



Sample Of Tool Kit Contents

*On the following pages are a few of the over
350 performance improvement tools in the Tool Kit.*

*Some illustrate real company applications of a
tool which may be different for your organization.*

**The green text at the bottom of each page has been added
to explain the use of the tool or the insights it provides.**

Organization Effectiveness Model

Shortcomings in any of these elements can affect organization effectiveness and efficiency



Where do we need to improve to get the results we want?

Customers & Future Direction

How Organization Operates

Planning & Communications

Employee Support

Vision

Mgt Team Trusted & Considered Strong

Culture Clash Issues

People Feel Informed, Have Tools

Direction From Supervisor

Potential Of New Products

Managers Creating Commitments Culture

People Clear On Roles & Duties

Lots of Last Minute Meetings

Monitor Competitors

Getting Information Needed To Do Job

Customer Commitments

Resource Shortages (\$, people)

Marketing & Engineering Cooperation

Constant Changing Of Eng Priorities, No Why

People Motivated To Make A Difference

Customers Prioritization

Support Of HW Debugging

Product Features

Schedule Changes

Recognition

Our Organization's Strengths (G), Emerging Gaps (Y), Problems (R)

Responsibilities Matrix

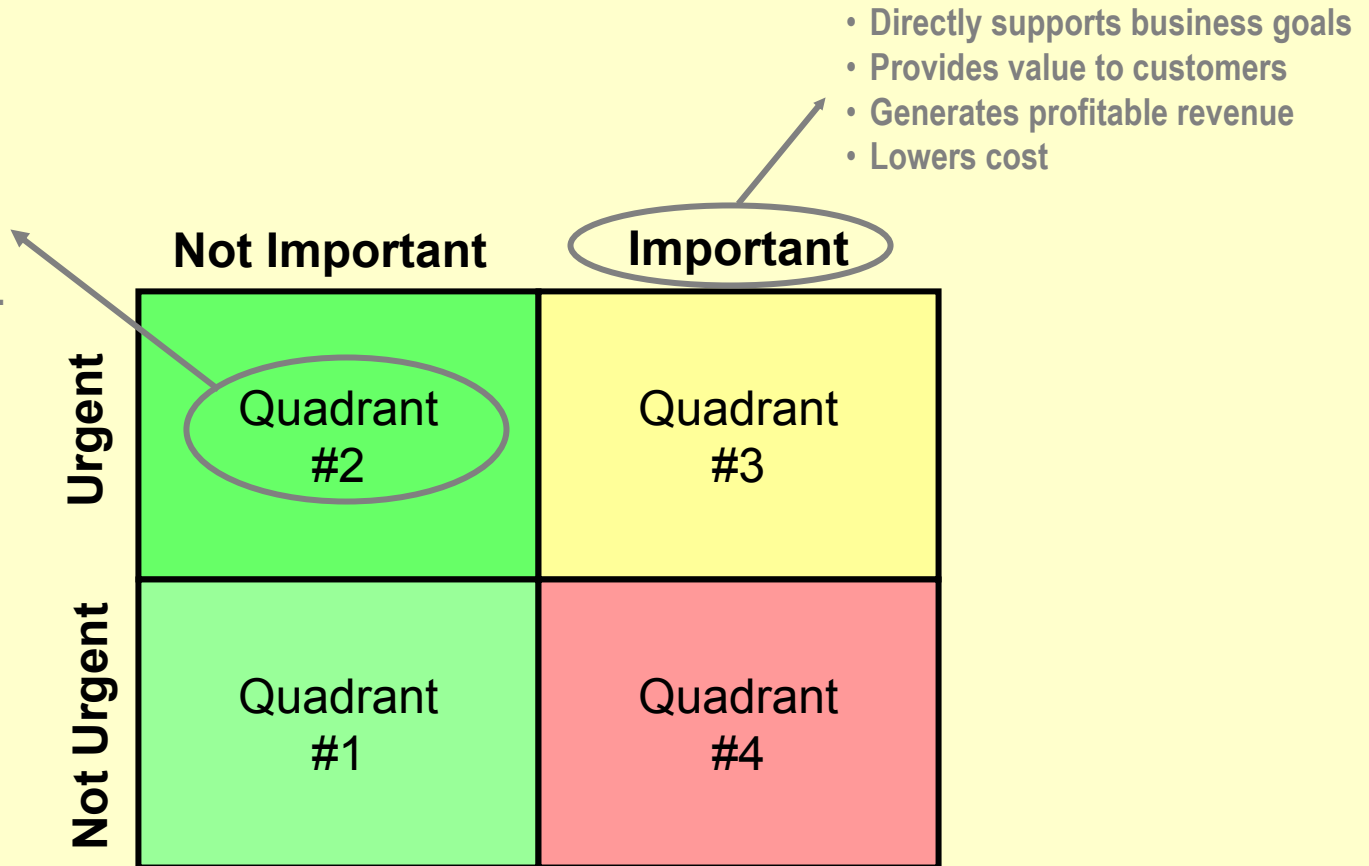
Organization/Person							
	Mkt.	Eng.	Mfg.	Sales	Test	Prog. Mgt.	Sr. Mgt.
DECISION							
Pricing	R	I	I	I	X	X	A
Forecast	C	X	X	I	I	I	A
Design	C	R	C	C	C	A	I
Schedule	C	C	C	C	C	R	A
Deliverables	C	C	C	X	X	R	A
Release	C	C	C	I	C	R	A

R = Responsible for C = Consult with I = Inform about
 A = Approval needed X = No formal role

Use this matrix to be sure we are following our agreed to decision-making process.

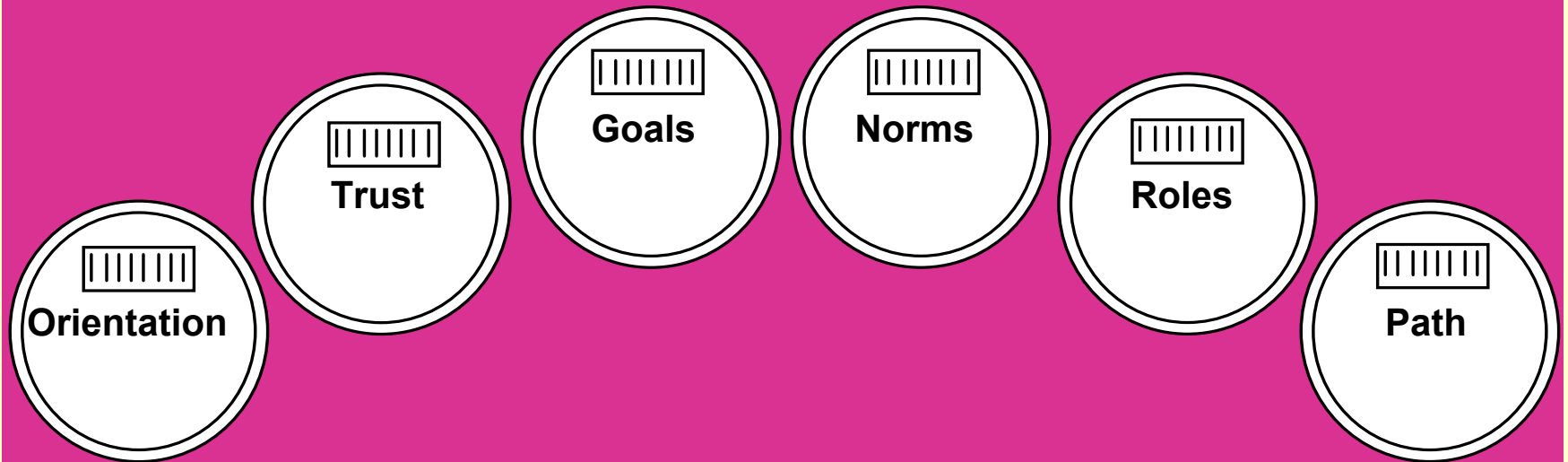
Importance–Urgency Matrix

Feels important because it's Urgent. Urgent often because it wasn't planned for.



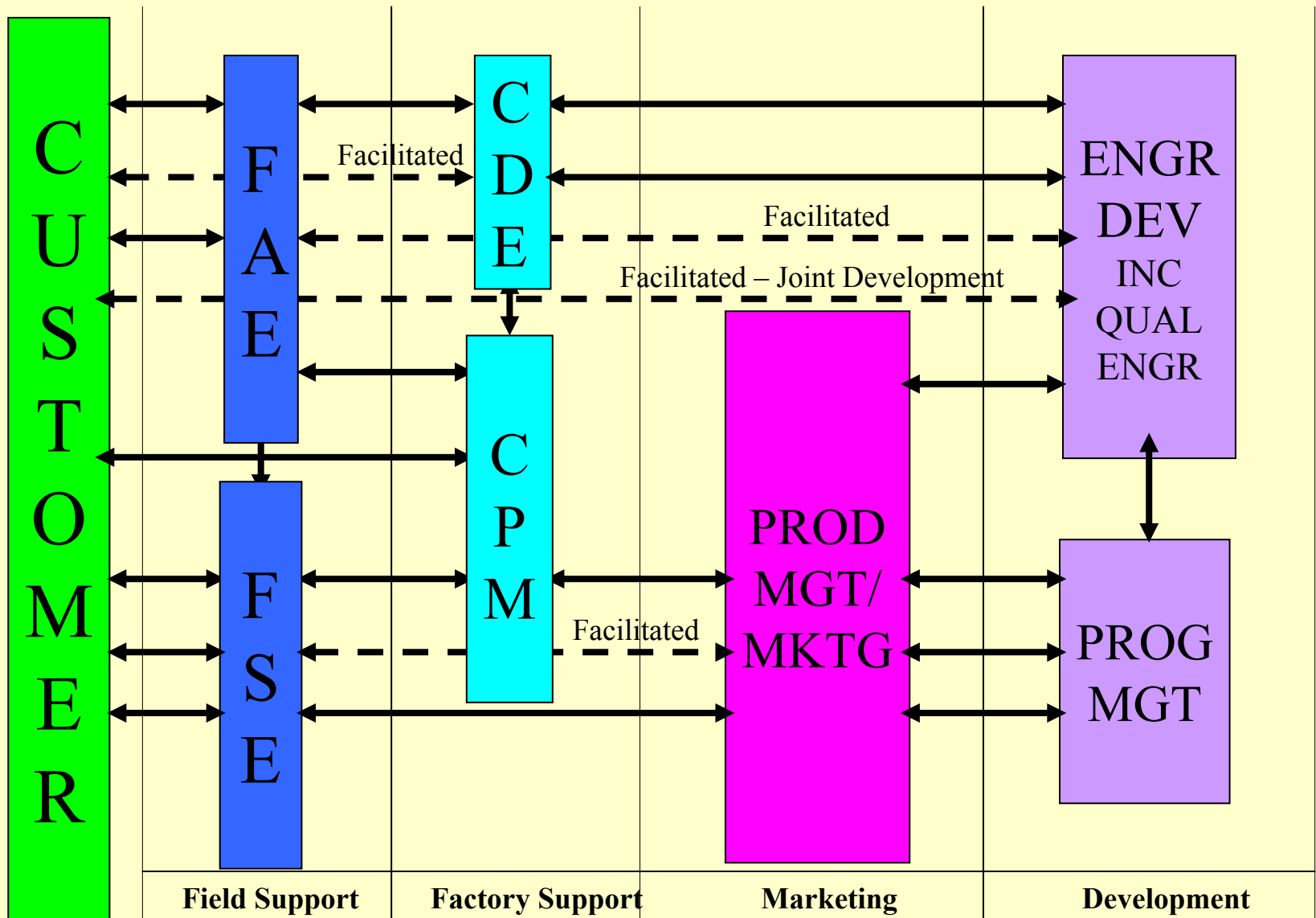
We need to trim activities and focus on the right stuff.

Team Dashboard



What issues does the team need to get clear on now?

Customer Communications



We need to follow the agreed to communications channels.

Productivity Improvement Potential

Improved Meeting Management

Meeting	# Meetings Per Week	Length In Hrs.	# Per Year	# Of Executives	# Of Employees	Yearly Cost
Executive Staff Meeting	1	1.5	50	8	0	\$46,800
VP Eng Staff Meeting	1	1.5	50	1	10	\$43,350
VP Operations Staff Meeting	1	1.5	50	1	8	\$35,850
VP Marketing Staff Meeting	1	1.5	50	1	3	\$17,100
XX						
VP Finance Staff Meeting	1	1.5	50	1	4	\$20,850
VP Sales Staff Meeting	1	1.5	50	1	4	\$20,850
HR Staff Meeting	1	1	50	0	2	\$5,000
QA Staff Meeting	1	1.5	50	0	8	\$30,000
Project Team Meeting	1	1.5	50	0	6	\$22,500

Total Annual Meeting Cost: \$1,525,325

Potential Productivity Improvement From Improved Meeting Management

- Savings From 10% Fewer Meetings \$152,533
- Savings From 10% Fewer People At Remaining Meetings \$147,279
- Savings From 20% More Productive Remaining Meetings \$285,103
- Total Productivity Improvement \$584,905**

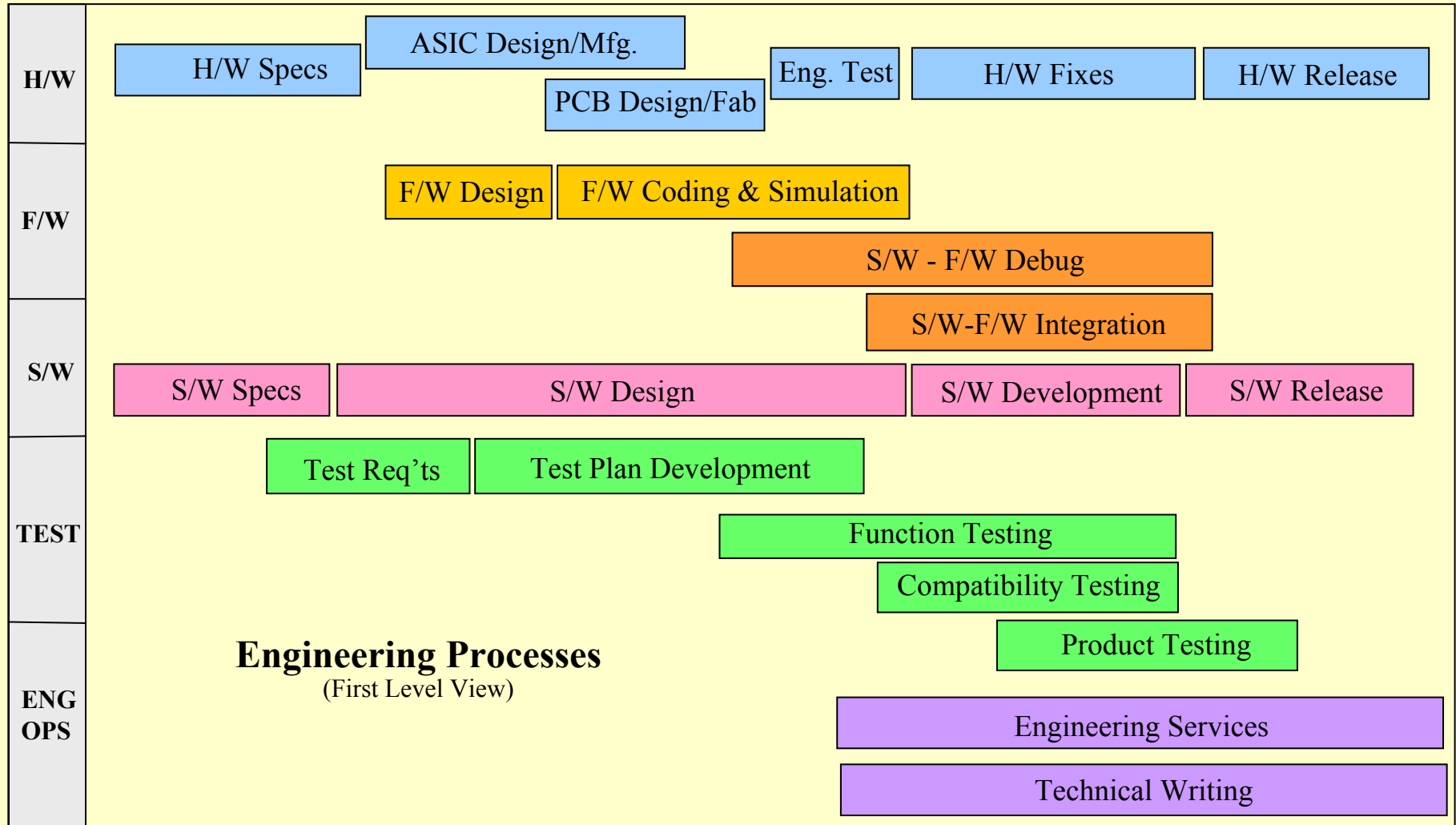
Equivalent to 7 Full Time Engineers

Productivity will increase greatly if we manage meetings better throughout the organization.

Engineering Program Management

Development Phases

Concept (MRD)	Specifications	Development	Evaluation			Release
			Alpha	Beta	Pilot	



We need to manage our interdependencies.

Software Engineering Practices

(Partial view of 3 page survey)

Project Management

Project goals, priorities	1	2	3	4	5	No Opinion
Project resourcing	1	2	3	4	5	No Opinion
Project scheduling	1	2	3	4	5	No Opinion
Identification of interdependencies	1	2	3	4	5	No Opinion
Milestone/miniature milestone setting	1	2	3	4	5	No Opinion
Risk/contingency planning	1	2	3	4	5	No Opinion
Risk tracking	1	2	3	4	5	No Opinion
Schedule tracking	1	2	3	4	5	No Opinion
Project review meetings	1	2	3	4	5	No Opinion
Project problem solving	1	2	3	4	5	No Opinion
Interdependencies oversight	1	2	3	4	5	No Opinion
Appropriate visibility to SNG GM/VP's	1	2	3	4	5	No Opinion
Tradeoffs between schedule, deliverables and resources is appropriate	1	2	3	4	5	No Opinion

Requirements Management

SW requirements definition	1	2	3	4	5	No Opinion
SW requirements priority setting	1	2	3	4	5	No Opinion
Resistance to SW requirements expansion	1	2	3	4	5	No Opinion

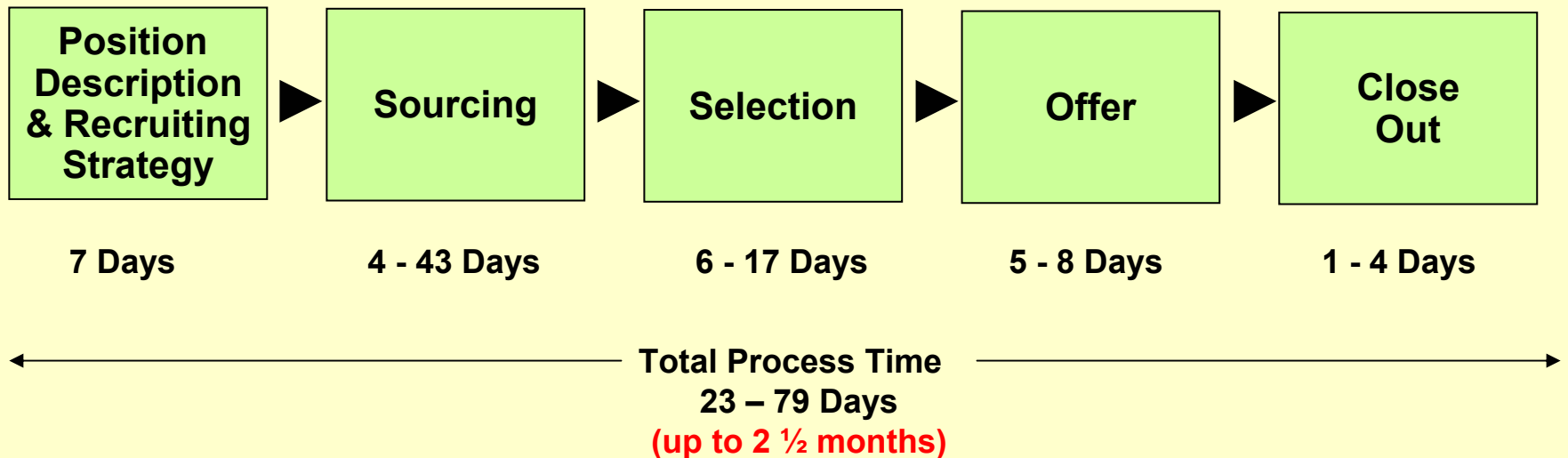
Software Design

Software architecture	1	2	3	4	5	No Opinion
Software component definition	1	2	3	4	5	No Opinion
Interface definition	1	2	3	4	5	No Opinion
System modeling	1	2	3	4	5	No Opinion
Prototyping	1	2	3	4	5	No Opinion
Software functional specifications	1	2	3	4	5	No Opinion

Where do we need to improve our software engineering and testing?

Staffing Process Improvement Project

Current Staffing Process



We have to reduce the sourcing time and select faster.

Company Growth Challenges

Organizational Issues

*Alignment
On Vision*

*Development
Process*

Staffing

*Business
Processes*

*Inter-department
Coordination*

*Organization
Alignment*

*Bureaucracy
Busting*

1-3

4-8

8-15

15-25

25-50

50-75

75-100

100-125

125-150

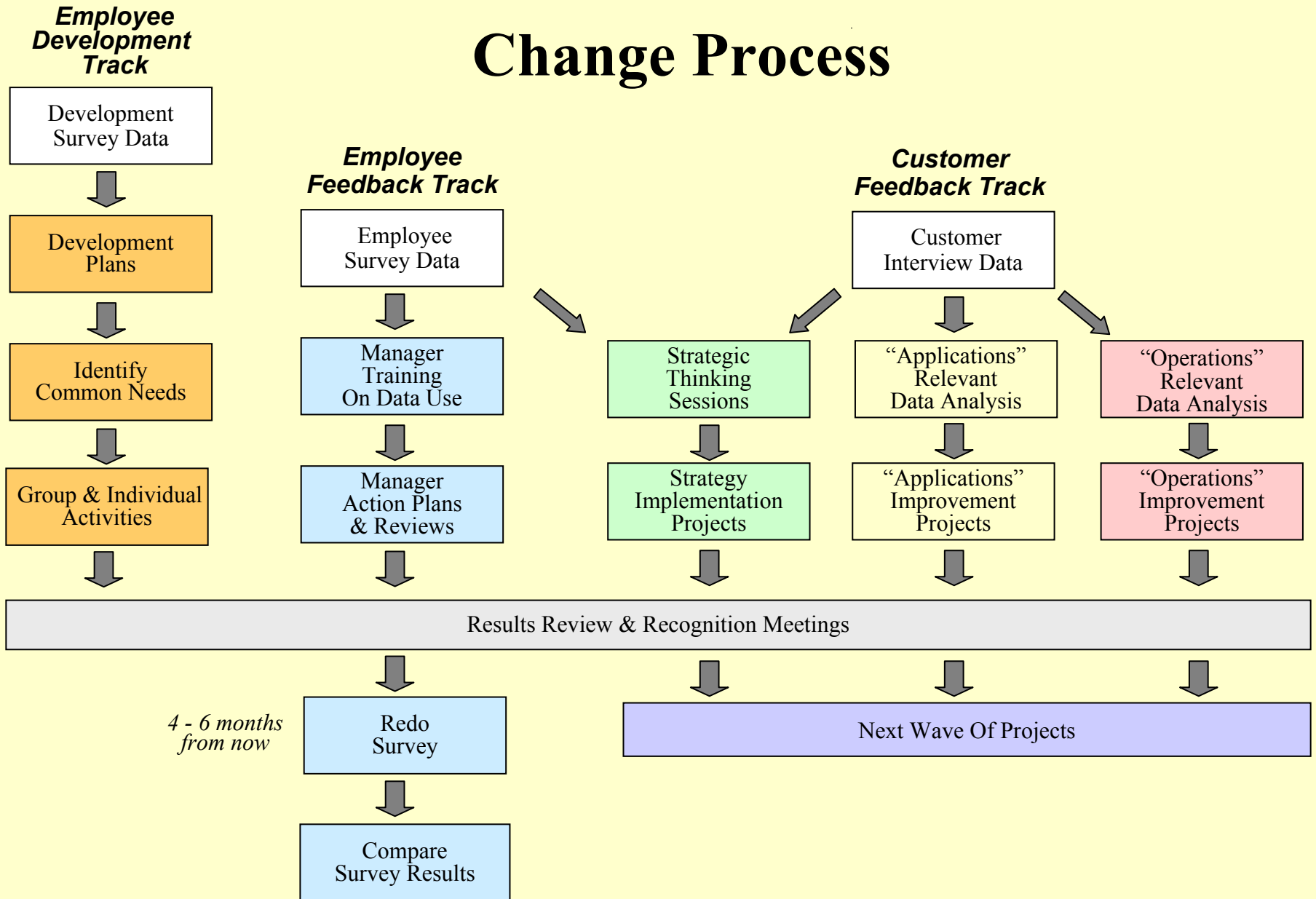
150-500

500-3,000+

Number of Employees

***As the organization grows what do we need
to focus on now to avoid set backs later?***

Change Process



To transform the organization we need a multi-track change effort.

Pace Of Change

Is increased by the following factors:

- Executives are very concerned with the current situation
- Other major changes or crises are not happening
- People see the benefits for them (“What’s In It For Them”)
- Business benefits are clear and large
- Change strategies are practical and organization can absorb
- There is leadership strength throughout the organization
- Adequate resources are applied (people, time, tools, facilitators)
- Early heroes are recognized
- Consequences are clear and enforced

What do we need to do to speed up change?