



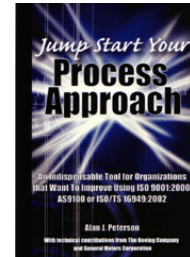
NBFC

Blueprint for a Performance Culture Part 2

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For most major companies, winning the race requires...

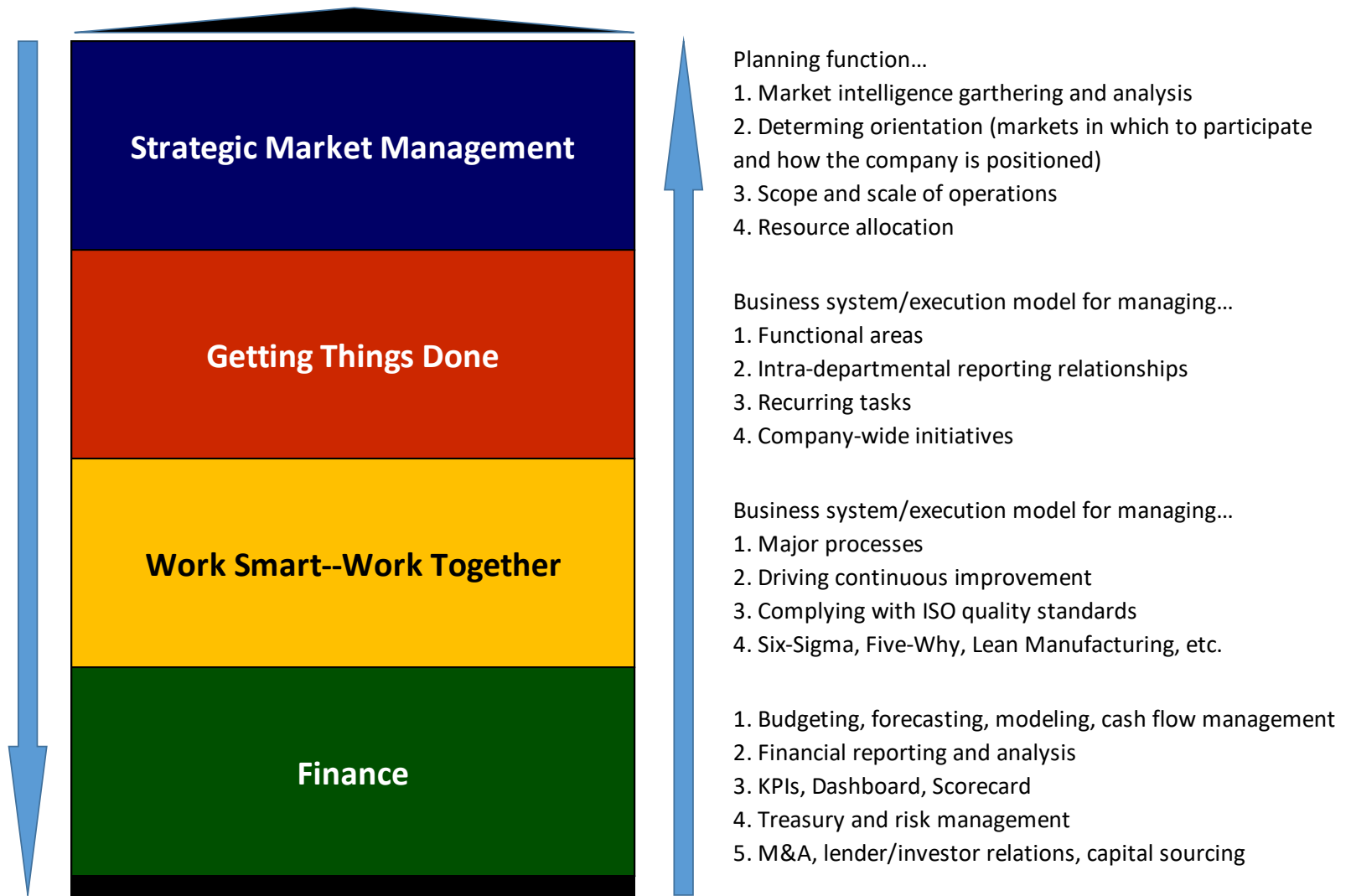
- Timely access to accurate market intelligence,
- A well-thought out strategic plan,
- Adequate financial resources, and
- A flawless execution model.

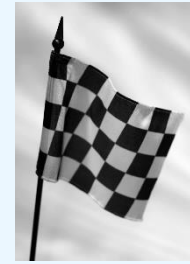




NBFC's Blueprint for a Performance Culture (BPC) is a best practices management system for accomplishing these objectives.

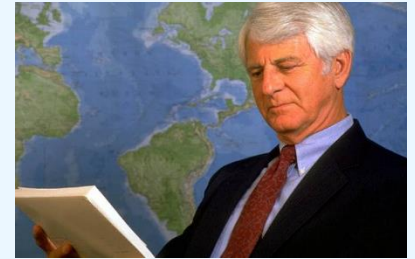
Management System Hierarchy





A major goal of the NBFC
Blueprint Management System
is to create a performance
culture.

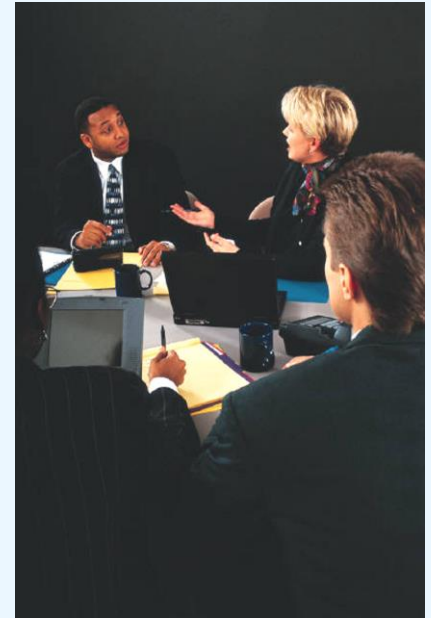
Characteristics of a Performance Culture



- Pro-active leadership that leads from the front
- Continuous and timely access to relevant environmental, market, customer, and competitor intelligence (i.e., external opportunities and threats)
- An efficient process for analyzing the information and making timely strategic decisions

Characteristics of a Performance Culture (cont.)

- Process for identifying internal weaknesses and issues
- Ability to quickly drill down to the point of pain and devise a plan to fix the problem
- A system for getting things done, even in a fast-paced, hectic environment





Characteristics of a Performance Culture (cont.)

- A mechanism for ensuring follow-through (i.e., execution), and a reporting system for measuring results
- Effective and timely communications
- A process for intelligent allocation of resources
- A structure that encourages and rewards performance

Major Elements of a Performance Culture



1. A continuous planning process (to identify opportunities, threats, strengths, weaknesses; devise strategies; and allocate resources) consisting of
 - Annual maxi-review
 - Maxi or mini-reviews conducted on an as-needed basis
 - Weekly meeting of senior managers to discuss issues, report on progress, facilitate communications, get help, and coordinate efforts.

Major Elements of a Performance Culture (cont.)

2. Simple, concise reporting system for monitoring the company's progress and performance with respect to daily operations and strategic initiatives.



3. Using a checklist system to ensure that recurring activities for you and your direct reports are completed on a timely basis.

Major Elements of a Performance Culture (cont.)

4. Maintaining a "To Do" list.
5. Weekly meetings with each of your direct reports.
6. A business system for managing processes and working together.



***"It's what you
inspect not what you
expect that gets
done."***

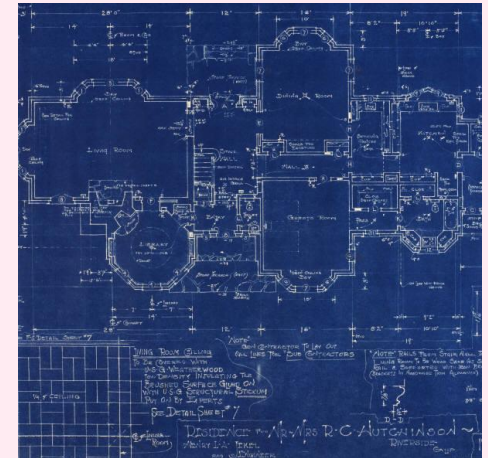
Reasons why many companies fail to establish or maintain a performance culture:

- Lack of an efficient, streamlined, and formalized process for handling initiatives and dealing with issues
- Lack of clearly defined performance objectives and milestones
- Lack of ownership



Reasons why many companies fail to establish or maintain a performance culture (cont.):

- Lack of accountability
- Lack of resources
- Lack of communication
- Lack of time, tyranny of the urgent





Execution-A Definition:

Execution: (ek si kyoo shun) Not simply strategies and tactics, but a system of getting things done through questioning, analysis, and follow-through. A discipline for meshing strategy with reality, aligning people with goals, and achieving the results promised. A central part of a company's strategy and goals and the major job of the leader. A discipline requiring a comprehensive understanding of a business and its environment.

Execution

- Execution is a discipline.
- Execution is the major job of the leader.
- Execution must be a core element of an organization.



Execution (cont.)

- Execution is not just tactics (though tactics are central to execution), but execution is fundamental to strategy and has to shape it.
- No worthwhile strategy can be planned without taking into account the organization's ability to execute.



Execution (cont.)

- Organizations don't execute unless the right people, individually and collectively, focus on the right details at the right time.
- Dialogue is key to execution, candid, reality-based, raising the right questions, debating, fostering robust discussion.





Execution (cont.)

- Execution is not about micro managing, or being hands-on, or disempowering people, it's about being involved, coaching, training, expanding people's capabilities.



Execution (cont.)

- Leaders who execute effectively, create a framework for execution.
 - Define processes for getting things done quickly.
 - Set priorities, assign tasks, follow up, ask incisive questions, and reward.

"If everything is important, nothing is important."

- 

Recurring Task List		Week 1							Week 2							Week 3							Week 4							Week 5								
John Smith, CEO																																						
Month		January	Su	M	T	W	Th	F	S	Su	M	T	W	Th	F	S	Su	M	T	W	Th	F	S	Su	M	T	W	Th	F	S	Su	M	T	W	Th	F	S	
X-Ref	Total days in month	31	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	
Daily Tasks																																						
D107	Review daily sales billings																																					
	Review daily cash balance report																																					
	Open mail																																					
	Review To Do list (see folder)																																					
D68	Review daily production summary																																					
Weekly Tasks			Day																																			
	Review status of Top 5 initiatives and shchedule this weeks activities	M																																				
A13	Meet with Operations Mgr	M																																				
A14	Meet with CFO	Th																																				
A15	Meet with HR	W																																				
A16	Meet with VP Sales	M																																				
A17	Meet with VP Engineering	Tu																																				
A18	Meet with VP Marketing	Th																																				
A19	Meet with VP Customer Service	Th																																				
A20	Conduct weekly managers' planning meeting	Tu																																				
Monthly Tasks			Date																																			
	Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary.																																					
	Update "Task Manager Template" and print next month's schedule																																					

The GTD system utilizes a simple yet very effective technique for...

- Dramatically improving organizational performance and effectiveness.
- Facilitating communications. (This is especially the case in environments where the management team is weak in communications and lacks good management skills.)
- Getting things done faster.



...simple yet very effective technique for (cont.)...



- Getting things done more efficiently with less effort.
- Proactively managing the organization before problems get out of hand.
- Meeting performance goals.
- Identifying the point of pain and drilling down in the organization without micromanaging.



Not the latest fad...

The GTD methodology is not the latest fad but a time-tested and proven method for getting results.

Not "one-size fits all"



Overview of the GTD Process and Steps to Implementation



1. Prepare your Job Description →

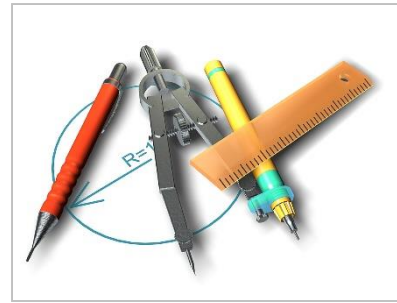
Job Description		
X-Ref	Responsibilities	
	Who I Report To	
	What I Do	
A1	Set the strategic direction for the company	Quarterly
A13	Meet with Operations Mgr.	Weekly
A14	Meet with CFO	Weekly
A15	Meet with HR	Weekly
A16	Meet with VP Sales	Weekly
A17	Meet with VP Engineering	Weekly
A18	Meet with VP Marketing	Weekly
A19	Meet with VP Customer Service	Weekly
A20	Conduct weekly managers' planning meeting	Weekly
A24	Conduct monthly strategy update and process review meeting (executive level)	Monthly
A25	Review status of initiatives (see strategic plan book)	Monthly
A28	Conduct quarterly business plan review (see SMM Update Work Program.doc)	Quarterly
A2	Lead the new business development effort	Continuous

a) List the functions that you do

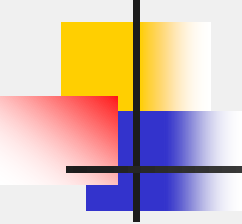
1. Set direction for the company
2. Allocate resources
3. New business development
4. Board communications
5. Personal training and prof. development
6. Monthly performance reviews (informal)

b) List who/what you manage or supervise

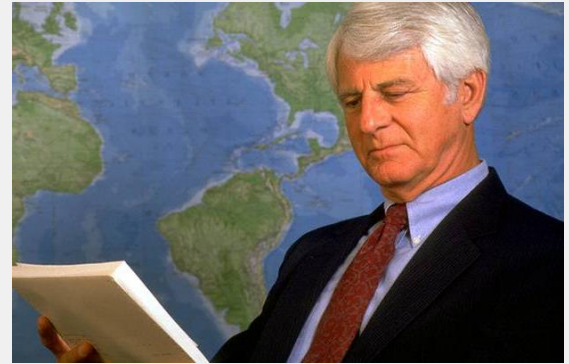
1. Sales
2. Customer Service
3. Production
4. R&D
5. Finance
6. Personnel



2. Prepare a listing of critical information (leading and lagging indicators) that you need to ensure that each area of the business for which you are responsible is running well. Include the information you need to measure the progress and results of key initiatives.



The following is an example of information that a CEO or Divisional VP might need:



Information Needed

Job Description		
X-Ref	Responsibilities	
	Who I Report To	Frequency Performed
		When Performed
	What I Do	
A1	Set the strategic direction for the company	Quarterly
A13	Meet with Operations Mgr	Weekly
A14	Meet with CFO	Weekly
A15	Meet with HR	Weekly
A16	Meet with VP Sales	Weekly
A17	Meet with VP Engineering	Weekly
A18	Meet with VP Marketing	Weekly
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A25	Review status of initiatives (see strategic plan book)	Monthly
A28	Conduct quarterly business plan review (see SMM Update Work Program.doc)	Quarterly
A2	Lead the new business development effort	Continuous

a. Sales

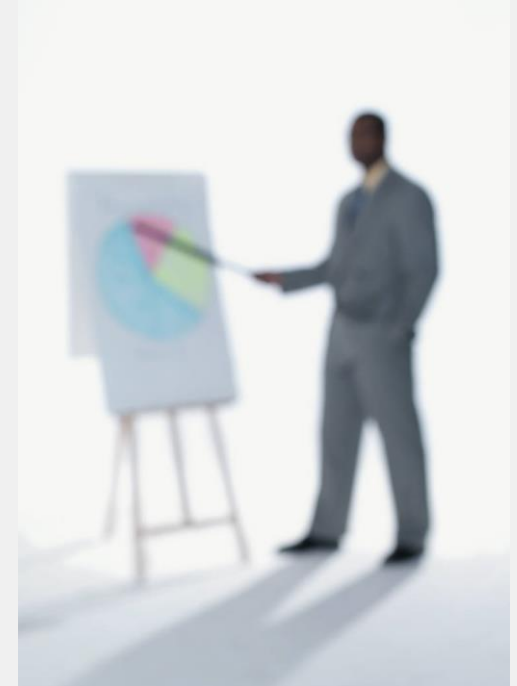
- i. Sales performance (weekly, monthly)
- ii. Pipeline forecast
- iii. New customer generation activities report by rep or rep organization
- iv. Success ratio on bids
- v. Sales/profitability by customer report
- vi. Sales/profitability by job report
- vii. Sales/profitability by sector report
- viii. Sales/profitability by geographic region report
- ix. Sales/profitability by sales rep/organization report



Information Needed (cont.)

b. Industry/Market Intelligence

- i. National and international economic reports
- ii. Sector reports
- iii. Technology update
- iv. Government legislation
- v. Certifications and industry standards
- vi. Competitor intelligence



Information Needed (cont.)

c. Production

- i. Quality rating
- ii. Sort and rework report
- iii. Premium shipments report
- iv. ISO/TS 16949 compliance
- v. ISO 14001 compliance
- vi. Daily production totals
- vii. Weekly overtime report
- viii. Die reliability report



Information Needed (cont.)

d. Customer service and satisfaction

- i. On time shipments
- ii. Customer surveys

e. Operations

- i. Customer related processes
- ii. Internal processes

f. Engineering

- i. Capabilities assessment
- ii. Training



Information Needed (cont.)

g. Personnel

- i. Legal compliance
- ii. Employee morale
- iii. Employee absenteeism
- iv. Salary surveys



h. Key initiatives

- i. Key milestones, measurables, and deliverables

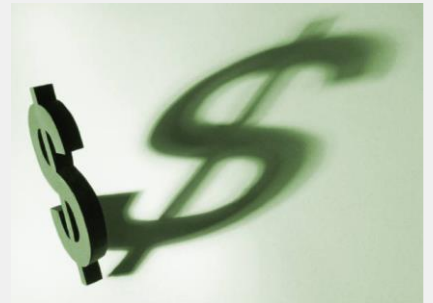
i. Issues resolution



Information Needed (cont.)

j. Finance and Administration

- i. Historical Profitability
- ii. Historical key financial ratios
- iii. Projected profitability
- iv. Projected key financial ratios
- v. Accounts receivable aging and collections
- vi. Accounts payable aging and key vendor and supplier relations
- vii. Daily cash balance report
- viii. 13-week cash flow report





Recurring Task List		Week 1							Week 2							Week 3							Week 4							Week 5						
John Smith, CEO		Month: January							Month: January							Month: January							Month: January							Month: January						
YTD		YTD days in month: 31							YTD days in month: 31							YTD days in month: 31							YTD days in month: 31							YTD days in month: 31						
Daily Tasks		Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa						
D107		Review daily sales billings							Review daily sales billings							Review daily sales billings							Review daily sales billings							Review daily sales billings						
		Review daily cash balance report							Review daily cash balance report							Review daily cash balance report							Review daily cash balance report							Review daily cash balance report						
		Open mail							Open mail							Open mail							Open mail							Open mail						
		Review To Do list (see folder)							Review To Do list (see folder)							Review To Do list (see folder)							Review To Do list (see folder)							Review To Do list (see folder)						
D68		Review daily production summary							Review daily production summary							Review daily production summary							Review daily production summary							Review daily production summary						
Weekly Tasks		Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa						
		Review status of Top 5 initiatives and schedule this week's activities							Review status of Top 5 initiatives and schedule this week's activities							Review status of Top 5 initiatives and schedule this week's activities							Review status of Top 5 initiatives and schedule this week's activities							Review status of Top 5 initiatives and schedule this week's activities						
A13		Meet with Operations Mgr							Meet with Operations Mgr							Meet with Operations Mgr							Meet with Operations Mgr							Meet with Operations Mgr						
A14		Meet with CFO							Meet with CFO							Meet with CFO							Meet with CFO							Meet with CFO						
A15		Meet with HR							Meet with HR							Meet with HR							Meet with HR							Meet with HR						
A16		Meet with VP Sales							Meet with VP Sales							Meet with VP Sales							Meet with VP Sales							Meet with VP Sales						
A17		Meet with VP Engineering							Meet with VP Engineering							Meet with VP Engineering							Meet with VP Engineering							Meet with VP Engineering						
A18		Meet with VP Marketing							Meet with VP Marketing							Meet with VP Marketing							Meet with VP Marketing							Meet with VP Marketing						
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A20		Conduct weekly managers' planning meeting							Conduct weekly managers' planning meeting							Conduct weekly managers' planning meeting							Conduct weekly managers' planning meeting							Conduct weekly managers' planning meeting						
Monthly Tasks		Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa							Su M Tu We Th Fr Sa						
		Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary							Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary							Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary							Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary							Review "My Job Description," "Information Needed," and "Reports I Create," worksheets and update if necessary						
		Update "Task Manager Template" and print next month's schedule							Update "Task Manager Template" and print next month's schedule							Update "Task Manager Template" and print next month's schedule							Update "Task Manager Template" and print next month's schedule							Update "Task Manager Template" and print next month's schedule						

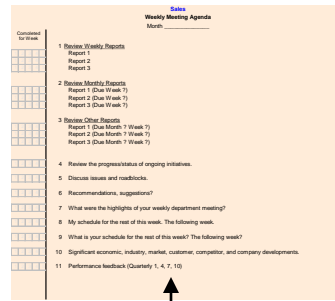
3. Prepare a comprehensive checklist of recurring tasks that are part of your job and the information required to do it effectively. Use this as a guide for completing these tasks and reviewing your managers' activities on a weekly/daily/ monthly basis.

4. Prepare a job description for each of your direct reports.

- List what functions they do
- List who/what they manage or supervise

Job Description			
X-Ref	Responsibilities	Frequency Performed	When Performed
Who I Report To			
What I Do			
A1	Set the strategic direction for the company	Quarterly	
A13	Meet with Operations Mgr	Weekly	
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A18	Meet with VP Marketing	Weekly	
A19	Meet with VP Customer Service	Weekly	
A20	Conduct weekly managers' planning meeting	Weekly	
A24	Conduct monthly strategy update and process review meeting (executive level)	Monthly	Week 2
A25	Review status of initiatives (see strategic plan book)	Monthly	Week 3
A28	Conduct quarterly business plan review (see SMM Update Work Program.doc).	Quarterly	2, 5, 8
A2	Lead the new business development effort	Continuous	





5. Prepare a checklist of the information you need from your direct reports. Use this as an agenda for your weekly meeting with each manager.

6. Maintain a prioritized "To Do" list or folder.





7. Prepare an action plan summary for each key initiative. Review weekly.

- a. State the goal (quantified)
- b. What? Description of what will be done
- c. Who? Who is responsible for managing it (champion)? Who else is responsible for getting it done.
- d. When? Target date for reaching goal
- e. What resources will be needed?
- f. Key milestones, performance measures, and deliverables.

Project Name:		No.
---------------	--	-----

Section 1. Project Summary

Report date:			
Issue:			
Response:			
Goal/objective:			
Project Leader:			
Original target date for completion:			
Current estimated date for completion:			
Projected annual revenue increase/cost savings:	\$ []. See attached business case.		
Key measurements of success:			
Associated Reports:			
Required resources:			

Section 2. Project Milestones. (Check mark indicates that the activity has been completed as of report date.)

✓	Milestone	Target/Actual Start Date	Target/Actual End Date	Comments/Status
	1.			
	2.			
	3.			
	4.			
	5.			
	6.			
	7.			
	8.			
	9.			
	10.			

Section 3. Project To Do List. (Check mark indicates that the activity has been completed as of report date.)

✓	Activity	Target/ Actual Date Completed	Assigned To



Summary of Steps to Implementation

Remember: "It's what you inspect not what you expect that gets done."

1. Prepare your Job Description.
2. Prepare a listing of the critical information that you need to do your job. Update it monthly.
3. Prepare a checklist of recurring tasks that are part of your job. Review it daily.
4. Prepare job description for each of your direct reports and
5. Prepare a checklist of the information you need from your direct reports. Meet with them weekly.
6. Maintain a prioritized "To Do" list or folder. Review it daily.
7. Prepare an action plan summary for each key initiative. Review it weekly.



GDT Timeline



- Date-Milestone
- Date-Milestone
- Date-Milestone
- Date-Milestone
- Date-Milestone
- Date-Milestone

Contact Us

We welcome the opportunity to discuss your business needs and invite you to contact us today for a confidential interview...

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