

**Summary of Performance Determinants, Redline’s Services and Outcomes Expected**

Table 2

Redline Advisors uses a holistic approach to dealing with complex business strategy, technology, human and organizational issues. Our consulting services are typically delivered through assessments, retreats, planning sessions, focus groups and executive coaching sessions. Because each organization’s needs are unique, we offer a range of approaches and deliverables to support improvement initiatives. The table below summarizes our services and the outcomes that our client’s typically expect at each stage of an improvement program.

<b>Performance Determinant</b>	<b>Redline’s Services</b>	<b>Outcomes Expected</b>
<b>Viable Vision</b>	“Cold eyes” strategy, managerial leadership practices, and organizational performance diagnostics Corporate needs assessments Strategy maps Strategy deployment plans Strategic scenarios Retreat management	<ul style="list-style-type: none"> <li>• A new paradigm for understanding and managing complexity</li> <li>• An achievable vision for extraordinary sustainable growth</li> <li>• An organization that sees one goal and speaks with one voice about the future</li> <li>• Clear organizational context, and a shared galvanizing purpose providing individual and organizational focus</li> </ul>
<b>Customer-Centered Culture™</b>		
Customer Satisfaction	Transformation deployment plans (becoming customer-centered) Team training Surveys Focus groups Persona definition studies Improvement project facilitation	<ul style="list-style-type: none"> <li>• An organization obsessed with producing goods and services that enable customers to achieve the outcomes they desire.</li> <li>• A framework for aligning customer expectations with organization priorities.</li> <li>• Understanding of products, customer roles, outcomes and expectations.</li> <li>• A framework for aligning vision, strategy, production, and customer satisfaction</li> <li>• Improved supply chain alignment and performance</li> </ul>
Product design / innovation	Product design / innovation tools Product attribute definition tools	Products re-designed for customer satisfaction.
Process improvement	Process design, process maps Yield, cycle time, resource effectiveness and	Processes re-designed for customer satisfaction.

	efficiency studies	
<b>Throughput Paradigm</b>	Throughput definition Throughput accounting Throughput decision-making	<ul style="list-style-type: none"> <li>▪ Alignment of organizational and operational systems to strategy's Throughput focus.</li> <li>▪ Basis for improved quality of decision making</li> <li>▪ Improved success in translation of strategy into action.</li> </ul>
<b>Constraint Management</b>	Current reality trees Conflict resolution trees Future reality trees Prerequisite trees Transition trees	<ul style="list-style-type: none"> <li>• Focus on system improvement</li> <li>• Acute awareness of constraints (leverage points)</li> <li>• Simpler and more effective decision making</li> <li>• Rigorous, logic-based approach to change management</li> </ul>
<b>Human Capability</b>		
Talent pool management	Executive advisory Capability, emotional competency and role complexity assessments Recruitment Employee retention plans Equitable compensation strategies Succession plans Management of organizational relationships Conflict management and resolution	<ul style="list-style-type: none"> <li>▪ Right people in right jobs</li> <li>▪ Employee engagement and satisfaction</li> <li>▪ Realizing full potential of Talent Pool</li> <li>▪ Reduced turnover</li> </ul>
Performance appraisals	Individual and 360 multi-rater assessments Individual performance coaching sessions Team performance appraisals Birkman Reports and Consultations Online performance evaluations (HR Online)	
Team and talent pool development	Building trust based cultures Leadership and managerial development plans and programs	
<b>Requisite Organization</b>	Enterprise culture and climate assessments Coaching to re-align values and principles of governance	<ul style="list-style-type: none"> <li>▪ Requisite organization structure</li> <li>▪ Effective managerial leadership practices</li> <li>▪ Proper task structures</li> <li>▪ Aligned and accountable organization</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Effective Cross-Functional Teams</li> </ul>
	<p>Requisite organizational stratification and functional alignment strategies to gain:</p> <ul style="list-style-type: none"> <li>▪ Role accountability</li> <li>▪ Role definition and alignment of roles to strategy</li> <li>▪ Efficient work flow</li> <li>▪ Effective task delegation</li> <li>▪ Effective Cross-Functional Team structures</li> </ul>	
<b>Requisite Leadership &amp; Management</b>	<p>Define / re-design processes to:</p> <ul style="list-style-type: none"> <li>▪ Minimize performance variance</li> <li>▪ Maximize performance outcomes</li> </ul> <p>Executive &amp; managerial coaching / mentoring</p>	<ul style="list-style-type: none"> <li>• Competent managerial leaders</li> <li>• Organizational effectiveness</li> <li>• Process efficiency</li> </ul>
<b>Technology Accelerators</b>	<p>Product and process innovation tools Technology surveys Enterprise technology plans E-business strategies</p>	<ul style="list-style-type: none"> <li>▪ Deliberate and enthusiastic application of technology</li> <li>▪ Competitive advantage</li> <li>▪ Operations effectiveness</li> <li>▪ Operations efficiency</li> <li>▪ Reduced cycle time</li> </ul>
<b>Critical Chain Project Management</b>	<p>Change management tools Critical chain project management / facilitation</p>	<ul style="list-style-type: none"> <li>▪ Significantly more successful projects – on time, on budget, and at scope</li> <li>▪ Better leverage of project resources</li> <li>▪</li> </ul>
<b>Measurement</b>	<p>Outcome maps / trees Performance measure / indicator development Performance evaluations / reports</p>	<ul style="list-style-type: none"> <li>▪ Identification of the few critical measures (i.e. customer desired outcomes, throughput)</li> <li>▪ Improvement measures</li> <li>▪ Measurement awareness</li> </ul>

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