

Determinant & Description	Questions for Further Discovery	Redline’s Services
<p>Viable Vision - Goldratt and Kendall suggest that most organizations “do <u>not</u> have a correct roadmap to their vision.” A viable vision includes senior executive buy-in to goals, a consensus about the major constraint and underlying problems blocking achievement of goals, and, solid marketing, operations and distribution strategies.</p>	<ol style="list-style-type: none"> 1. What persistent challenge or problem is blocking your organization from achieving significant performance improvements? 2. What approach(es) have your tried toward performance improvement? 3. Is the concept of inherent simplicity familiar to your organization? 4. Is there consensus / buy-in among senior executive as to the company’s goal and constraints? Do you have a business strategy and deployment plan designed to focus attention on breaking the constraint? 5. Is the focus on outcomes and enterprise-wide <i>throughput</i> or is each division doing its own thing – operating more in a silo and focusing improvements and measures on its own performance? 6. How many goals or objectives does each division or department have? How do people decide what the priorities are? 7. How sustainable are your strategies for achieving your vision? 	<p>“Cold eyes” strategy, managerial leadership practices, and organizational performance diagnostics Corporate needs assessments Strategy maps Strategy deployment plans Strategic scenarios Retreat management</p>
<p>Customer-Centered Culture (C3) - C3 is a unique approach for delivering sustainable customer satisfaction. The C3 model helps organizations connect strategic vision to customer values, determine what customers really want and align performance measures with customer priorities.</p>	<ol style="list-style-type: none"> 1. What are the key results or outcomes your organization is trying to achieve? How do you measure these? 2. Which of these outcomes seem most difficult to achieve or to get consistent results? 3. Why is that? What approaches have you taken? What has worked? 4. Effectiveness requires that organization <i>outcomes, products and processes</i> be addressed in an integrated way. But often there is a lack of consensus about what each of these concepts 	<p>Transformation deployment plans (becoming customer-centered) Team training Surveys Focus groups Persona definition studies Improvement project facilitation Product design / innovation tools Product attribute definition tools Process design, process maps Yield, cycle time, resource</p>

	<p>mean. The best place to start is to get clarity about outcomes, and often, there are too many, going in too many directions and usually a few obvious ones are missed. So, what are the critical few enablers or constraints to the achievement of your outcomes?</p> <p>5. Do they need to change in any way?</p>	effectiveness and efficiency studies
<p>Throughput Paradigm - An organization-wide focus on throughput that leads to the identification of the “weakest link” and an ability to concentrate resources to fix it.</p>	<ol style="list-style-type: none"> 1. What would you say is the vision or major goal for your organization? And how do you measure performance toward that goal? Have you considered Throughput Accounting? 2. What is the biggest leverage point, organization wide, for improvement (e.g. increase throughput, improve ROI, or reduce operating expenses)? 3. Would, or does, the senior executive buy this and support it? 4. Do you have an early warning system that will alert you to problems? 5. Does each department drive its own improvement efforts (silo approach)? 	<p>Throughput definition Throughput accounting Throughput decision-making</p>
<p>Constraint Management - Deals with an organization’s efforts to identify those factors that constrain or limit its growth and operations. Once a constraint is identified, effectively “breaking” and/or managing it is a key to improved performance.</p>	<ol style="list-style-type: none"> 1. What are the key results you are trying to achieve? 2. What persistent problems seem to be hamstringing achievement of those results? 3. What would you say is the main constraint? What impact is it having on the organization? 4. How long have you had this / these problems? 5. What solutions have you tried? 6. Why have they worked / not worked? 7. To what extent does the organization operate in silos? 8. How is performance measured (by department or overall)? 9. How are capital or improvement expenditures justified (within departments or overall)? 	<p>Current reality trees Conflict resolution trees Future reality trees Prerequisite trees Transition trees</p>
<p>Human Capability - The ability to</p>	<ol style="list-style-type: none"> 1. How many employees are performing in roles 	Executive advisory

<p>work is one of the most important human endeavors and ideally, every individual should have the opportunity to work toward his or her maximum capability. Thanks to Elliott Jaques, our potential capability can be measured and it's possible for meaningful job roles, careers and career plans to be put together.</p>	<p>below their capability (underutilized)?</p> <ol style="list-style-type: none"> 2. Are there some employees in jobs that they shouldn't be? 3. Is there equal pay for equal work? 4. How would you describe morale? 	<p>Competency and role assessments Recruitment Employee retention plans Compensation strategies Succession plans Management of organizational relationships Conflict management and resolution Individual and 360 assessments Individual performance coaching Team performance appraisals Birkman Reports and Consultations Online performance evaluations Building trust based cultures Leadership and managerial development plans and programs</p>
<p>Requisite Organization - The aims of the requisite organization are simple: develop organization structures and processes that can provide for high levels of performance and business effectiveness.</p>	<ol style="list-style-type: none"> 1. Does your organization structure work the way you want it to? 2. Where might the "negative" value added be (e.g. work passed vertically in same stratum, too many levels, inadequate subordinates)? 3. How would you define the level of trust in your organization? 4. Is accountability clear and in line with authority – or is it a mish mash? How much "micro-management" is going on? 5. To what extent is there real mentoring, career development and a real awareness of employees' potential? 	<p>Enterprise culture and climate assessments Coaching to re-align values and principles of governance Requisite organizational stratification and functional alignment strategies to gain:</p> <ul style="list-style-type: none"> ▪ Role accountability ▪ Efficient work flow ▪ Effective task delegation ▪ Effective Cross-Functional Team structures
<p>Requisite Leadership - The managerial leadership necessary to guide a requisite organization. Leadership practices include:</p>	<ol style="list-style-type: none"> 1. Is important work delegated too far down the organization (delegation sickness)? 2. Have you turned your best salespersons or creative staff into managers (loss of creativity)? 	<p>Define / re-design processes to:</p> <ul style="list-style-type: none"> ▪ Minimize performance variance ▪ Maximize performance

<ul style="list-style-type: none"> ▪ Managerial team-work, context setting and planning ▪ Just-in-time and just-within quality task assignment ▪ Personal effectiveness appraisal, coaching and merit review ▪ Mentoring, individual career development, selection ▪ Talent pool planning and development ▪ Cross functional control and integration 	<ol style="list-style-type: none"> 3. Is the Peter Principle at work in your organization (i.e., people are placed in positions above their current capabilities)? 4. Currently, are each and every senior executive capable, or is this a taboo subject? 5. Are there signs of good morale? Is there good quality, consistent customer feedback? 6. Do managers work well together in collateral relationships? 	<p style="text-align: center;">outcomes</p> <p>Executive & managerial coaching / mentoring</p>
<p>Technology Accelerators - According to Jim Collins in <u>Good to Great</u>, “great companies” all leverage technology to improve their performance. The opposite is also true – those that don’t keep up loose competitive advantage.</p>	<ol style="list-style-type: none"> 1. What or how does technology help to give you competitive advantage today? 2. What (technology) would make your customer and/or producer outcomes easier, faster or cheaper to attain? 	<p>Product and process innovation tools</p> <p>Technology surveys</p> <p>Enterprise technology plans</p> <p>E-business strategies</p>
<p>Critical Chain Project Management (CCPM) – An effective alternative to <i>critical path</i> project management that focuses on minimizing overall project timelines.</p>	<ol style="list-style-type: none"> 1. What percent of your projects finish on time and budget? 2. Is accountability for projects “local” or “shared” across divisions? 3. Do you suffer from “student syndrome (leave it till the last minute) and “Parkinson’s Law” (work expands to fill time available)? 4. What approach do you take toward estimates - are they really estimates or cast in stone? 	<p>Change management tools</p> <p>Critical chain project management / facilitation</p>
<p>Measurement - While there are many problems with measurement systems today, in our experience, there are a few rules of thumb that can help deal with the challenge:</p> <ul style="list-style-type: none"> ▪ Customer satisfaction is an indicator of financial 	<ol style="list-style-type: none"> 1. Does your organization measure the drivers for satisfaction and whether customer expectations are met? 2. Do you measure throughput (progress toward the organization’s primary goal)? 3. What is the organization’s main constraint? Do you measure progress toward overcoming this 	<p>Outcome maps / trees</p> <p>Performance measure / indicator development</p> <p>Performance evaluations / reports</p>

<p>performance and we need to measure the extent to which customer expectations, and especially outcomes, are met.</p> <ul style="list-style-type: none"> ▪ We need relatively few measures: possibly 3 financial and 3 non-financial. ▪ Progress toward the organization's big goal (throughput) must be measured. ▪ Measures are known, understood and communicated throughout the organization. ▪ We measure progress on our efforts to overcome constraints. 	<p>constraint?</p> <ol style="list-style-type: none"> 4. How many measures does your organization have in total? 5. Are measures communicated throughout the organization? 	
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