



***Giving companies the power
to reach their full potential***

Who are LEAP



- Company set up 2000
- Nationwide
- Dedicated Team
- Enterprise Ireland, Management Works approved.
- Experience and Track record
- Strong Customer base



What does LEAP provide?



- futureSME
- Leadership Management Programmes
- Executive Coaching
- Enterprise Ireland Lean programmes
- Mentoring
- Succession Planning
- Performance Management
- Employee Effectiveness



Setting the scene



Continuation from the last session

Executing the Plan

AccountsPLUS+
BUSINESS IMPROVEMENT SPECIALISTS

Identifying Milestones & KPIs

- Identify Key Elements of the Plan
- Identify Completion Dates
- Decide on Phasing
- Set Milestones

Monitoring Outcomes

Responding to the Unexpected

- What to watch for?

PDSA

18

powered by
MINDSHOP

Cost of Poor Communication



- When employees understand their role in the business **91%** will work towards that success

But.....

- When employees DO NOT understand their role the number plummets to **23%**

**Bill Quirke,
Melcrum Workplace, Communications Research, USA**

Where is the knowledge held in your organisation?



Cost of Poor Communication



- **47% higher total returns to shareholders** of companies over the last five years that have **highly effective internal communications**, comparing to companies that scored less effective in internal communications...

Towers Watson study into internal communications in the USA 2012

- Gallup says **70%** of US employees are disengaged. The cost of disengaged employees for the US economy is an estimated **\$450 BILLION in lost productivity** in 2013.

Ireland?

Why does planning fail to deliver?



“When all is said and done, a lot more gets said than done.” **Anonymous**

“The best laid plans of mice and men.” **Robert Burns**

“When the blind lead the blind, we all fall into the ditch.” **St. Matthew**

Where does the 'Z' go?

A				E	F		H	I		K	L	M	N					T		V	W	X	Y	Z
	B	C	D			G			J					O	P	Q	R	S		U				

Put the "Z" in the top row because, like the letter "Z", the letters in the top row are straight-line shapes, whereas the letters in the bottom row are curved-line shapes.

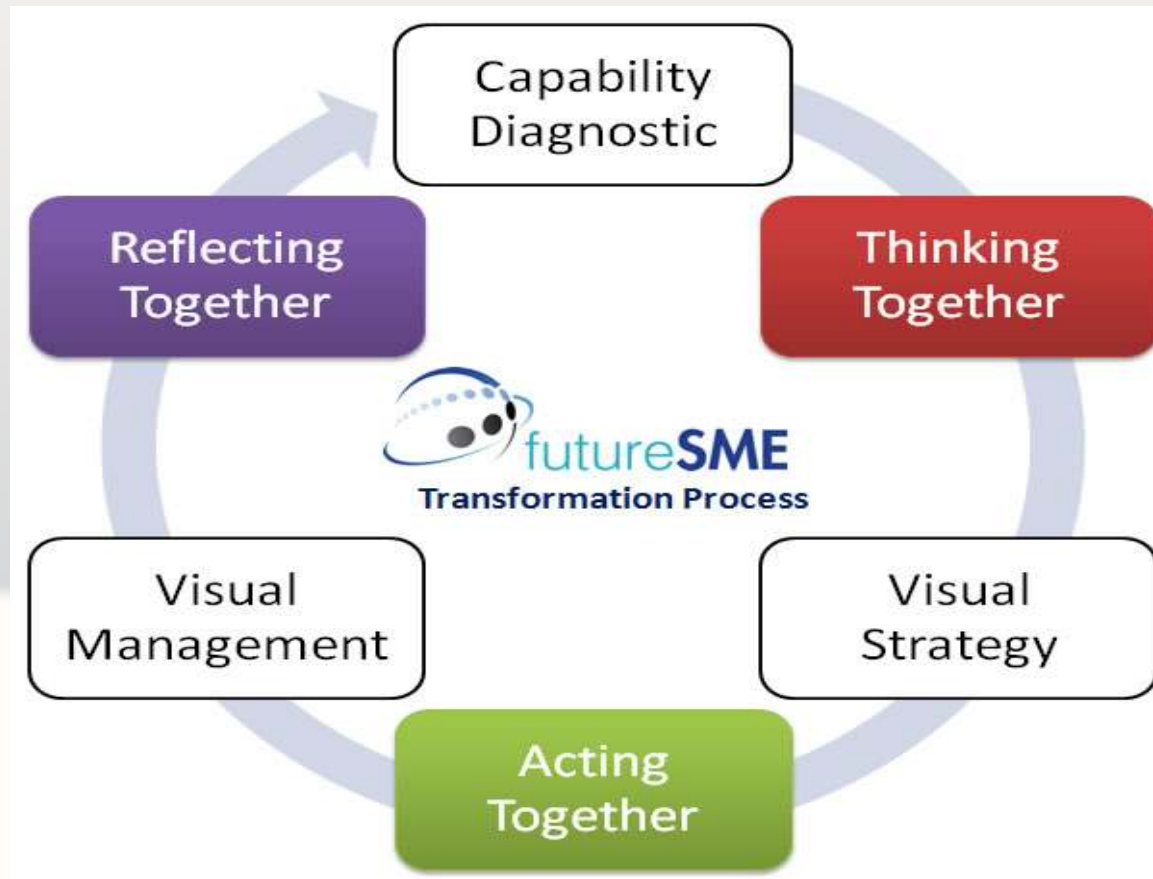
What is futureSME ?



- It is the result of a research project funded by Framework 7 by the E.U.
- Accredited by the University of Strathclyde
- It identified best practices and disciplines from highly successful businesses.
- It designed a means by which these practices can be applied to any SME.
- It is a organisation-led transformation programme
- Creates a culture which lasts beyond the programme and which supports sustainable growth



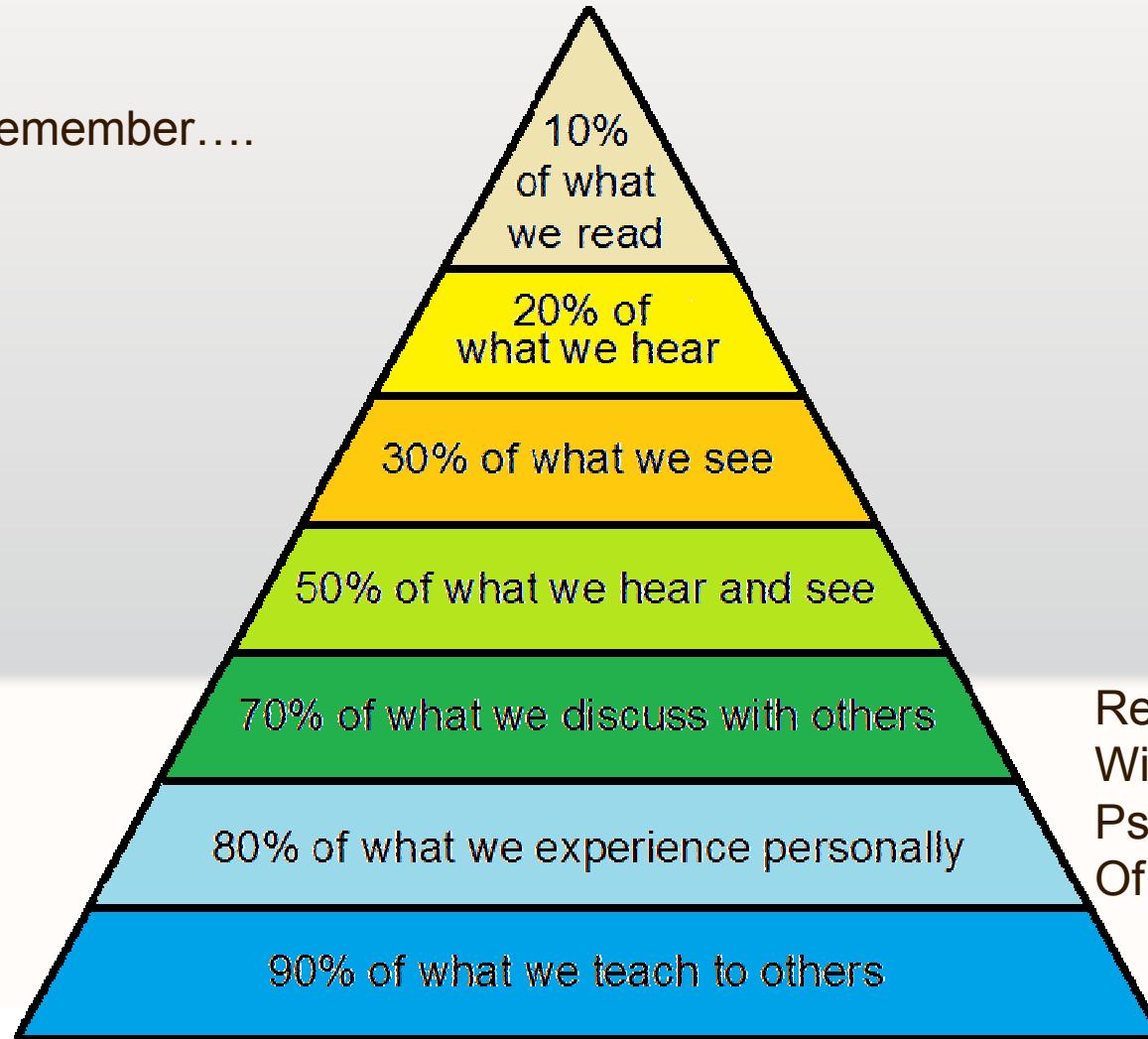
How to build a futureSME?



Why develop a Visual strategy? Why work with Visual Management Tools?

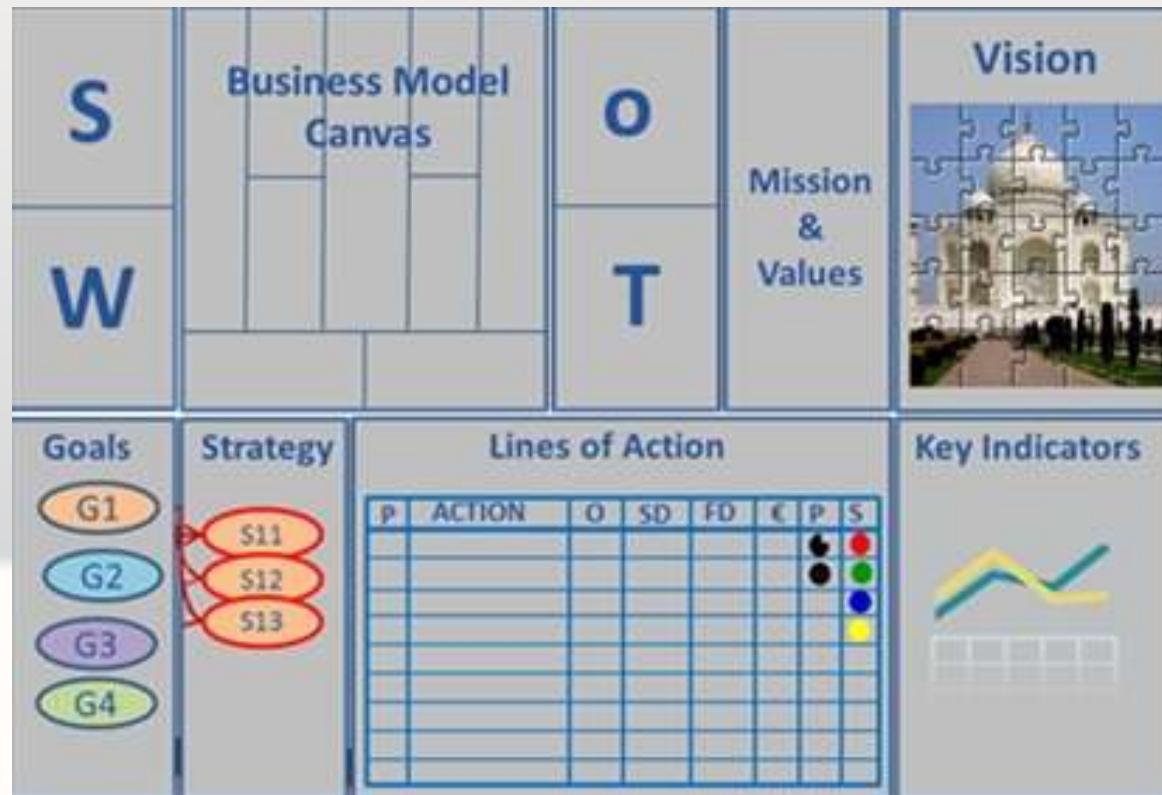


We remember....



Retention Triangle
William Glasser,
Psychiatrist, developer
Of choice Therapy

Visual strategy



Core Values



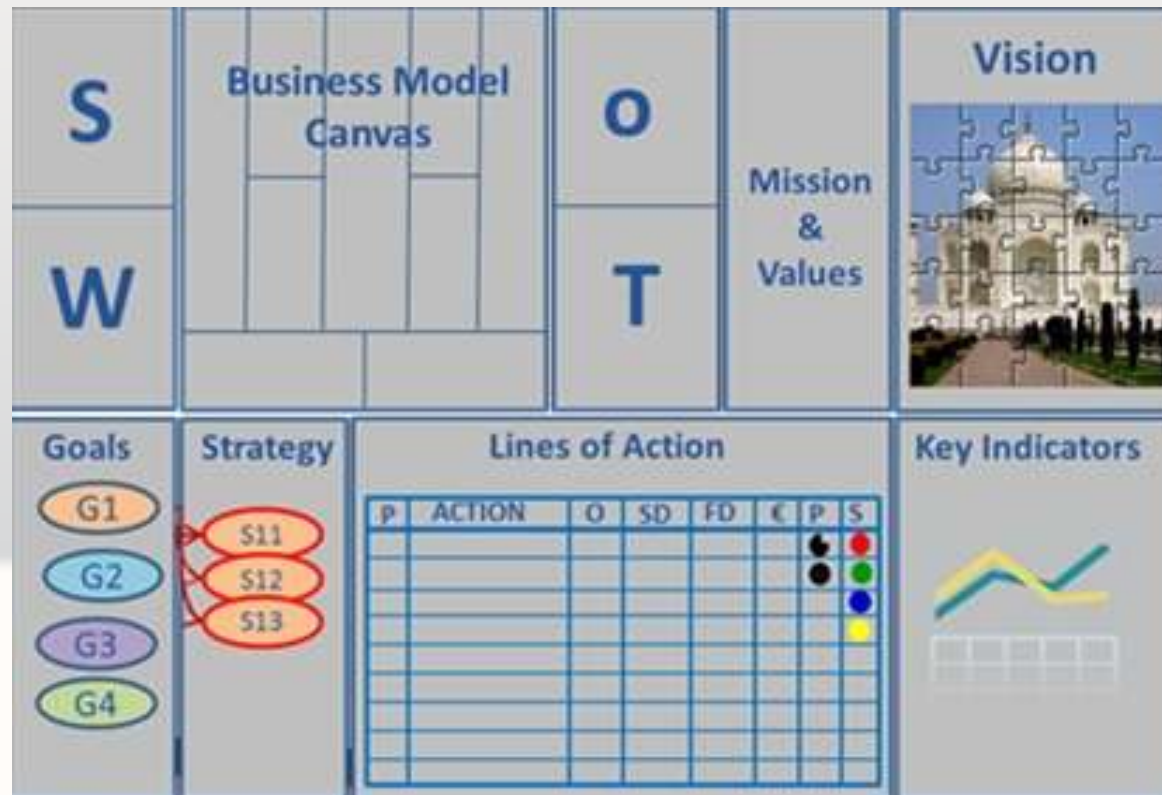
Personality	Consistency
<ul style="list-style-type: none">• Respect• Teamwork• Attitude• Communication• Adaptability	<ul style="list-style-type: none">• Timekeeping• Job Knowledge• Execution• Problem Solving• Developing Self & Others

Core Values - Personality



Values	Competency	1	2	3	Rating
		Entry Level	Competent - Good	Exceeding	
Personality	Respect	Demonstrates respect for people at all levels within the organisation.	Demonstrates respect of others and engenders respect based on ability to achieve results in an inclusive manner.	Engenders strong respect from all within the organisation. Recognised as a strong contributor who achieves results in a manner reflective of the organisation's values.	
	Teamwork	Active team player. Participates well with others on the team. Demonstrates willingness to take direction.	Pitches in to help others to complete tasks. Looks to ensure team members are happy and performing well. Productive member of the team.	Identifies and suggests team improvements. Helps trainers develop strong team. Provides a support structure and positive team talks. Motivates colleagues. Demonstrates team leadership.	
	Attitude	As required, takes on projects and tasks but needs encouragement. Needs to be made aware of attitude that occasionally is a barrier to progress.	Regularly / Generally takes on projects in a positive manner projecting a can-do attitude. Personally maintains an adequate-high degree of positive motivation.	Consistently maintains a 'can-do' attitude, willing to take on projects/initiatives in a positive manner. Leads others through a high degree of positive motivation to accomplish tasks and departmental goals.	
	Communication	Communication skills sometimes leads to uncertainty or lack of clarity.	Demonstrates an ability to deliver clear, concise information to a broad range of audiences.	Consistently delivers clear information and conclusions. Confidently and assertively delivers concise messages easily understood by the audience.	

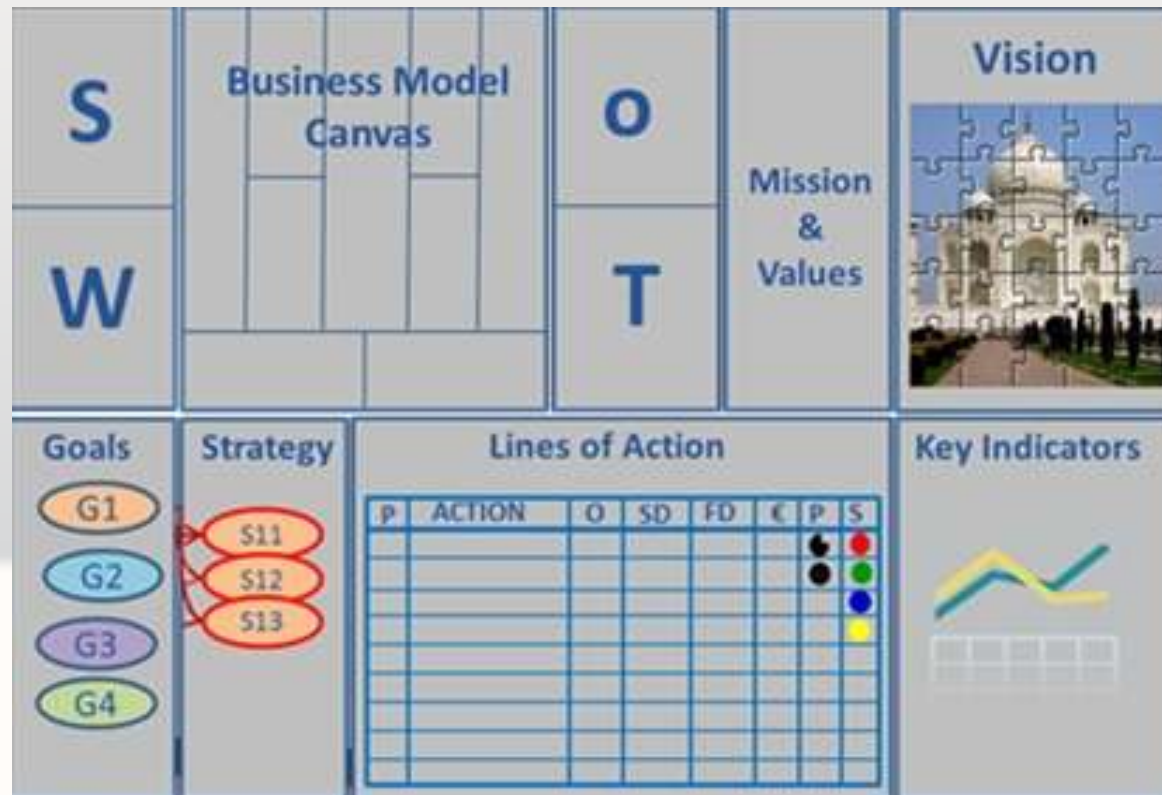
Visual strategy



Acting Together- Business Model Canvas



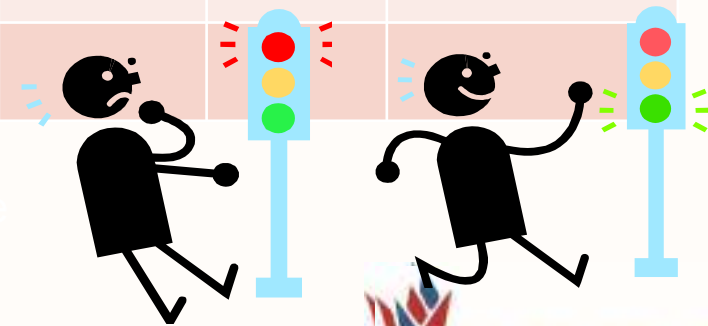
Visual strategy



Visual Management – Action Plan

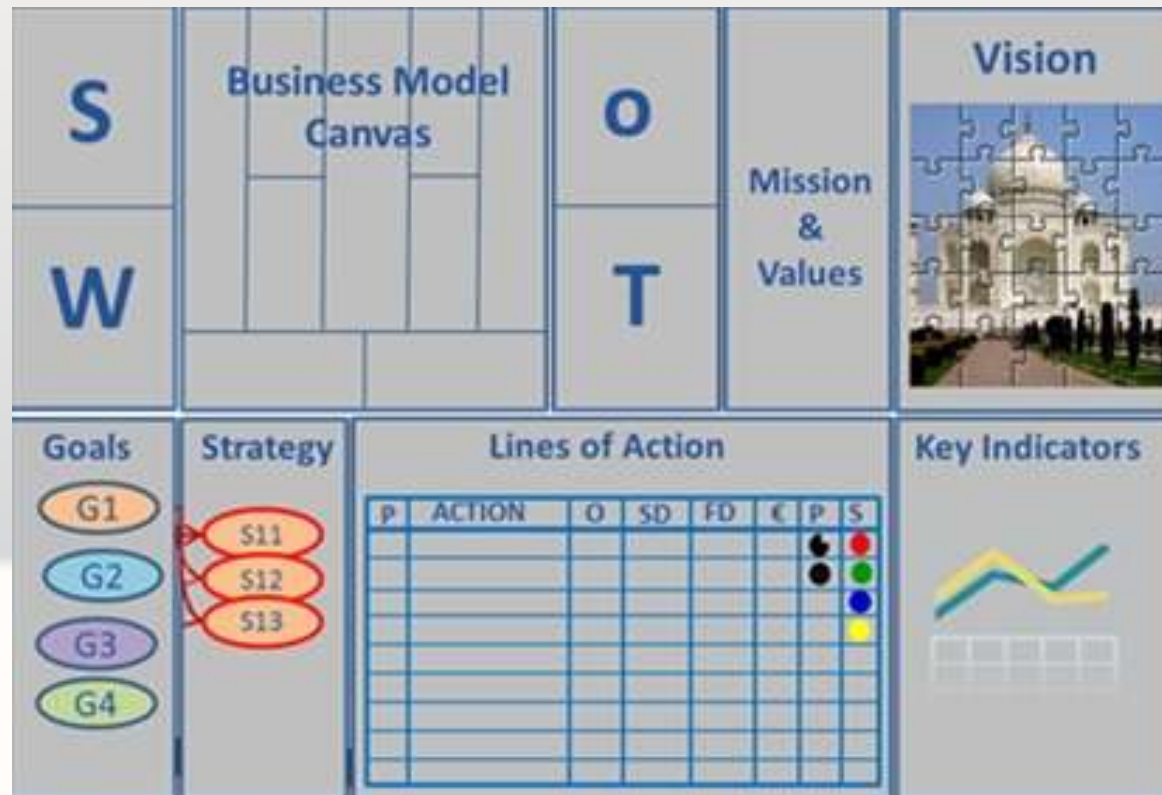


P	ACTION	OWNER	START DATE	FINISH DATE	€	PROGRESS	STATUS	COMMENT
*	Do Marketing Plan	JG	02 May	4 June	-	80% 		
**						50% 		
								



The above is an example of one of the multiple visual management tools that drive improved Disciplines and habits across the company

Visual strategy





What are your Key Performance Measurements



to help you identify if your business is achieving the objectives and therefore your Vision?

KPIs are vital management tools:

Key performance indicators (KPIs) are the vital navigation instruments used by managers to understand whether their business is on a successful voyage or whether its veering off the prosperous path. The right set of indicators will shine light on performance and highlight areas that need attention.

“What gets measured is what gets managed!”

“What gets measured gets done”

“If you can’t measure it, you can’t manage it”

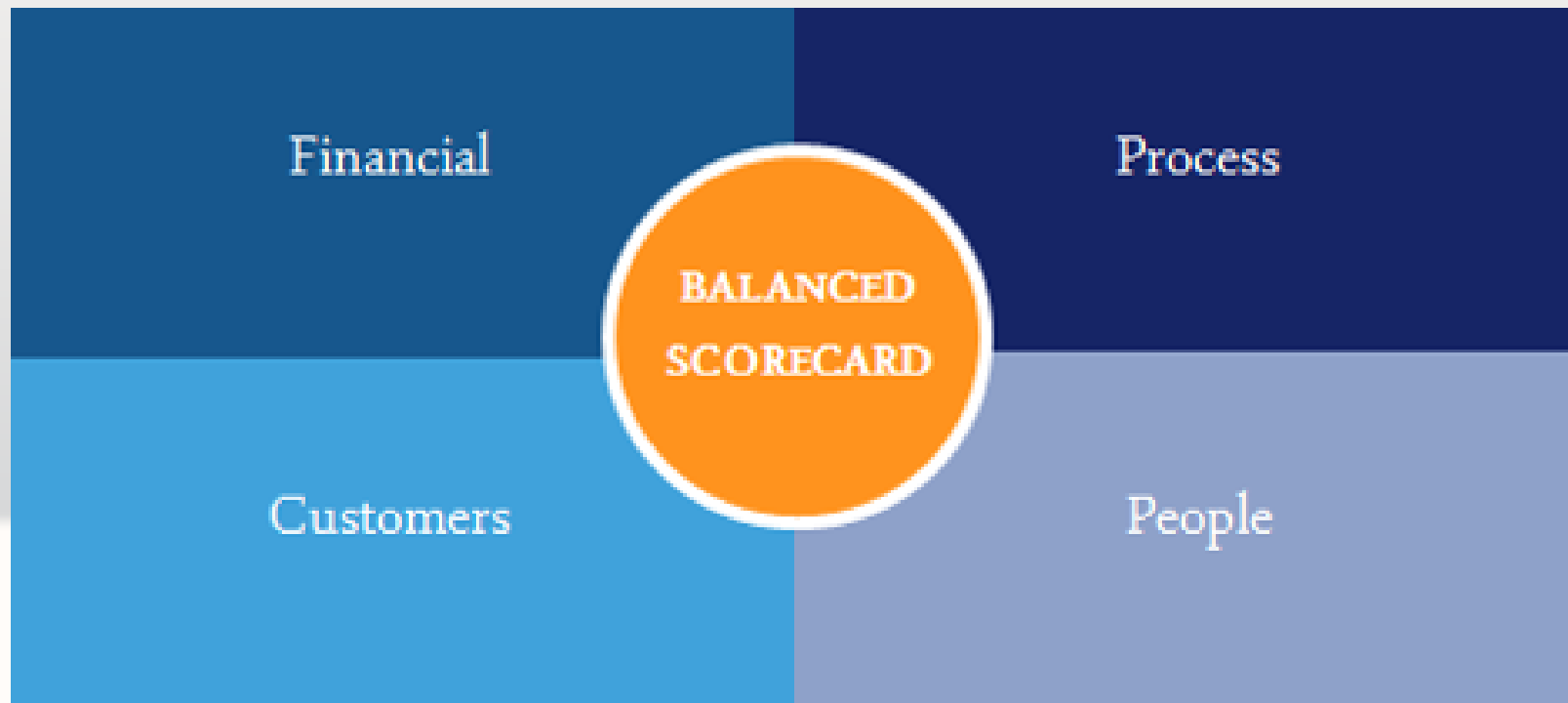
KPIs have to measure what matters



For KPIs to be the vital navigation instruments that help you to understand whether your business is on the right track or not, we have first to define the strategy and then closely link our KPIs to that. Too many organisations fall into the trap of retro-fitting objectives to existing and established metrics: which is simply back to front. KPI development has to start with your strategy and the objectives the business is aiming to achieve. *(Bernard Marr)*



Management by Objectives



Your unique set of KPIs



- To bed down business discipline
- Create new habits (overcome old ones)
- Drive high performing behaviours
- Visual – on 1 sheet of paper, bar graphs, display on walls etc
- Accountancy practice doubles efficiency! .
- “Core Score” concept – New York Subway & IT Manufacturing

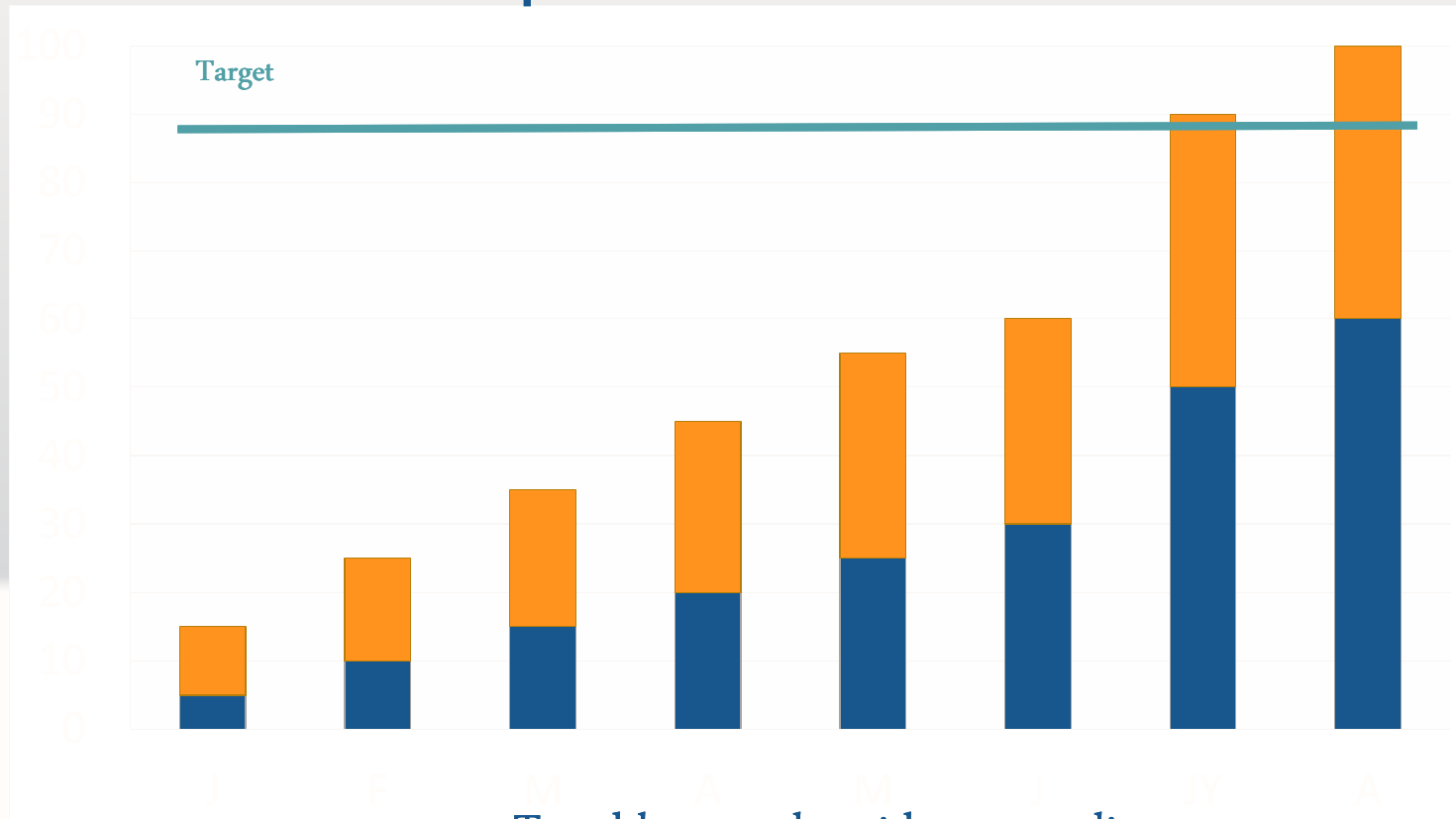
Have a look at the case study and work as a group.

Key Performance Indicator



No. Service Repairs

Repair Service Business



Trend by month with a target line

Percentage of
First time repair

Key Performance Indicator



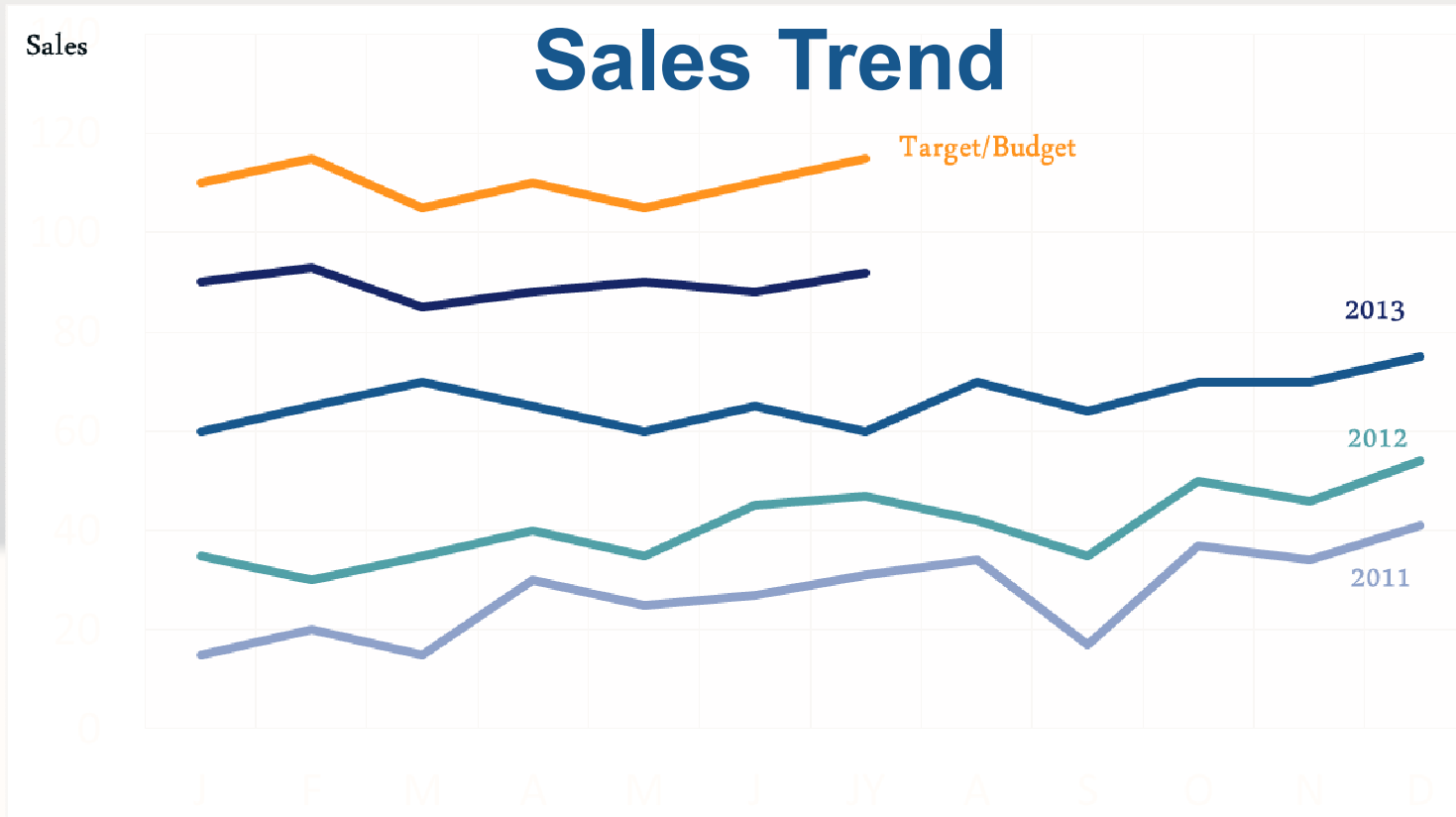
Charge per hour

Graphic Artist in Printing Company



% Repeat business

Key Performance Indicator



Captures
year to date
Previous
years
Seasonal
Trends
Target/budget

What will your “futureSME” look like?



- You will have a company wide shared vision of success
- You will have established goals with clear strategies for delivery
- Your company’s management skills will be enhanced
- You will have greater “employee engagement”
- Business disciplines will become imbedded in your business
- You will anticipate change and manage it before your competitors
- You will have measured success in your business – allowing you to plan your next phase of growth

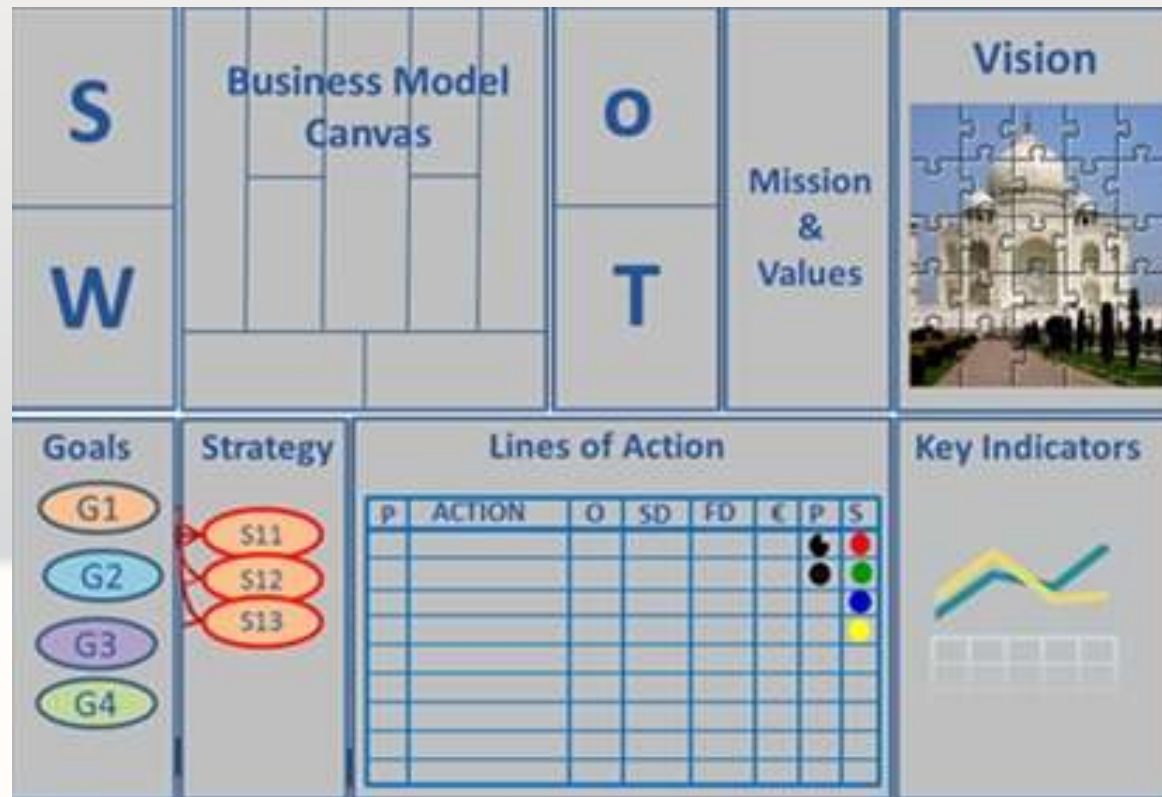


Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win.

Sun Tzu,

Strategic Assessments, Art of War

Visual strategy





Thank you

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