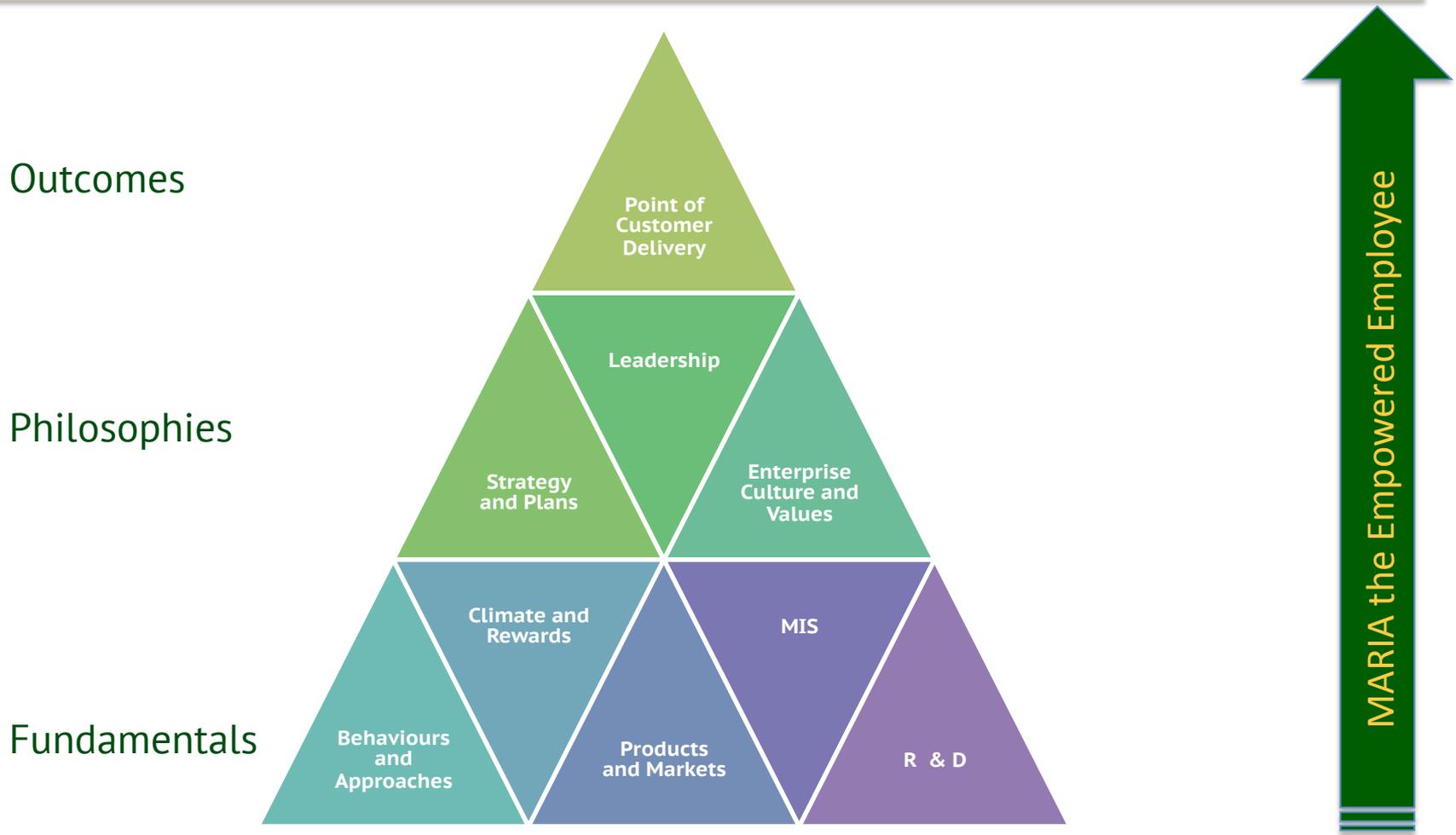# Helping an Enterprise to Succeed

A Senior Management Framework

Dr Alan Morpeth

Enabling Performance

Organisation's Basic Building Blocks1

◆ **Behaviours and Approaches**

  ➢ Focussed on customer delivery and individual performance

  ➢ Team orientated but sensitive to individual needs

  ➢ Maintains a long-term management philosophy

  ➢ Strives for excellence in all areas of leadership

  ➢ Facilitates staff performance by using "light" monitoring

◆ **Management Climate and Reward Structure**

  ➢ Creates a learning environment where risk taking within a framework is encouraged

  ➢ Balances reward and recognition

  ➢ Effectively manages both poor performance and high flyers

  ➢ Generates staff confidence and commitment through honesty and trust

  ➢ Creates an achievement orientated ethos that supports continuous improvement

Organisation's Basic Building Blocks 2

◆ **Products and Markets**

  ➢ Constantly refreshes product to meet evolving customer needs

  ➢ Seeks and gets regular feedback from both internal and external customers

  ➢ Develops a wholly customer-centric approach to the business

  ➢ Tackles markets that meet long-term needs as well as providing short-term gains

  ➢ Actively manages the enterprise's relationship with its markets

  ➢ Focuses investment to ensure continuously improving portfolio of product offers

◆ **Management Information Systems**

  ➢ Must facilitate not dictate

  ➢ Must be fit for purpose and staff are committed to their use

  ➢ Must meet the appropriate standards with the "right" level of protection

  ➢ Must provide information where it is needed not where it is demanded

  ➢ Must realise improvements in efficiency, effectiveness and economy

Organisation's Basic Building Blocks 3

◆ Research and Development

  ➢ Commits to undertaking R&D to realise new products and services

  ➢ Recognises that a vibrant portfolio of R&D projects has intrinsic value

  ➢ Provides the resources and opportunity for staff to pursue new ideas

  ➢ Actively manages and understands the R&D portfolio

  ➢ Ensures R&D is part of the mainstream enterprise by providing high-level focus

  ➢ Manages R&D portfolio flexibly to allow rapid response to changing customer needs

Core Philosophies

	Key Components of Contributing Philosophies
Culture and Values	1. Published, accessible and understood set of core values 2. Learning culture based on open and honest staff engagement 3. Innovation is encourage, failure is accepted if followed by enterprise learning
Strategy and Plans	1. Published, accessible and actively pursued 2. Contain both financial and non-financial metrics 3. Are outcome focussed not input driven
Leadership	1. Clear and committed to provide a high-performing enterprise 2. Provided by those with the skills, charisma and experience not those with merely longevity in post or job title 3. Lightness of touch, intensity of focus, a customer led vision

Performing at the Point of Delivery

◆ Combines building blocks and core philosophies to realise high performance in customer delivery and staff satisfaction

◆ Harnesses the organisation's capabilities to meet and exceed customer expectation

◆ Evolves a flexible, responsive and innovative enterprise that rapidly addresses changing customer needs and dynamics

◆ Seeks and gets feedback on customer performance and adapts to the findings rather than shelving them

MARIA – Real Empowerment

MOTIVATION

AUTHORITY

RESOURCES

INFORMATION

ACCOUNTABILITY

By structuring around the discussed building blocks and philosophies the organisation will achieve:

1. an empowered staff
2. who enjoy the 5 elements shown and
3. deliver above and beyond customer expectations.

Delighted customers lead to top line and bottom line growth

Growth excites shareholders and investors

AMDS Consultants
Transformation, Growth, Assurance