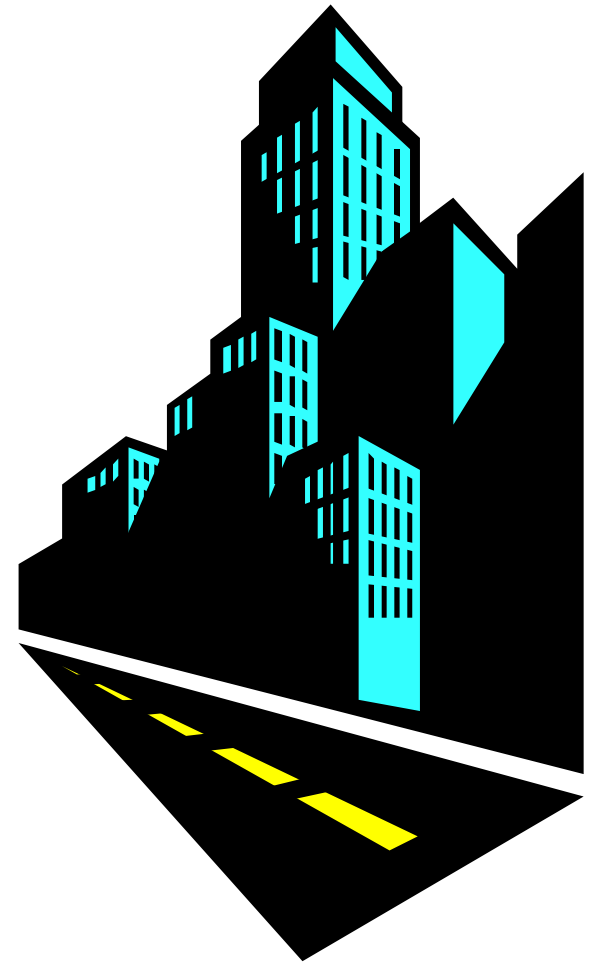


From Planning to Delivery

Measure -- The Way Forward

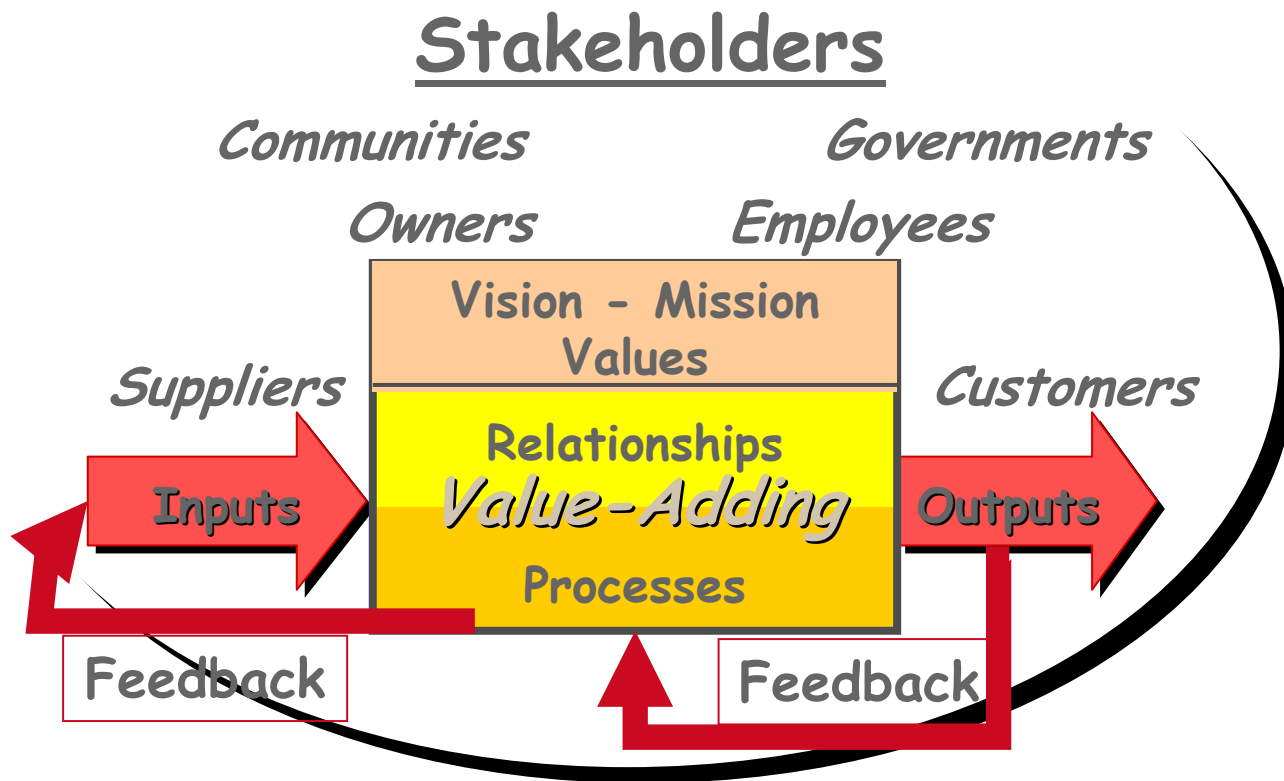
Business Excellence Is About...

Sustaining superior organisational performance through a systems approach, a customer focus and a culture of continuous improvement



Systems Thinking

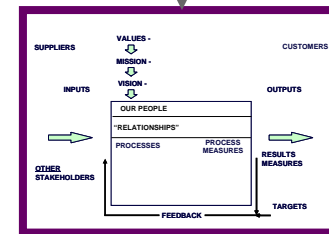
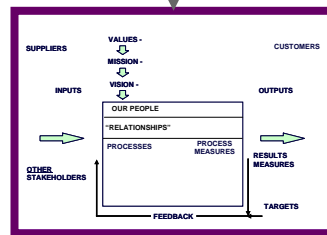
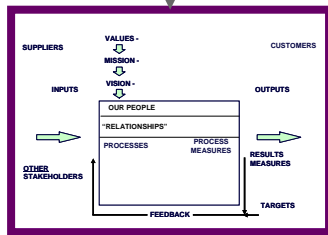
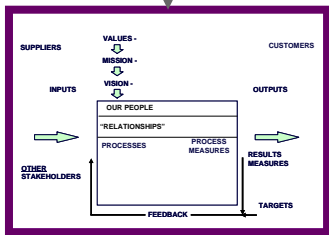
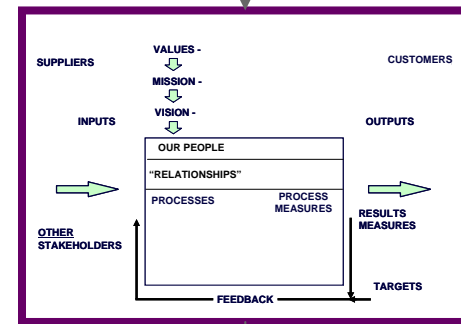
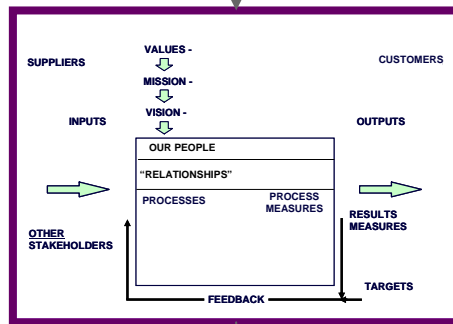
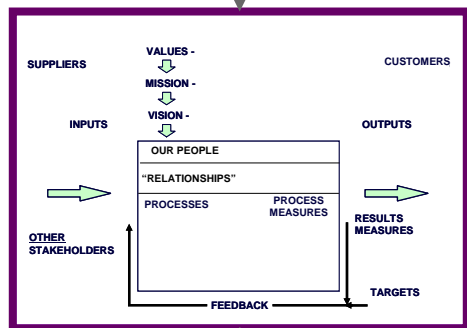
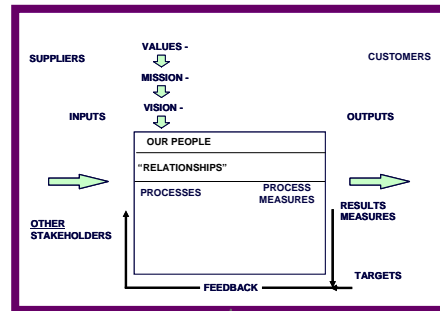
- A Discipline for Seeing Wholes



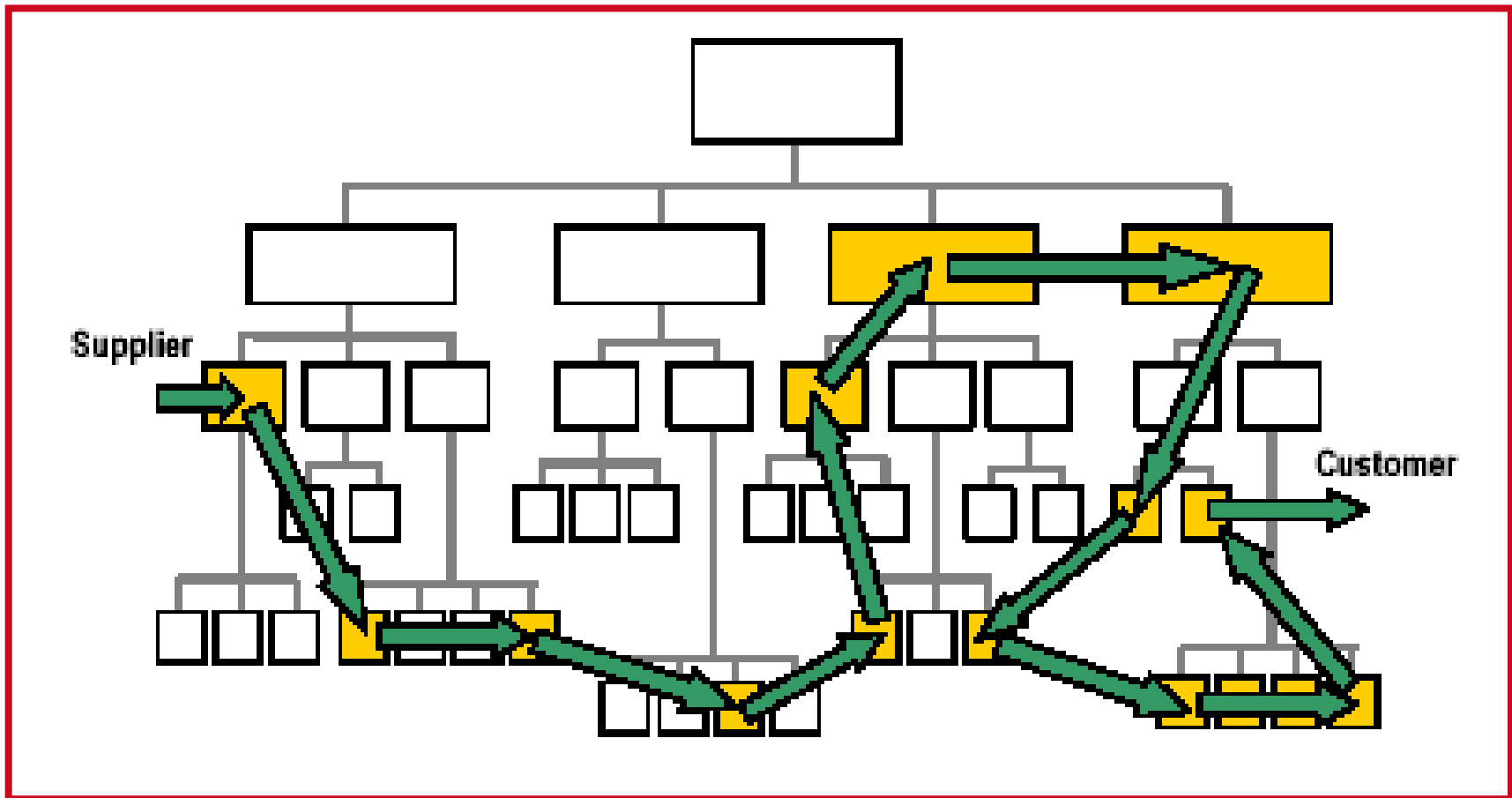
All enterprises are part of a larger system. All enterprises consist of a number of sub-systems

From Senge

Develop a Systems View



Challenging Traditional Approaches



Why Measure?

Why do we need measures anyway?

maintain consistency of output?

best utilise resources?

to drive the desired behaviours and actions?

reduce variation?

gauge performance?

achievement of goals?

measure improvement?

to assign accountability?

create ownership of output?

prime/essential management tool?

know where we are?

Measurement

Measurement is the process of assigning numbers to observations.

Source: Minium, King & Bear,
"Statistical Reasoning in Psychology and Education"
3rd Edition, Wiley & Son, 1993, p18.

Measurement can be defined as the assignment of numbers to characteristics of objects, persons, states or events, according to rules.

Source: Tull & Hawkins,
"Marketing Research: Measurement & Method"
Fifth Edition, Macmillan, 1990, p258

◆ Measures are required for two primary purposes

◆ Control

This includes process monitoring, Statistical Process Control (SPC), work force & other short term resource allocation plus process standardisation

◆ Improvement

– This includes process definition, analysis and optimisation

If the measures of performance are inappropriate, then the enterprise will implicitly function towards producing inappropriate outcomes.

– Measures are sometimes required for regulatory purposes

SUPPLIERS

CUSTOMERS

VALUES -



MISSION -

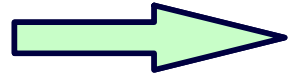
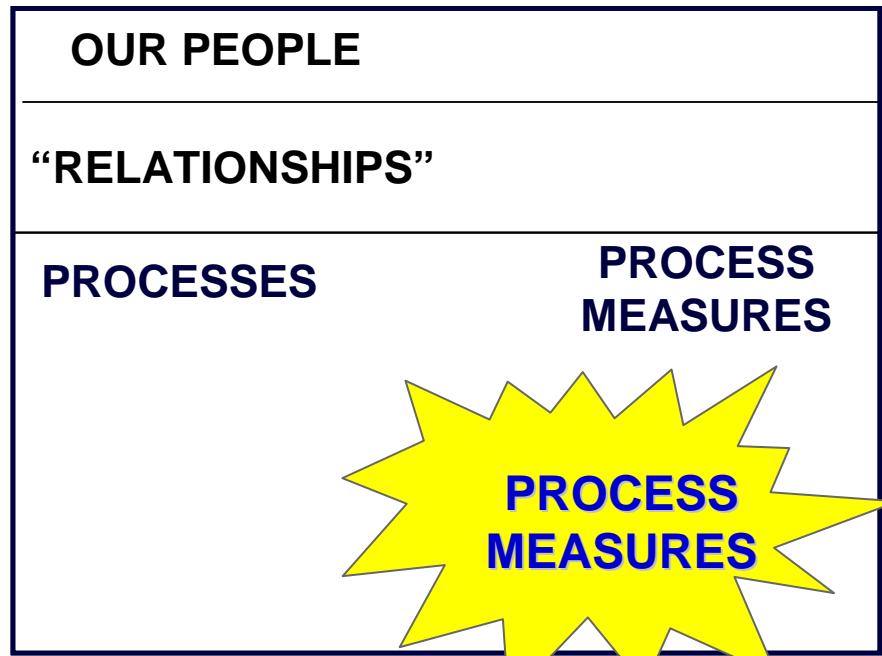
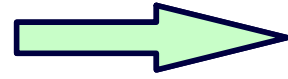


VISION -

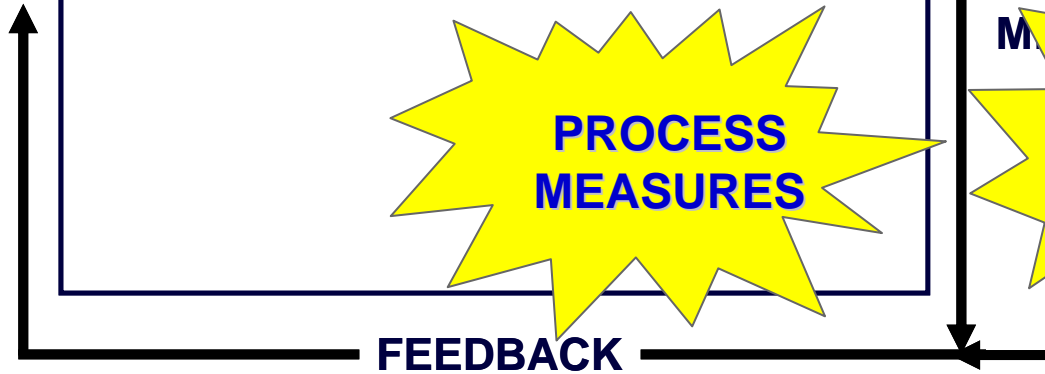


INPUTS

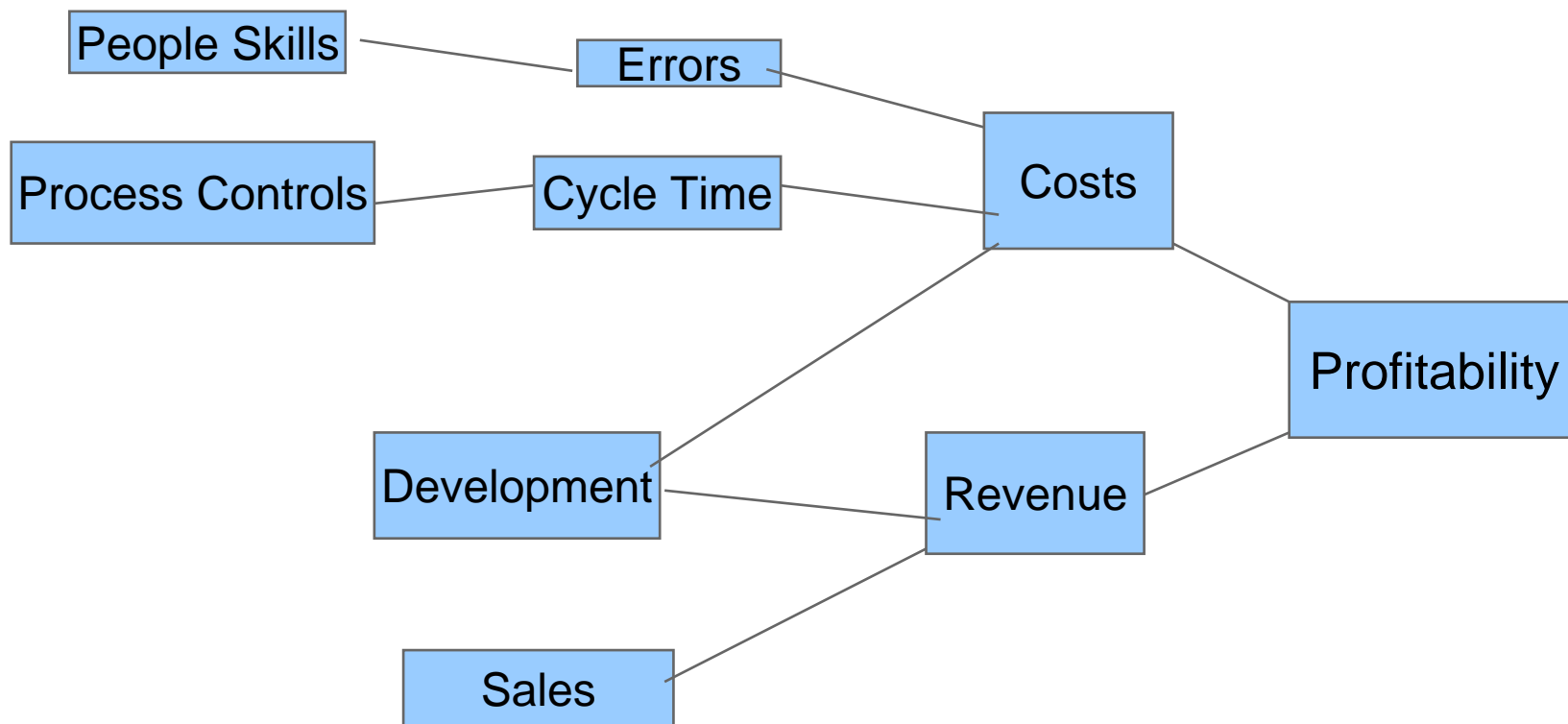
OUTPUTS



**OTHER
STAKEHOLDERS**



Leading & Lagging Indicators



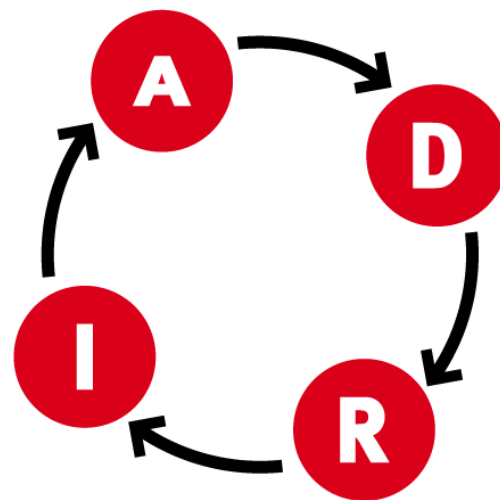
The Business Excellence Framework



Organisational Assessment

Assessment dimensions

- **Approach** – thinking & planning
- **Deployment** – implement, do it
- **Results** – achieving what you planned?
- **Improvement** – what did you learn
change Approach / Deployment?



ADRI – Fundamental Questions

APPROACH (Thinking & Planning)

What are you trying to achieve for the Item - what is your intent?

What goals have been established?

What strategies, structures and processes have been developed to achieve your intent, and why did you choose those?

What quantitative and qualitative performance indicators have been designed to track progress?

How does your approach align with the Business Excellence Principles?

IMPROVEMENT (Learning & Adapting)

What is the process to review the appropriateness and effectiveness of the Approach and Deployment for the Item?

How do you use the results for the Item to do this?

What have you learned, how have you captured this learning and how have you used the learning to improve the Approach and its Deployment?

DEPLOYMENT (Implementing & Doing)

How have those strategies, structures and processes been put into practice?

What is the depth and breadth of their implementation throughout the organisation?

To what extent have they been accepted and integrated as part of normal operations?

RESULTS (Monitoring & Evaluation)

What are the trends in the performance indicators for this Item?

How do these results compare with best known performance? Give examples.

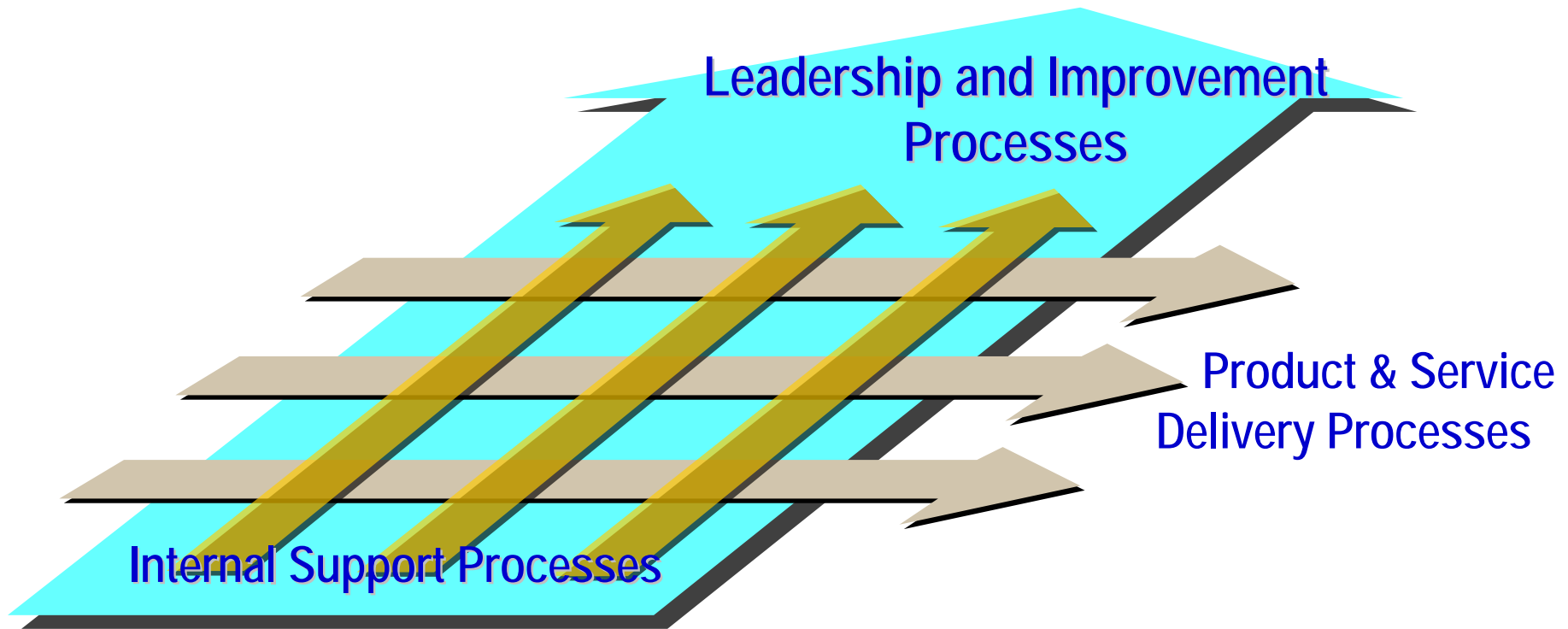
To what extent do these results reflect the entire organisation's performance?

How do you know that these results flow from the Approach and its Deployment?

How do you communicate, interpret and use these results?

Holistic Approach

- From Hierarchies to Networks & Processes



THE NEED TO MEASURE

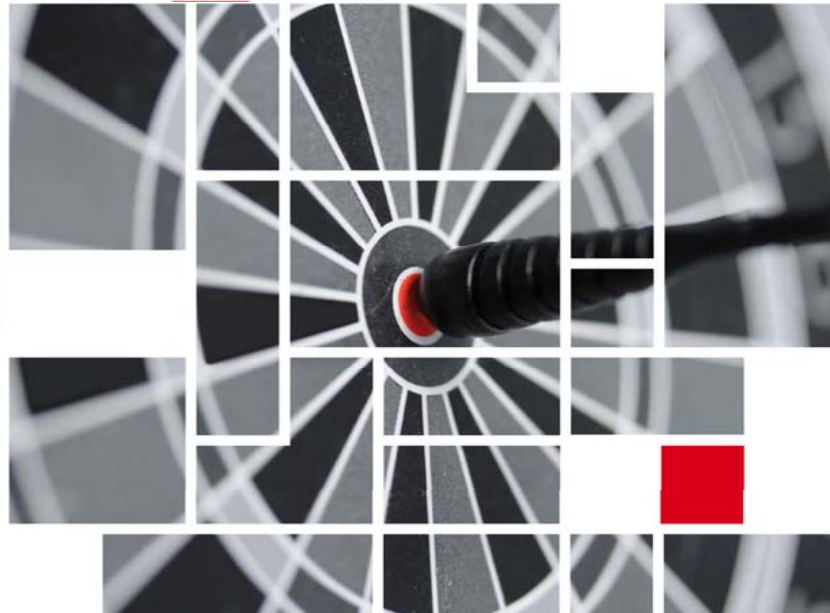
MANAGE

CONTROL

MEASURE

PLAN

Questions?



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