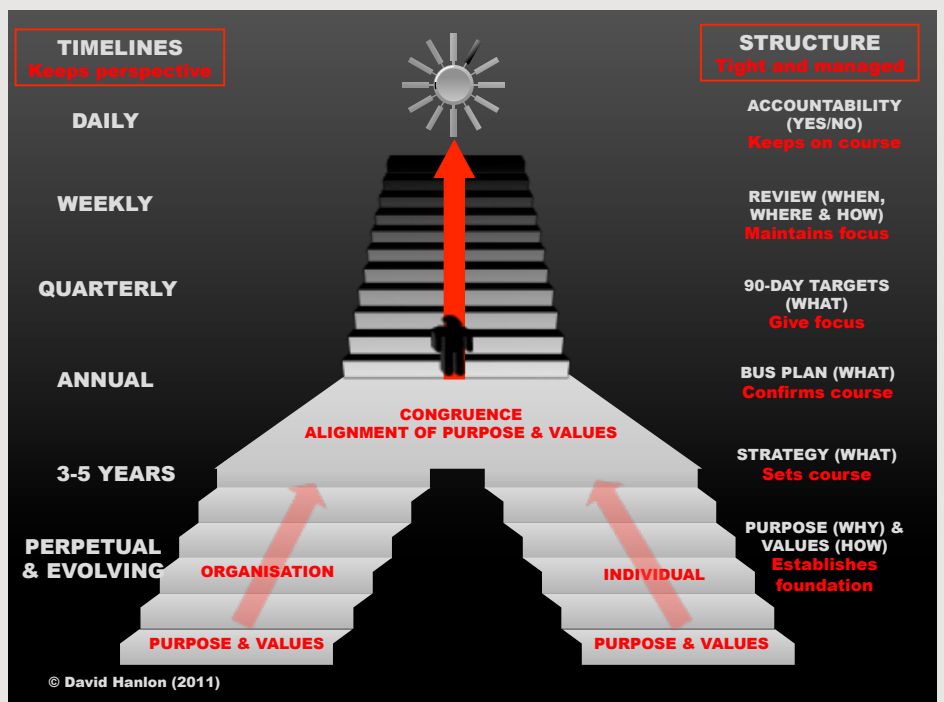


# PERFORMANCE OPTIMISATION™

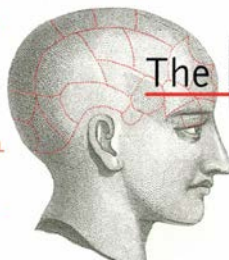


PROVIDING  
FRAMEWORKS,  
STRUCTURES AND  
PROCESSES THAT  
ENSURE EFFICIENT  
ORGANISATIONAL  
PERFORMANCE.

SUPPORTING  
CULTURE CHANGE  
WITH EMPIRICAL  
MEASUREMENT.



SPIRITUAL  
HUMAN  
MENTAL  
FINANCIAL  
EMOTIONAL  
SOCIAL  
PHYSICAL  
NATURAL



The Right Mind  
Right Mind®

## DIFFERENTIALS OF THE TRM PERFORMANCE OPTIMISATION SYSTEM

- CLARITY OF STRUCTURES
- CUSTOMISED INPUT AND IMPACT KPI'S
- DYNAMIC AND EMBEDDING BEHAVIOURAL CHANGE SUPPORT
- SIMPLICITY OF OPERATION

### THE NEED

There is so much waste and general dissatisfaction in strategic planning and cultural change programs initiated by many companies. This is backed by extensive surveys by management practitioners worldwide. McKinseys, one of the worlds leading management consultancies, provide clear examples, some of which are summarised below.

### STRATEGIC PLANNING

- A survey of nearly 800 executives: just 45% of the respondents said they were satisfied with the strategic-planning process. Moreover, only 23% indicated that major strategic decisions were made within its confines.<sup>1</sup>
- Most corporate strategic plans have little to do with strategy. They are simply three-year or five-year rolling resource budgets and some sort of market share projection<sup>2</sup>.

### EXECUTION

- Eric Beinhocker<sup>3</sup> observed "most organisations are far better at executing their current activities than at adapting to long-term changes in their business environment." He suggests that the barriers to adaptability are deeply rooted in the nature of organisations:
  - Inflexibility in the mental models of their managers;

- Organisational complexity, driven by the demands of execution; and
- Mismatches between current resources and future opportunities.

### CULTURAL CHANGE

- McKinseys<sup>4</sup> global survey of more than 1,500 organisations indicated that only 6% of organisations were completely happy with their cultural change program and 1 in 3 did not consider the program successful.

Highly interdependent systems can sometimes become so complicated that they go into gridlock and change becomes impossible.

Eric Beinhocker

### 360° FEEDBACK

Standard 360° feedback surveys are one of the most common HR practices, but unfortunately that popularity may have led to a degree of complacency: there are no data that it actually improves productivity. Experienced HR consultants<sup>5</sup> find:

- Data are subjective, not objective; Therefore reaching a clear conclusion is difficult;
- They report historical information;
- There is little evidence that managers actually listen or act differently; and
- They are time-consuming and expensive.

\*\*\*\*\*

**Only a third of companies actually focus their training programs on building the capability that adds the most value to their companies' business performance.**

<sup>1</sup> Improving strategic planning: A McKinsey Survey (September 2007).

<sup>2</sup> Strategy's strategist: An interview with Richard Rumelt (McKinsey Quarterly, September 2007)

<sup>3</sup> Eric D. Beinhocker (2006), The adaptable corporation.

<sup>4</sup> Organising for successful change management: A McKinsey Global Survey (Jun 2006).

<sup>5</sup> Dr John Sullivan (March 2012), <http://www.ere.net/author/drjohn-sullivan/>

## HOW IT WORKS

The TRM Performance Optimisation™ program works by ensuring key components of operations are:

- In place;
- Clear and understood; and
- Used and reviewed on a regular basis.

### 1. WHY - PURPOSE

Transformation of an organisation starts with clarity of purpose. It is the WHY of existence. Purpose is the beacon for the organisation's legacy. A clearly defined purpose, integrated into operational structures, is inspirational and motivational.

### 2. HOW – CULTURE

Virtually all managers and leaders understand the importance of culture. Fewer however, know how to translate the concept into practice and even less understand the power of monitoring behaviours.

In the absence of clearly articulated organisational values and corresponding behaviours, individual values takeover.

To make better leaders, we have to modify their behaviour, not their personality..... We have well-defined values and guiding principles for the kind of behaviour that is important to our culture.

ALLAN LOREN<sup>6</sup>

### 3. CASADING GOALS AND ACTIONS ALIGNED WITH STRATEGY

One of the inhibitors of effective performance is clarity of structures linking strategy with performance.

Our unique structure operates with following guidelines.

#### a) Clear plans, visible to entire team

Plans condensed to one-page

- One-page Strategic Plan
- One-page Business Plan
- One-page Team Plan
- etc.

We cascade the plans at each level of the organisation to arrive at a Work Plan on an individual level.

#### b) Team monitoring tools and processes

Through provision of supporting implementation tools and processes, we measure the success of each initiative that supports the strategy providing tangible facts to work with. These include:

- On-line Proformas for one page documents, 90-days targets, weekly reporting and daily actions; and
- Selective Behaviour Modelling™ to forge winning behaviours (see below).

#### c) Team communication procedures

Knowing who does what, when, is an essential but often misaligned and time ineffective process. Our meeting formats have demonstrated improved satisfaction and individual delivery effectiveness.

<sup>6</sup> Leading a turnaround: An interview with the chairman of D&B. McKinsey Quarterly May 2005

## SBM™



**Selective Behaviour Modelling™ (SBM™)** is a software supported approach to embedding behaviours reliably and predictably into large numbers of people **to support culture change with empirical measurement**. SBM™ has been designed by Australian behavioural scientist, Allan Parker.

Specifically, SBM™:

- Supports cultural change which is aligned with the strategic needs of the organisation; and
- Enables members of the organisation to Experience SBM™ at a deep and meaningful level.

## WHAT OTHERS SAY....



This program has given us the opportunity to focus on areas, which we would like to change as a company. We have had positive input from our managers about implementing new strategies/ideas and furthermore we have been assisted in implementing these new ideas with team members showing leadership to others who may be complacent about the issues raised.

We are continuing to use this program to implement changes required to enhance our efficiencies with the company."

*Adriaan Shields  
National Manager-Poultry, Rural Funds Management*



"The communications and executive training provided by The Right Mind for The Rock staff and management was extremely valuable.

The communications training for our staff was specifically tailored for our requirements and not only gave them increased confidence and improved skills in helping customers, but also in working more effectively with each other.

What's more, staff enjoyed the training immensely, providing overwhelmingly positive feedback. The Right Mind continue to support our efforts well beyond the training sessions, providing advice and resources used to reinforce the training messages."

*Marilyn Steel  
Marketing Executive, The Rock Building Society Limited*

## FOR FURTHER INFORMATION

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