

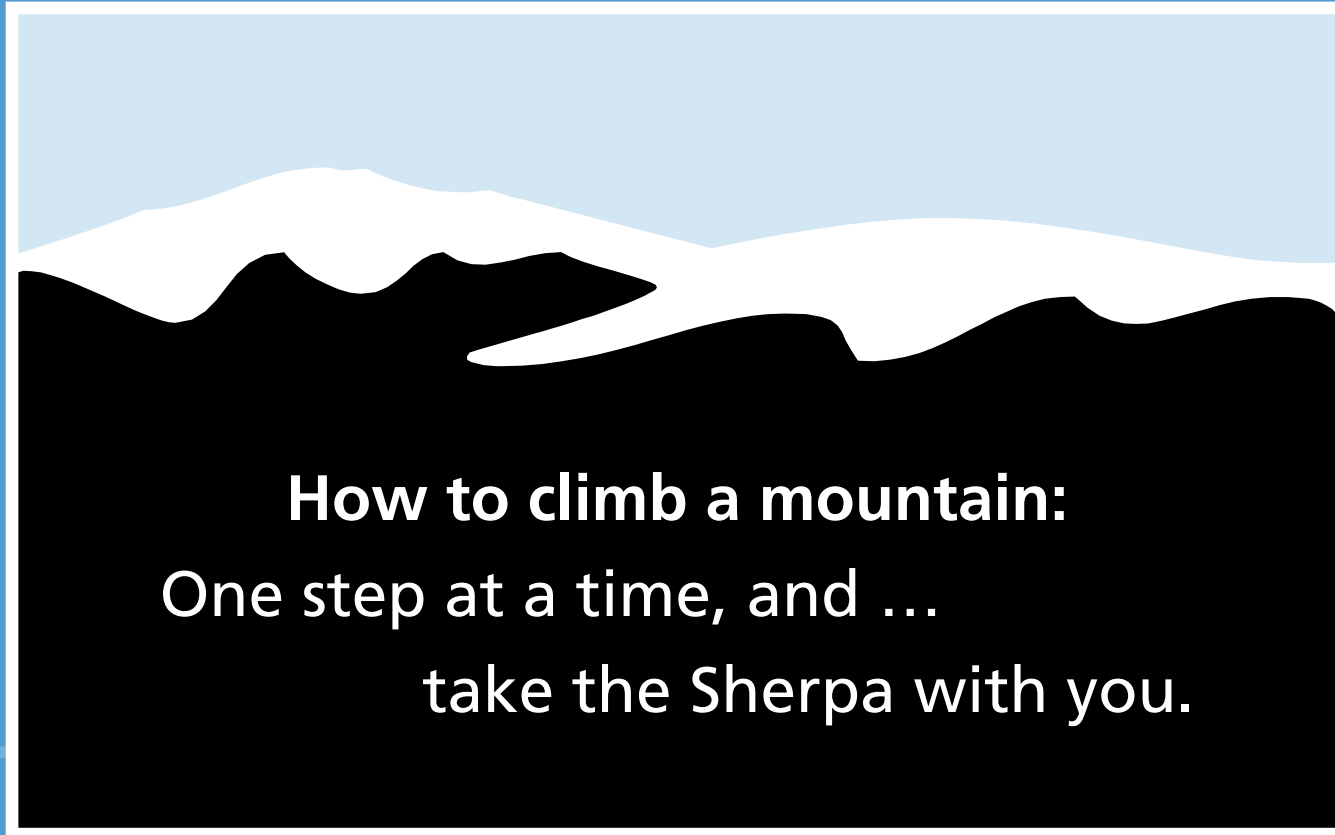
BASKIN CLARKE CONSULTING



We apply our knowledge, skills and experience to assist our clients to achieve measurable improvements in performance – in line with their own goals.



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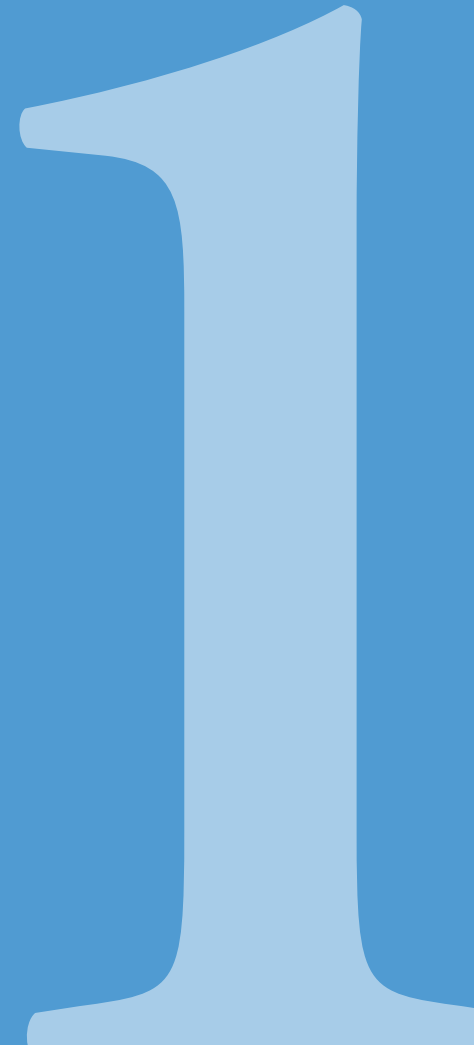
A Five Stage Process

1. Strategic Planning
2. Identifying the “centres of gravity”
3. Develop improvement strategies
4. Implement the changes
5. Monitoring and mentoring



Stage 1

Strategic Planning



Strategic Planning

A central, integrated
externally orientated
concept of how we will achieve our
objectives.*

Facilitative

Participative

* Hambrick, D.C. & Fredrickson, J.W. (2001) "Are you sure you have a strategy?"
Academy of Management Executives

Strategic Planning



- + Know where you're going.
- + Set the course.
- + Do the right thing.

Stage 2

Identify the
Centres of Gravity



The Effectiveness Driver Groups

Strategic
Intent

Culture and
Behaviour

Business
Processes

Group 1 – Strategic Intent



- + The organisation's purpose and vision
- + Strategy
- + Business plan and objectives
- + Strategic initiatives and resource allocation

Group 2 – Culture and Behaviour

- + Management Style and behaviour
- + Core Values
- + Workplace Dynamics
- + Teamwork and cooperation
- + Communication
- + Development, empowerment and training
- + Sense of purpose, confidence and ability
- + Attitude to external business contacts



Culture and
Behaviour

Group 3 – Business Processes




- + Coordinating mechanisms
- + Inter-functional Information transfer
- + External business partners and systems
- + Procedural Steps
- + Reporting and performance measurement
- + Information and communication equipment
- + Systems software and documents

Sample Survey Screen

Q. 1	The Organisation has a set of Core Values and Behaviours	<input type="text"/>
Q. 2	People are able to achieve strong professional growth in this Organisation	<input type="text"/>
Q. 3	This Organisation treats time as a scarce resource, and manages it carefully	<input type="text"/>
Q. 4	Our decision-making meetings are necessary and productive	<input type="text"/>
Q. 5	Our IT hardware properly supports employees' job needs	<input type="text"/>
Q. 6	From my perspective, our accounting and business procedures are unnecessarily complicated	<input type="text"/>
Q. 7	The Organisation's Purpose has been defined and communicated to all stakeholders	<input type="text"/>
Q. 8	We use financial results as our only measure of progress	<input type="text"/>

Example

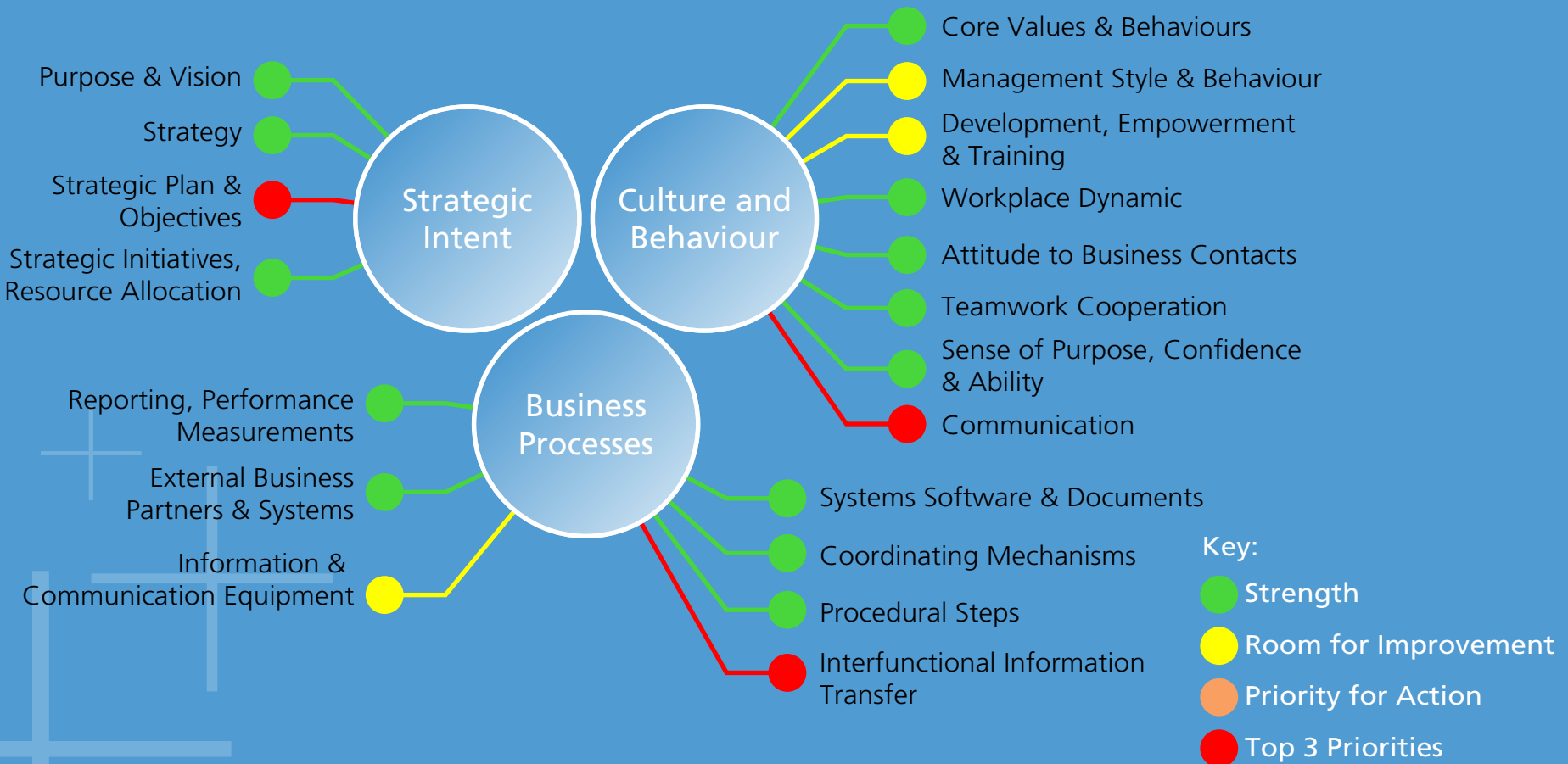


|

- Written down
- Yes, but not written**
- Possibly has
- Not that I know of

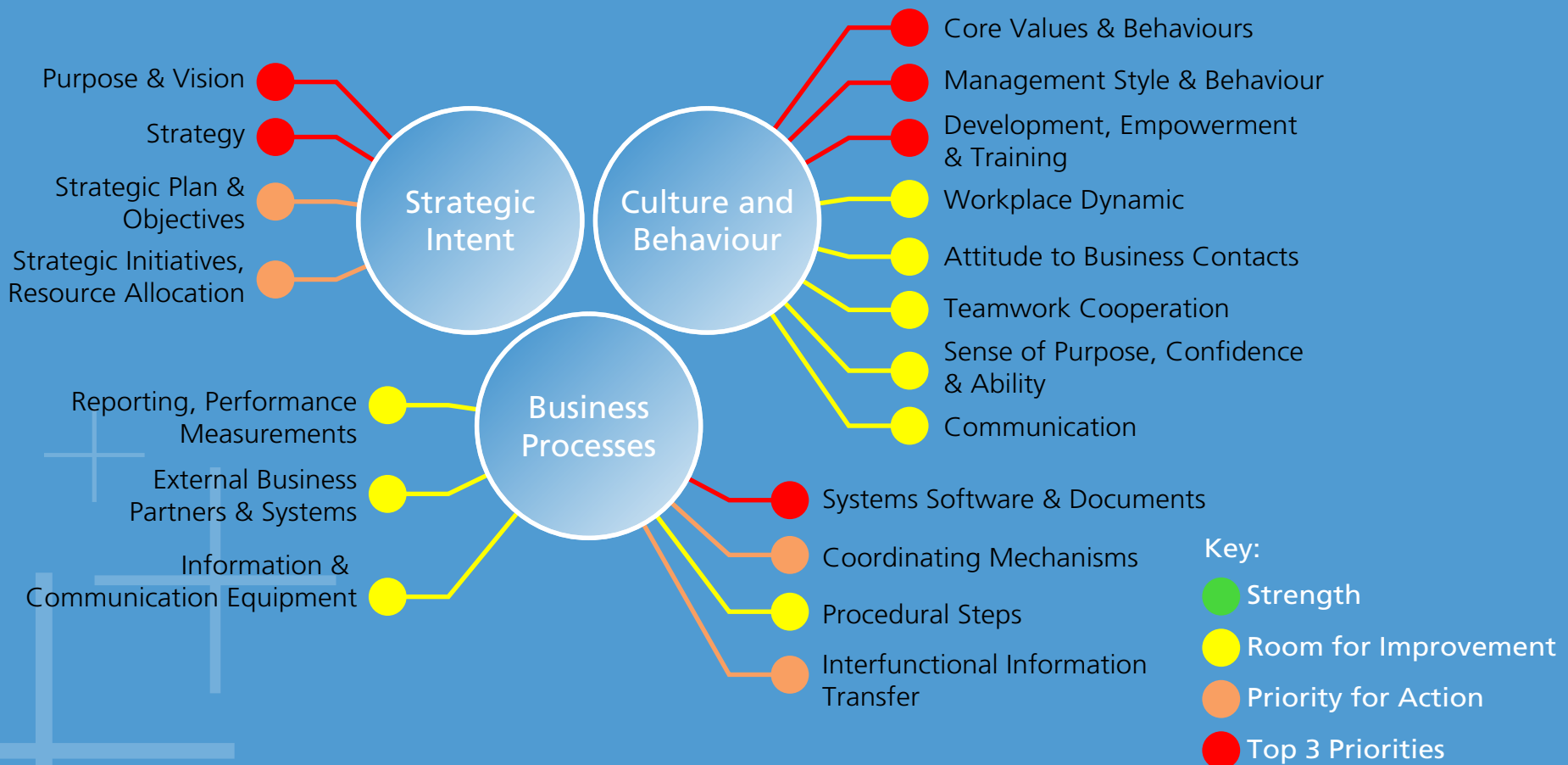
Survey Findings – Example 1

Current Organisational Effectiveness



Survey Findings – Example 2

Current Organisational Effectiveness



Stage 3

Develop Improvement
Strategies



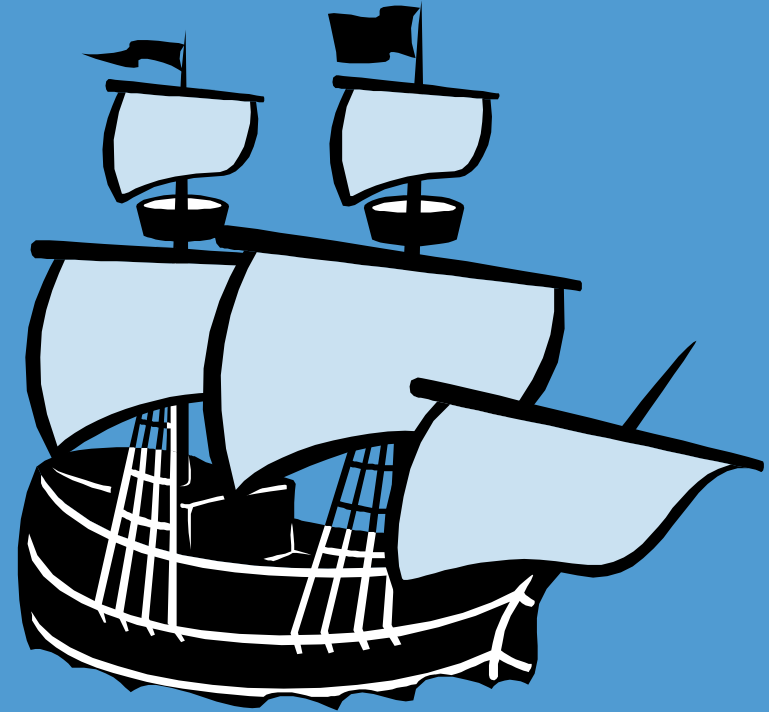
Develop Improvement Strategies

- + Address weaknesses in those drivers identified as most important for team success.
- + Remedial actions – Identify causes, develop and execute remedial actions.



Develop Improvement Strategies

- + Efficiency
- + Doing things right



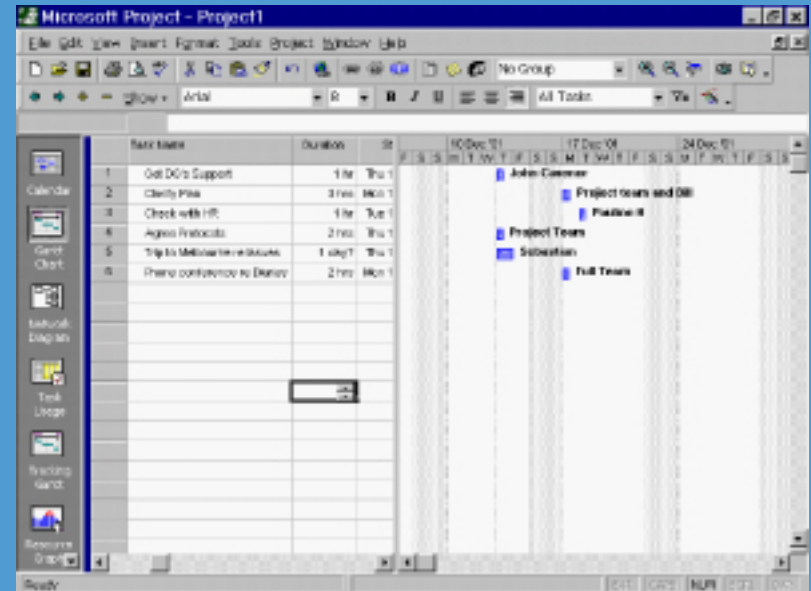
Stage 4

Implement the
Changes



Implementing the Changes

- + Actions agreed.
- + Project teams formed.
- + Project Management protocols established.
- + Points of contact defined.



Stage 5

Mentoring and Monitoring



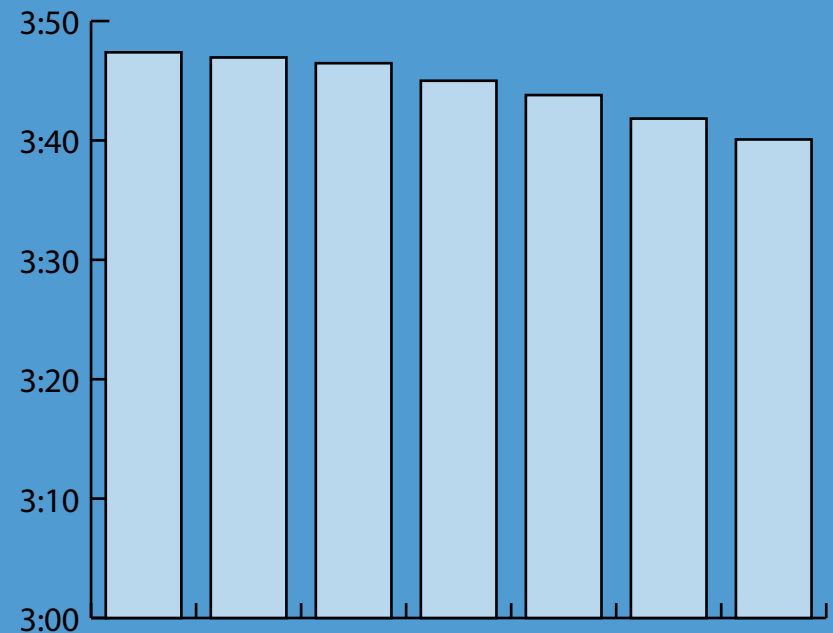
Monthly Management Review



- + Measure to Manage
- + Reward
- + Improve
- + Continuous Cycle

Measure to Motivate, Measure to Manage

March 1988: 3:47.38
Sept 1998: 3:46.95
April 1992: 3:46.47
July 1992: 3:45.00
Sept 1994: 3:43.80
Aug 1999: 3:41.83
July 2002: **3:40.08**



(Ian Thorpe AUS
– Manchester, GBR)

BASKIN CLARKE CONSULTING



To obtain further information,
please contact **Ronnie Baskind**

Telephone: (02) 9388 0388

Fax: (02) 9389 4455

ronnieb@bcconsulting.com.au

Alternatively, use the email form available on the Contact Us page of our website. Additional contact information can also be found there.