Performance Improvement Methodology

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Performance Improvement Methodology

Grey Advantage utilises a tested and structured business transformation methodology that can be adapted to accommodate the specific performance improvement objectives of our clients. The methodology has been successfully applied by Grey Advantage to conduct a wide range of strategic planning, performance improvement and organisational design projects that are similar in scale and complexity to the types of projects that are likely to arise from the MUL.

Our methodology comprises six streams, as follows:

Stream 1 – Assess the readiness of the organisation for change

Stream 2 – Devise communication and stakeholder management plans to suit the organisation

Stream 3 – Identify the detailed changes required to the governance and organisation structures

Stream 4 – Identify process improvements and systems changes

Stream 5 – Identify changes to the positions, people and working relationships, and

Stream 6 – Manage transition with emphasis on education, training and change management issues.
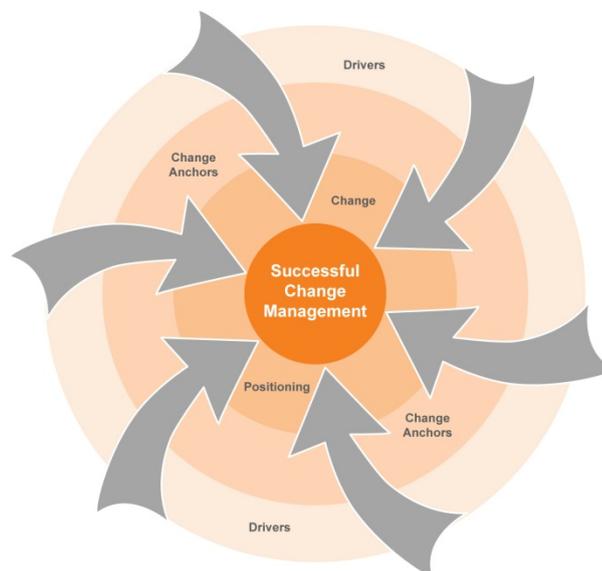
Stream 1 – Assessing Readiness for Change

We aim to identify, analyse and develop appropriate strategies and interventions to ensure stakeholder buy-in and management through the life of a project. Understanding who the key stakeholders are and how they are likely to influence the organisations strategy is an important component of the analysis and forms the core of an assessment of the cultural readiness for change. Key stakeholders will make or break the success of implementation.

Our first step is to undertake a business readiness assessment to test the readiness and attitudinal acceptance of various groups in relation to the changes being made. This assessment also forms the basis for interventions to suit stakeholder groups. Our consultants have accreditation and experience in applying the Organisation Culture Inventory (OCI) a proprietary methodology licensed by Human Synergistics Inc. We have also developed our own surveys that can be quickly applied depending upon the scale and complexity of the project.

These business readiness assessments are designed to:

- Measure organisational culture, climate, and effectiveness;
- Identify strengths and development opportunities;
- Pinpoint barriers to adaptation, member engagement, and performance;
- Develop high performance systems and structures and constructive cultural norms; and
- Monitor change and improvement over time.

Once the stakeholders are identified, a 'Top 20' or Executive Stakeholder list of individuals are selected for individual stakeholder management, along with a series of stakeholder groups for group management. Key stakeholders are managed through a 1:1 sponsorship.

Stream 2 – Communications and Stakeholder Management Plans

Our experience suggests that major improvement projects will have a considerable number of key stakeholders whom will have varying requirements for involvement and priorities for progress. The 'Top 20' group (or other number as deemed appropriate) are typically made up of individuals who will have the greatest impact on the outcomes of the project and whose actions are critical to the success of the project within the organisation. Ownership' of these groups is assigned and activities undertaken to ensure appropriate engagement and stakeholder management. Stakeholder Plans are developed to support the multiple needs of key stakeholders and to coach them through the program; for those individuals and groups who require 1:1 management, a specific communications plan is developed that supports their needs.

Stakeholder Assessments
The needs of the stakeholders are assessed through target interviews and relationship building. Stakeholder questionnaires and templates to assess the positioning, beliefs and values of the stakeholders are used to assist with the interviews. At this point a Strategic Change Working Group or Collaboration Council is established. The groups of stakeholders are managed through a process of identification of issues, documentation, planning and execution of interventions that will support those groups through the change. The templates developed during this stage are used throughout the project to monitor progress of the effectiveness of the interventions designed.

Business Readiness Assessments
Business Readiness Assessments are prepared and used to tailor exact interventions required for stakeholder groups. Once the approach to stakeholders is agreed, they are mapped and ranked to define the best process for managing each

group. Each area will be in a different position regarding its readiness to meet the challenges that any major process or business change brings. By using a structured scorecard methodology, it is possible to test the change readiness of organisations against specific themes of readiness, such as 'the case for change', 'communications awareness', and 'availability of capacity'.

Communications Plan
The purpose of communications is to create understanding of the need for change and overcome resistance. The Communications Plan is integral to all the other streams of work. In developing the Plan we seek to gain an understanding of the other programs that our client is implementing and to ensure that those initiatives are factored into the overall communications program.

Stream 3 – Governance & Organisation Design

Ensuring the Organisational Design and Structure reflect changes in the Business Model is critical. The first step in planning Organisation Design change is to clearly understand the organisational implications of new models and best practice. Our usual practice is to develop a concept design with considerable involvement from our client's team. Based on consideration of principles and the changes, the conceptual structure is reviewed against the culture and the existing HR processes to ensure alignment with the intended philosophy and the required outcomes. We also review governance and decision making structures to ensure that they are appropriately aligned to support the new organisational arrangements. We utilise proven strategic planning approaches and performance management models to establish a vision, mission and key result areas as well as to establish appropriate performance measures.

We utilise best practice performance measurement and practice management approaches
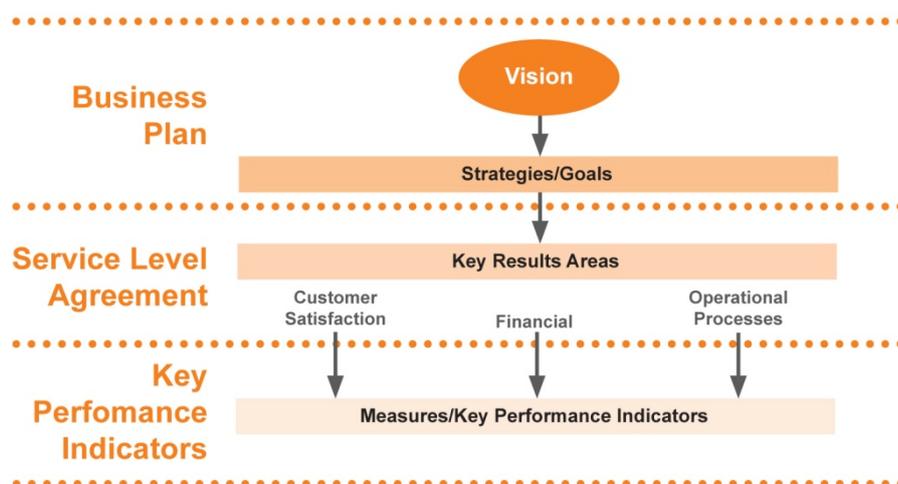
Stream 4 – Process Improvements and Systems Design

Identification of the scope for business process improvement is critical to achieving realisable efficiency gains. We utilise a variety of process improvement methods and re-engineering techniques including:

Process Mapping – identifying and mapping the main processes within the business model to provide a framework for subsequent detailed activity analysis.

Activity Analysis – identifying the key activities undertaken in each part of the organisation and quantifying the resources consumed by each activity and each of the reviews. Activities are related to the main business processes. It is important to ensure that the definition of activities is consistently applied and supported by the development of an organisation wide "activity dictionary".

Cost model development – based upon the results of the initial macro analysis, further activity analysis and detailed evaluation of existing cost data, a more comprehensive and detailed model is prepared to calculate and trace the costs of each activity, and output.

Stream 5 – Positions, People and Working Arrangements

In the process of change, a number of the jobs and existing roles may be impacted. During this stage, a new organisation design is undertaken based on the revised jobs, workload assessments and revised policies and processes. A template is developed to help design the changes to governance and organisation structures and ensure that any implications for the organisation are considered in a way that is consistent with the intended outcomes. Any changes impacting the organisation will need to understand the 'fit' against the current organisation's processes and design. This may involve the need to redesign some key processes, such as performance management.

Within a complex change program there are multiple initiatives at varying stages of implementation. This stream captures all the key transition activities that enable successful change to ensure that they are identified and managed early. Key transition strategies typically include staff retention, staff recruitment & selection, transition and post transition support, updating HR systems, cultural transition, managing staff exits and consolidation of any changed processes.

Job Design

The purpose of Job Design is to ensure that the changes and skills are fully incorporated into future job roles and that these can be fully understood to ensure effective operations in the new environment. Implementing change will almost certainly have an impact on specific job roles. Grey Advantage adopts a structured approach to understanding and developing new job designs that includes the following activities:

- Perform a high level assessment of the audience impacted (to scope the potential size and nature of the change)
- Conduct job role redesign for key roles
- Perform a job impact assessment of job roles, based on the design of the new processes, policies or changes

- Undertake detailed assessment of roles with major impacts (to understand where there might be significant increased or decreased workloads)
- Finalise role designs
- Perform a detailed audience analysis (depth of staff analysis to be determined);
- Develop principles of workforce transition, and
- Complete workforce transition planning.

The completion of these tasks will allow our clients to understand exactly the scope of the impacts and support the design of a transition process that both supports the staff involved and ensures that the project achieves its desired objectives.

Stream 6 – Education & Transition

The purpose of the Education stream is to ensure that the staff and the organisation fully understand and are effectively skilled in the new operating requirements. During this stage we develop education/training strategies (both process and technology-based) for all the groups impacted by the changes, to ensure a smooth transition and ongoing operation following implementation. When people are clear about changes, they deal with them more easily. Our procedures are designed to:

- Define education strategy and needs
- Plan interventions to be appropriate to the audience and time delivery effectively, and
- Link education material into induction for new staff to sustain changes.

Specific training activities may be required, which will include: Assessment of training needs; Development of training curriculum; Development of training materials; Development of process education sessions for the organisation; Training scheduling and Training delivery. Our team includes consultants with formal teaching qualifications and deep experience in rolling out change and training programs through the use of sophisticated on-line training tools.

Transition

Building transition and preparing the organisation for change is critical for a smooth implementation. The key tasks involve:

- Define transition strategies from an organisation and a job perspective
- Define transition processes to cover– retention, recruitment, selection, placement, outplacement
- Prepare staff for transition and manage the expectations of transition – ensure appropriate awareness, and
- On-going assessment of communication effectiveness and need.