

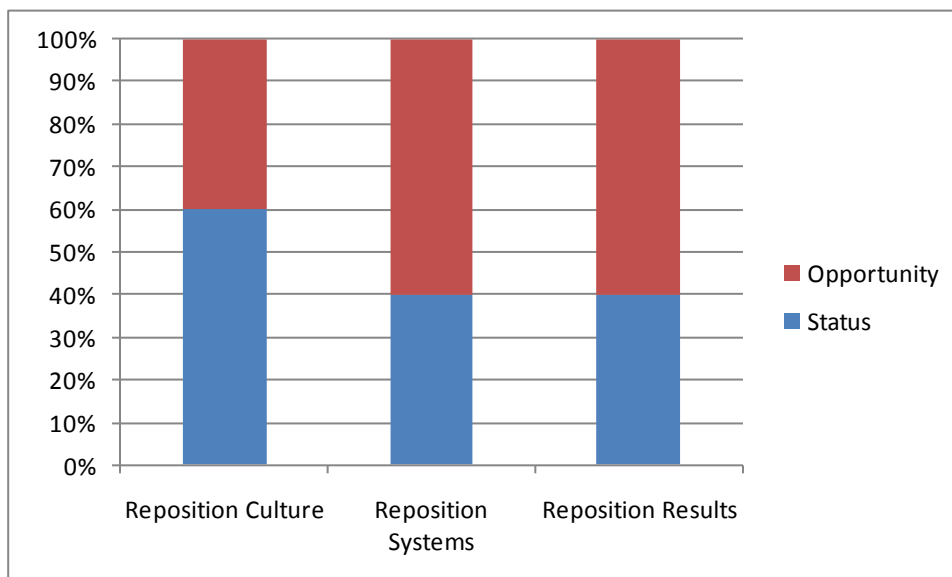
## REPOSITION CHECKPOINT REPORT - 'Building a Reposition Framework for Enhanced Performance'

### Characteristics of an Effective Reposition Framework

An organisation with a robust Reposition Framework will evidence the following:

- Reposition Culture where innovation and continual improvement are considered important at all levels of the organisation and are aspired to. There will be a generally held belief in the importance of progress and improvement. Innovators will receive recognition. Progress is emphasised.
- Reposition Systems that ensure the management systems and the people systems reinforce a Reposition Culture. The systems will systemise innovation and improvement with the appropriate focus for each level of management and for each function and role. The systems will create a framework for structured expression of ongoing business improvements. The systems will assure timely attention to strategic reviews, and defining and implementing initiatives. Continual improvement will be built into the systems.
- Reposition Results refers to the extent to which there is a clear performance emphasis present in the culture and the systems of the organisation. Initiatives and improvement are tied to performance in the mindset of the organisation and in the management and people systems. The focus is increased compliance, less risk, increased productivity, improved ethical performance, enhanced morale, more efficient delivery, customer satisfaction, and improved financial performance.

### SAMPLE REPORT – REPOSITION FRAMEWORK CHECKPOINT



There is a significant opportunity to enhance performance by strengthening the 'Reposition Framework'.

## Reposition Status - Reposition Framework & Performance

### Reposition 'Culture' - Status

<p>The responders think that the organisation is not serious about its commitment to enhancing performing through ongoing initiatives and continual improvement. They perceive a half-hearted commitment. It is probable that the performance management systems do not emphasise initiative and improvement. There is a perceived disconnect between what people do and the performance of the business or the department. People have a sense of being employed to do a job, rather than a sense of a particular set of deliverable that have to be answered to. There is a lack of commitment, cohesion, and collaboration. Employees are not adequately engaged in the purpose of the business. On the other hand there are some indications of initiatives and improvements. This is restricted to certain individuals and certain departments or groups within the organisation, largely dependent on the competence and commitment of specific leaders.</p>	1	40 to 60
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### Reposition 'Systems' – Status

<p>The organisation is at a competitive disadvantage when it comes to automation and the quality of the IT and finance systems. The people systems such as the performance management system do not emphasise improvement and performance and are regarded as being inadequate in scope and content. The company systems are seen to be disconnected which leads to waste and misalignment. Expect to find duplication of effort with manual processes that should be automated. There is a lack of confidence in the ability of the organisation to meet future challenges due to system deficiencies. Implied is a concern that the organisation may be at a competitive disadvantage when it comes to systemised innovation.</p>	2	20 to 40
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### Reposition 'Results Orientation' – Status

<p>There is a limited emphasis on results and performance. There is some evidence of management initiatives to improve performance but these tend to be short-lived with weak implementation. The initiatives lack conviction and the goals are not particularly challenging or relevant. If there are key performance indicators they are too general to be useful and they are too vague to be enforceable. Accountability for results is ill-defined for both departments and for individual employees. The connection between individual contribution and overall performance is generally unclear. People and departments are often recognised for results where they had little direct impact, and the opposite also applies. Accordingly improvement efforts are uncoordinated and of limited benefit. General concerns about future performance.</p>	3	20 to 40
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## Reposition Opportunity | Initiatives – Reposition Framework & Performance

### Reposition 'Culture' – Opportunity | Initiatives

<p>There is a need to move beyond a high level acceptance of the importance of innovation and improvement to a culture which emphasises how each person contributes to aggregate performance. Programs and management forums need to highlight the importance of individual accountability for improving performance. Build an understanding of the specific contribution of each department and of each role to overall performance. Use all communication means to reinforce instances of wastage elimination and instances of productivity improvement. This will build a reposition culture with positive momentum. Most importantly, management must ensure that all employees recognise that the innovation and improvement emphasis is essential for sustainable future success. Need to move the organisation and its people from indifference to commitment to innovation and improvement.</p>	1	40 to 60
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### Reposition 'Systems' – Opportunity | Initiatives

<p>While there is some evidence of innovation and improvement, management needs to ensure that the people systems are relevant and effective and integrated. The development of key people systems cannot simply be delegated to HR without the leadership and direct involvement of general management and other departmental managers. A change management project is needed to align the people systems with organisational goals, complete with an obvious emphasis on improvement and innovation. Employees need to understand the importance of the people systems and the contribution they make towards a more successful future. Further to the people systems, the limitations in IT and Financial systems and other enabling systems are causing an over-reliance on individuals to compensate for these weaknesses. This is not sustainable and management must conduct a thorough business review and system review to establish the capex plans and the capex project to align system capability with business requirements.</p>	2	20 to 40
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### Reposition 'Results Orientation' – Opportunity | Initiatives

<p>Need for a comprehensive change management project for employees to understand their accountability for performance and innovation. Each of the people systems to be overhauled to include an emphasis on results through innovation and improvement. Attention to be given to defining each role in performance terms with an emphasis on individual accountability for innovation directed at improving performance. Give particular attention to developing relevant performance indicators and to ensuring the required performance levels stretch performance throughout the organisation. Build simple but regular recognition forums to focus the corporate mind on results.</p>	3	20 to 40
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