



Four Steps to Improved Agility

Cambridge Performance Partners

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When asked, 90% of executives state that agility is critical to success in today's environment

Traits of agile organizations...



“Organisational Agility: How Businesses Can Survive and Thrive in Turbulent Times”, Economist Intelligence Unit, 2009 – survey of around 350 executives

But top managers face a raft of challenges in becoming more agile—all of their own making!

Decisions are ineffective

The average organization has the potential to more than double its ability to make and execute critical decisions

Bain & Company

Strategies are unclear

Most executives cannot articulate the objective, scope and advantage of their business in a simple statement

Harvard Business Review

Measures are poor

40% of organizations think that their performance measures are based on poor quality data

Oracle

Projects are failing

60% of all projects fail due to internal reasons

PWC Project Management Survey

It's no surprise that 9 out of 10 companies fail to execute strategy (FORTUNE)



So why don't top managers steps to address these challenges? The common complaints:

There's No
Time

“We've got a deal going on and a million other things... we don't have time for this right now.”

There's No
Money

“With budgets the way they are the last thing we're going to do is invest in a new process.”

There's No
Capability

“We don't have the staff to get something like this started let alone keep it going.”

There's No
Interest

“We've done stuff like this before and it ends up becoming too complicated.”

Again, there should be no surprise there are no sustained results



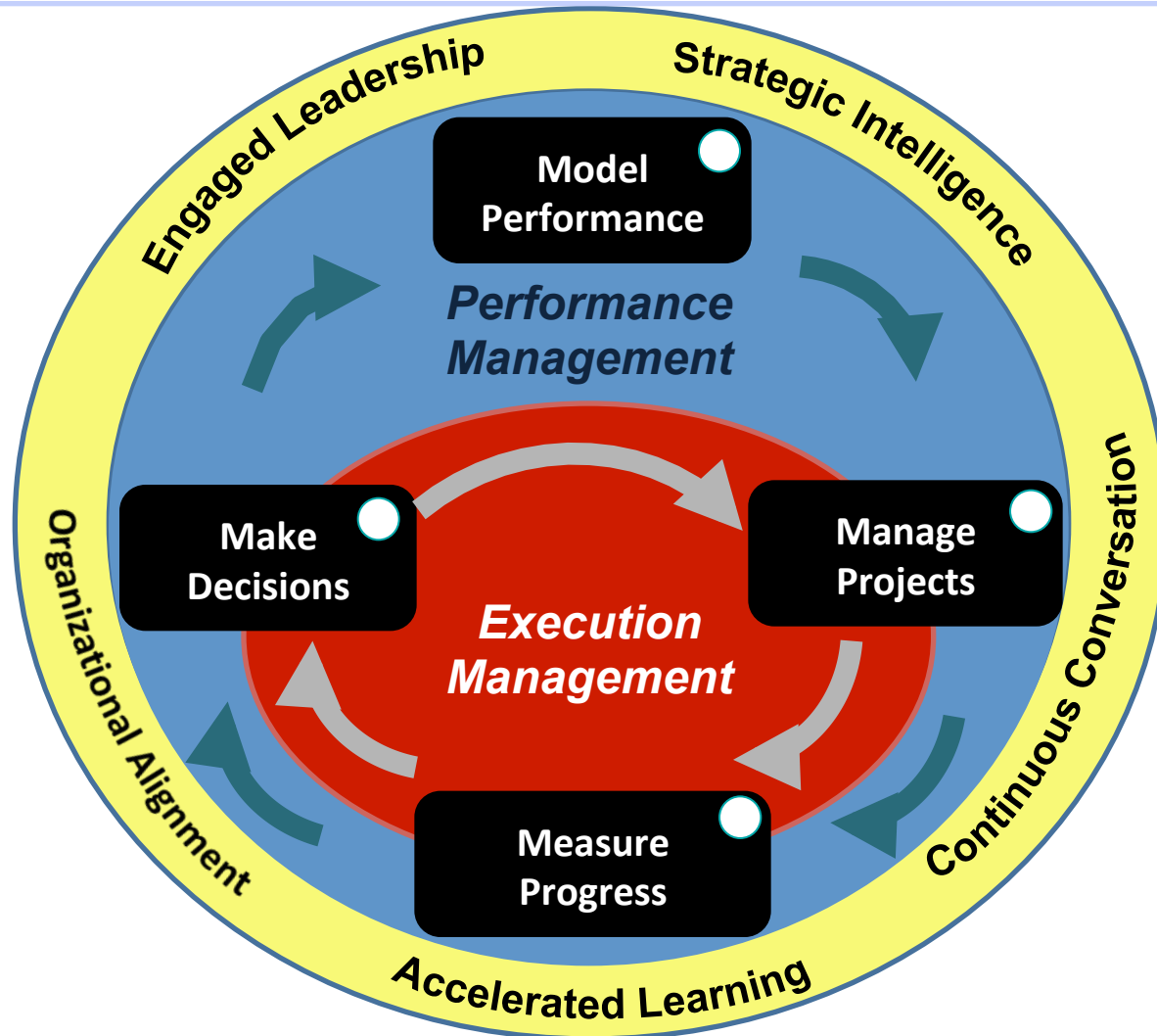
Main question we addressed as performance management experts

How can top executives streamline performance management within turbulent environments?

We found there are four steps that deliver most of the value when it comes to improving agility



Four main steps drive the core performance management process—each one must become an executive priority





Examine your organization's agility

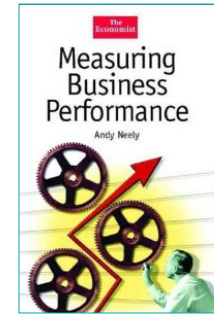
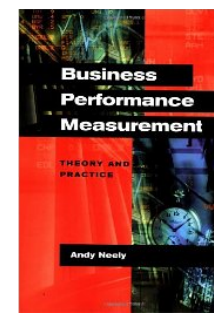
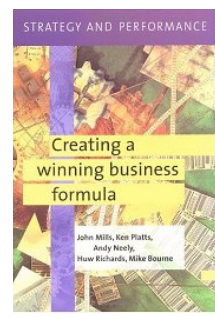
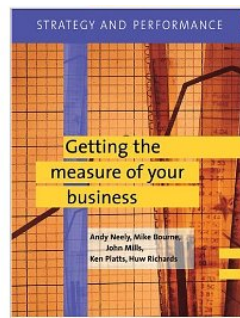
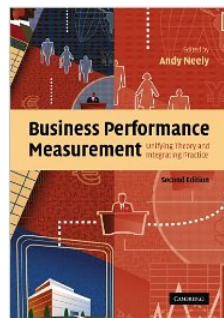
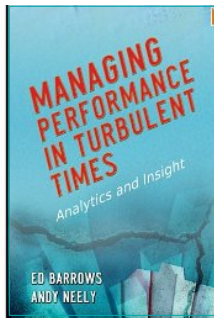
My organization . . .	Disagree	Neither	Agree
1. Has a model of performance that expresses our critical objectives.	1	2	3
2. Manages vital projects closely.	1	2	3
3a. Measures progress toward completion of vital projects frequently.	1	2	3
3b. Measures progress often for achieving critical objectives.	1	2	3
4. Has a good decision-making process for nonroutine decisions.	1	2	3
5. Does a good job collecting strategic intelligence.	1	2	3
6. Maintains a stream of continuous conversation through the entity.	1	2	3
7. Accelerates learning in key performance areas.	1	2	3
8. Is closely aligned from top to bottom and across the organization.	1	2	3
9. Has top managers that are fully engaged in managing performance.	1	2	3
Sum and total score (<i>Excellent</i> > 23, <i>Good</i> 18–23, <i>Opportunity to Improve</i> < 17)	Total:		

Cambridge Performance Partners can help

Cambridge Performance Partners (CPP) is a global management consulting firm that helps organizations improve business performance.

We guide our clients' top management teams toward solving their most pressing performance management challenges, regardless of industry or geography.

- 1. We Offer Our Clients Bona Fide Thought Leadership**
- 2. We Share with Our Clients Practical Business Performance Expertise**
- 3. We Teach Our Clients How To Sustain Business Performance**
- 4. We Provide Unmatched Value for Our Clients' Investment**





For more information read our book

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