

## Newsflash No. 086

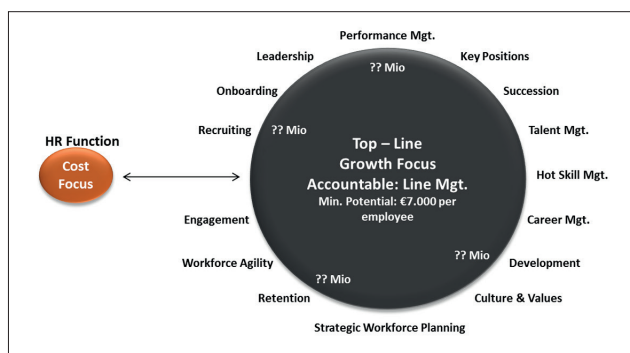
### Must-Win-Battles in Management & HR

During the last 17 years, through our extensive research and our work with more than 350 international companies, we have identified the Strategic Agenda and the Must-Win-Battles in people management. Out of more than 300 metrics, 4000 activities and business cases the significant results are extracted and condensed to the decisive topics and metrics that have an impact on the results of a company.

#### Summary

**Our research shows that within 6 strategic HR areas there are, in each, a few Must-Win-Battles which need to be executed right by management. Executing these right according to F-Top practice shows a significant raise in business results.**

In many organisations the people management processes are well-defined, HR professionals are well-trained and motivated – but the execution is often lacking due to managers not supporting the process, acting half-heartedly or simply not understanding the value to the organisation.



This missing link – getting management up to speed – we are targeting with our 1 day Must-Win-Battle training. Focus is on the most important topics, strong in the messages, fact-based on Best Practice from F-Top companies and with clear measurable links to business success. The training can be done by either adding one extra day to existing leadership development program-

mes or new manager trainings or as a stand alone training day. Afterwards the Managers are not only fully aware of their role and responsibility but also and especially in what results they have to achieve and how to calculate the value in financial terms. With embedded metrics the training success can be measured on an individual but also on a company-wide level.



Changing the playing field and focus from optimising HR to Top Line focus: By enhancing the classic cost focus with a strong top-line focus we are supporting the strategic agenda while enforcing line management accountability. The management training focuses on the Must-Win-Battles with highest significance and greatest business impact within the processes shown. Companies training their managers in this way can achieve a savings potential of 7 mio. Eur per 1000 employees.

“... Although everything might be optimised – the real value and success comes from consequent execution by line management...”