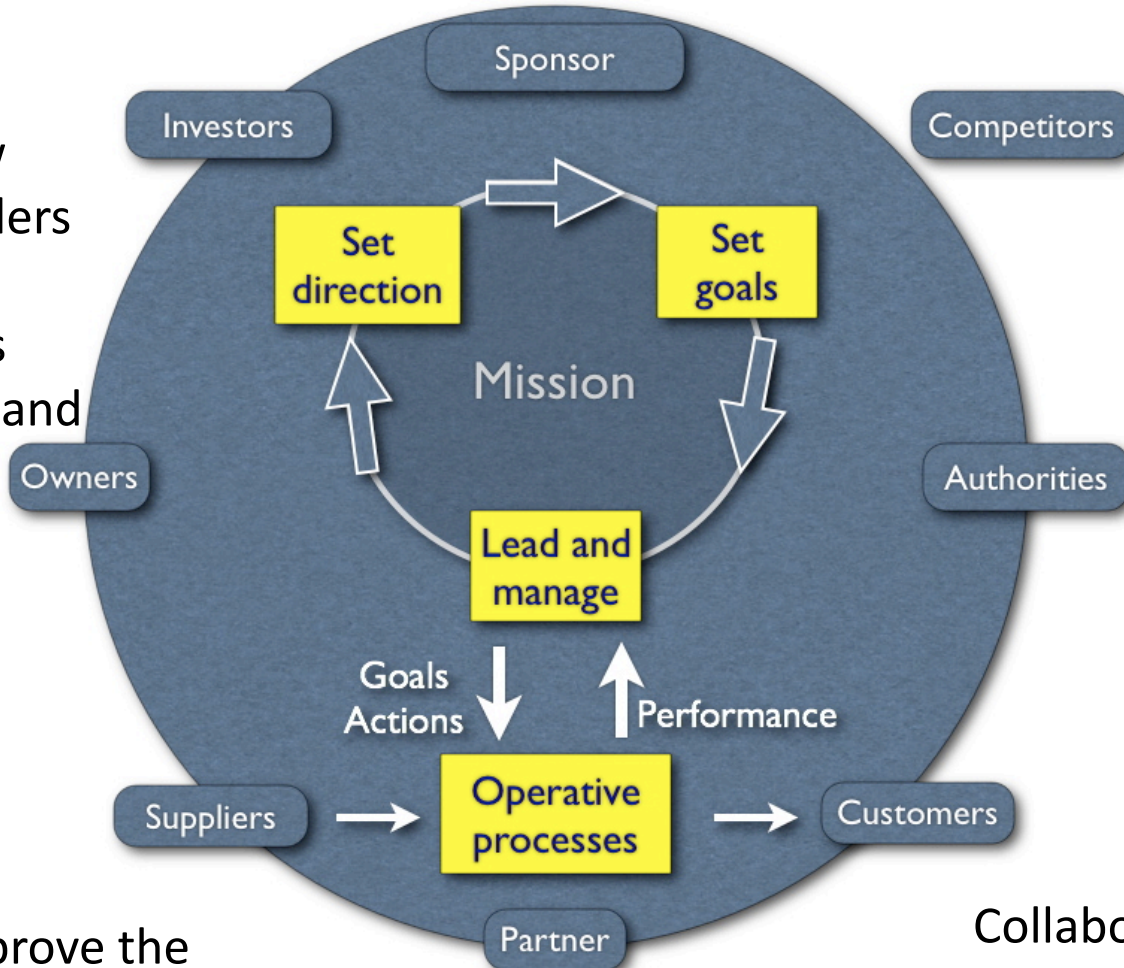


**Tools and guidance
for facilitating
goal setting
and
action planning
to achieve improved management**

The Business Logic

Focus on how key Stakeholders evaluate the organization's performance and capability

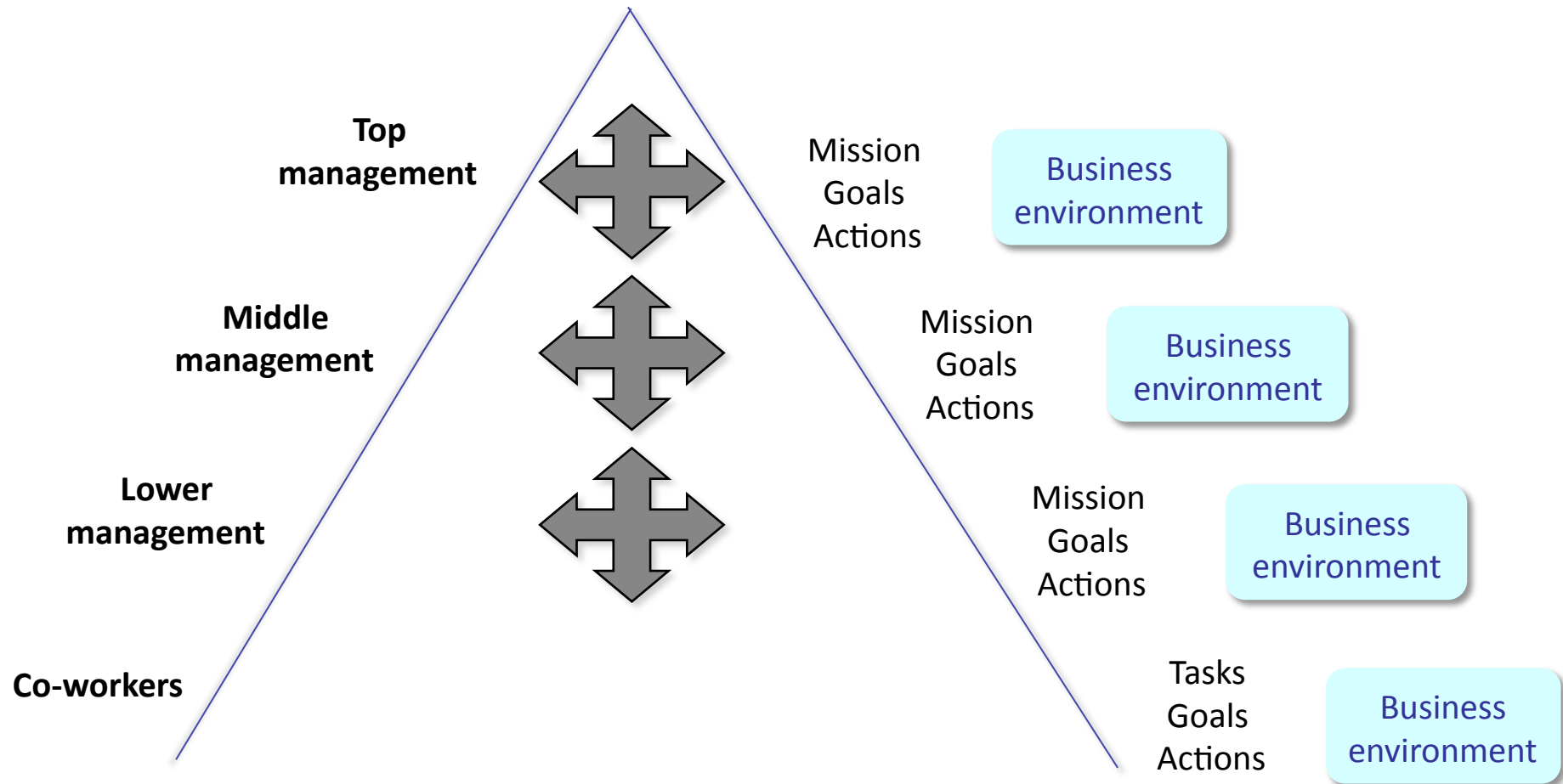


Using managers' empowerment to take the initiative based on their own mission and own insight

Track and improve the organization's capabilities which improve performance

Collaborate with your key Stakeholders to develop the most competitive supply chain

Initiatives and Decisions on All Levels



The mission

A **mission** describes what will be accomplished, i.e. Products, Services and/or Information.



The agreed **level of performance** belongs to mission.

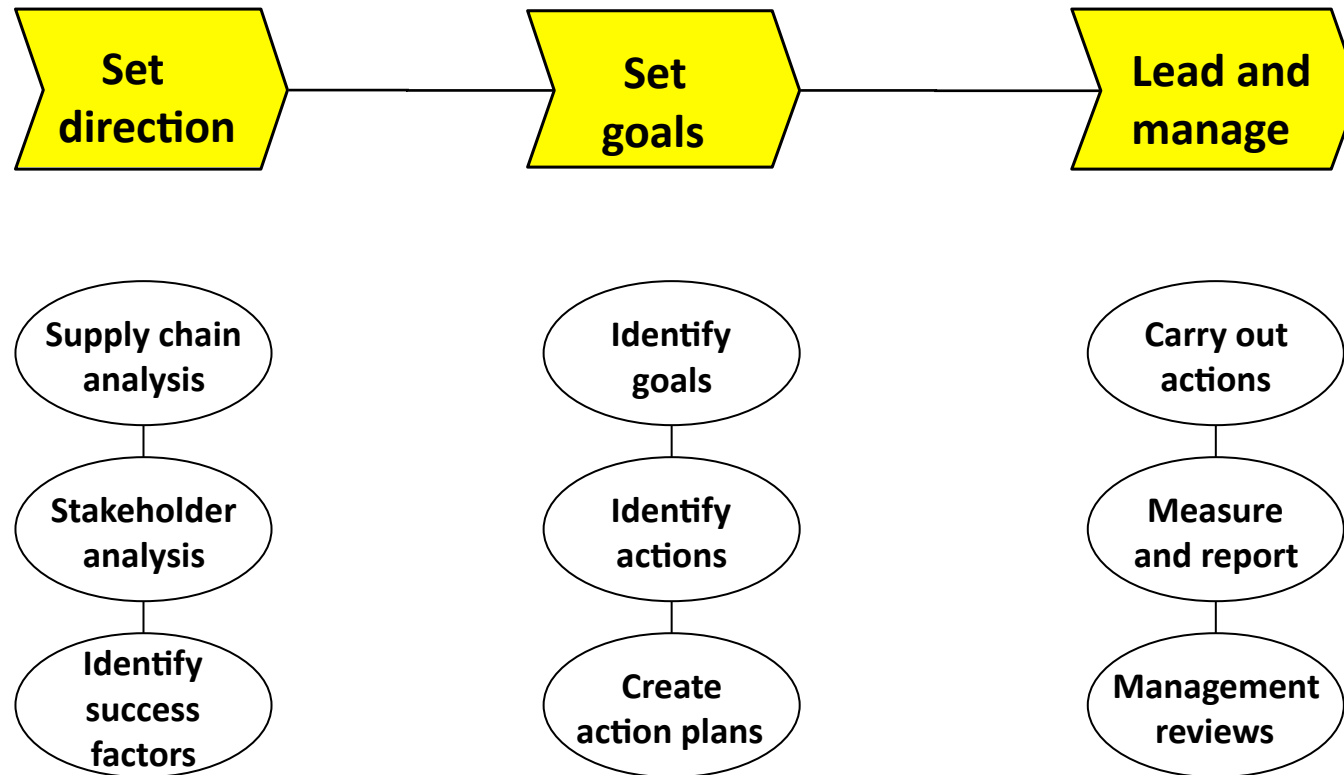
Characteristics (measures) being evaluated belong to the unit and the processes which deliver them.

This approach includes a set of inter-related methods applicable to the management process. This approach and methods are:

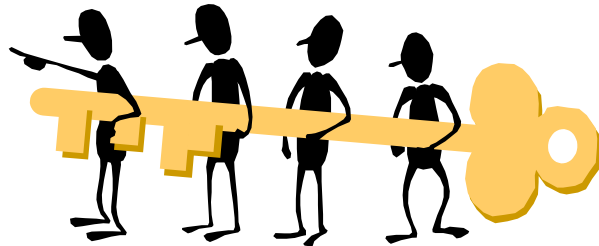
1. **Generic** – applicable to all organisations in terms of size, type, level and management system
2. **Selective** – identifying the vital few pieces of information in order to exclude what is less important
3. **Stakeholder focused** – the process must be centred on how key stakeholders evaluate the organisation's performance and capability, and on collaboration with those stakeholders
4. **Fast** – applicable on all levels/units in parallel to save lead-time. All steps interrelate seamlessly for the desired outcome
5. **Complete** – provide support throughout the process from initial analysis to follow up on strategy implementation including progress reviews of actions and goals achieved

The management process

- the 9 steps



Roles in the management process



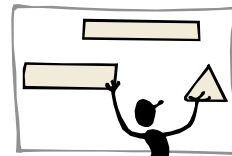
Members

The Management Team



Goal Owner

*The head of the unit
Makes the final decisions*



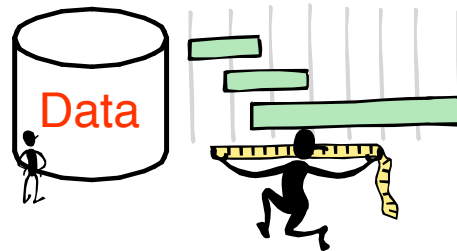
Facilitator

*Facilitating Teams
Building consensus*



Measurement Data Owner

*Compiling data and
preparing reports*



Goal Driver

*Prepare action plans, allocate resources,
follow up progress and performance*



Relation Manager

*Dialogue with the key
stakeholders*

Roles in the workshops

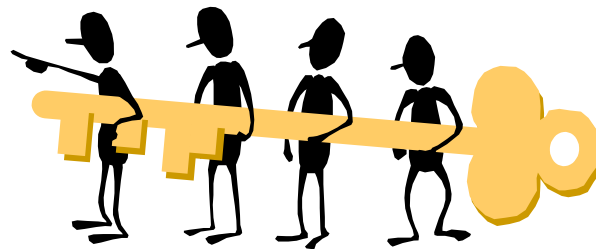


Facilitator (process owner)

- Methods, tools and techniques
- Rules and norms set
- Climate
- Consensus building

The workshop process

The result

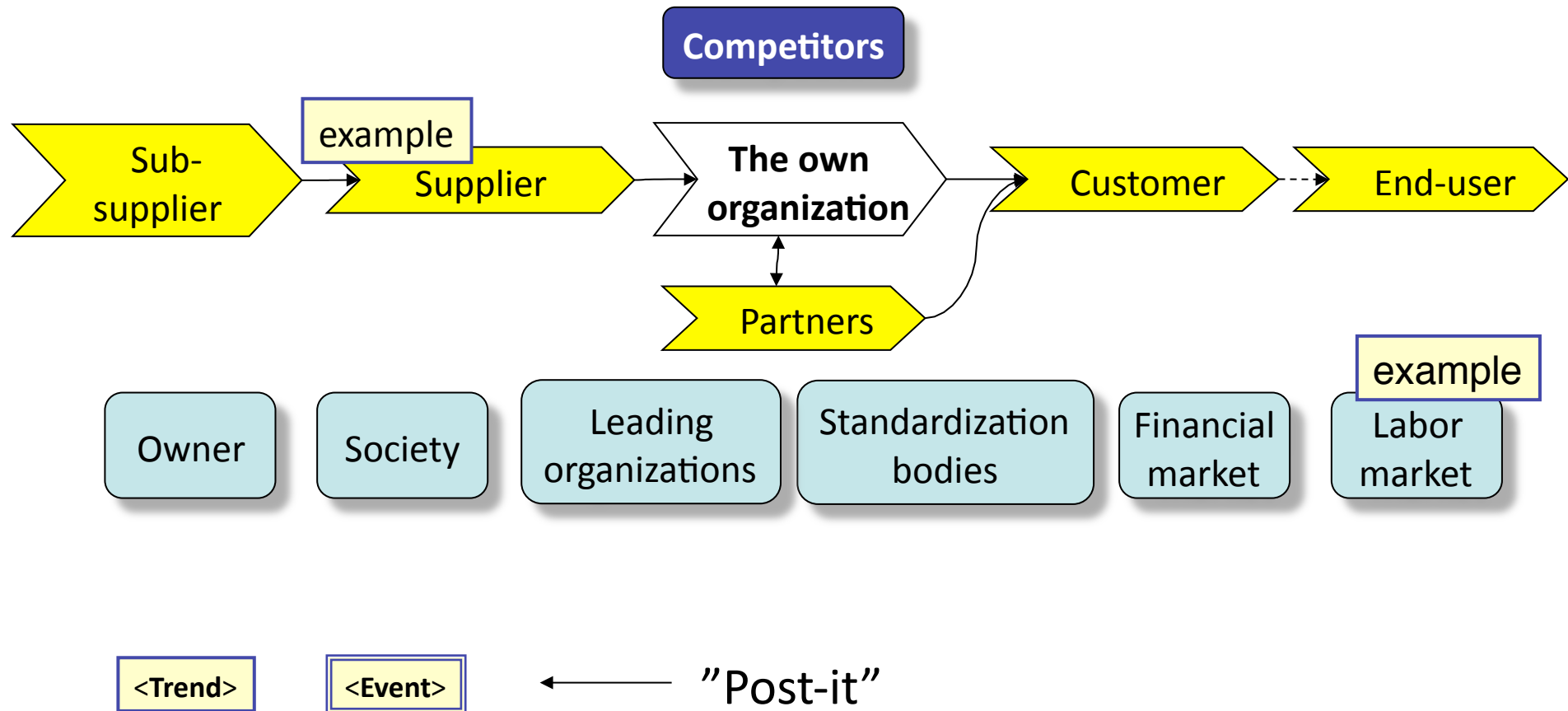


Participants (content owners)

- Tasks, agenda items
- Decisions
- Results

Business environment analysis (outside own organization) - Supply chain and business environment map

What Trends and Events must our Management Team act on?



Delivery analysis

- Delivery map

What is supplied, to whom and what is the purpose of the deliveries?

Input

W:
F:
P:

W:
F:
P:

W:
F:
P:

What, From, To, Purpose



Output

example

W:
T:
P:

W:
T:
P:

W:
T:
P:

What deliveries cause us problems?

What deliveries have potential opportunities?

<opportunity>

<problem>

← "Post-it"

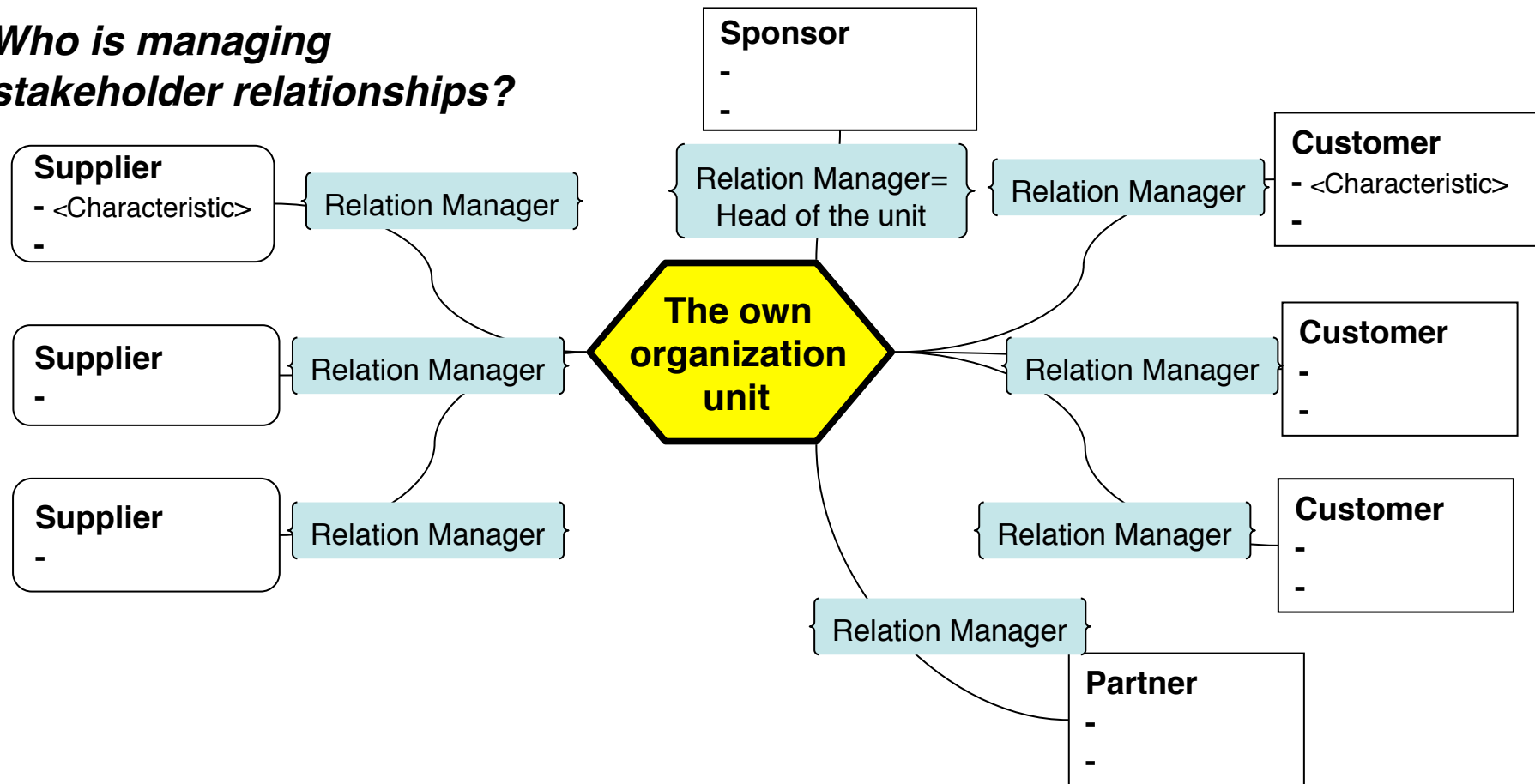
Stakeholder analysis

- Stakeholder map

How do our key stakeholders evaluate our performance and capability?

How do we evaluate our key stakeholders performance and capability ?

Who is managing stakeholder relationships?



Summary of analysis

In what areas must our team take action?

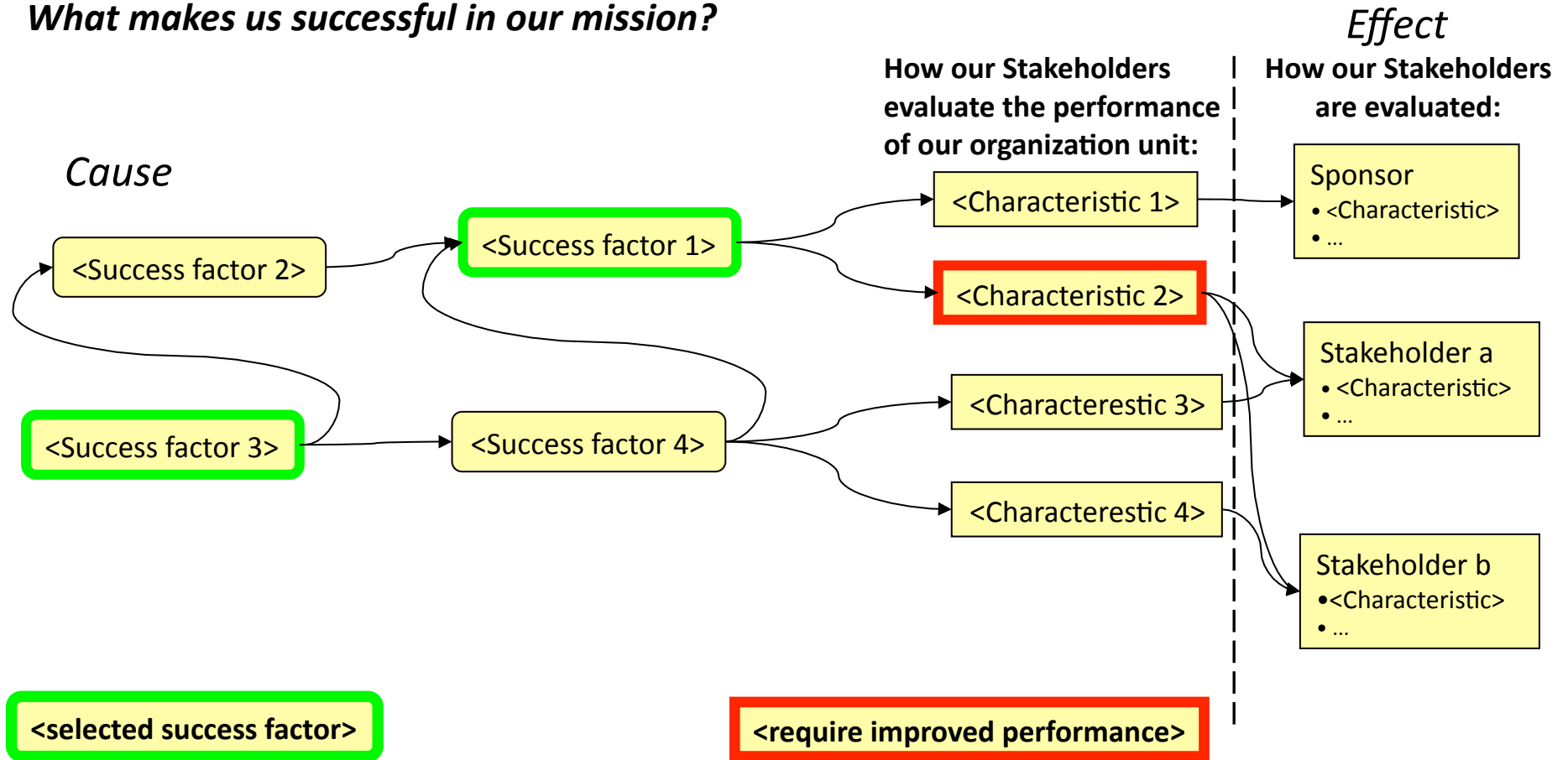
Impact on our business	Assessment of the analysis
Economy	
Product quality	
Market	
Product portfolio	
Customers	
Suppliers	
Processes	
Competences	

Identify success factors

- Strategy map

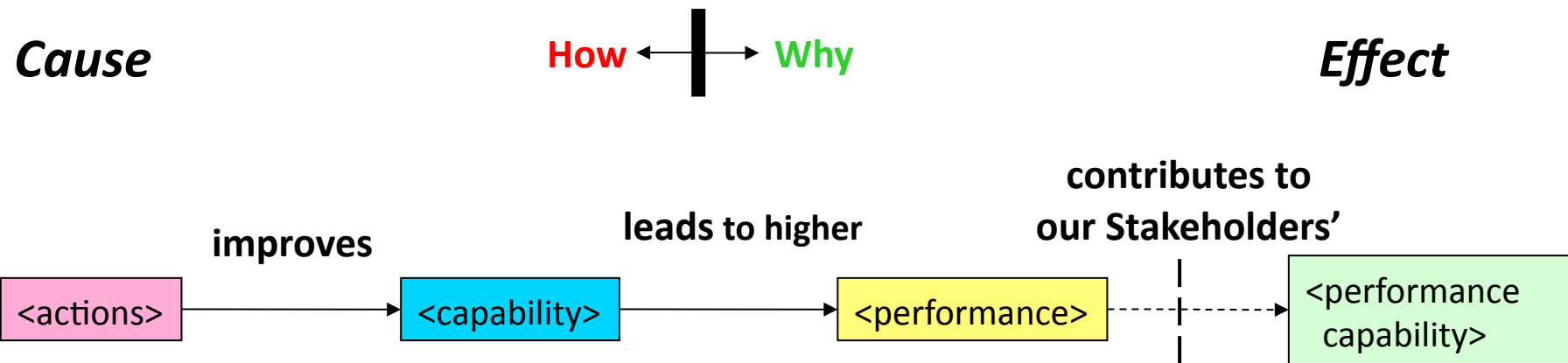
What performance requirements do we need to improve?

What makes us successful in our mission?



(A success factor is a focus area)

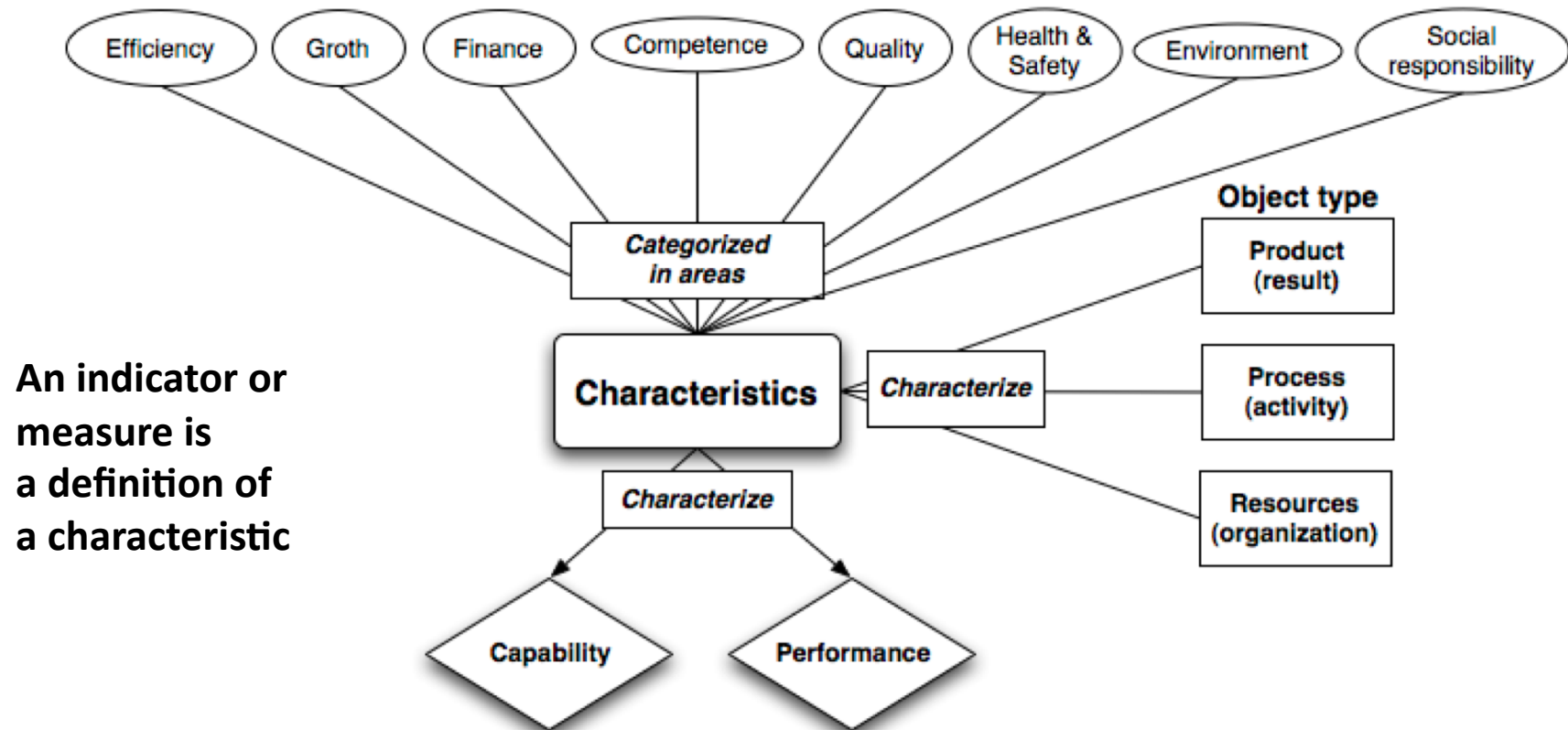
How do we fulfil the requirements/ expectations of our stakeholders?



Why do we carry out these actions?

The Performance and Capability Indicators

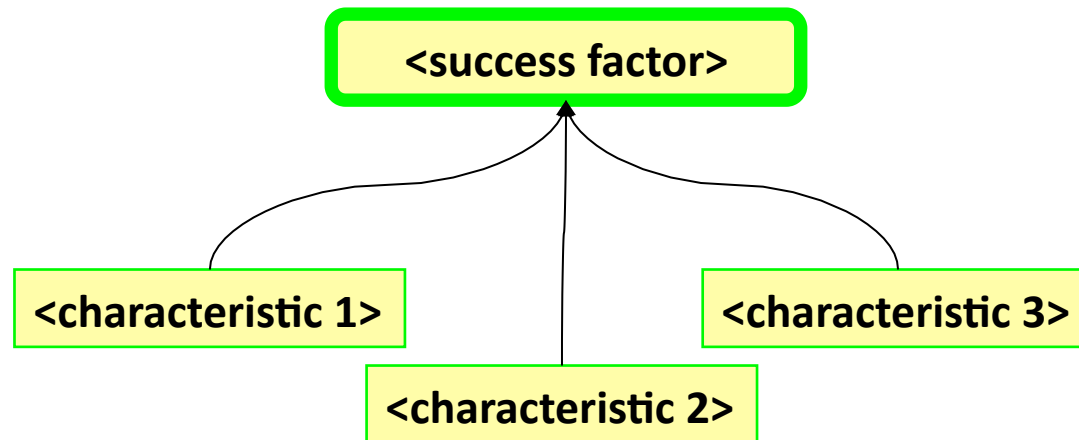
We use characteristics to identify and define goals, measure performance and capability, and predict/improve/evaluate results.



Goal definition: <purpose><characteristic>of<object><to/on><level>

Identify measurable characteristics of selected success factors

- Tree diagram of characteristics



What are the characteristics of success?

Two types of goals

The purpose of **Capability Goals** are:

- to demonstrate improvement in our capability to perform
- to monitor the organization unit is on track with changes and improvement activities

The purpose of **Performance Goals** are:

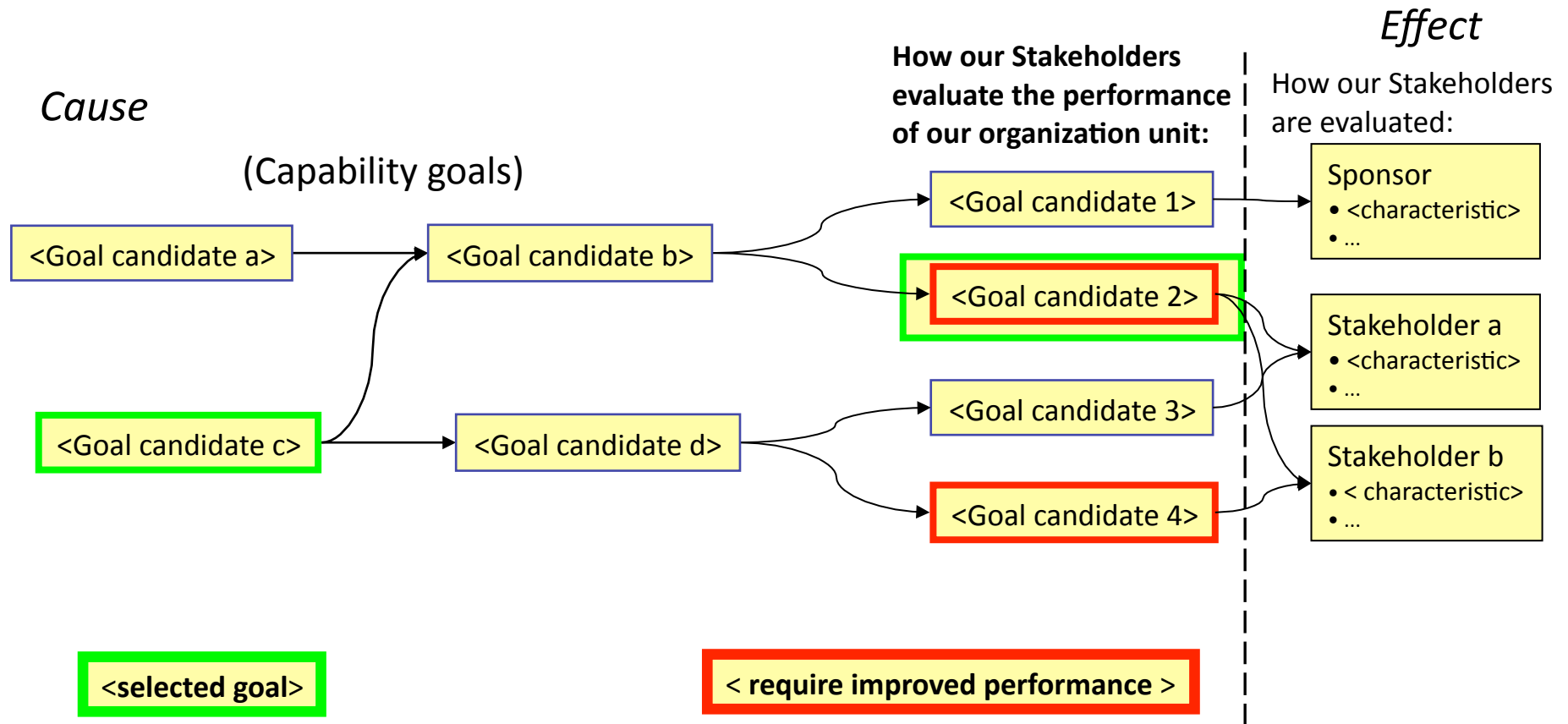
- to demonstrate short- and long-term performance
- to show that the unit is performing in accordance with expectations and requirements of key stakeholders

Identify goals

- Goal map

What capabilities do we need to improve, to achieve desired performance?

What goals do we need to keep track on in our management reviews?



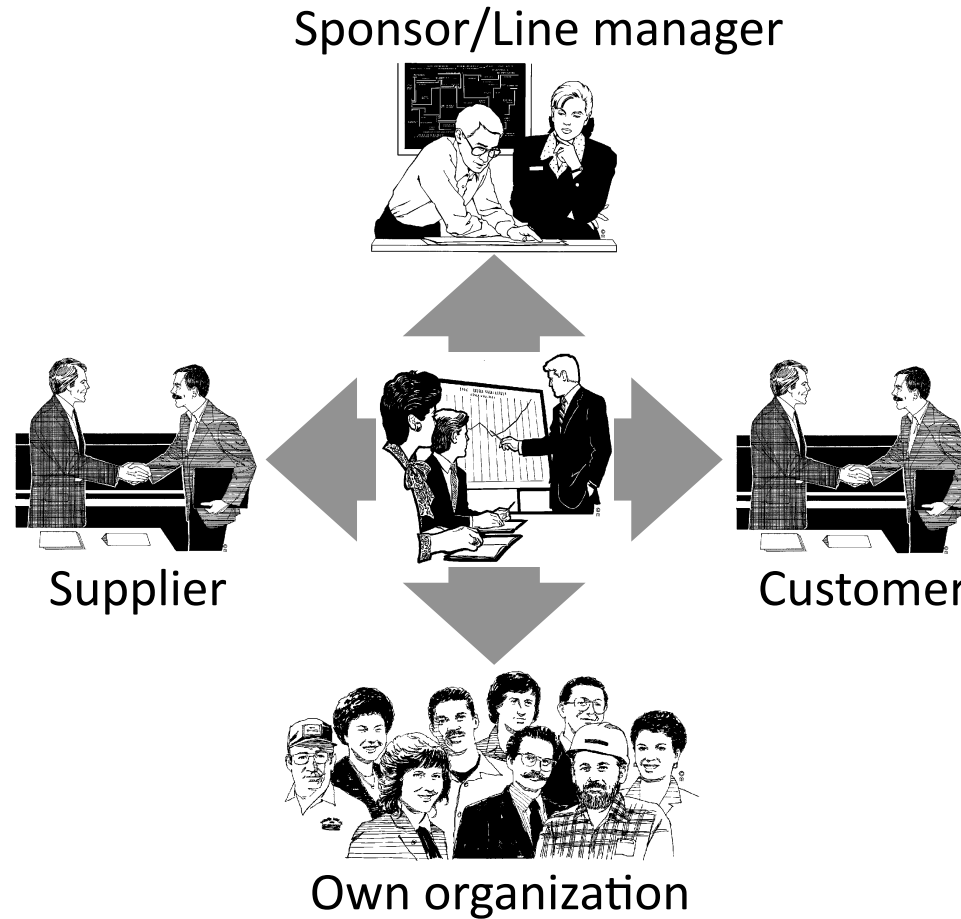
Describe your strategy - Write a story

Based on our common understanding
of the analysis
and
identified success factors and goals

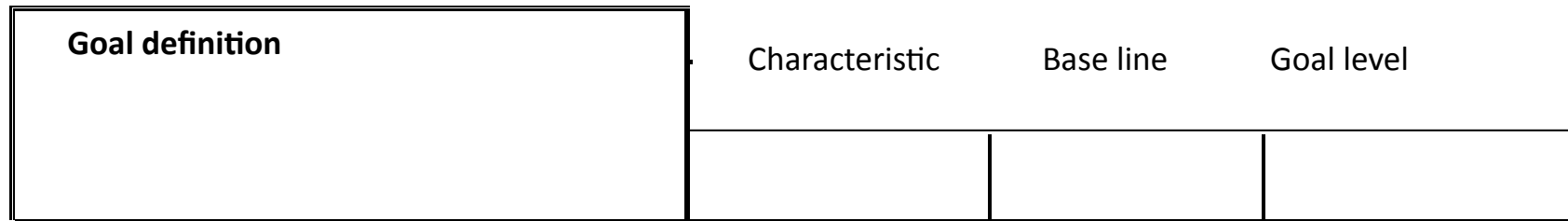
***What are we going to accomplish and
why are these goals important for our unit?***

The Manager's Dialogue

About Insights, Expectations, Ambitions & Results



Goal definition



Goal algorithm

(A SMARTer goal definition):

<purpose><characteristic>at<object>to/on<level>

Summary of goals

Name of the organization unit:

Goal owner:





Capability Goals	Performance Goals
< Goal C1 >	< Goal P1 >
< Goal C2 >	< Goal P2 >
<...>	<...>

Summary of Goal Reports

<Month> <Year>

Name of the organisation unit:

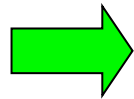
Goal owner:

Capability Goals	Estimate	Performance Goals	Estimate
< Goal C1 >		< Goal P1 >	
< Goal C2 >		< Goal P2 >	

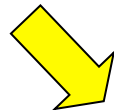
Management review

Assessment of goal achievement are based on:

- Performance level
- Progress of actions
- Potential of remaining actions



**In accordance
with plan**



Warning



**Goal will not
be achieved**

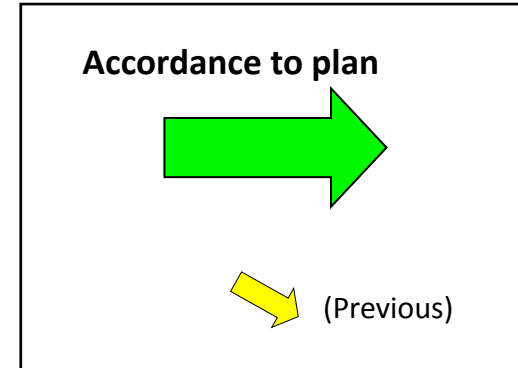
<Goal Slogan>

<Name of the unit>

<Month> <Year>

Goal Driver:

Make a trend graph and set out measures on the y-axis
Indicate goal level.
Indicate estimated trend, if possible.



Goal

Goal statement including goal level

Analysis

Does trend and performance level show the goal will be achieved?

Are the actions carried out in accordance with the plan, and are they effective?

Actions

What

When

Progress

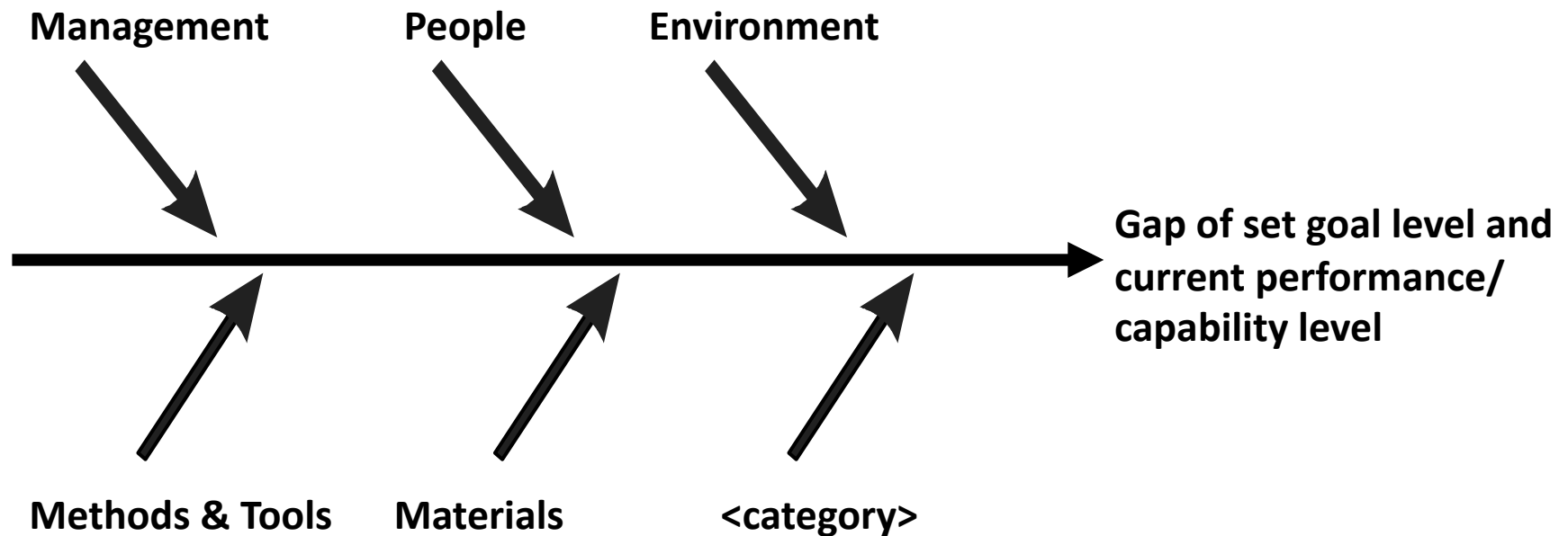
Following templates are used when identifying actions and creating action plans.

Usually carried out

by improvement teams and the goal driver

RCA - Cause – effect analysis

- Ishikawa diagram



What are the causes why current performance/capability level does not meet the goal that has been set?

Helpers and hindrances analysis

Helpers +	Hinders -

What in our operations helps and hinders us to carry out changes right now?

Identify effective actions - Priority matrix

	Action 1	Action 2	Action 3	Action 4	Action 5	Action 6
What						
Effect	High					
Reduction of the gap	High					
Feasibility	Low					
Priority						

What actions are necessary and sufficient?

Prepare Action Plan

Goal:

Measure/Indicator:

Goal driver:

Allocated resources:

Outcome	Result achieved	Action	Due date	Responsible	Progress*

* 1) Planned 2) Resources allocated, 3) Progress accordance to plan, 4) Result achieved