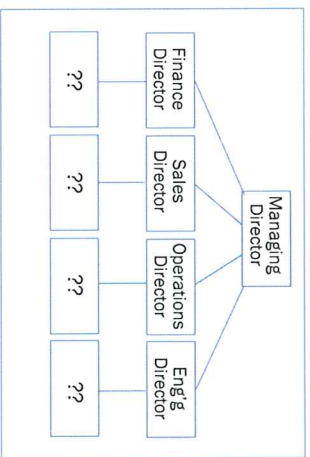


# 2

## Organisation Structure



- Strategy : Structure fit
- Optimum task : people skills
- Team takes precedence over ego
- Common pursuit of excellence
- Hands dirty, strategic thinking

## Solutions for your Business



- Formalised reviews
- Plan - Action - Review
- Ownership & Accountability
- Integrated decision-making
- Transparent communication

## Short-interval Control

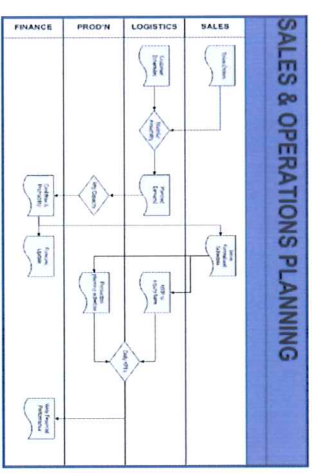
# 4

# 4sight



## Performance Management System

# 1 Business Processes



- Identify critical processes
- Document & review
- Eliminate waste
- BPR for growth & flexibility
- Why, Why, Why, Why, Why ?

## Performance Management



- Measure & Analyse
- Improve & Control
- Performance transparency
- KPI's to improve processes
- Comprehensive presentation

## Scorecard Culture

# 3

## Paradigm

To challenge Paradigms, providing Significance in Business Excellence, with Integrity.

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Are you aware of the way in which your behaviour, character & language can influence your team & their actions ?

## The pivotal role of the Managing Director

Any dramatic change will only succeed if it is instigated, led and championed by you - be careful what you start !

Have you created an environment where original, entrepreneurial thought & ideas are demanded, or are quashed ?

### 1 Business Processes

- 1 The most critical process of all - "the source of the sales of tomorrow"
- 1 Therefore, MD must chair the review process & champion its scorecard
- 1 Sources of sales are Strategic by nature
- 1 Outcomes are critical to business success

2 Management team commitment, not just involvement, is essential

2 Employee awareness of future adds value

2 Does organisation design accommodate future business shape, size & capacity ?

2 Are you, as MD, cascading your vision ?

### 3 Scorecard Culture

- 3 Short, Medium & Long term focus must be accommodated into scorecard
- 3 Ownership is more critical than ever, due to the longer term nature of the deliverables
- 3 Board accountability will be present, more apparently than with any other process
- 3 The use of external resources is expected

4 Reviews should be monthly & quarterly

4 Scorecard should be weekly & monthly

4 Scorecards to incorporate numerical, process progression & project statuses

4 Definitions are key in understanding progress & Critical Success Factors

### Business Development

- 1 Standardise documentation & circulation for new projects - changes & new business
- 1 Timeline / plan to be agreed at project start
- 1 Implementation to be driven by core processes - don't allow bespoke, surrogate activities to grow or be reasons for failure
- 1 Instil disciplines & controls expected of core processes at the earliest opportunity

2 Allocate leadership role for each project, with functional, handpicked team members

2 Involve "do-ers", "thinkers" and "planners"

2 Standardise pre-project & project kick-off meeting structure & attendees

2 Allocate individual project oversight to senior management team

3 Deploy traffic light tracking as the main means of performance monitoring

3 Demand weekly project plan updates

3 Track slippage in terms of issues & specification changes

3 Explore uses of "phantom" data to simulate core process activities e.g. order entry, MRP, shipping, etc.

### Project Implementation

- 4 Allow intervals to be dictated on a project by project basis
- 4 Formalised minutes recommended as there will be more comment than statistics
- 4 Perform post-completion analysis in order to understand lessons learned

1 Integration of project implementation and operational processes is critical

1 Demand receipt, review & sanitisation

1 Resource & capacity evaluation of agreed demand, culminating in formalised plan

1 Communicate plan & milestones: evaluate quality, cost & delivery of plan delivery

2 Multi-disciplinary skills are invaluable

2 Task & people focusses essential to achieve optimum process throughput

2 Support services are key to successful delivery e.g. Finance, HR, IT

2 People evaluation to be assessed in tandem with process throughput & output measures

2 Multi-disciplinary skills should be encouraged

3 Performance measurement of inputs, throughput, conversion, outputs & SLAs

3 Process capability provides insight into repeatability & sustainability

3 Drill down ability from Plant/Location to Machine/Person adds power to scorecards

3 Choice of units of measure & KPI's are critical to the power of information derived and its ability to aid decision-making

4 Process control & associated data capture may be automatable

4 Optimum interval will vary depending on the use of measurement e.g. "hourly" process controls, "shift/day" trends/reviews

4 Formalised reviews should be considered at daily, weekly and monthly intervals; accommodated within scorecards or by using separate, linked scorecards

### Operational Delivery

- 1 Formalise all process performance reviews & publish scorecards
- 1 Determine key drivers of business activities
- 1 Choose KPI's which improve processes
- 1 Create a control framework which will facilitate Management not Measurement of processes

2 Cascade Performance Management from the Top Down, coach from the bottom up

2 Spot process leaders & empower them

2 Establish structures around processes

2 Select PMS champions for each process

2 Prevent hierarchies from stifling ideas

3 Educate managers in the use of process control, utilising data & scorecards

3 Data & information can be refined and optimised (no data = no management)

3 Culture must be lived not delegated

3 Results speak louder than words

3 Scorecards don't change processes, people do

### Performance Management

- 4 Integrate scorecards from coalface to boardroom
- 4 Layer framework over processes
- 4 Optimum review frequencies are crucial
- 4 Culture presides over expensive systems

## 2 Organisation Structure

Management interviews  
Control framework review

Identify core processes  
Process documentation  
CSFs & improvement potential

Structure effectiveness  
Organisation : Strategy fit  
Change implementation

## 4 Short-interval Control

Scorecard map & KPI's  
Platform selection & creation  
Implement S.I.C. framework