

The Ad Esse Performance Management Model

All Models are Flawed:

While it may be true that all models are flawed (to some extent), it is nevertheless often helpful to have at least some framework to help you achieve your desired outcomes. That applies equally whether you are taking an organisation perspective, or are considering adopting a particular “initiative” to drive change and improvement.

Our View of the World:



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We work with clients to take them from *possibilities* to *actuality*. Nobody has to “do Six Sigma” or “do Investors in People”. We do all have to achieve **outcomes** that meet, or exceed, the needs and expectations of our **Customers** and **External Stakeholders**.

Those External Stakeholders’ and Customers’ expectations and needs help define an organisation’s **vision and objectives**. For example, in an operating environment where there are strong regulatory, or governance requirements, the objectives you set have to take that into account and may be very different to those of an organisation in a less-regulated environment.

Strategy defines how you intend to achieve your objectives. All organisations have strategic choices, although many are not good at recognising them. You might choose to compete on the basis of service and quality, as opposed to low price. Or, you may choose to outsource all non-core activities. These are strategic choices.

Having made those choices, an organisation needs both **processes** and **capabilities** in order to achieve its outcomes. Processes need to be efficient, effective, responsive and flexible. Capabilities include those of people and systems (IT). They also include the abilities to innovate, grow and improve continuously. It may be necessary to manage a series of organisational programmes, or projects, in order to get the right processes and capabilities.

Through **Performance Measurement** you can tell, quantitatively, how well the outcomes are being achieved. Performance Measurement also lets you know how well the processes, people and systems are working, compared with your objectives.

Performance Management enables you to drive improvement based on your objectives, strategies and measured performance. It addresses performance gaps and recognises successes.

Using the Model:

We use the model with our clients to help think through what outcomes they want to achieve and how they could achieve them. This might be applied at an organisational level to achieve service delivery improvements, or culture change.

At an "initiative" level, the model can be equally helpful. What are the pressures on you to achieve Investors in People? What are your specific objectives for the initiative and what options do you have for implementation? These will help define the processes and capabilities you will need for implementation. Performance management drives the initiative and performance measurement tells you if you are achieving your desired outcomes.

A Model for Sustainable Performance Improvement:

We have learnt, as we have developed and applied this model, that it can be both flexible and holistic. It is proving to be a useful way of describing what is needed for successful adoption of change and improvement. For example:

- There is no point working on processes, if people don't have the project and analysis skills to improve them
- Most process improvement these days will also require some systems capability change; technology is an enabler of process change
- If you ask people to change and there is no external (e.g. customer or stakeholder) pressure, don't be surprised if it becomes a low priority for them
- A change initiative without clear objectives may get off to a fast start, but will soon lose direction and momentum
- Objectives and strategies without performance measurements are no more than "wish lists"
- Performance management is needed to deal with the difficult issues and sacred cows; it also helps with the communication and celebration of success

Contact Us:

If you want to discuss how we can help your organisation to create sustainable performance improvement, give us a call on 0870 458 6162, or e-mail us at <mailto:seriousfun@ad-esse.com>