

Resetting Organization Performance: from Strategy to Sustainability

Belia Nel - CPT



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Reset Organization Strategy

- Focus on people, operational and organizational results within the business environment and society.
- Ensure impact through creating value against a sustainability framework of systemic and systems interconnectivity.
- Engage partnerships by advancing human capability through a performance-based architecture.



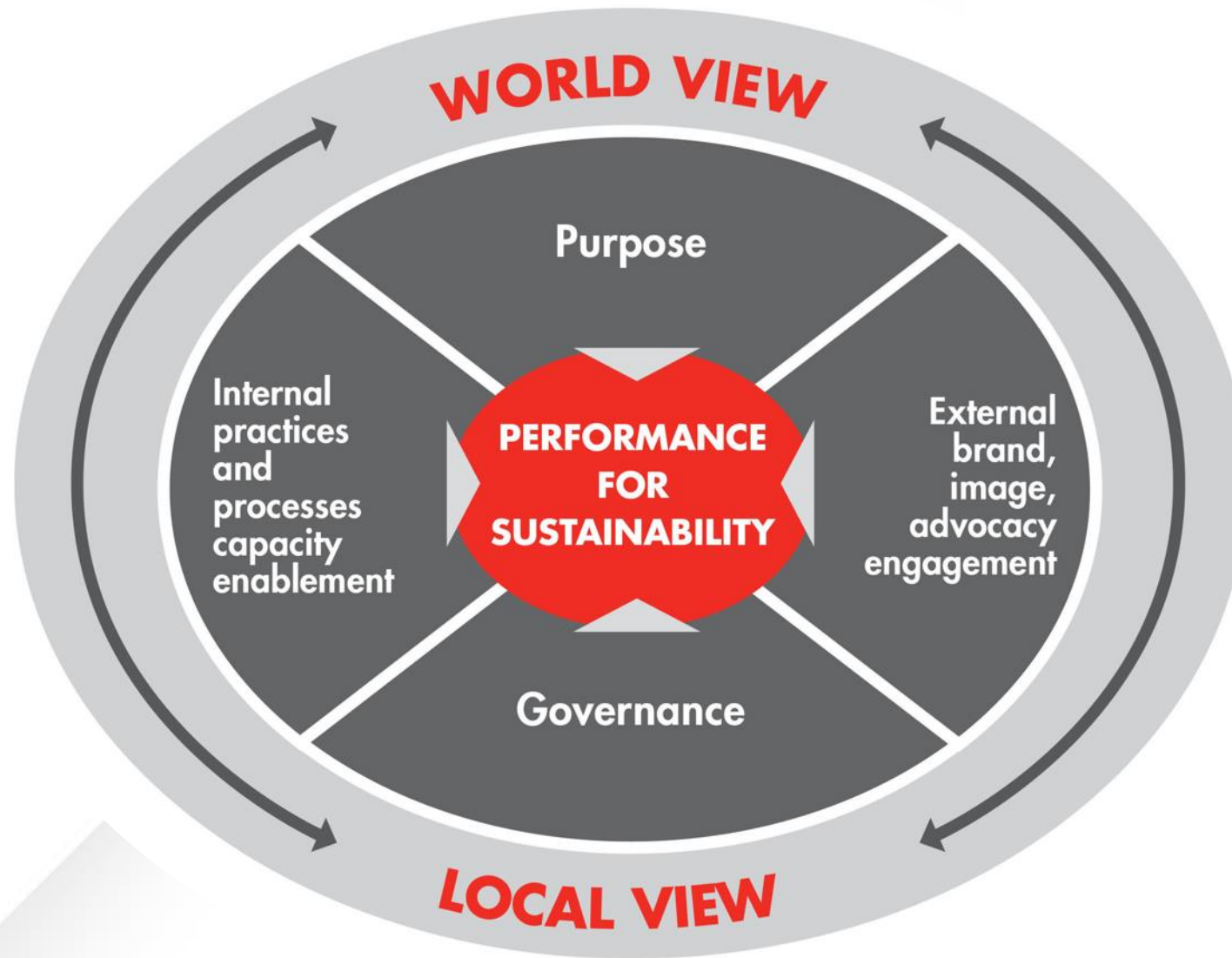
Constant Change – Changing Constantly





Sustainability Perspectives

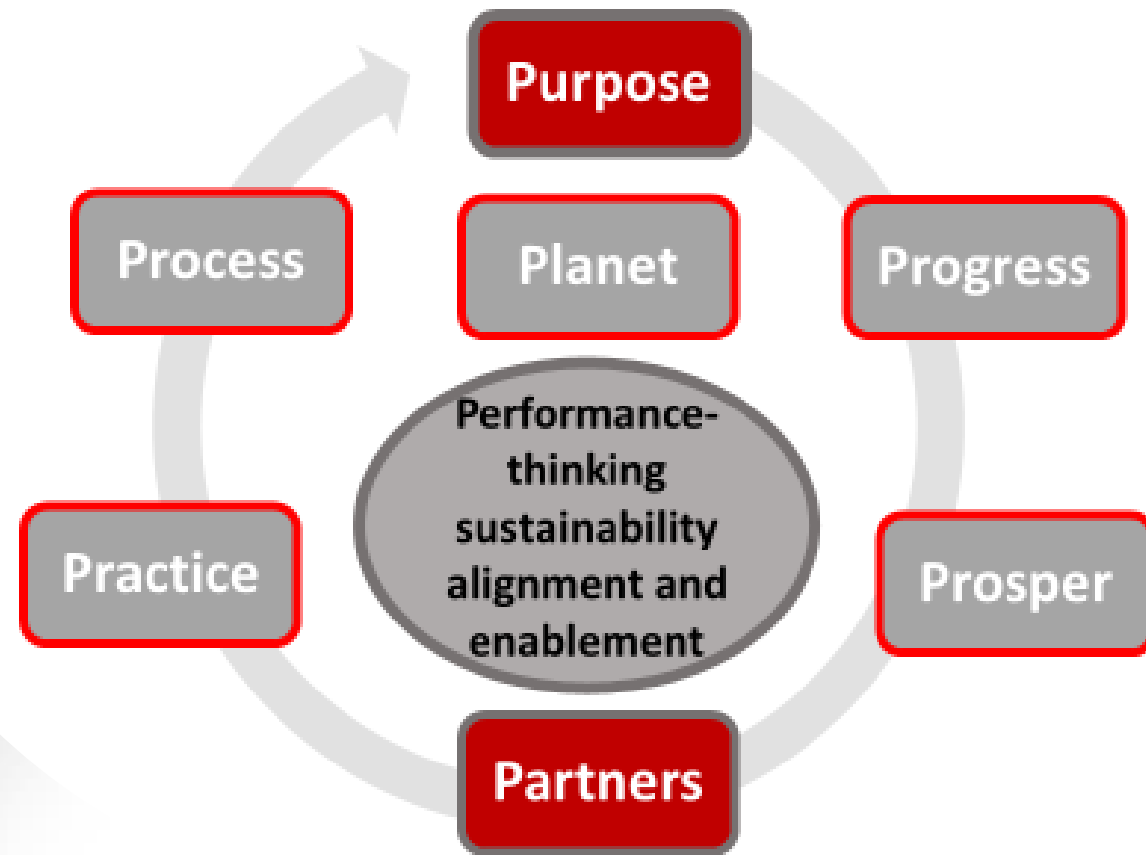
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Sustainability Objectives

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What comes to mind when you think about these questions?

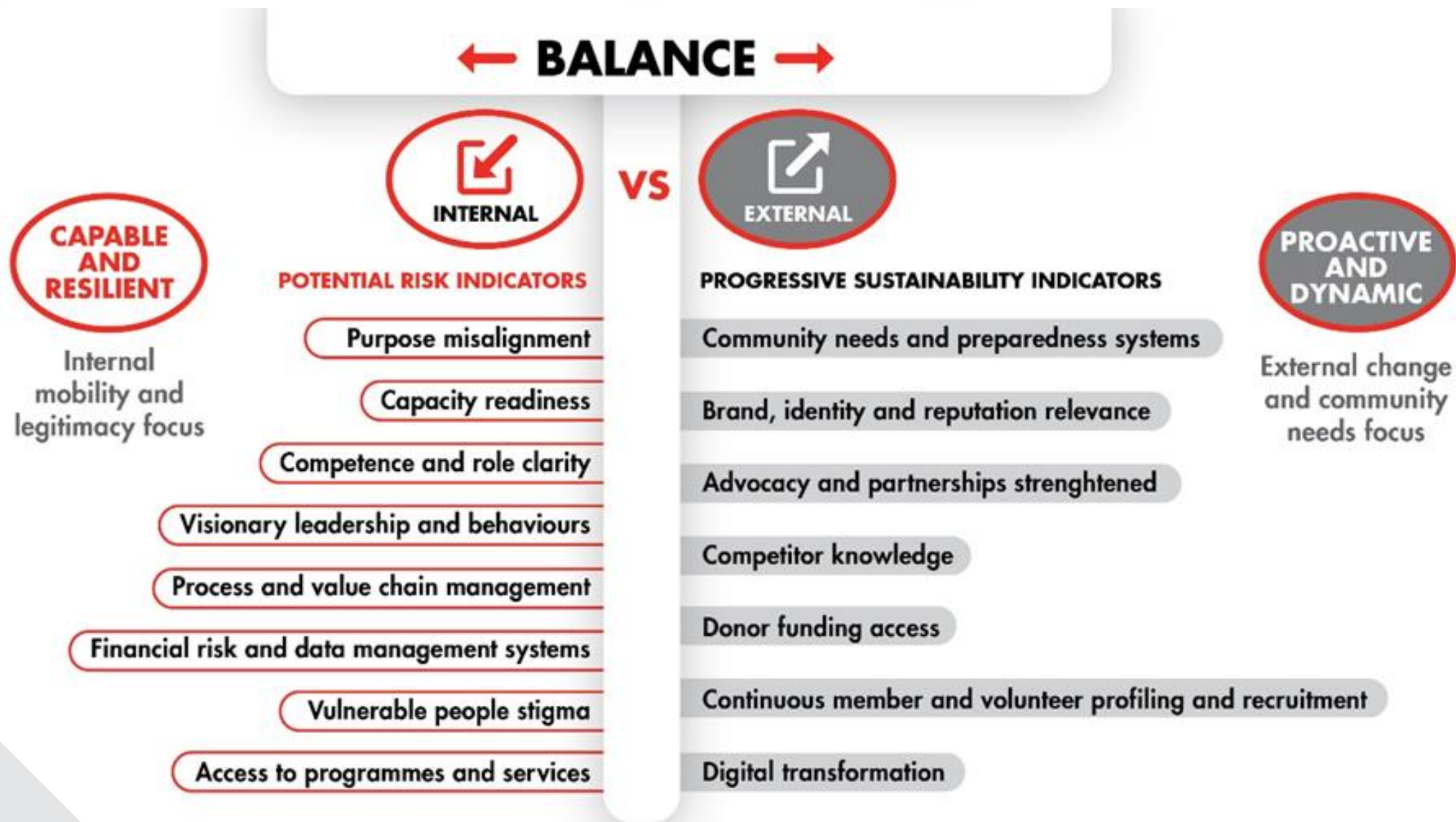
1 What is organization performance sustainability?

2 How can we best achieve it for our clients?



Performance Sustainability Approach

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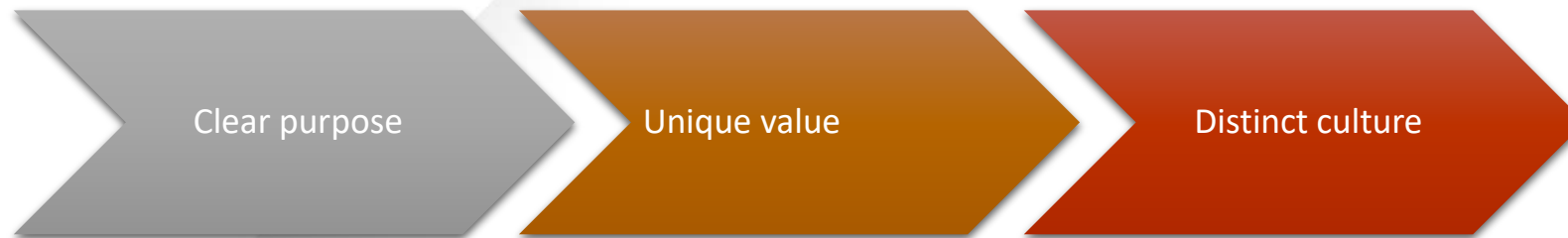


Question

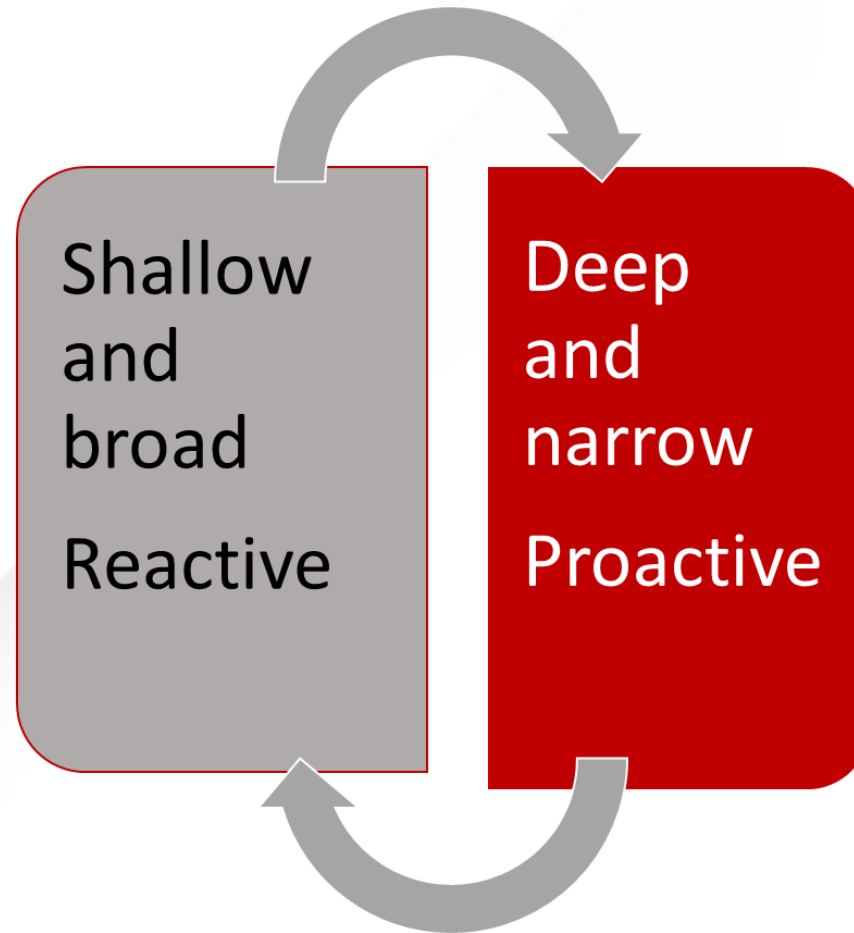
How can sustainable impact and results be achieved without negatively affecting the internal and societal levels?

Three Concerns to Consider

- What is our purpose?
- What is our unique value?
- What is our distinctive culture?



Change the strategy focus



Strategy Roadmap



Strategy Pillars

Advance the
business – in
response to
**profit &
growth**

Create value
– in response
to **purpose &
impact**

Build human
capability –
in response
to the **people
& society**

Work
inclusively –
in response
to **planet &
sustainability**

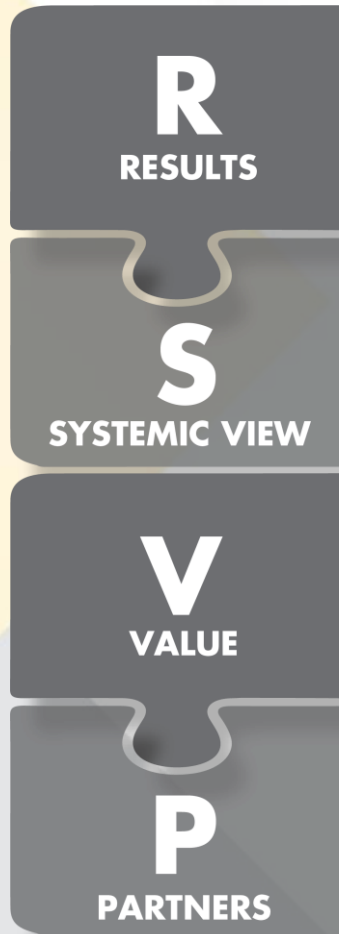
Critical questions to ask

How will we give meaning and execution to our strategic goals?

How do we strengthen our current position?

Who are we up against? Who are our competitors?

Strategy Principles



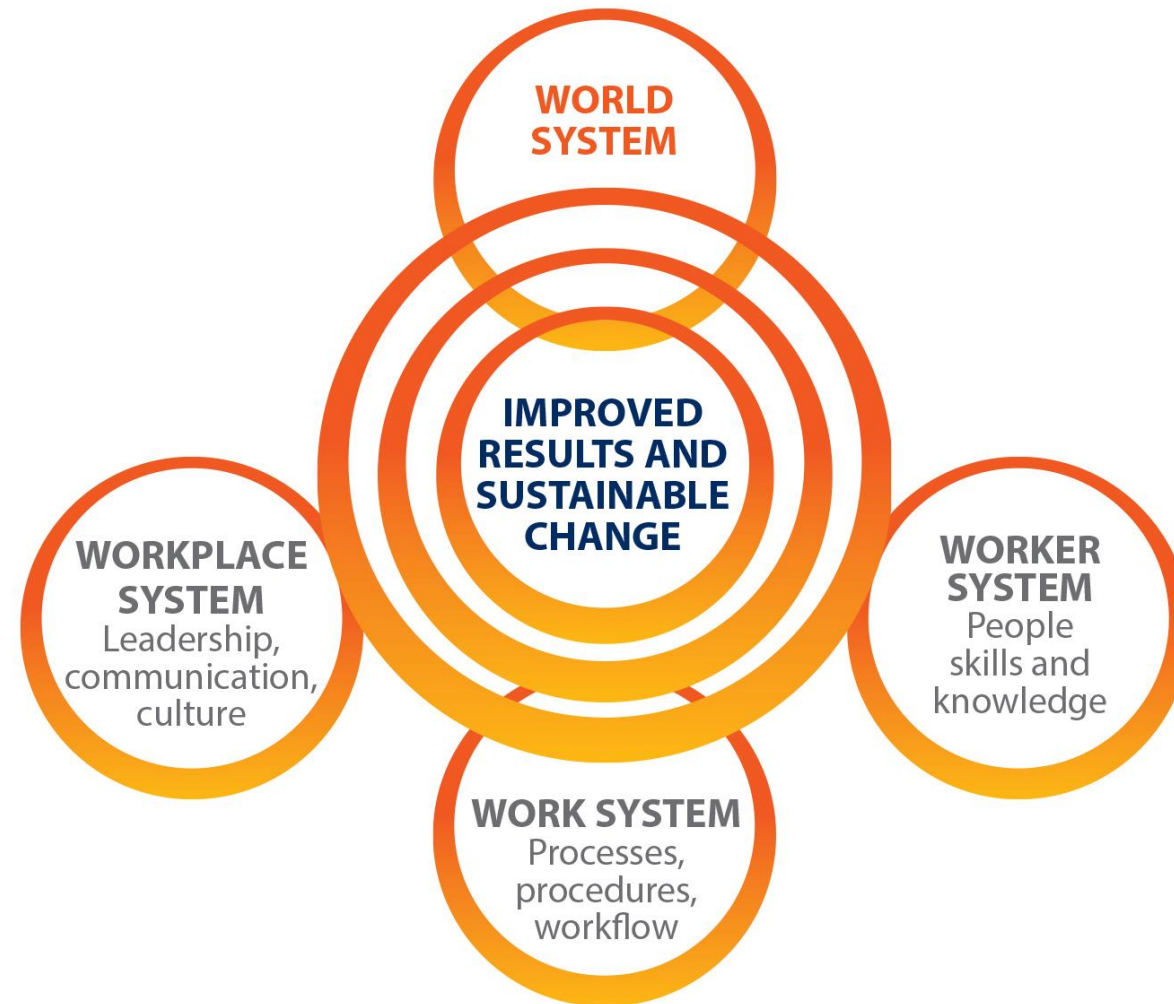
Focus on results and outcomes to accelerate the business through **enabled people**.

View performance both systemically and through a systems-thinking business lens through **people doing the right things**.

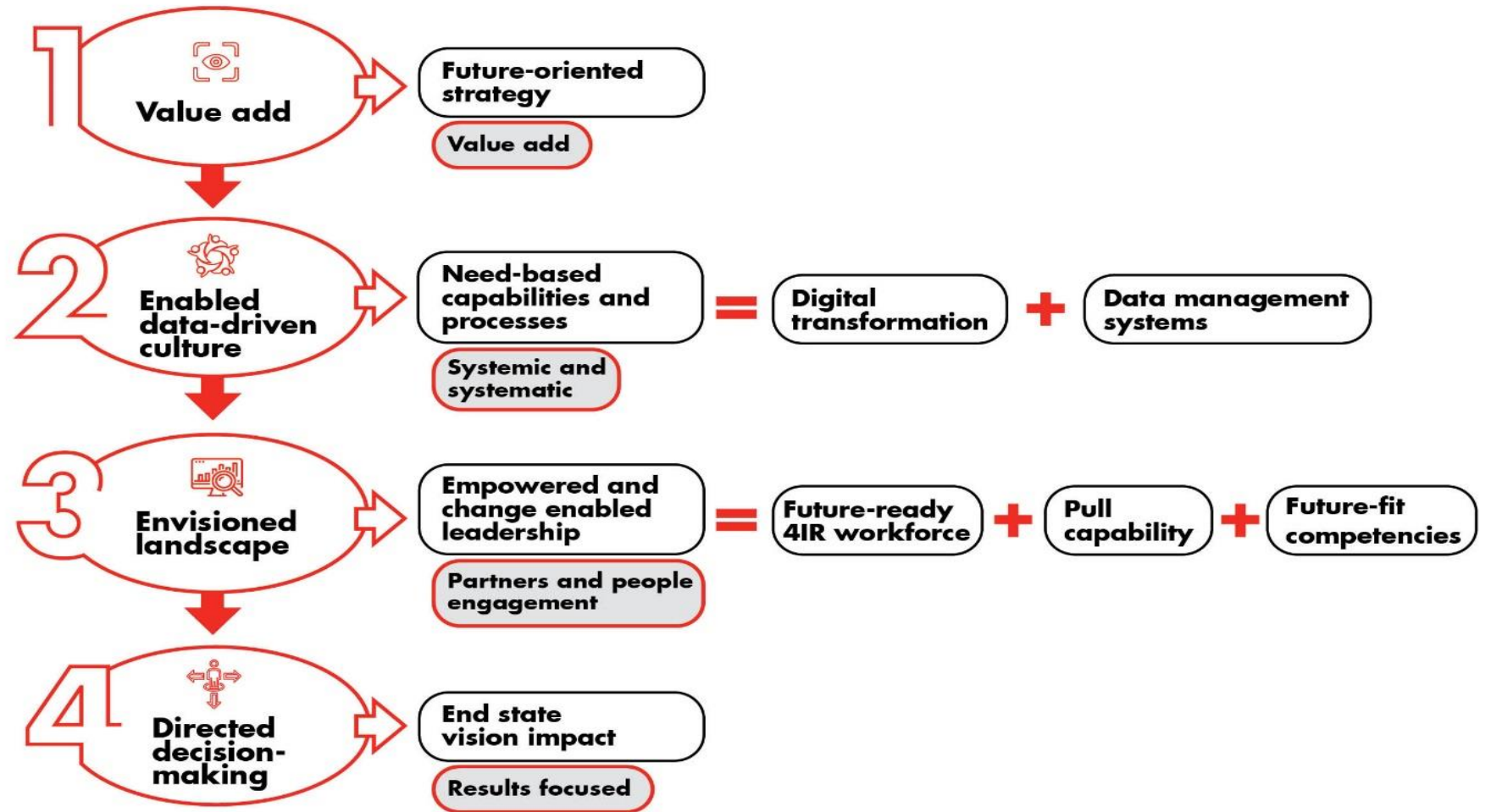
Add value to internal and external stakeholder expectations by sourcing the **right partners**.

Work in partnerships to advance and build a sustainable strategy through engagement by doing the **right things at the right time**.

Strategy System Levels



Goals fit



Strategy Approach

Performance planned = INPUT
Strategic/organization system level

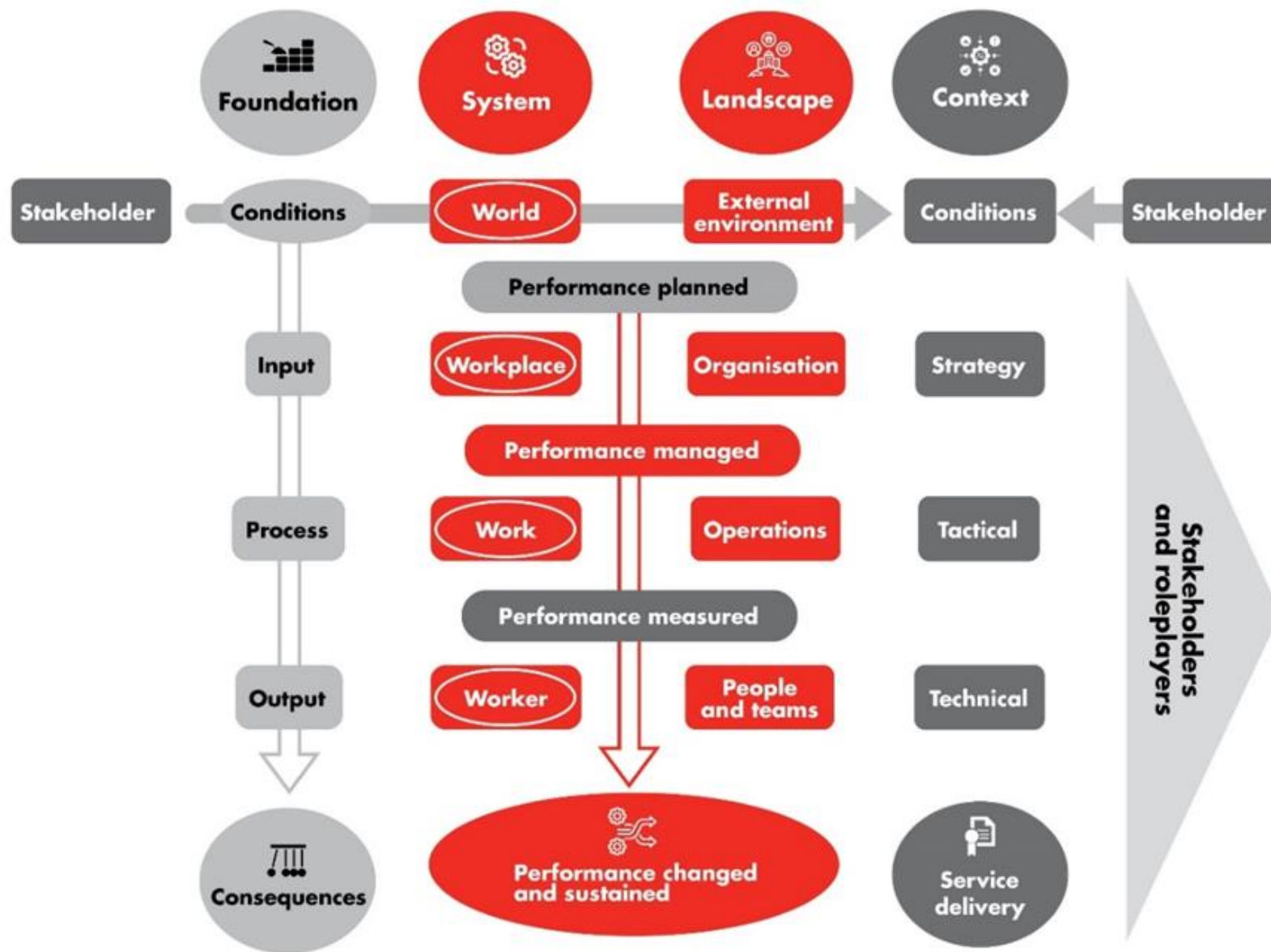
This system level deals with purpose, direction, strategy, objective setting, culture, leadership focus, communication, availability of information and access to data. This occurs in the **performance planned** phase known as the input area.

Performance managed = PROCESS
Tactical/operation system level

This system level deals with processes, procedures, systems, and value chain integration, workflow, and job result requirements. This occurs in the **performance managed** phase known as the process area.

Performance measured = OUTPUT
Technical/people system level

This system level deals with the technical knowledge, skills and performance/work motivation of people – individuals and teams – required to perform in their jobs and occurs in the **performance measured phase** known as the output level.



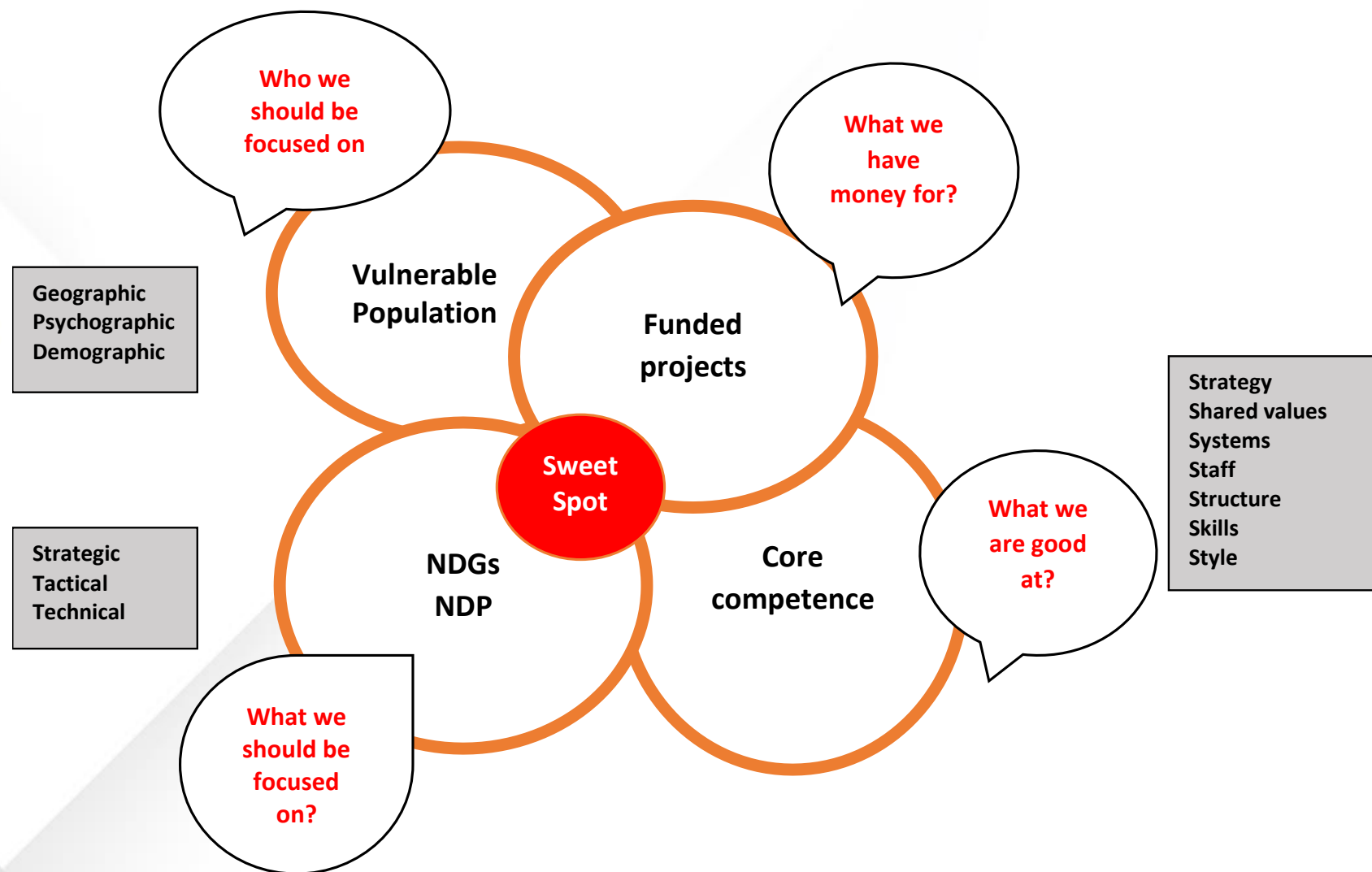


Maximum Value Enablement

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EXTERNAL

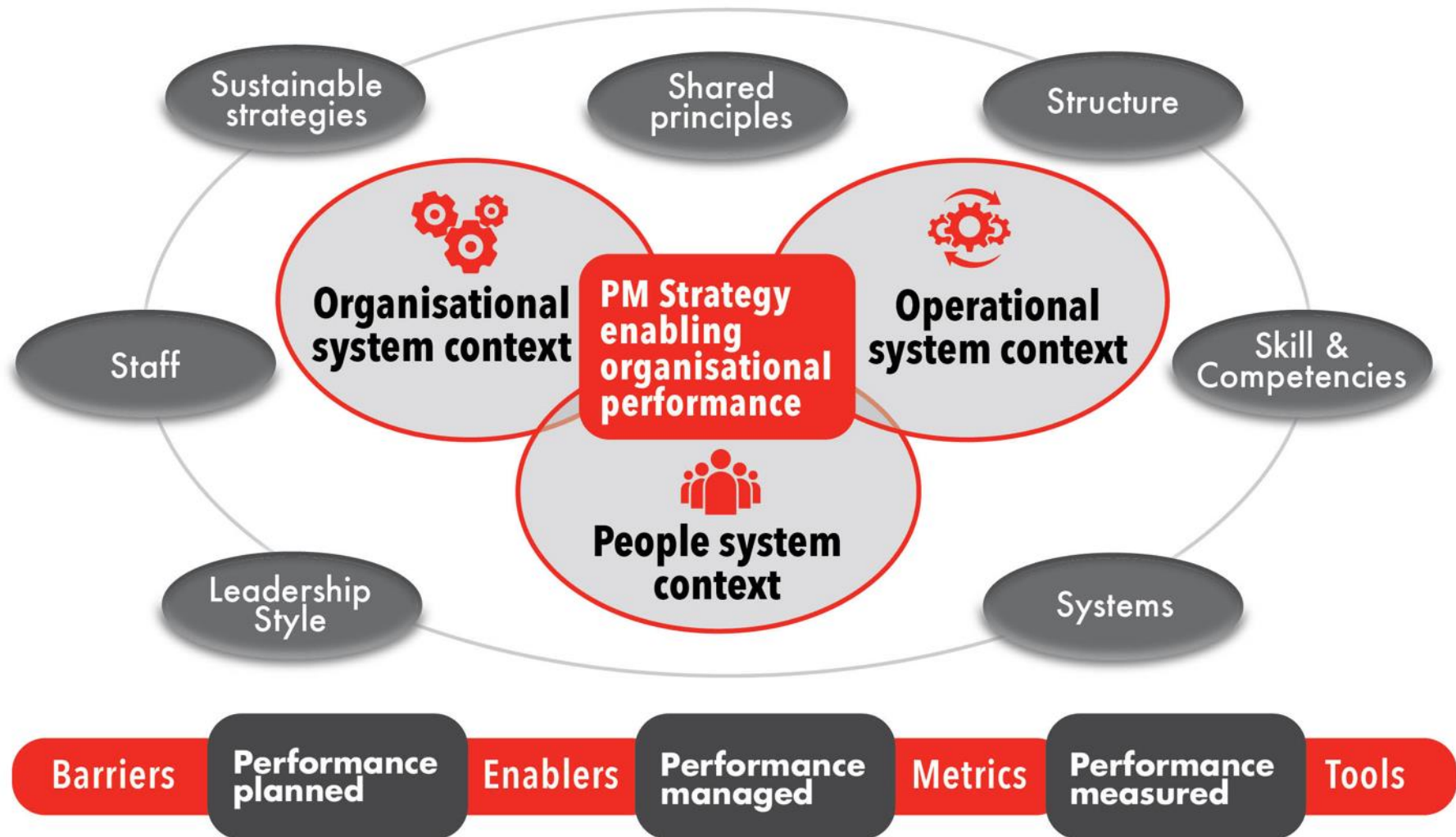
INTERNAL





Strategy Interconnectivity

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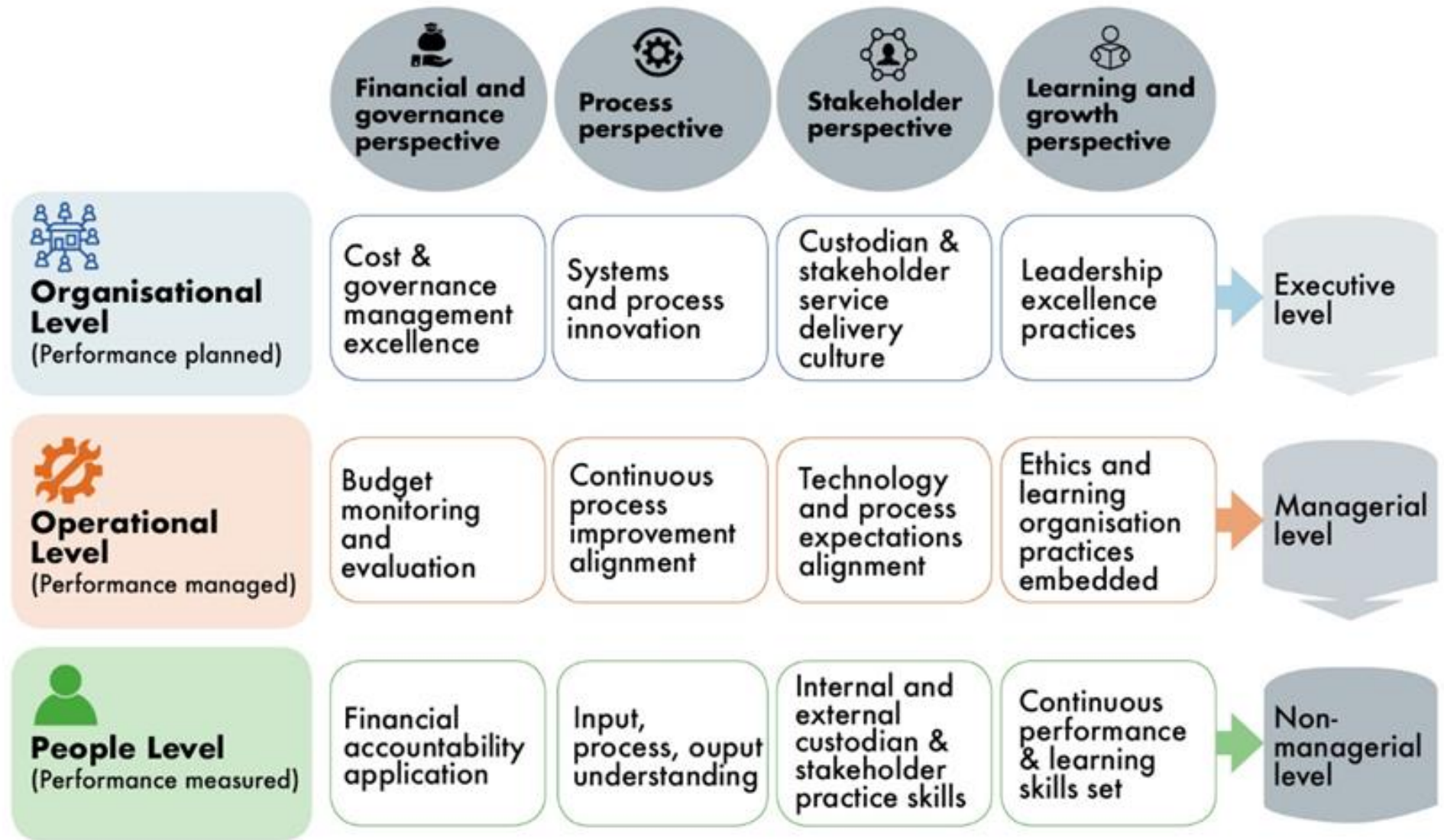
Strategy Perspectives

■ Financial perspectives

■ Stakeholder perspectives

■ Process perspectives

■ Learning and growth perspectives



Strategy Anchors

Leadership

Leadership competence, buy-in and ownership are the cornerstone of success

Governance and Ethics

This is all-encompassing against the business operating model. Ethics is a behaviour to be adopted.

Culture

Culture should be seen as a performance culture of discipline rather than an organizational culture based merely on values that speak of “soft issues” and poor measurement.





Strategy Assessment

- Identify Barriers & Drivers





- Facilitate Enablers

- Develop Behaviours





Identify barriers and drivers

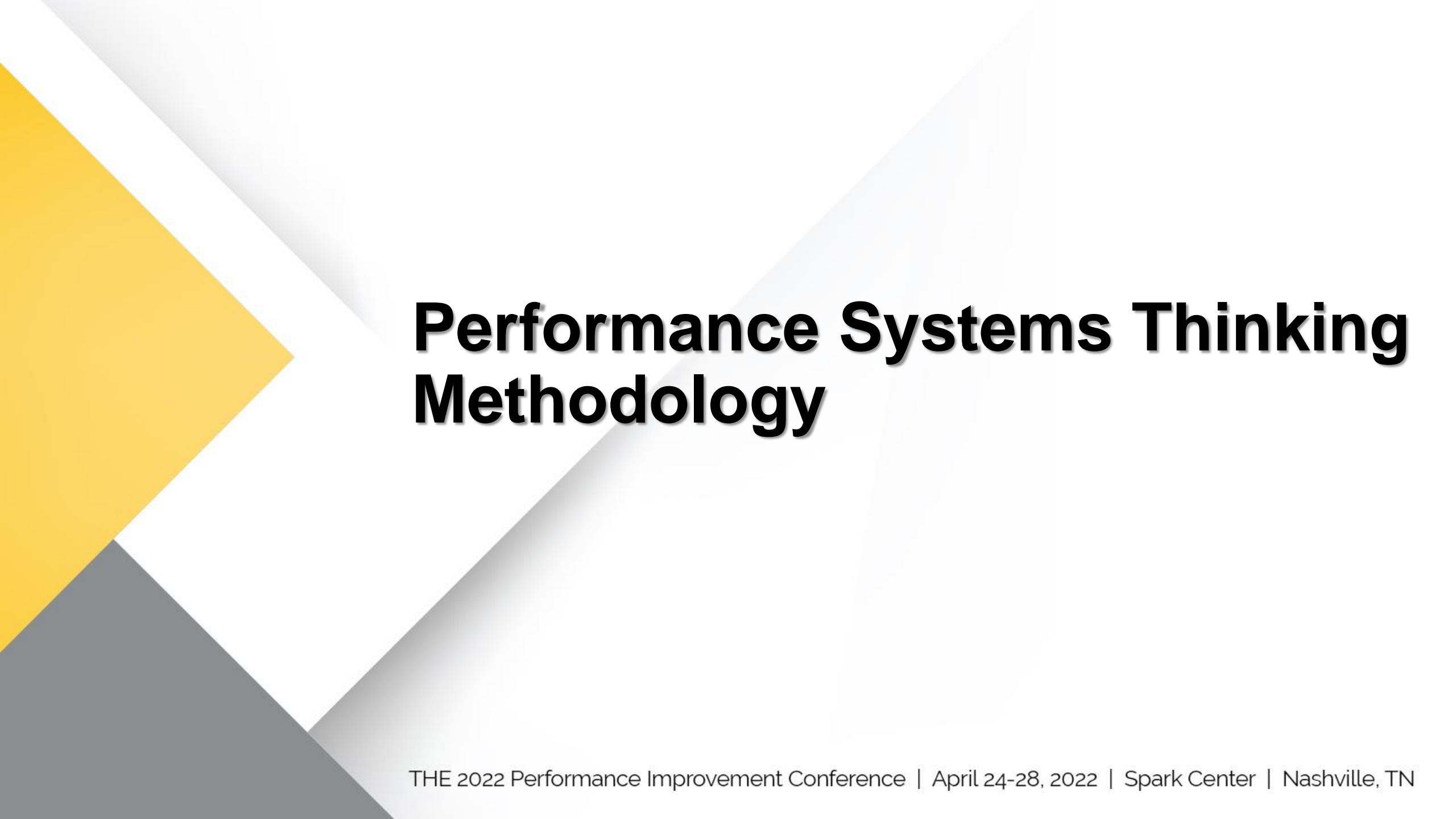
		Performance Planned	Performance Managed	Performance Measured	Conditions and Risks	INPUT
						
 Strategic Organisational System (WORKPLACE)	Strategy Vision Values	Process and application	Governance and risk			
 Tactical Operational System (WORK)	Functional and technology	Misalignment of processes and procedures	Compliance			
 Technical People System (WORKER)	Capacity and workforce plan	HR technology enablement	Rewards and recognition			

Facilitate enablers

		Performance Planned	Performance Managed	Performance Measured	Agile and systems interconnectivity	PROCESS
						
 Strategic Organisational System (WORKPLACE)		Strategic alignment	Collaborative resources and quality data	Sustainable customer focused performance change		
 Tactical Operational System (WORK)		Standard and policies	Streamline performance tools simplified	Value chain alignment responsiveness		
 Technical People System (WORKER)		Worker people impact	Business partnering performance mindset	Work-life and wellbeing		

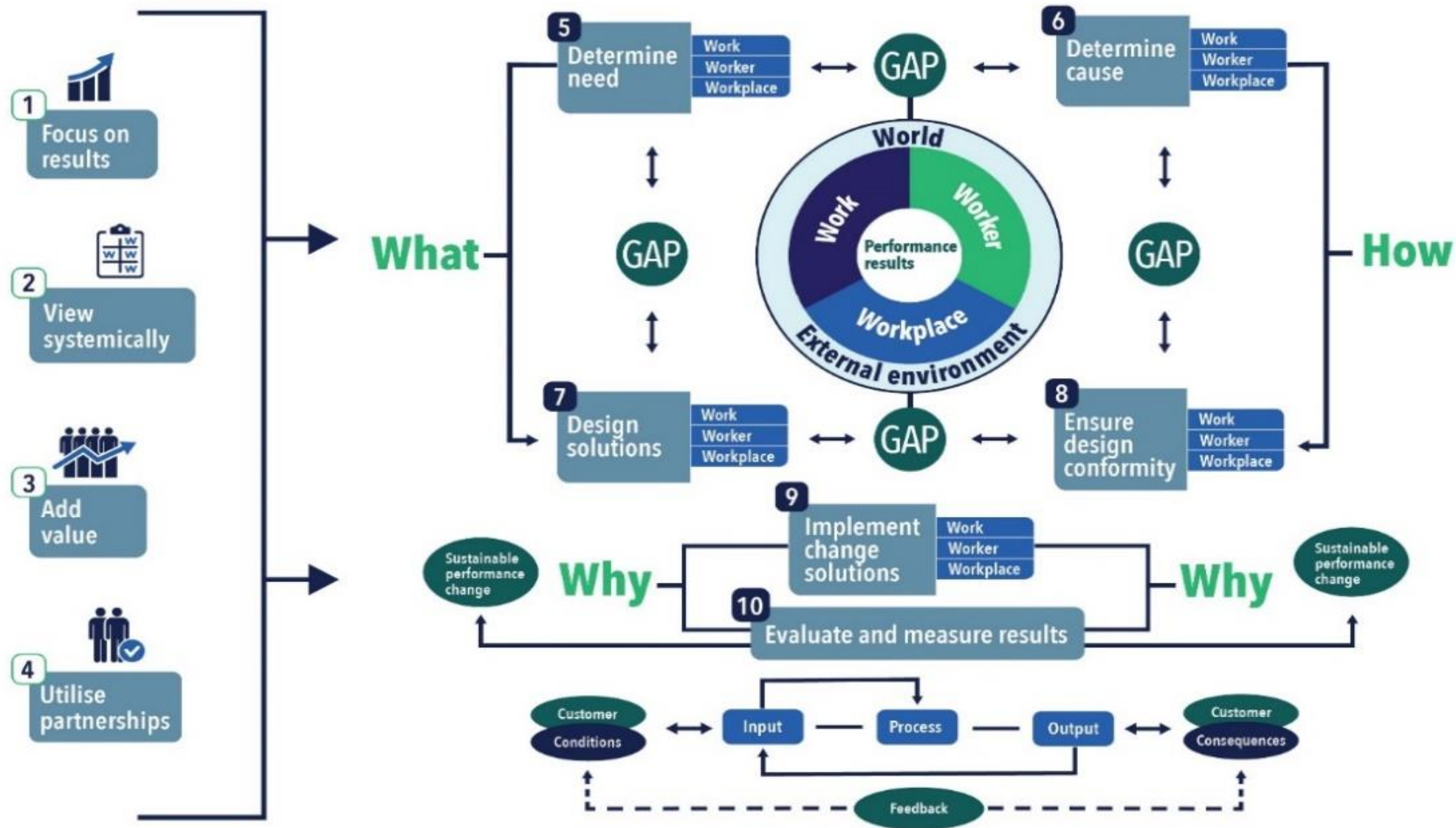
Develop behaviours

		Performance Planned	Performance Managed	Performance Measured	Impact, service delivery and sustainability	OUTPUT
						
 Strategic Organisational System (WORKPLACE)		Culture focused values	Strategic performance mindset shifting	Engaged employees		
 Tactical Operational System (WORK)		Ethical practices	HR technology and digital savvy	Quality mindset		
 Technical People System (WORKER)		People and talent management in Future-fit learning and 4IR world	Performance management and agile team partnering	Service delivery impact		



Performance Systems Thinking Methodology

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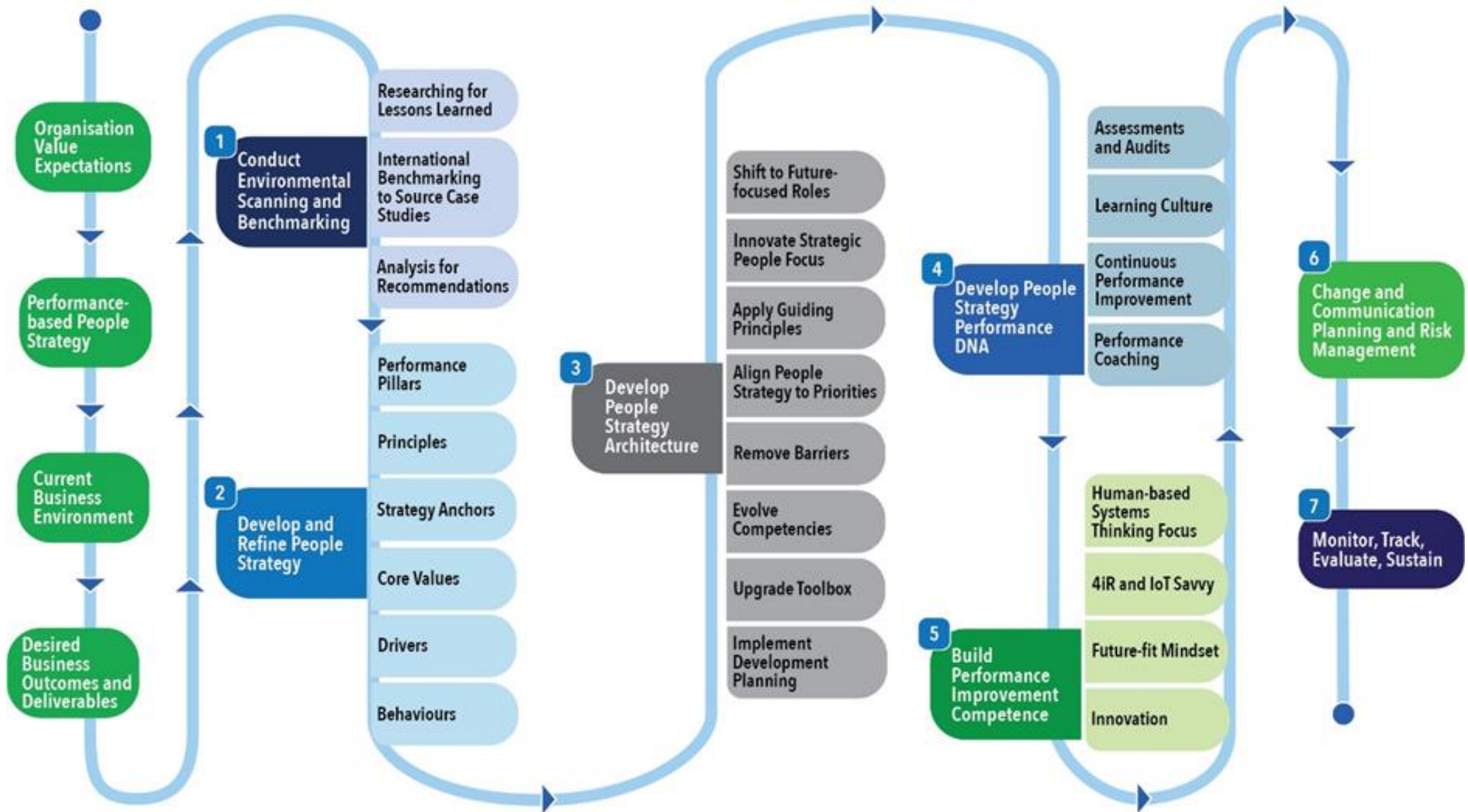
HR Strategy Example





Performance, Strategy & People Roadmap

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Strategy Dashboard Activation

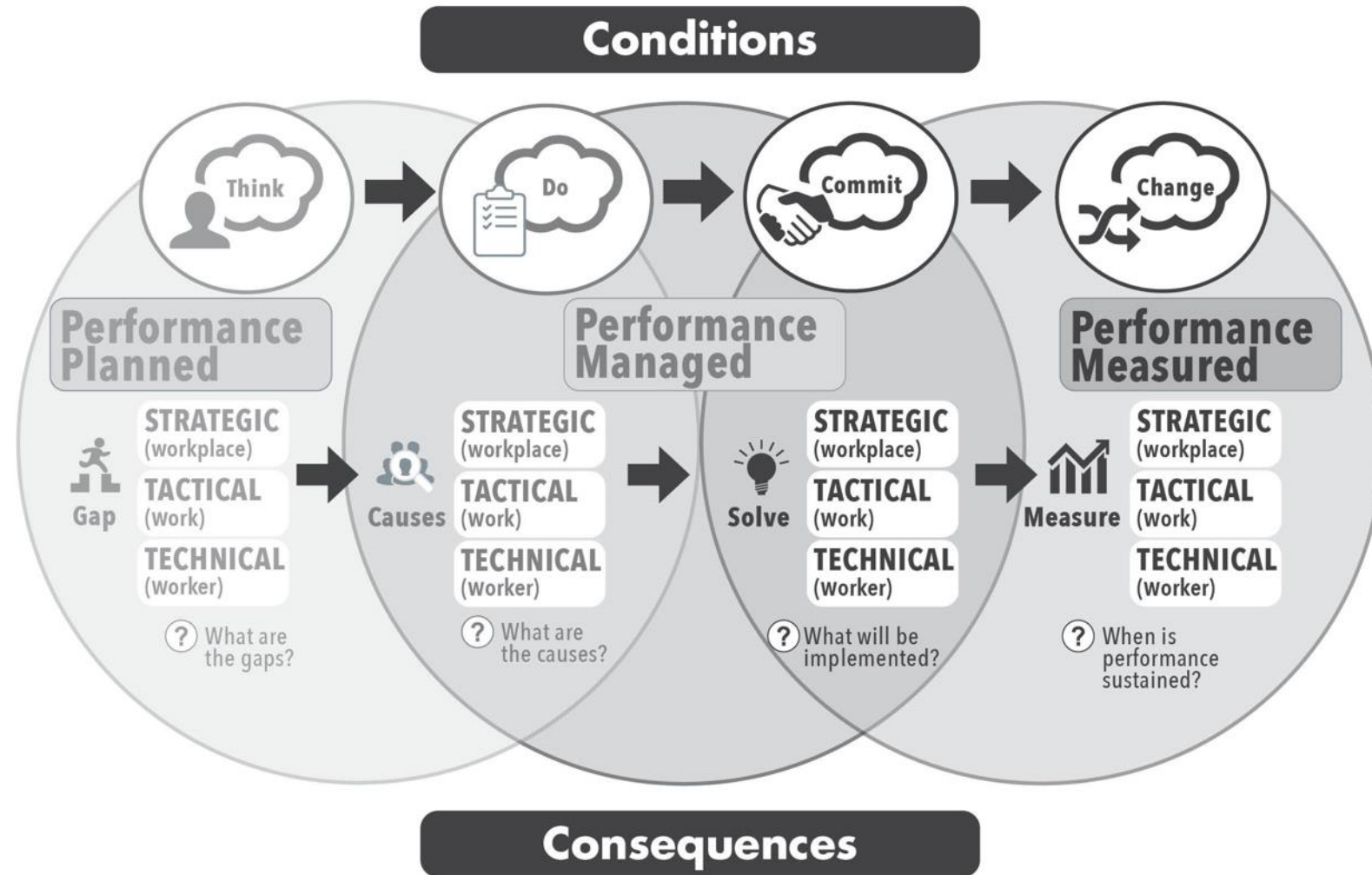
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World (External Environment)	Develop an environmental scanning and surveillance capability.	Implement lessons learned from benchmarks of surveillance capability.	Evaluate environmental changes and reset tactics and strategy.
Workplace (Strategic/ Organisational)	Optimising organisational design. Maximising strategic impact.	Refresh Structure. Mobilise Resources. Leverage physical assets. Deepening core competence.	Interpret and evaluate optimised organisational design acceptance, engagement and impact.
Work (Tactical/ Operational)	Develop data-focused infrastructure and systems. Digitally enabling the key value proposition.	Build, implement and track user ability of data systems.	Reset and change strategy results. Realign to future-focused innovation.
Worker (Technical/ People)	Developing a value proposition for business units/departments.	Analyse and enable staff competence to measure, evaluate and innovate changes.	Continuous evaluation of performance results and impact.



Sustainable Strategy Integration

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Thank You Q & A

belia@improvid.co.za

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