Anatomy of Performance
How many single point solutions have failed to achieve the desired results in your organization?

Organizations are complex systems made of:
- Individuals
- Jobs
- Processes
- Functions
- Technology
- Management

When the system is not performing well, it is seldom a single component that has failed. Therefore the most effective solutions are seldom single point solutions. We are often asked, “What one thing should a company do to improve it’s performance?” Our response? “Stop looking for the one thing.”
How well does your organization understand its value chain(s) and the white spaces between your processes? Are all of your efforts aligned to creating value for your customers and shareholders?

Organizations are processing systems that create value by inventing, developing, selling and delivering products/services that directly impact customers.

All organizations have these three components to their value chain – Products/Services Launched, Products/Service Sold and Product/Services Delivered. Support processes enable the primary value chain.
How quickly and painlessly does your organization adapt to changes?

Organizations exist within an external super-system which they cannot control.

Organizations must adapt or die.
How well are you managing the white spaces in your organization?

Processes are the means for creating and delivering value to jobs and functions that support customer processes.

No individual function can deliver value on its own. An organization is only as good as its internal processes. There will be no permanent improvement in an organization’s performance until its internal processes are improved. The biggest potential for improvement lies in the vertical white spaces between the functions and external partners operating in the processes and the horizontal white spaces between the primary processes of the value chain.
Are the jobs in your organization aligned to your strategy? Do all performers understand how they can add or subtract value?

To understand individual performance, you must understand the human performance system (HPS).

"Put a good performer in a bad system (HPS) and the system wins every time." Our HPS template can be used to troubleshoot and engineer the performance of individuals.
The management system keeps the organization aligned.

Traditional planning is cascaded vertically down through the functions. A more effective sequence of planning is from Organization to Value Chain to Process to Function to Job.

Is your Management Team focused on functional resource management (managing the vertical) or on value creation management (managing the horizontal)?