



Global Knowledge®

dialogue

Leadership and Business Solutions



The Business Performance Framework
Your Formula For Success



Global Knowledge®

Business Performance Framework

Transforming Human Capital Through Learning

Demographics

Technology

Global Economy

Speed to Market

Regulatory

Competition

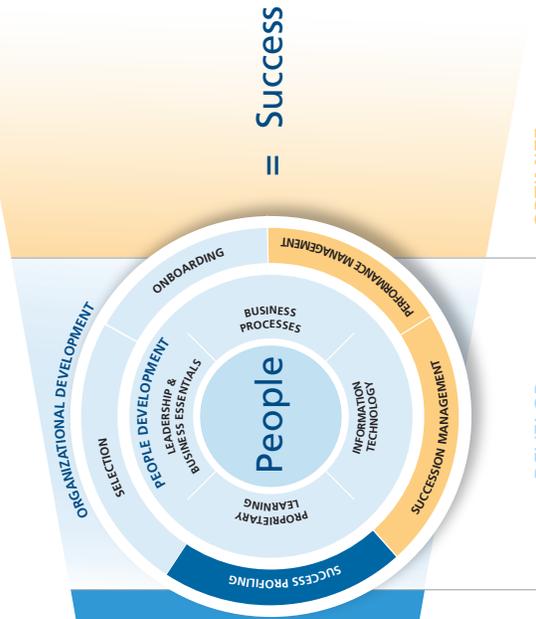
Human Capital

Learning

EXTERNAL FORCES

- Strategic Goal: Customer Value / Key Metrics
- Strategic Goal: Financial Results and / or Fiscal Accountability / Key Metrics
- Strategic Goal: Business Processes / Key Metrics
- Strategic Goal: People & Leadership Development / Key Metrics

Vision + Strategy +



= Success

OPTIMIZE

DEVELOP INTERNAL FORCES

FOCUS

Demographics

Retention

Communication

Systems

Change

Culture

The Business Performance Framework provides you with a one-page snapshot of the formula for success.

It is a powerful tool designed to engage you in a meaningful and expansive dialogue about your business and about the elements required to help you, your team, and your organization survive and thrive.

Business performance challenges haven't come any bigger than those we are faced with today. Leaders are required to execute strategic, structural, financial, and operational changes to ensure their business prospers in the current economic environment, while at the same time reshape their business for future success in whatever lies ahead. These challenges require holistic thinking and integrated action.

The Business Performance Framework outlined in this booklet will help you:

- Uncover a holistic and integrated view of your organization or team
- Consider the external and internal forces impacting your business
- Clarify your vision and strategic goals
- Identify your execution strengths and gaps
- Enable individual and organizational performance



THE FORMULA

ONE EQUATION: Vision + Strategy + People = **SUCCESS**

THREE KEY FACTORS: **FOCUS** DEVELOP **OPTIMIZE**

Focus

TARGET WHERE YOU WANT TO GO.

Values-Laden Visions/Missions and Mandates

Focus begins with a clearly articulated vision that engages employees and acts as a powerful touchstone to make day-to-day decisions. A clearly articulated vision:

- Declares the desired future state of the organization
- Provides a basis of clarity to understand the organization's direction
- Inspires, engages, motivates and stimulates

In turbulent times a value-laden vision also serves as the organization's guiding light. To use an analogy, when a ship is at sea and caught in turbulent weather, the captain's first objective is to execute the appropriate actions to ensure safety of the ship and crew, in the moment. But battening down the hatches alone will not keep the ship from blowing off course, or guide the ship away from dangerous waters. Like a light house, a values-laden vision is the guiding light we use to navigate our way to a secure destination.

Strategic Questions to Consider

- What is your organization's vision?
- What is the meaning or intent behind the vision?
- What differentiating value proposition does it present?
- What organizational behaviours or operating values does it promote?
- How does the vision serve as a guiding light in turbulent times?
- What is your team's mission or mandate?
- How effectively is it aligned to the organizational vision?
- How effectively is your team's mission or mandate aligned to those of other key teams?
- How effectively has the organizational vision and your team's mission or mandate been communicated to your employees?

Focus

Strategic Goals

Strategic goals provide direction regarding the actions the organization is taking to respond to the opportunities and threats facing the business. They establish the priorities for a given period of time (generally 1 to 3 years). Clearly articulated strategic goals focus the organization on measurable outcomes, and on the strategies identified to successfully achieve the outcomes.

Four categories of strategic goals are generally in use:

- Customer Value
- Financial Results and/or Fiscal Accountability
- Business Processes
- People & Leadership

Strategic Questions to Consider

- What are the main external forces impacting your organization or team's ability to achieve its vision or mandate (e.g. global economy, regulatory, technology)?
- Which of these forces do you consider threats; which do you consider opportunities?
- What are the main internal forces impacting your organization or team's ability to achieve its vision or mandate (e.g. organizational culture, retention, systems change)?
- Which of these forces do you consider threats; which do you consider opportunities?
- What is the impact of these threats and opportunities on your continued success?
- What are the organization's stated strategic goals and metrics?
- What opportunities and challenges are these strategic goals addressing?
- What are your team's goals and metrics?
- How well are your team's goals aligned to the organization's goals?
- How well are your team's goals aligned to individual performance plans and objectives?
- How well is your organization and/or your team performing against these goals?
- What will be the impact of not achieving one or more of these goals?



Organizational

Strategic Goals and Key Metrics

Customer Value	Financial Results and/or Fiscal Accountability	Business Processes	People & Leadership

Team A

Strategic Goals and Key Metrics

Customer Value	Financial Results and/or Fiscal Accountability	Business Processes	People & Leadership

STRATEGIC GOALS ALIGN PEOPLE FOR SUCCESS.

Develop

BUILD THE SKILLS, KNOWLEDGE AND SYSTEMS TO GET YOU THERE.

The capability and performance of people are leveraged at two interconnected levels:

- People Development
- Team/Organizational Development

People Development

Individuals build capabilities in four main areas:

- Leadership & Business Essentials
 - The objective is to enhance the effectiveness and contribution of people whether they are leaders, managers or individual contributors
- Business Processes
 - The objective is to enhance the efficiency and effectiveness of critical business processes
- Information Technology
 - The objective is to enhance technology investment, improve productivity and maximize performance
- Proprietary Learning (the competencies, processes and systems related to your organization's core business)
 - The objective is to enhance your organization's unique business proposition

Strategic Questions to Consider

- What leadership competencies (knowledge, skills, experiences and motivations) are critical to success in your organization or on your team?
- What do your employee survey results say about your organization or team's leadership capabilities? How would you like to improve these scores?
- What business processes are critical to success in your organization or on your team?
- Are your business processes well documented and consistently executed?
- What IT systems and software are critical to your organization or your team?
- How effectively do you get your employees up to speed in a new technology?
- What proprietary business or industry competencies, processes or systems are critical to success in your organization or on your team?
- How effectively are you managing the transfer of knowledge in these proprietary capabilities?
- What learning gaps currently exist?



People Development	Strengths	Learning Gaps
Leadership & Business Essentials		
Business Processes		
Information Technology		
Proprietary Learning		

THE OBJECTIVE IS TO BUILD CAPABILITIES IN ALIGNMENT WITH THE ORGANIZATION'S VISION AND STRATEGIC GOALS.



Develop

Organizational Development

Organizational Development (OD) processes enhance the capability, performance, effectiveness, change management and sustainability of the organization-wide system. Organizational Development processes are applicable to all functional areas of your business. Organizations and teams build capabilities through processes which include but are not limited to:

- Success Profiling
 - The objective is to enhance success across all areas of your business
- Selection
 - The objective is to enhance job-candidate fit across all areas of your business
- OnBoarding
 - The objective is to enhance early productivity across all areas of your business

Strategic Questions to Consider

- Do success profiles (as opposed to job profiles) exist for job roles or job families within your organization or team?
- If yes, what impact are they having on:
 - Selection?
 - Learning and Development?
 - Performance Management?
 - Succession Management?
- If no, how effectively are managers identifying and defining what success looks like for their team and for the roles that report to them?
- What interviewing and selection processes does your organization use?
- How effectively are managers demonstrating effective interviewing and selection skills and a high track record in ensuring optimum job-candidate fit?
- What is your organization's onboarding process?
- How effectively are managers engaging new employees and coaching them towards early productivity and success?

People Development	Strengths	Gaps
Success Profiling		
Selection		
OnBoarding		

THE OBJECTIVE IS TO ENHANCE CAPABILITY AND PERFORMANCE ACROSS THE ORGANIZATION.

Optimize

LEVERAGE MECHANISMS TO ENHANCE AND SUSTAIN YOUR SUCCESS.

At the Organizational Development level mechanisms to enhance and sustain success include but are not limited to:

- Performance Management
 - The objective is to optimize execution and the realization of business plans across all areas of your business
- Succession Management
 - The objective is to optimize the leadership development pipeline, for today's and tomorrow's needs, across all areas of your business

Strategic Questions to Consider

- What is your organization's performance management process?
- How effectively are managers trained in the process?
- How effectively are employees introduced to the process?
- How does your organization align organizational, team and individual performance planning?
- What percentage of employees would be able to say that they have clear alignment between their individual performance objectives and the vision and strategic goals of the organization?
- How much emphasis is placed on conversations for performance as opposed to completing forms?
- How effectively are managers and employees applying the performance management processes and practices to realize high performance against business plans?
- How is top talent identified and developed in your organization?
- How effectively is your organization collaborating cross-functionally on high potential development?
- How effectively is your organization developing leadership bench strength for the future?
- How effectively is your organization managing the development of intellectual and knowledge capital?

Organizational Development	Strengths	Gaps
Performance Management		
Succession Management		

THE OBJECTIVE IS TO OPTIMIZE CAPABILITY AND PERFORMANCE ACROSS THE ORGANIZATION.

How Effective is Your Organization's or Team's Formula?

One Equation: Vision + Strategy + People = Success

Three Key Factors:

- Focus: Target where the organization/team/individual wants to go
- Develop: Build the skills, knowledge and systems to get there
- Optimize: Leverage mechanisms to enhance and sustain success

Do Most Employees In Your Organization...		
FOCUS		
Yes ___	No ___	Know and understand the vision of the organization and mandate of their team, and use them to guide their day-to-day actions?
Yes ___	No ___	Know and understand the strategic goals and metrics of the organization/team and use them to guide their efforts in planning and achieving their individual performance objectives?
DEVELOP		
Yes ___	No ___	Know and effectively apply the leadership competencies (knowledge, skills, experiences and motivations) critical to success in their role?
Yes ___	No ___	Know and effectively utilize the business processes critical to success in their role?
Yes ___	No ___	Know and effectively utilize the IT systems and software critical to success in their role?
Yes ___	No ___	Know and effectively apply the core business or industry competencies (knowledge, skills, experiences and motivations) critical to success in their role?
Do Most Managers In Your Organization...		
Yes ___	No ___	Know how to identify and define what success looks like for their team and in the roles that report to them?
Yes ___	No ___	Demonstrate effective interviewing and selection skills and a high track record in ensuring optimum job-candidate fit?
Yes ___	No ___	Effectively engage new employees in the onboarding process and coach them towards early productivity and success?
OPTIMIZE		
Yes ___	No ___	Effectively apply performance management processes and practices to realize high performance against business plans?
Yes ___	No ___	Know and understand the organization's succession management process and their role in ensuring the development of high potential employees and a pipeline of ready leadership?

IF YOU ANSWERED "NO" TO ANY OF THE ABOVE, GLOBAL KNOWLEDGE IS POSITIONED TO HELP.

Why Global Knowledge?

Global Knowledge is dedicated to equipping you with the processes and skills needed to achieve business success. We offer proven existing curriculum, custom-designed solutions and expertise in consulting on critical business processes and strategies. As the largest, nation-wide, skills development company in Canada, Global Knowledge gives you access to the widest array of industry and university recognized programs designed to help you succeed in the public and private sectors. Our delivery methods include world class facilitation, eLearning, mentored learning, blended formats, and post-program support, making us the smart choice for you and your team. Take a look at our offerings.

Organizational Learning and Development:

- Needs and Skills Assessment
- Learning Strategy Development
- Success Profiling
- Selection
- OnBoarding
- Performance Management
- Succession Management

Proprietary Learning:

- Content design and development unique to your business needs

Information Technology:

- Software Development Training
- Virtualization Software Training
- IT Infrastructure Training
- Network Training
- Security Training
- End User Application Training
- Emerging Technology Training
- Open Source Software Training

Leadership and Business Solutions:

- Vision and Strategy
- Leadership and General Management
- Presentation and Communication Skills
- Sales and Service
- Team Development
- Change Management
- Innovation
- Continuous Improvement
- Consulting Skills
- Business Simulations
- And more

Business Process Improvement:

- Business Analysis
- Business Architecture
- Program Management
- Project Management
- Contract Management
- IT Service Management

Contact us at 1-800-268-7737 or www.globalknowledge.ca

What makes **Global Knowledge** a World Leader in Skills Training and Leadership Development?

In a word, **experience.**

Global Knowledge gives you access to the widest array of industry recognized programs designed to help you succeed in the public and private sectors. Regardless of your career needs, Global Knowledge provides relevant, focused, and valuable training to develop you as a talented resource.

Global Knowledge has highly-trained and recognized instructors, delivering courses in Leadership and Business Solutions, Business Process Improvement, and Information Technology. Our delivery methods include world class facilitation, virtual learning, and blended formats making us the smart choice for you and your team. In fact, many highly sought-after courses are available exclusively through Global Knowledge.

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