



Avoiding
the Wheels
Coming Off

BALANCED PERFORMANCE MEASUREMENTS

Session 2: Metrics vs Strategy

Dwight Mihalicz, FCMC

February 16, 2022



A HIGHER LEVEL of
management consulting
ONTARIO



Un NIVEAU SUPÉRIEUR
de conseil en management
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Meet our Speaker

Dwight Mihalicz

- International Speaker, Author, and Management Consultant
- President and Founder Effective Manager Inc.
- Dwight provides management consulting to organizations that want to both increase the productivity and effectiveness

FCMC



Session 2: Metrics vs Strategy

A Common Pitfall in Business

BALANCED
PERFORMANCE
MEASUREMENT

February 15, 16, 17 2022





PROFIT

PERFORMANCE

CULTURE



Outcomes

Accountability and Authority Model

Managerial Leadership

Managerial Capability



People

ORGANIZATION DESIGN

STRATEGY

BUSINESS MODEL



Structure



Two Case

Studies



RBC
Royal Bank

BMO



CIBC



Bank



Scotiabank



Effective
Managers™

The Royal Hospital

- Canadian hospital
- Very complex organization
- Under very tight budget constraints and even cut backs in resources
- Driven to provide excellent client results



George Weber, President and CEO



The Royal Hospital

1. Developed a strategic plan
2. Designed performance indicators
3. Established targets
4. Assessed and implemented organization design improvements
5. Assessed engagement annually
6. Implemented managerial leadership initiatives including *The Effective Point of Accountability*®



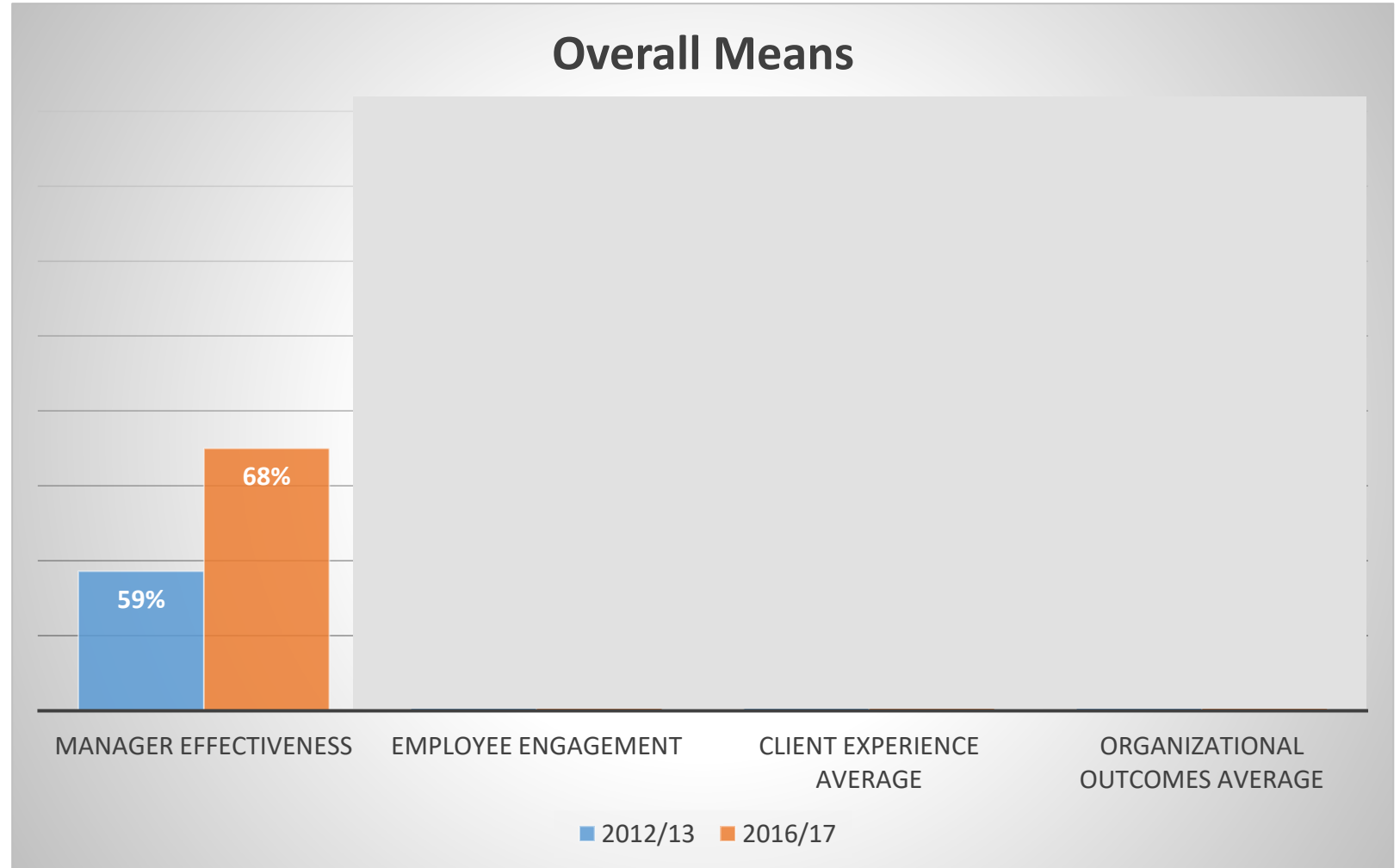
The Royal Hospital

1. Most importantly the results were measured
2. Manager Effectiveness
3. Employee Engagement
4. Client (patient outcomes)
5. Strategy / organizational outcomes



The Royal Hospital

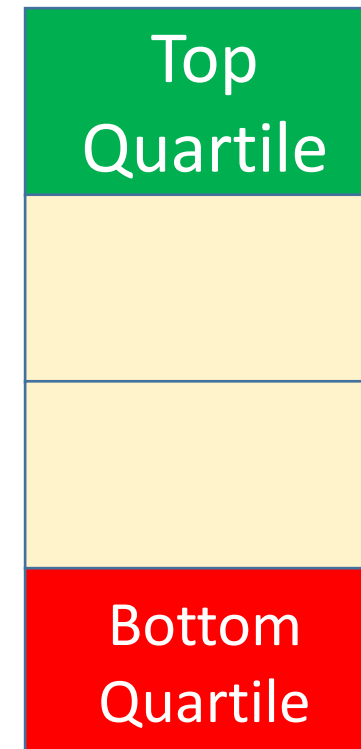
The results speak for themselves



Employee Engagement is Good!

Engaged employees have:

- 66% HIGHER well-being
- 81% LESS absenteeism
- 41% LESS quality incidents
- 18% LOWER turnover
- 10% HIGHER customer loyalty
- 18% HIGHER productivity
- 23% HIGHER profitability



PROFIT

PERFORMANCE

CULTURE

Accountability and Authority Model

Managerial Leadership

Managerial Capability

ORGANIZATION DESIGN

STRATEGY

BUSINESS MODEL

Business Model



The Vision



Strategy



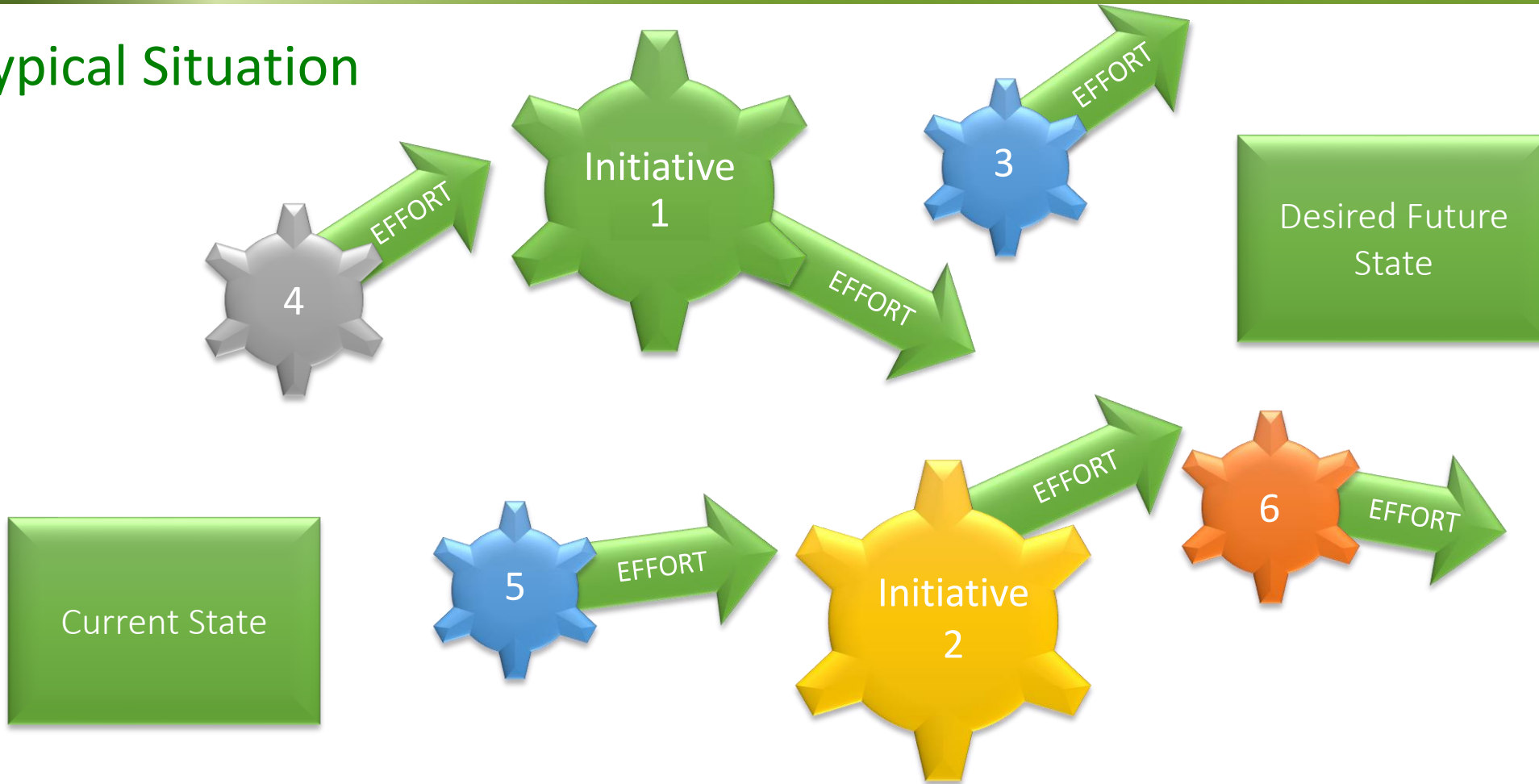
The Result

Strategy development is one thing...

Strategy execution is another.

Strategy

Typical Situation



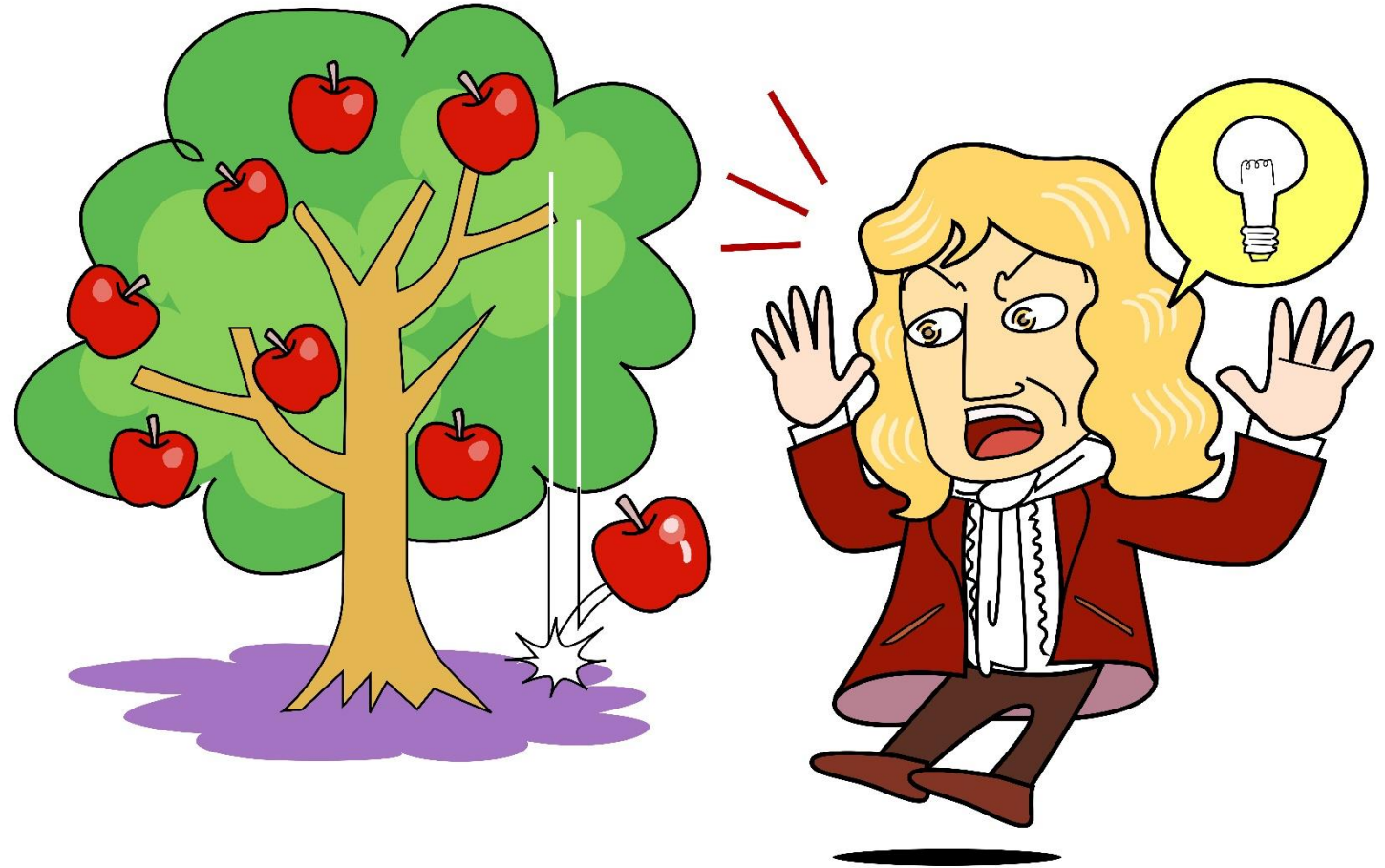
Preferred Situation



- The organization design needs to be right for the size and complexity of the organization and its strategy:
 - Right number of layers
 - Right alignment of functions

Organization Design

- There are scientific principles to organization design.
- The power of science is its replicability and its consistent applicability.




Culture is an
outcome measure.



Performance



Performance


Based in Canada. Serving the World.

Manager Value Added Plan

<date>

Management is doing things right; leadership is doing the right things.

- Peter Drucker

Managerial Leadership requires finding the right balance of managing and leading.

- Effective Managers™

Name: _____

Title: _____

Mission

I will help my organization to <organization mission> by

Vision

I will help my organization to <organization vision> by

Elevator Pitch

(what I do and why it is important in 30 seconds or less.)

Values

I understand and work within the values of my organization: <insert organizational values here>.

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Objectives

Objectives are a subset of my manager's plan and ultimately of my organization's Strategic Plan.

My Objectives (QQT/R) are:

Objective	Measure (QQ)	By When (T)

Strategic Positioning

I can best add value my organization by doing the following three things:

- 1.
- 2.
- 3.

My value-added work

(The work that only I, in my role, with my capability, can do) is:

My Resources

The resources (people, budget, IT) I need for my unit to do this work are:

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Page 2



Objectives

Where I would like to go



Quality – Quantity – Timeliness

How I'll know when I get there.



Initiatives

What I must do to get there.



Profit is a
result of
doing
everything
else right



Managerial Leadership



What is the main driver of performance?

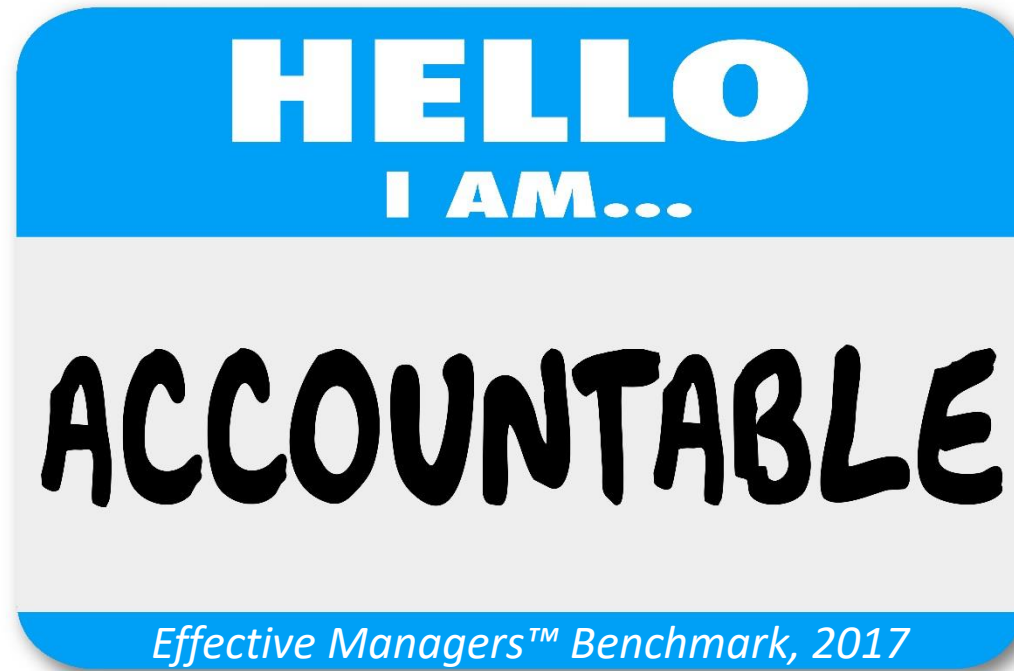
Accountability



Accountability and Authority

A

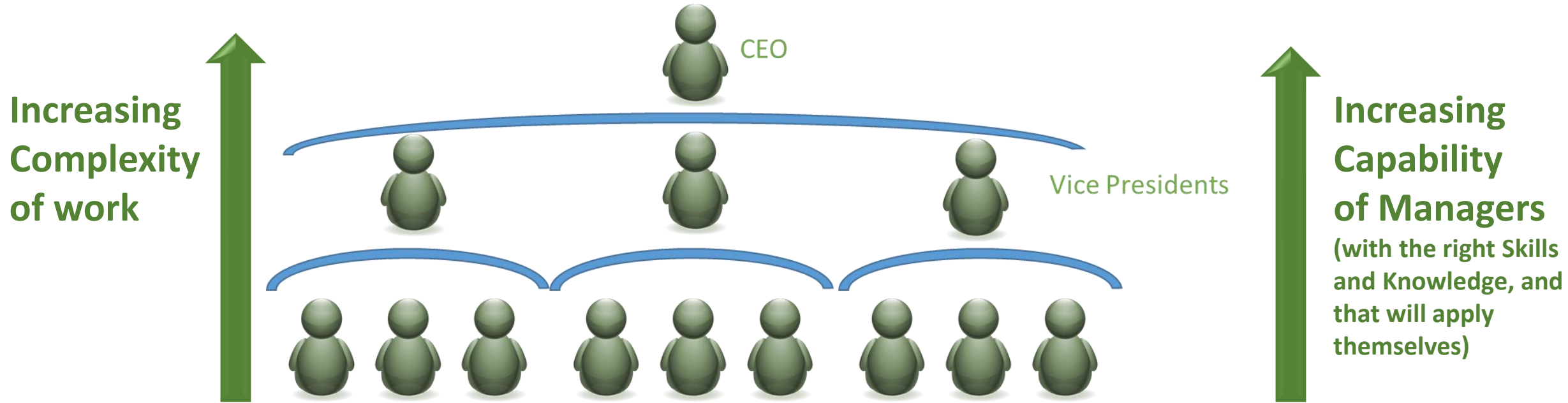
Felt Accountability
(mean 8.88)



C+

Clarity of Accountability
(mean 6.93)

Fit to Role

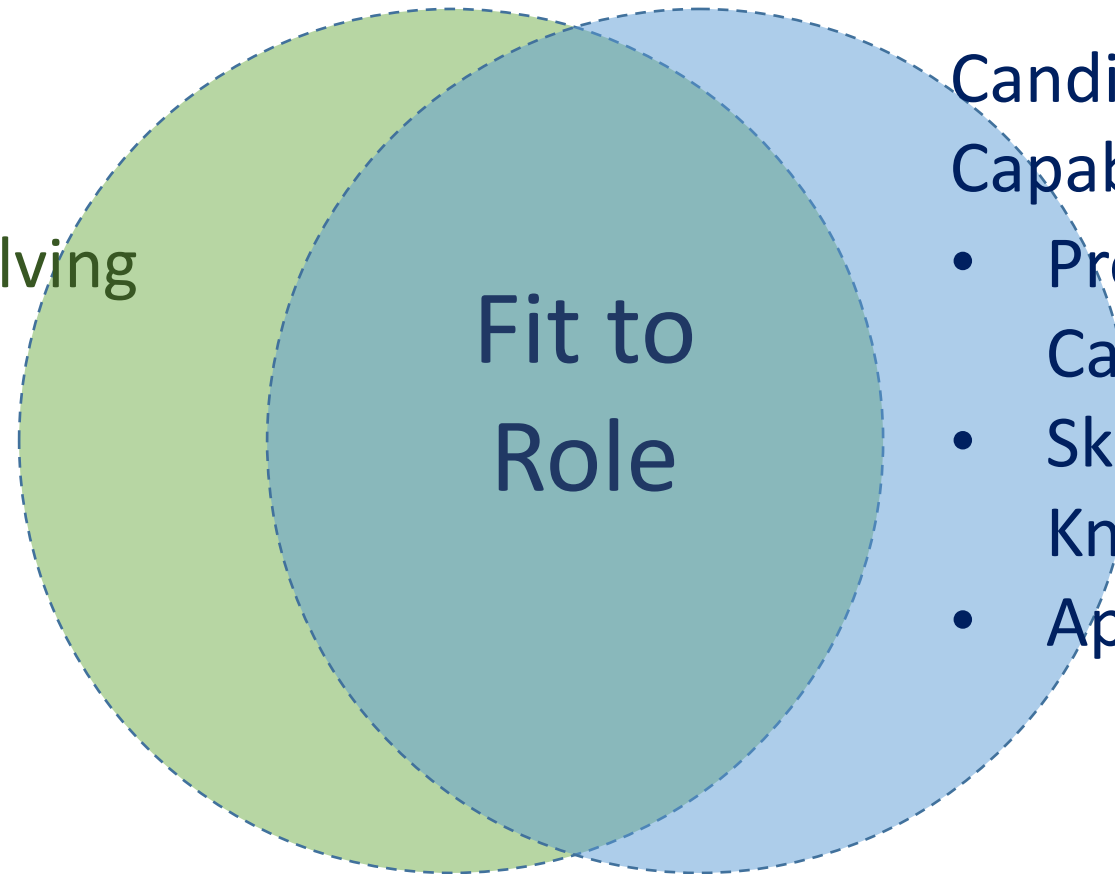


Fit to Role

Role

Requirements

- Problem Solving Capability
- Skills and Knowledge
- Application



Candidate

Capabilities

- Problem Solving Capability
- Skills and Knowledge
- Application



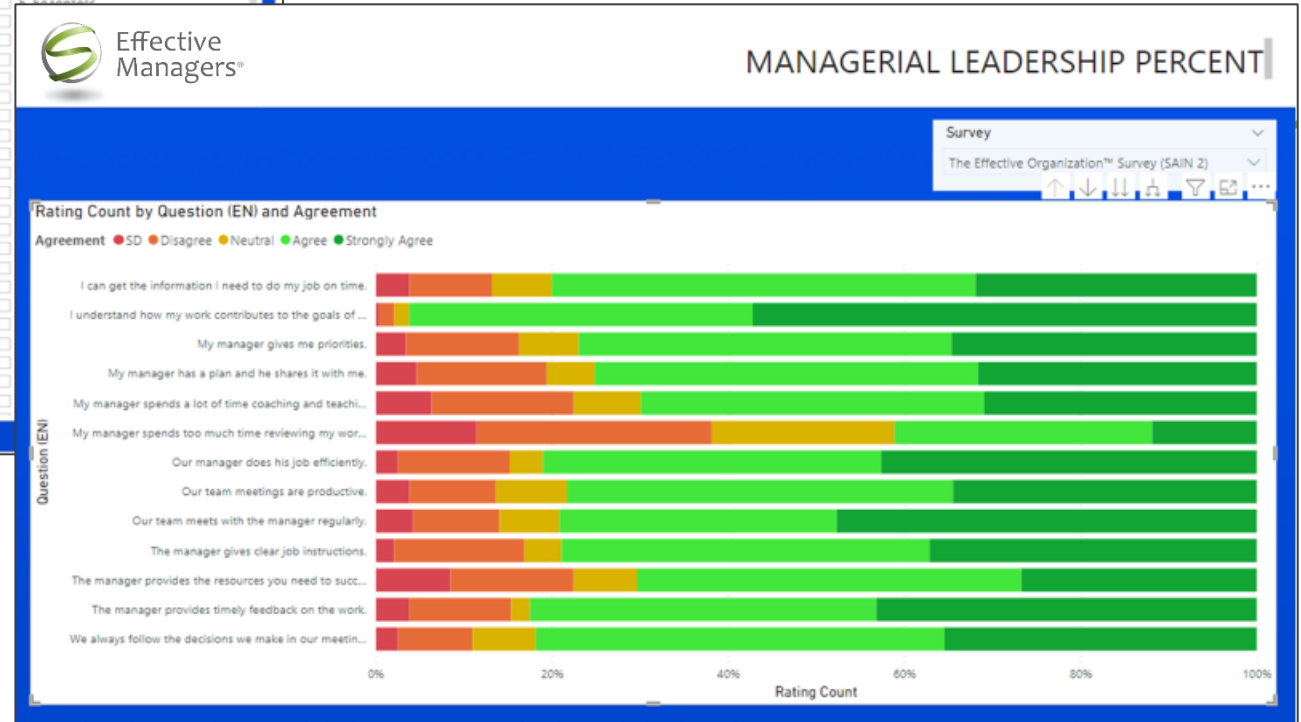
- Managerial Leadership
- Manager Effectiveness
- Employee Engagement
- Support Services

Input Metrics

Effective Managers®

MANAGERIAL LEADERSHIP MANAGER SCORES - BY MANAGER

Question (EN)	Responses	Manager Average	Total Average
I can get the information I need to do my job on time.	235	7.7	7
I understand how my work contributes to the goals of our unit and the manager.	236	8.9	8
My manager gives me priorities.	234	7.6	7
My manager has a plan and he shares it with me.	237	7.4	7
My manager spends a lot of time coaching and teaching me.	236	7.1	7
My manager spends too much time reviewing my work and double-checking my decisions.	236	5.6	5
Our manager does his job efficiently.	237	7.9	7
Our team meetings are productive.	235	7.7	7
Our team meets with the manager regularly.	235	8.0	8
The manager gives clear job instructions.	237	7.7	7
The manager provides the resources you need to succeed. (people, budget, technology, etc.)	236	7.0	7
The manager provides timely feedback on the work.	234	7.9	7
We always follow the decisions we make in our meetings.	237	7.9	7
Total	3065	7.6	7



I will respond to questions and
would appreciate your insights.

dwight@effectivemanagers.com

Comments and Questions





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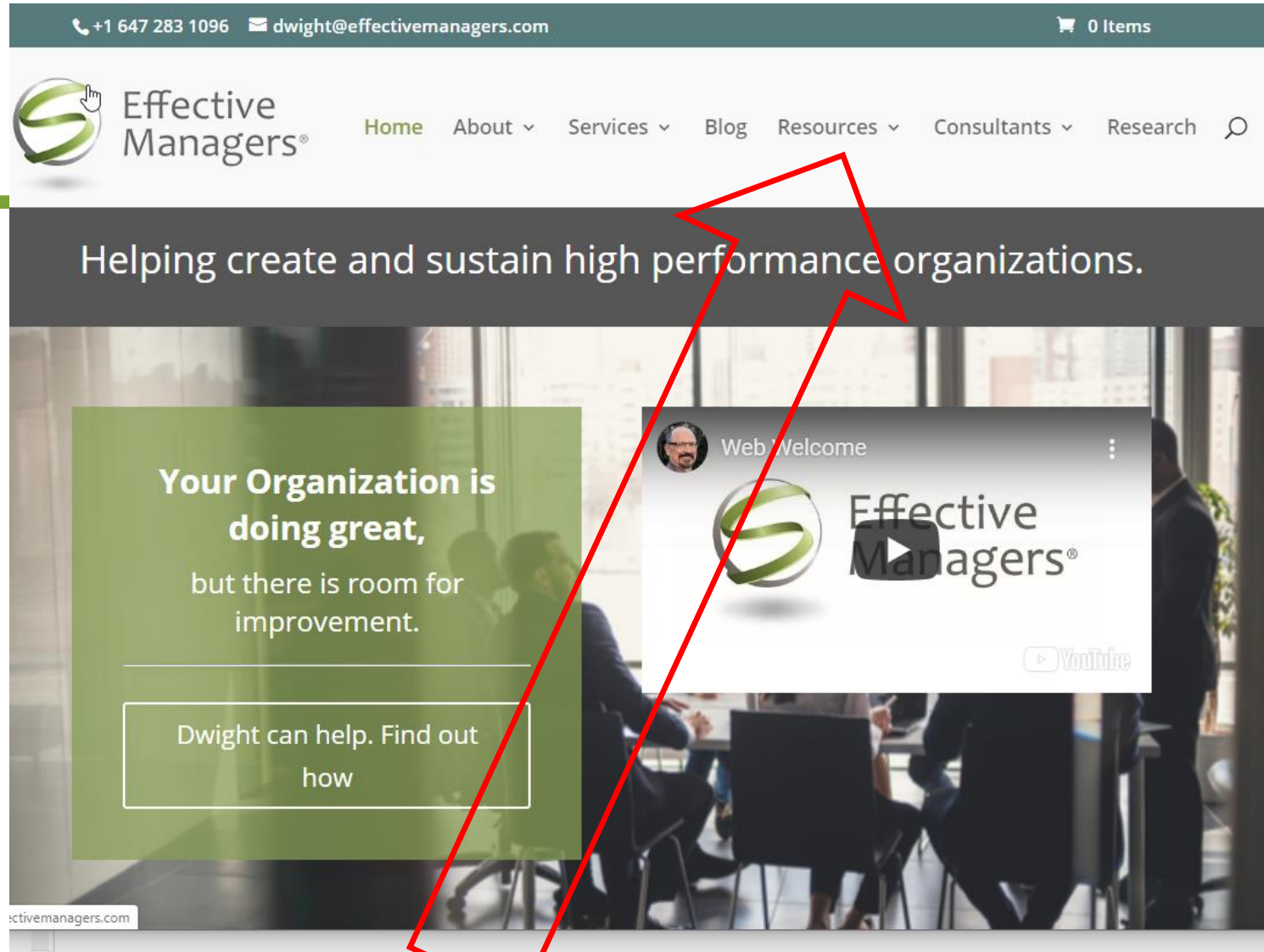
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Check out the Resources tab

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BALANCED PERFORMANCE MEASUREMENTS

Session 3: Panel Discussion

Dwight Mihalicz, FCMC
Murray Kronick, FCMC
John Bourke, CMC
Sandy Moir, FCMC

February 17, 2022 | 11:30AM Eastern



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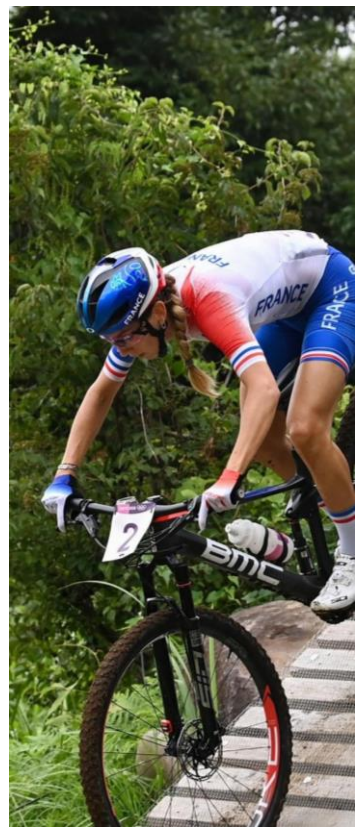
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BALANCED PERFORMANCE MEASUREMENTS

Session 1: Input Measures

Dwight Mihalicz, FCMC

February 15, 2022



Recording
Available
Soon