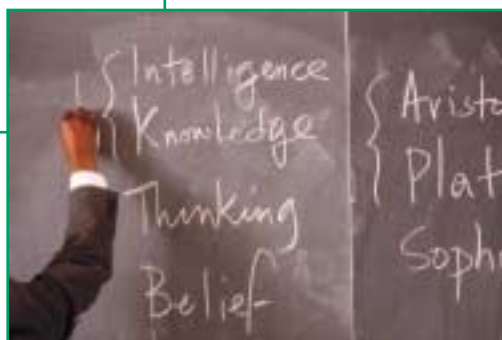
For any organisation to survive and prosper there must be an effective management team. In this respect, a college or university faces challenges common to all institutions: how to recruit, train, develop and retain the best managers, to attain real success.

Research and development of the VB-HR™ system has enabled VaLUENTiS to create a methodology tailored to the requirements of the HE sector. We take the view that the design phase is the most critical, and accordingly have introduced a four-step process to involve the broadest possible team of managers in the design of a unique, customised management development solution.

Initial organisational review provides the context within which the management development programme must be aligned. Our knowledge of HR processes ensures that linkages between objectives, performance, development and reward (where required) are reviewed and the organisational foundations laid for the introduction of any development.

From this review, one-on-one structured interviews are held with senior management from across the organisation to cross-reference data from schools, campuses, academics and support managers. Potential barriers to implementation are identified, along with the organisational and individual rationale for any programme.

This initial data forms the basis for surveying the wider management population. This phase allows all individuals with management responsibility to contribute their opinions. This qualitative and quantitative assessment utilises conjoint analysis techniques, an advance on more traditional data gathering approaches, to ensure that greater insight can be gained.



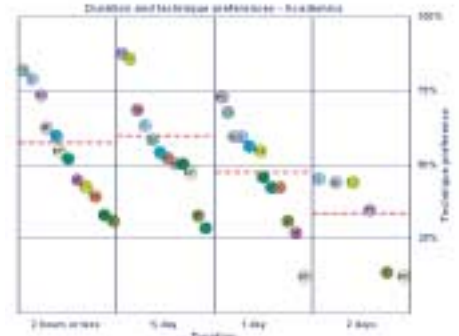
The final stage is designing the solution architecture, where the collated data is refined to identify those approaches, delivery channels, durations and key evaluation points that will tailor the management development programme to the specific needs of the organisation.

Developing a structured program that delivers

The diagnostic approach creates a rich environment of base-line data, enabling the programme to be customised for optimum effectiveness and subsequent evaluation over time.

The resulting selections lead to a very different solution design to that we traditionally encounter. We present final data in visually striking formats that provide clear understanding.

An example of a 'Delivery-duration channel' matrix that represents findings from conjoint selection in terms of managers' preferred choice of learning environment.



This allows specific modules to be adapted, introduced or withdrawn, creating a dynamic development environment that is responsive to the needs of your employees and students.



Examples of customised course solutions contained within a 34-modular based programme. These modules can be linked to specific competency frameworks including 360° type rating systems.



Detailed preference data on criticality of capability and perception of need determine a clear priority that can be delivered against budget. Integral within the modular design is the combination of several time-series measurement methods.

By linking modular evaluation with a macro Engagement Survey (see next page), management development can become a powerful lever in supporting culture change and in creating the means to address broader organisational issues through the use of internal resource.

Staff Engagement Framework™

Leading organisations have recognised the limitations of measuring employee satisfaction. They now focus on staff engagement that measures both commitment and alignment, which is much more closely related to performance.

VaLUENTiS, through its enterprise, has created the groundbreaking Staff Engagement Framework™ that measures across five 'domains' – Line of Sight, Work Environment, Development, Reward and Organisational Architecture.

The results from this type of survey provide a reporting index and/or underpin other HC metrics within a reporting framework. Our Engagement database includes over 500 Question-statements to construct a survey instrument. Our proprietary framework enables the use of external benchmarking where sought as we have designed a standard 20Q template for this particular purpose. Surveys can be administered in a variety of ways. Results are reported in insightful format, very different from the traditional survey report output, to provide management with clear interpretations together with our expert observations and recommendations.



Linking people measures to business results

Our offering includes:

- *the design of the survey instrument utilising our engagement framework*
- *the use of multiple data collation techniques to suit the client's requirements*
- *the administration of survey distribution (where required) and collation*
- *data synthesis and cutting*
- *advanced statistical analysis to construct indices on a number of dimensions*



- *identifying important correlations between survey data and business performance*
- *the generation of management data reports*
- *the generation of executive reports detailing observations and recommendations*
- *feedback presentations*
- *external benchmarking*
- *the creation of engagement indices for HC measurement/reporting purposes*

The company



VaLUENTiS provides unrivalled solutions in four core areas: Human Capital Measurement; Organisation Measurement; Organisation Effectiveness; and HR Functional Performance. The company is private equity funded and its roots date back over seven years.

Why we are different

At VaLUENTiS we are committed to delivering effective human capital solutions based on deep expertise and extensive market-driven research, which ensures that our advice is based on fact, not just conventional wisdom. VaLUENTiS practitioners are skilled across a range of disciplines that include business performance, organisational architecture, finance, human capital management and an emerging field, measurement. In fact we have given a name to this cluster of expertise: we call it *Corporate Science*.



'Our practitioners engage in regular mandatory training events to balance their client project experience.'

Other product services

- **HCR** our pioneering Human Capital Reporting framework - the first structured programme to assist organisations in developing both internal and external reporting scorecards
- **HR Performance Reviews** we assess the performance capability of the organisation's human capital management together with that of its HR junction. We also provide a benchmark rating through our HCM P-C Index for comparative purposes
- **RBOA** our leading edge Rewards Optimisation Analysis tool that assesses the effectiveness of an organisation's human capital reward design
- **IC Rating™** we have recently purchased the UK franchise of the world-class organisational measurement instrument that provides clients with the ability to measure their intangible business assets that create value



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