

ARCHITECT PEOPLE PERFORMANCE TO DELIVER BUSINESS GOALS.

CAN LEADERSHIP SEE HOW EVERY FUNCTION, ROLE AND LEADER CONTRIBUTES?

People Performance Architecture connects business goals to structure, role outcomes, capability, culture, performance evidence and succession.

PEOPLE PERFORMANCE ARCHITECTURE

Make people contribution visible in business performance.



CREDIBILITY BUILT THROUGH BUSINESS RESULTS

30+ years. 100+ clients.
One focus: measurable performance.

HRBCG helps established organisations turn business priorities into clear ownership, stronger capability, measurable delivery and leadership continuity.

**RAM LG**

Founder & Business Performance Architect

MBA — Symbiosis
ICF-Certified Leadership & Behavioural Coach
Certified NLP Practitioner
30+ years of corporate and consulting experience
100+ clients across multiple business sectors

WHEN PEOPLE PERFORMANCE IS DISCONNECTED

The issue is not the absence of HR processes. It is the absence of a clear architecture connecting goals, ownership, capability, behaviour, delivery evidence and continuity.

- 01** Selected business goals remain leadership statements—not team commitments
- 02** Cross-functional dependencies delay important outcomes
- 03** Roles are busy, but contribution to priorities is unclear
- 04** Capability gaps appear only after performance is affected
- 05** Managers review activity without resolving performance gaps
- 06** Expected culture is spoken about but not translated into behaviour
- 07** Critical roles remain dependent on individuals without ready successors
- 08** Leadership lacks one evidence-based view of people contribution

THE BUSINESS GAP: GOALS, PEOPLE AND REVIEWS OPERATE SEPARATELY—SO MOVEMENT, RISK AND READINESS ARE NOT VISIBLE TO LEADERSHIP.

THE PPA JOURNEY — CLEAR BEGINNING, CLEAR END

People Performance Architecture begins with business goals—and ends with visible people-owned movement.

The organisation defines what must move. PPA architects and activates how functions, roles, leaders and people will deliver it.

01	02	03	04
BEGIN WITH BUSINESS GOALS	DIAGNOSE PEOPLE PERFORMANCE	ARCHITECT & ACTIVATE	VALIDATE & SUSTAIN
Select priority goals, baseline, target, timeline and leadership sponsor.	Assess structure, ownership, capability, culture, reviews and succession risk.	Set role outcomes, scorecards, development, behaviours and manager reviews live.	Track target versus actual, correct gaps, verify closure and sustain the rhythm.

BEGINNING: SELECTED BUSINESS GOALS → END: VISIBLE MOVEMENT, CAPABLE OWNERS AND LEADERSHIP CONTINUITY

SIX CONNECTED WORKSTREAMS

One architecture connects goals to accountable people performance.

PPA designs and connects six workstreams. Each produces a leadership-visible outcome validated through evidence—not activity completion.

01 BUSINESS-GOAL ALIGNMENT

Translate selected goals into functional commitments.

02 STRUCTURE & ROLE CLARITY

Clarify ownership, authority, interfaces and role outcomes.

03 SCORECARDS & REVIEWS

Track target, actual, gap, action and closure.

04 CAPABILITY & MANAGERS

Build role capability and manager effectiveness.

05 CULTURE & BEHAVIOUR

Turn desired culture into observable daily behaviours.

06 SUCCESSION & CONTINUITY

Create successors and readiness for critical roles.

GOALS → OWNERSHIP → CAPABILITY → BEHAVIOUR → DELIVERY EVIDENCE → SUCCESSION

THE PERFORMANCE VALIDATION RHYTHM

Every priority is tracked from commitment
to evidence and verified closure.

Leadership sees what was expected, what happened, why the gap exists, who will act and whether the action worked.

01	DEFINE	Set the business outcome and evidence	Selected goal • baseline • target • timeline • sponsor
02	CONNECT	Assign functional and role ownership	Function contribution • role outcome • KPI • dependency
03	REVIEW	Compare target with actual performance	Target • actual • achievement % • evidence • cause of gap
04	CORRECT	Act on the gap and verify movement	Action • owner • due date • support/PIP • closure • next result



FROM TRAINING ACTIVITY TO ROLE READINESS

Build the capability required to deliver current and future goals.

Development is linked to role standards, observed gaps and measurable improvement—not course attendance.

01 ROLE CAPABILITY STANDARDS

Define knowledge, skill and behaviour required by role.

02 GAP ASSESSMENT

Rate current proficiency against role requirements.

03 FOCUSED DEVELOPMENT

Use coaching, projects, mentoring and learning actions.

04 MANAGER EFFECTIVENESS

Equip managers to set expectations, coach and review.

05 PIP & CORRECTION

Use evidence-based improvement plans and fair action.

06 IMPROVEMENT EVIDENCE

Confirm whether capability and role results improved.

ROLE STANDARD → GAP → DEVELOPMENT ACTION → MANAGER SUPPORT → PERFORMANCE EVIDENCE

FROM VALUES ON THE WALL TO BEHAVIOUR AT WORK

Make expected culture visible in everyday behaviour.

PPA connects culture to business priorities, leadership behaviour, team routines, recognition and correction.

01 DEFINE CRITICAL BEHAVIOURS

Select behaviours essential to strategy and execution.

02 LEADERS MODEL THE STANDARD

Leaders demonstrate the same behaviours they expect.

03 BUILD INTO DAILY ROUTINES

Embed behaviours in meetings, decisions and reviews.

04 STRENGTHEN COLLABORATION

Clarify hand-offs, shared ownership and commitments.

05 REINFORCE & RECOGNISE

Recognise evidence of desired behaviour and outcomes.

06 CORRECT MISALIGNMENT

Coach repeated gaps and take fair corrective action.

EXPECTED BEHAVIOUR → LEADER EXAMPLE → DAILY PRACTICE → REINFORCEMENT → CULTURE EVIDENCE

FROM KEY-PERSON RISK TO A READY LEADERSHIP BENCH

Build a ready leadership bench for critical roles.

Succession is treated as a live readiness system—linked to future roles, capability evidence and development action.

**01 IDENTIFY
CRITICAL ROLES**

Identify roles whose absence would affect priority goals.

**02 ASSESS ROLE
RISK**

Assess dependency, vacancy impact and replacement difficulty.

**03 NAME SUCCESSOR
OPTIONS**

Identify internal ready-now and ready-next candidates.

**04 RATE
READINESS**

Use role standards and evidence—not nominations alone.

**05 BUILD READINESS
PLANS**

Assign exposure, projects, mentoring and milestones.

**06 REVIEW THE
PIPELINE**

Leadership reviews bench strength, risks and movement.

CRITICAL ROLE → RISK → SUCCESSOR → READINESS → DEVELOPMENT → CONTINUITY

THE END-STATE LEADERSHIP CAN SEE

VISIBLE RESULTS FROM PPA:
GOAL MOVEMENT. PEOPLE OWNERSHIP.
CAPABILITY. CULTURE. CONTINUITY.

The result is a working People Performance Architecture—not a collection of HR documents.

- ✓ **BUSINESS-GOAL MOVEMENT** Selected goals show target, actual, gap, action and verified movement.
- ✓ **ROLE DELIVERY EVIDENCE** Functions and roles show measurable commitments, ownership and closure.
- ✓ **CAPABILITY & CULTURE SHIFT** Capability and behaviour improvement is visible through evidence and results.
- ✓ **SUCCESSION READINESS** Critical roles show risk, successors, readiness and development movement.

VISIBLE MOVEMENT • CLEAR OWNERSHIP • CAPABLE LEADERS •
STRONGER CONTINUITY

BEGIN WITH A PEOPLE PERFORMANCE HEALTH CHECK

You define the goals.
PPA architects people
performance
and validates delivery.

Start with selected business goals and a People Performance Health Check. PPA then connects priority functions, roles, capability, culture, reviews and succession to those goals—and validates visible movement.



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BEGIN WITH A PEOPLE-PERFORMANCE
HEALTH CHECK

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