

Performance Architecture

Presented by

Focused Management Inc..

Facilitating Performance Improvement Through
Better Use Of Information And The Application
Of Decision Support Tools



9/16/2001



At Issue

- Every organization needs to measure and manage performance to excite stakeholders and satisfy their demands
- Today's tools do not provide Senior Management with the knowledge necessary to make informed & correct decisions
- Decision making needs facts





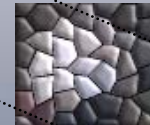
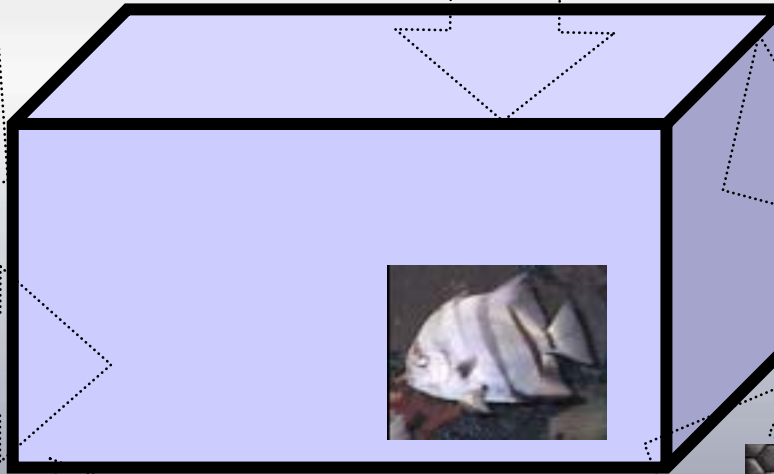
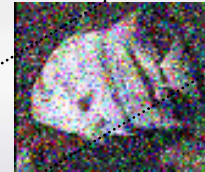
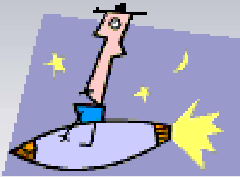
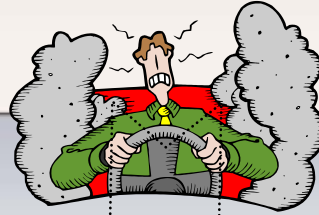
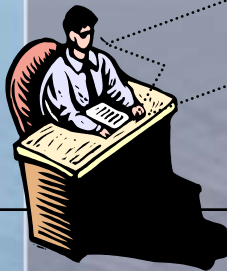
The Problem

“Man looks at his world through transparent templates which he creates and then attempts to fit over the realities of which the world is composed.” **(Personal Construct Theory - (PCT) George Kelly)**


- Depending on one’s background, experience, personal preconceptions, function, etc... everybody will view organizational performance from a slightly different perspective
- In the business world, this results in what we call “The Fish Tank Syndrome”

The Fish Tank Syndrome

If each person described what they saw, would it be the same description?



Perspectives vary!
– Which is correct?



Implications of the Fish Tank Syndrome

- A consistent & clear view of what constitutes organizational performance is required in order to manage performance
- People behave as they are measured
- The only purpose for measurement is to influence human behavior
- We need a constantly available set of reference points to which we can return
- We need a living repository in which locate and maintain knowledge





Result – What Is At Stake

- Inappropriate measurement systems can be costly experiments
 - Sobey's \$50m ERP write off
 - Boeing's production problems in the late 1990's
 - Malcolm Baldrige winner, Wallace Co' bankrupt
- Fortune 500 companies will face a \$31.5 Billion knowledge deficit next year
- By how much can profit be increased by changing your product/market mix to focus on your most profitable products.



The Solution

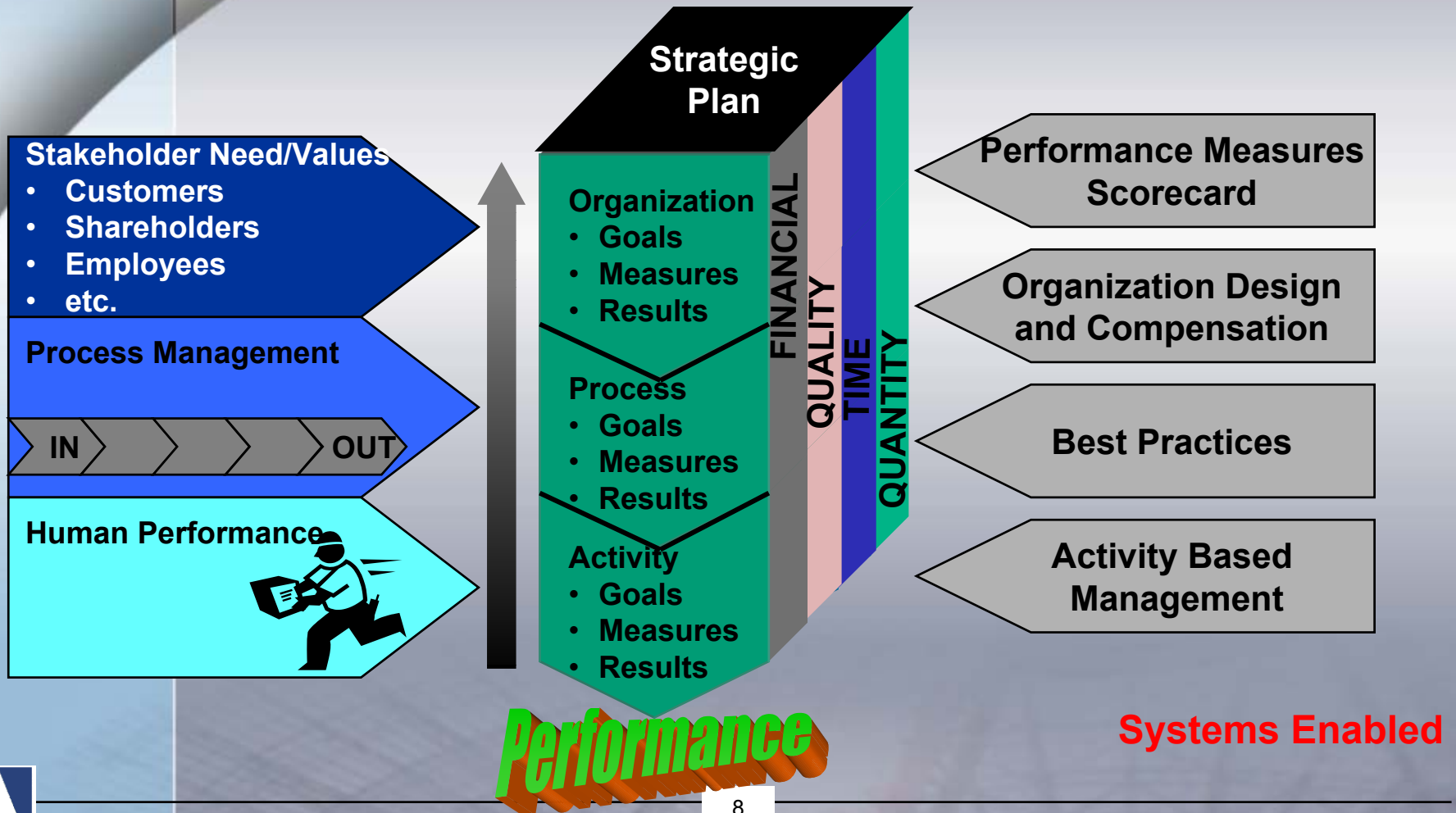
Focused Management's Performance Architecture

A combination of a business logic methodology,
relevant software and systems implementation
expertise





The Performance Architecture





Processes are where the work is done

“If you can’t describe what you are doing as a process, you don’t know what you are doing.”

W. Edward Deming

Process’s are connected to the appropriate knowledge and learning elements. All focused on the successful performance of a single task.

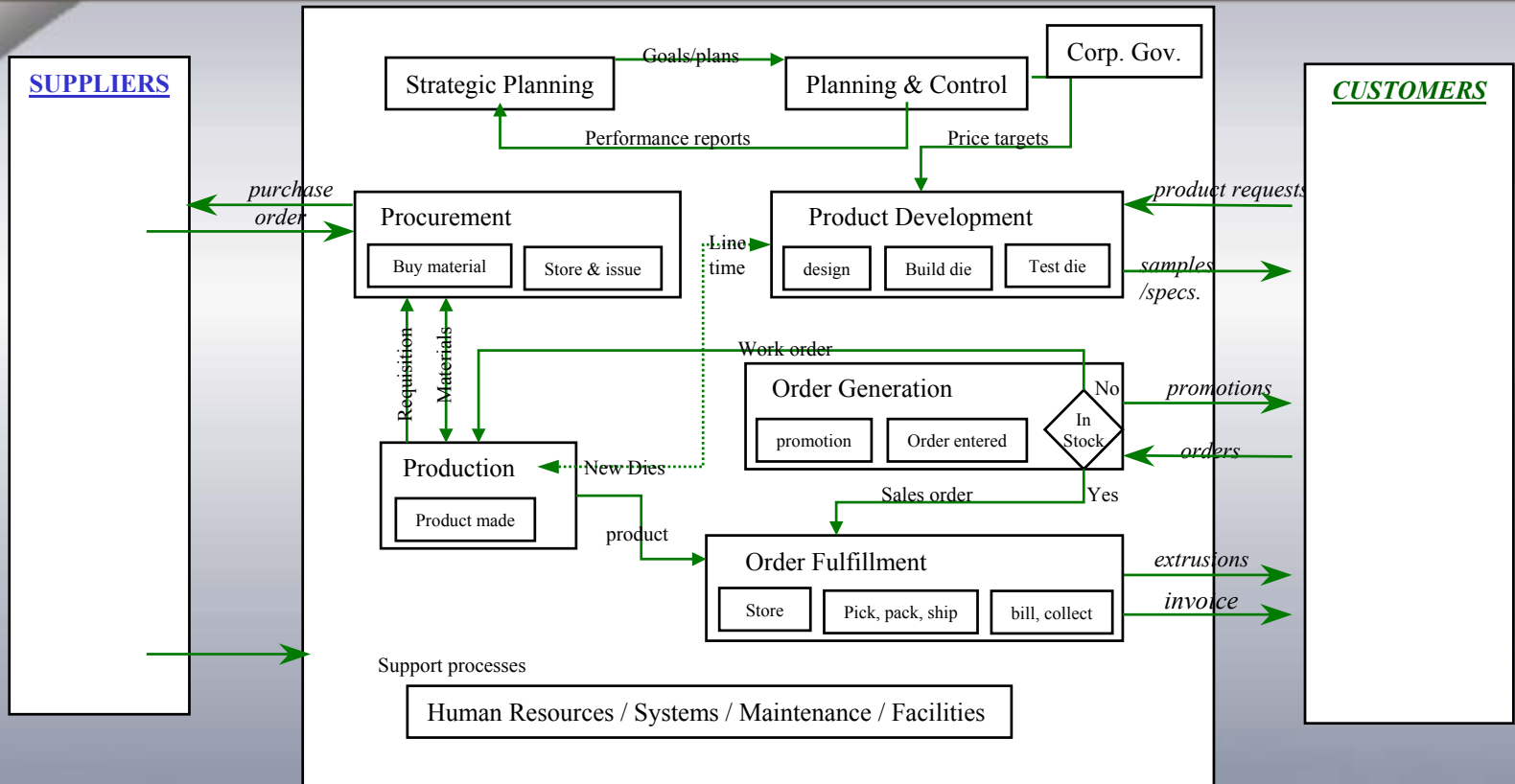


Why is this important?

- Results matter - Knowledge is the basis of our economy
- Knowledge is increasing dramatically while we are losing our key staff and their knowledge through churn or retirement at alarming rates (\$160 Billion will be spent on recruiting next year) *Global Recruiting Solutions*
- \$66 Billion will be spent on formal workplace training in the U.S. next year *Training Magazine Survey*
- Fortune 500 companies will face a \$31.5 Billion knowledge deficit next year *IDC Survey*



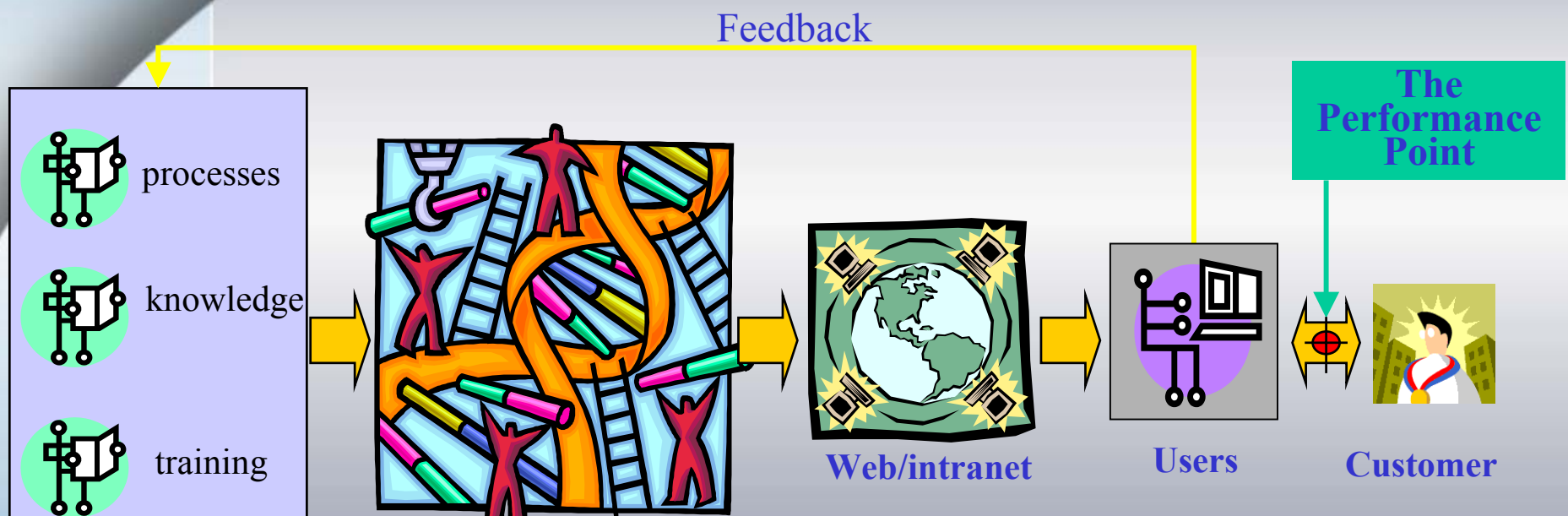
Organizations Behave as Adaptive Systems



Alignment of jobs, activities and processes with total organization goals is critical to the success of the organization.



Manage Knowledge



Create/Gather

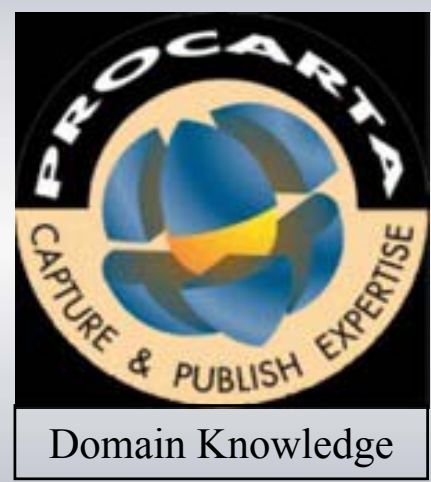
Store/Deploy

Use/Learn

The Performance Engine



The Partnership to Implement Your Performance Architecture



World Class Tools To Lead You Into The Future

Activity Survey Questionnaire

Activity Name	Work Group	FTK	Materials	Process	Resource	Schedule	Materials	Production	Line Total %
1	Materials Mgmt.	5.00	42.00	29.00	8.00	21.00			100
2	Material Handling	5.00	42.00	29.00	8.00	21.00			100
3	Progress	2.00	42.00	29.00	8.00	21.00			100
4	Schedule	3.00	42.00	20.00	17.00	21.00			100
Total % Activity		42.00	26.55	10.45	21.00				100.00

Other software Applications:

- Activity Based Costing
- ERP
- Database
- Internet
- CRM

ProCarta

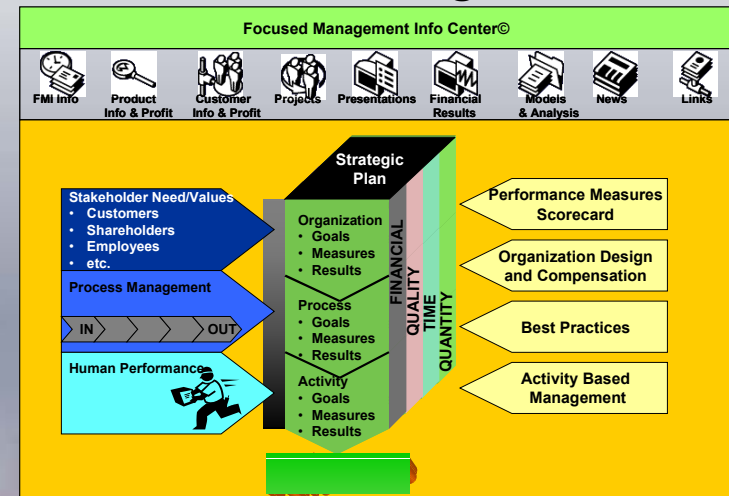
Department of Navy Process Control Plan
Last Updated: 04/06/2000

Task 10: MEF 5.2.1 Conduct Mission Analysis
Responsibility: 546 FUTURE OPS OFFICER CDL 9906
547 ASST FUTURE OPS OFFICER LTCOL 0934
185 FUTURE OPS OFFICER MAJ 0202
578 CAST OPS OFFICER CAPT 0802

Department: 9-3 FUTURE OPS CNTR
Frequency: Change of MEF Mission
Tools Used: MS Office Suite
Email
C2PC

Procedure Refs: MCWP 5-1 MCPP
Guideline: Examine all available information. This includes analyzing the mission, mission requirements, and evaluating updated status information. In this task, the commander presents his CBAE. Planners analyze higher-level guidance, identify enemy centers of gravity, review assessments of the situation, and prepare a proposed mission statement. Area of Interest (AI) is determined from terrain analysis and an analysis of friendly and threat capabilities and limitations, and should be examined in accordance with the guidance provided by the commander in his CBAE. Commander's Critical Information Requirements (CCIRs) are developed. The unit mission statement, commander's intent, and initial planning guidance are developed and issued to facilitate development of the proposed course(s) of action.

The Performance Management Portal





...Partial List of Clients

Financial Services

- Citibank - NY & Brazil
- Banco Wiese
- Toyota Motor Credit Corp.
- Canada Trust
- Zurich Insurance
- Sun Life Insurance
- TD Bank
- Fidelity Investments

Government Services

- Canadian Navy
- City of Burlington
- City of San Diego
- Region of Halton
- Canadian Coast Guard
- City of Kitchener
- Alberta Environmental Protection

Consumer Products / Distribution

- ESI/Value Rx
- Kellogg's
- Hewlett Packard
- McNeil Consumer Products

Manufacturing

- LOF Pilkington
- Volkswagen Canada
- DuPont
- Procor

Network Services

- CP Rail
- Telus
- AT&T
- MCI WorldCom
- Ontario Hydro
- Rogers Cable



FMI Services

- Performance Architecture Facilitation
- Process Improvement & Management
- Activity Based Costing / Management
- Value Based Management
- Knowledge Management Systems
- Information Portals
- Organization Design
- Client-server systems integration
- CRM & ERP Systems integration

Core values: facilitation, training & skills transfer that you combine with your organization / industry expertise



Contact Information

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