

Should the same goals be set for all junior business managers (BMJ) in ESN or consulting companies?

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Standardizing the objectives of BMJ simplifies management and enhances transparency, but it can create fairness gaps depending on the contexts and profiles. This article examines the compromises between standardization, customization, and managerial efficiency.

The question raises issues of fairness, performance, and efficiency. While experienced business managers often escape this debate, it remains central for BMJ, who must quickly prove their value.

Standardizing Goals: Simple and Consistent

Imposing common goals – number of outreaches, candidates met, or deals closed – ensures strategic consistency and simplifies performance management. Each BMJ knows what is expected of them, comparison among juniors becomes possible, and the transparency of remuneration systems is enhanced. Such uniformity also promotes healthy competition and provides a clear framework to start with.

But Is Uniformity Really Fair?

In reality, markets, portfolios, and contexts vary from one BMJ to another. Some inherit more complex sectors or demanding clients, while others benefit from more accessible opportunities. Additionally, profiles differ: some BMJ, excelling in prospecting, can penetrate new markets; others, experts in

customer retention, turn an initial mission into a lasting partnership. Setting the same goals for everyone risks stifling these specific strengths, causing demotivation and underperformance.

Hybrid Solutions: Between Theory and Reality

Companies have attempted mixed approaches, such as a point system where each action earns a score. While the idea seems promising, it presents two major limitations: how to define the value of each action? And how to avoid 'easy' actions without real impact? Another more relevant version values only actions that generate a concrete outcome: opportunity detected, candidate selected for a second interview... Validated by a manager, these 'next actions' filter useful efforts. But this approach quickly becomes a cumbersome system difficult to manage.

Which Solution to Choose?

Standardizing goals remains appealing for its simplicity, but the limitations in terms of fairness and motivation are real. More personalized approaches offer better performance but at the cost of increased complexity. Ultimately, the uniform system remains perhaps the most pragmatic compromise for BMJ. But is it really enough?