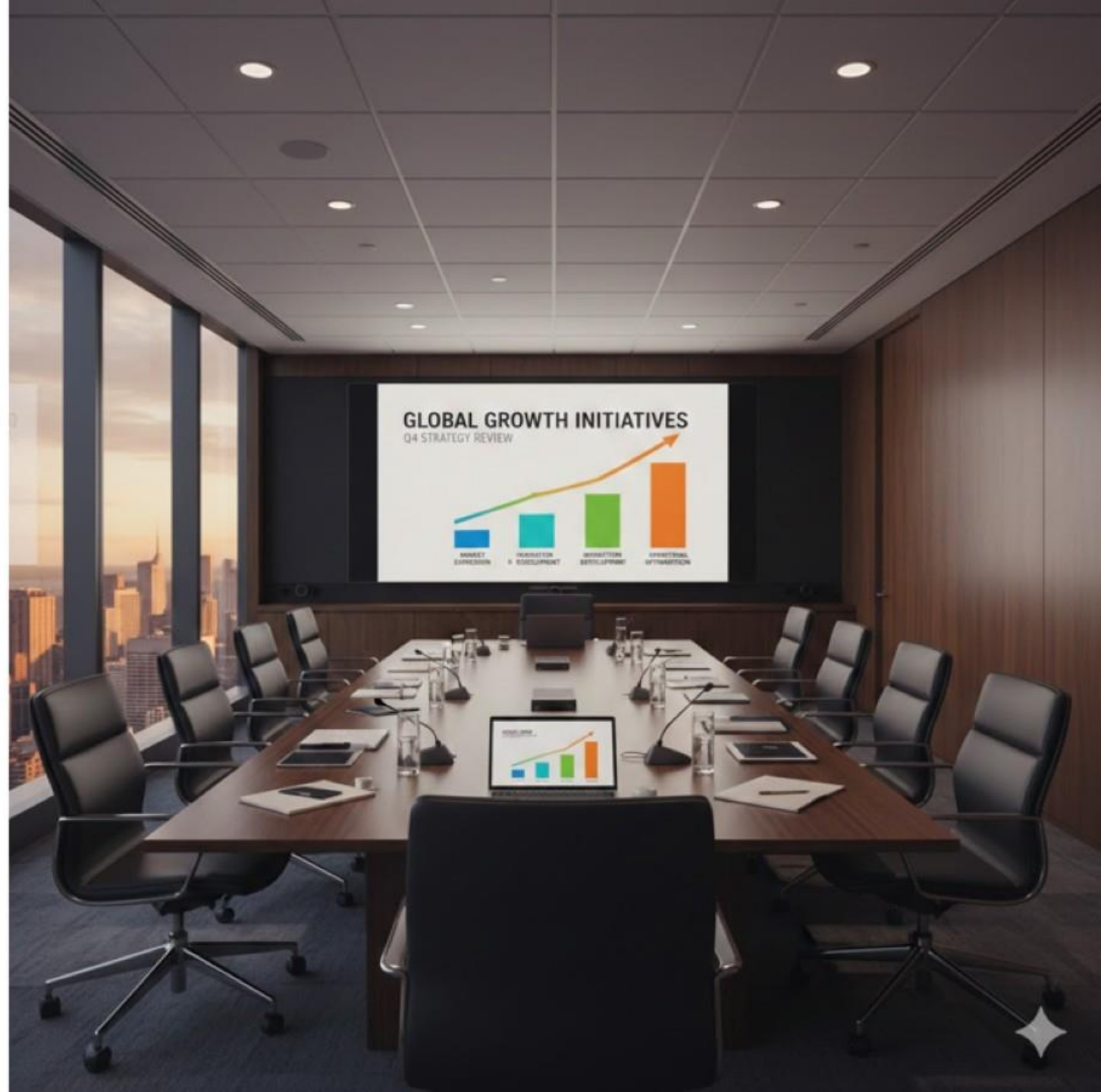




# Future People Management Strategy for BrightWave Services Ltd

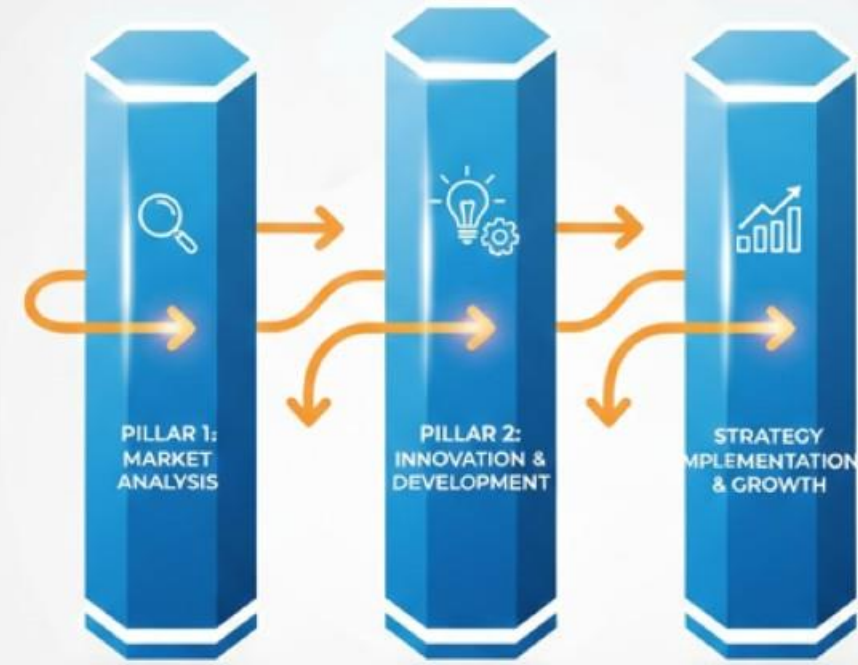
- **Presented to:** The Board of Directors
- **By:** Marian Floarea HR Consultant
- **Date:** 01 December 2025



# Agenda

## Our Focus Today: Three Pillars of Change

- **1. Diagnosis (The Why):** Current People Management Challenges & The Cost of Inaction.
- **2. Strategy (The What):** Proposed Cultural Vision & The Future HR Strategy Framework.
- **3. Execution (The How):** Key Recommendations for Leadership Development & Performance.
- **4. Next Steps:** Summary and Call to Action for the Board.



## THE THREE PILLARS OF OUR STRATEGY

# Organisational Culture Assessment

- **Schein's Definition:**

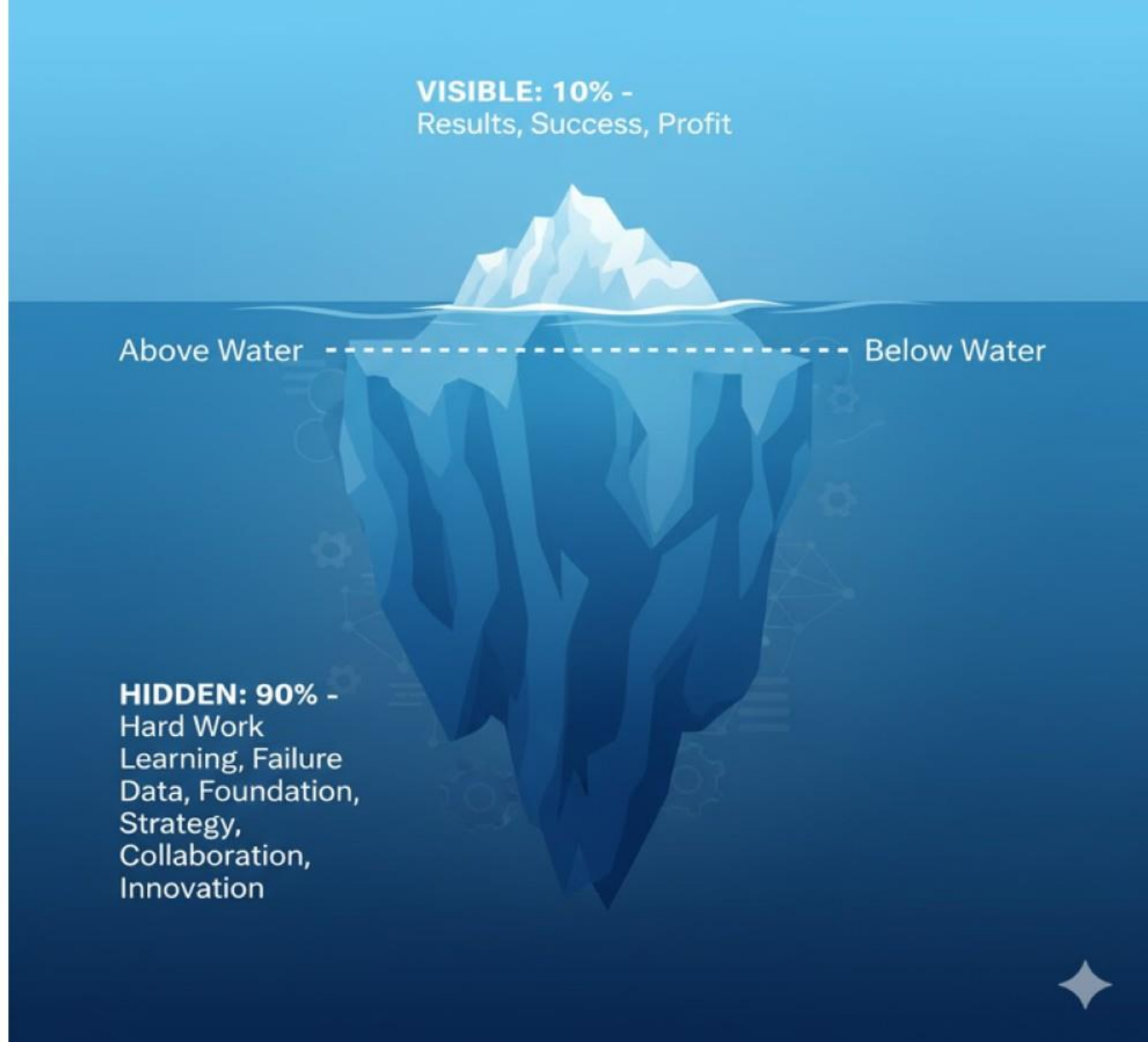
- "Pattern of shared basic assumptions" [10] Schein, E.H. (1992).

- **The Iceberg Model:**

- **Artefacts:** Visible behaviors (currently compliance-focused).
- **Values:** What we say vs. what we do.
- **Basic Assumptions:** Hidden beliefs driving silence.

- **The Goal:**

- Shift to a culture of **Psychological Safety**.
- encourage **Employee Voice** without fear.



# Leadership Strategy

## •Defining Leadership:

- "Process of influencing others to understand and agree" [12] Yukl, G. (2006).

## •Born vs. Made:

- The **ability** to lead is learnt [2]Burgoyne, J. (2010).
- Survival depends on "managers of tomorrow" [3] Drucker, P. (1955).

## •Strategic Action:

- Implement **Management Development** programmes.
- Focus on **Emotional Intelligence (EQ)** and active listening.



# Talent Management & Internal Growth



Initial Investment

Expomential Growth & Returns

- **Grow From Within:**

- Focus on "not wasting talent" [7] Hymowitz, C. (2007).
- Create clear **Career Paths** for progression.

- **Current Metric:**

- Only **28%** of the workforce engage in progression.

- **Succession Planning:**

- Use **Coaching and Mentoring** to upskill staff.
- Secure a pipeline for critical roles.

# Performance Management Framework

- **SMART Objectives:**

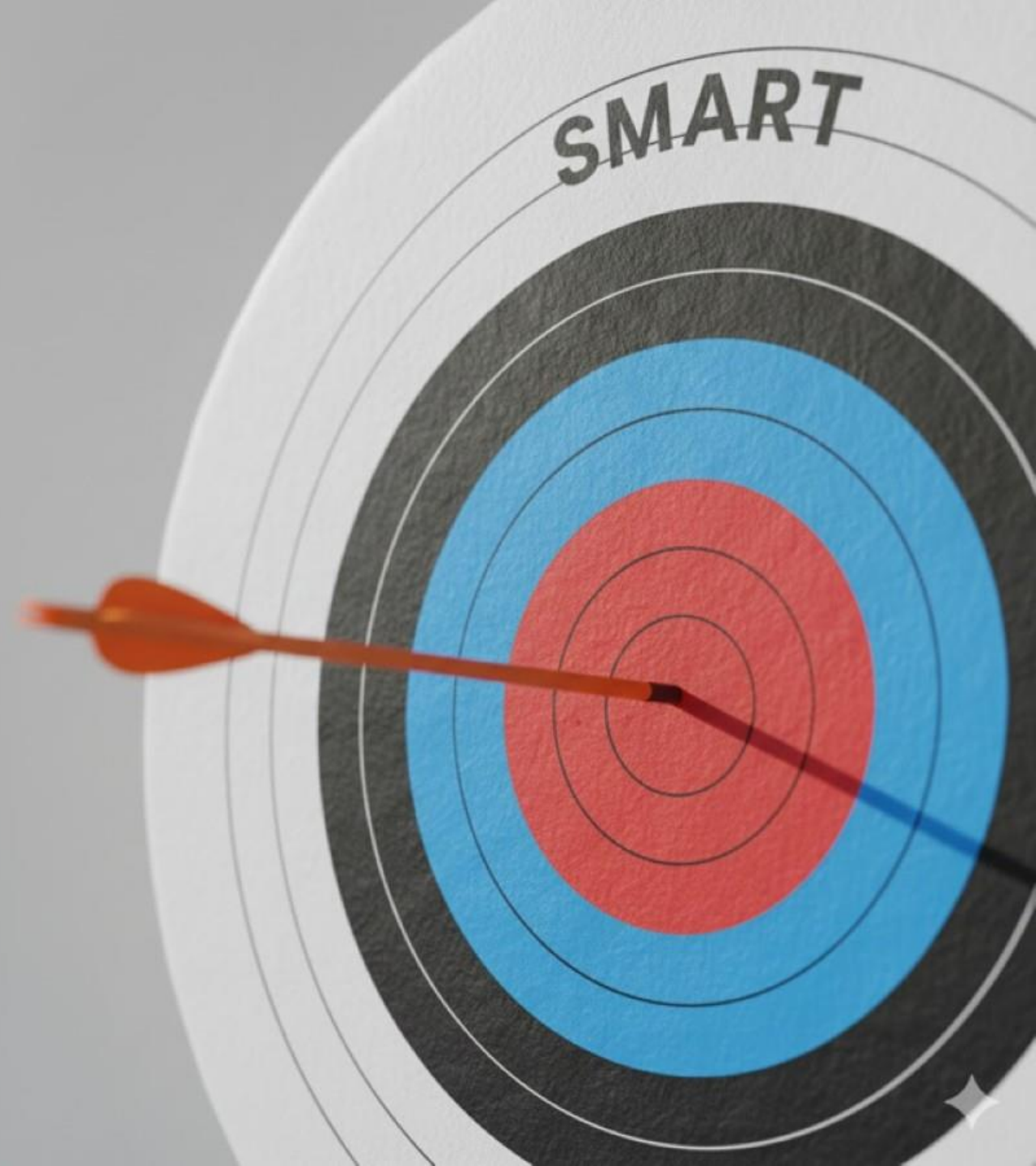
- Specific, Measurable, Achievable, Relevant, Time-bound.

- **Continuous Feedback:**

- Must be constructive and timely [1]  
Armstrong, M. and Taylor, S. (2023).
- Move away from annual-only reviews.

- **Accountability:**

- Link results to **Reward** and recognition.
- Drucker: Purpose makes objectives realistic [3].



# Retention & 'Good Work'



## •CIPD Dimensions of Good Work:

- Fair Pay and Benefits.
- Work-Life Balance and Job Design [11]CIPD(2025).

## •Push vs. Pull Factors:

- Minimise internal "Push" factors (poor management).
- Counter external "Pull" factors (competitor pay).

## •Employee Voice:

- Essential for engagement and innovation.



# MANAGE CHANGE

## Lewin's 3-Step Model:

- **Unfreeze -Change -Refreeze** [8] Lewin, K. (1951).

## Force-Field Analysis:

- Strengthen **Driving Forces** (e.g., innovation).
- Reduce **Restraining Forces** (e.g., fear of change).

## Kotter's Approach:

- Create urgency and anchor changes in culture [9] Kotter, J.P. (1996).
- Manage the **Change Curve** emotions.



## FORCE-FIELD ANALYSIS

IDENTIFYING FORCES FOR & AGAINST CHANGE

# Recommendations & Conclusion

- **Primary Recommendation:**

- Launch accredited management training immediately.

- **Cultural Shift:**

- Align systems and behaviors with "People-First" values.

- **Expected Outcome:**

- Sustainable **Competitive Advantage**.
- Improved **ROI** and Customer Satisfaction.

- **Next Steps:**

- Approve budget for development initiatives.



THE FINAL PIECE: STRATEGY INTEGRATION



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- [1] Armstrong, M. and Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
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- [12] Yukl, G. (2006). *Leadership in Organizations*. Upper Saddle River, NJ: Pearson Prentice Hall.