

Ensuring a shared understanding of goals and ambitions at Muñoz Group in the UK



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Allison Miller,
Learning &
Development
Manager, Muñoz
Group

The Muñoz Group has an ambition to be the best in the business of supplying the freshest of fruit, flowers and juice whilst helping to make the world a better, healthier, and more ethical place. With a strong Muñoz team spirit, each of the 320 employees working across the UK operation needs to understand their specific role and contribution to achieving the broader goals of the organisation.

Having now introduced Talent Performance[®] and Talent 360[®], Muñoz has been able to:

- Increase ownership across all levels of employees of their objectives and a better understanding of how to achieve these.
- Shift the perception of performance review so that it is no longer seen as an administrative tick-box exercise – and managers and employees report that Talent Performance is a valued resource.
- Take action around planning development and training interventions – and employees are aware this is happening.
- Involve and engage all employees in their goal setting and performance review including those with limited computer skills, with English as an additional language and who have little exposure to thinking about job skills and performance.
- Embed its competencies through the online 360 degree review

The initial challenge: ensuring everyone is clear on purpose

The Muñoz Group in the UK provides citrus fruits, grapes, flowers, fresh fruit juices and ice creams to many of the major UK retailers. To deliver its high growth plans, each of the Muñoz Group employees in the UK needs to engage with the corporate vision and fully understand the role they play in making this happen. Allison Miller, Learning and Development Manager explains, “We’re an expanding organisation and we recognise the importance that each of our employees has on us achieving our goals. But we need to help our people to know what they need to focus on, how they are doing and how they can improve.”

Talent Performance[®] – online, adaptable and tailorable

Having researched and tried out a number of online systems, Muñoz chose to deploy Head Light’s Talent Performance[®]. “In our review of possible systems, it was clear that Talent Performance was straightforward to customise and make our own, seemed intuitive and accessible for all employees at every level regardless of experience with performance and development language, computer experience or English language skill and looked clear and simple to be used day-to-day.” commented Allison.

Once adopted, Allison set about tailoring Talent Performance in terms of the language, look and feel and workflow process for each and every job role group. Allison explains, “We knew that we could only make this real and relevant to our people if we took the core system from Head Light and adapted it so that it worked for us as a company.



“We believe that it’s because we have an easily accessible and customised performance tool we have seen such a strong buy-in to the new approach to goal setting and achievement.”

“We changed the look of Talent Performance by adding our own branding, but more importantly, we changed the language used and included our own jargon and workflow. For example, we decided not to use the term ‘competencies’ just with those not familiar with the word and simply changed the term to be ‘job skills’.” The team at Muñoz also invested time in drafting clear bespoke instructions and on-screen text for each job area to get the ‘fit’ between the system and working practice as close as possible.

Allison continues. *“We were very keen that the entire system could be accessed and used by all of our employees and didn’t disadvantage those whose English language skills were limited. As such managers and those wanting support with the language are able to access the system together on a tablet device.”*

Embedding competencies through 360 degree feedback

A year after the initial implementation of Talent Performance, Muñoz decided that it wanted to supplement the online performance system with a stronger 360 approach than it already had in place as this would help to embed the corporate competencies. Again, Allison worked with Head Light and chose to adopt the Talent 360 tool, adapting it to meet the needs of the business. *“We don’t use a 360 assessment with all our people but for those that do use this. We’ve included our own Muñoz competencies as we’re already asking people to align with and demonstrate these as part of the performance review. It means that the feedback on skills and competencies that we’re getting from different people across the organisation now fits alongside performance review.”*

The outcome – greater ownership of goals, and a shift in performance culture

Allison is delighted with the impact. Muñoz is now able to use the same online performance system across the whole organisation – from the factory-floor worker to director-level staff – and yet at the same time provide a highly customised and personalised system.

“Talent Performance is a very powerful tool. Team members are now managing their own performance and we’ve been able to demonstrate to all of our employees how what they do on a daily basis, fits with the strategic objectives of the organisation. It also means that each piece of training and development or objective that is assigned to them is matched to one of the organisational strategic objectives. And communication is better because both managers and team members have something easy to use that can be updated every day or as needed.”

Moving from a once-a-year activity which was carried out and never looked at again, to regular, supported and reviewed monthly 1:1 conversations between the manager and the employee will always involve a cultural shift. Allison expands, *“Our managers, understandably were initially nervous about adopting a new system: fear of the unknown, of the possible complexity and the time they thought this would consume. In practice, their concerns were not realised. They saw that the system was easy to understand and navigate, and provided the information they needed to have better, more objective and more agile conversations about performance.”*

As well as the direct impact to the business, there have also been some learnings for the HR team. It has learned where instructions or guidance in the performance process need simplifying, expanding or reducing to meet the needs of a particular worker group. Allison comments, *“We believe that it’s because we have an easily accessible and customised performance tool we have seen such a strong buy-in to the new approach to goal setting and achievement.”*

Allison sums up. *“Using Talent Performance means we ensure that all objectives set across the business are aligned to our business strategy. We’ve given our people a very clear line of sight of their contribution to reaching our goals. Talent Performance is easy to use, modern, very flexible, and we can use it across our entire team. It has evolved with us and is accepted across the business. And working with Head Light has been very easy from the initial set up support and now when I need to a speedy answer to a specific question.”*

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