



Avoiding
the Wheels
Coming Off

BALANCED PERFORMANCE MEASUREMENTS

Session 1: Input Measures

Dwight Mihalicz, FCMC

February 15 2022



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 1: Input Measures

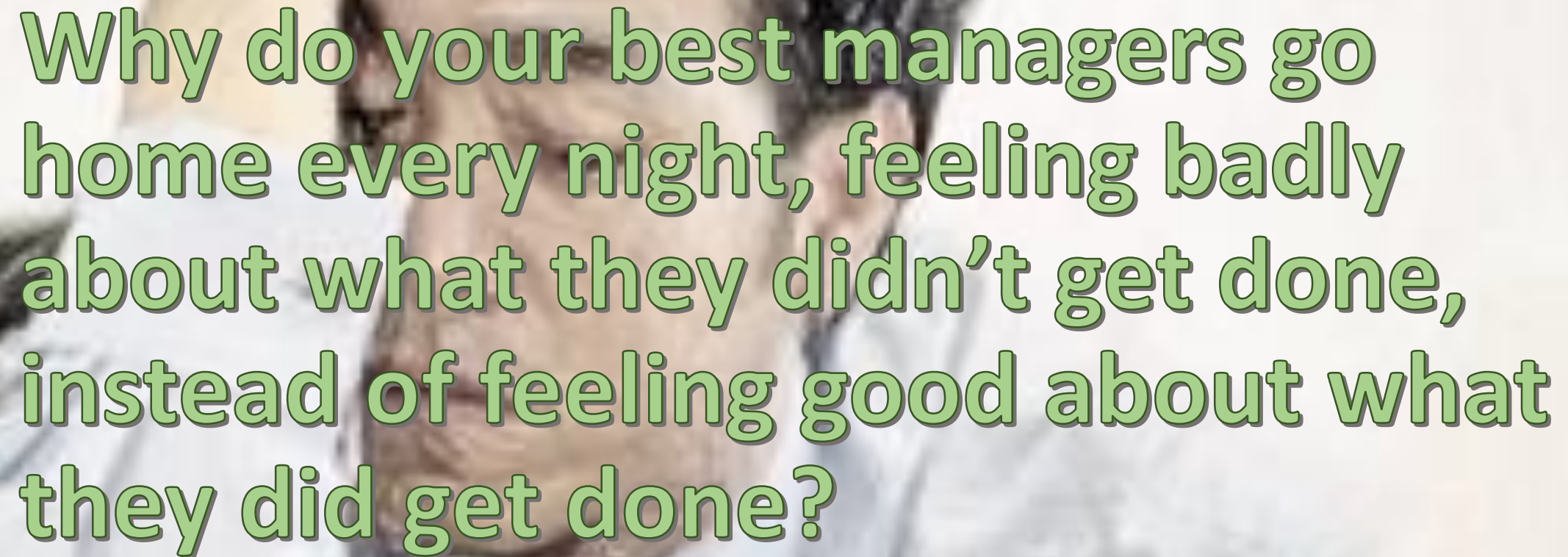
What are Input Measures and Why do they Matter?



AVOIDING WHEN
THE WHEELS
COME OFF

February 15, 16, 17

Most Organizations



Why do your best managers go home every night, feeling badly about what they didn't get done, instead of feeling good about what they did get done?





HIS WAY

THAT

THIS WAY

THIS WAY

THIS WAY

THIS

THAT WAY

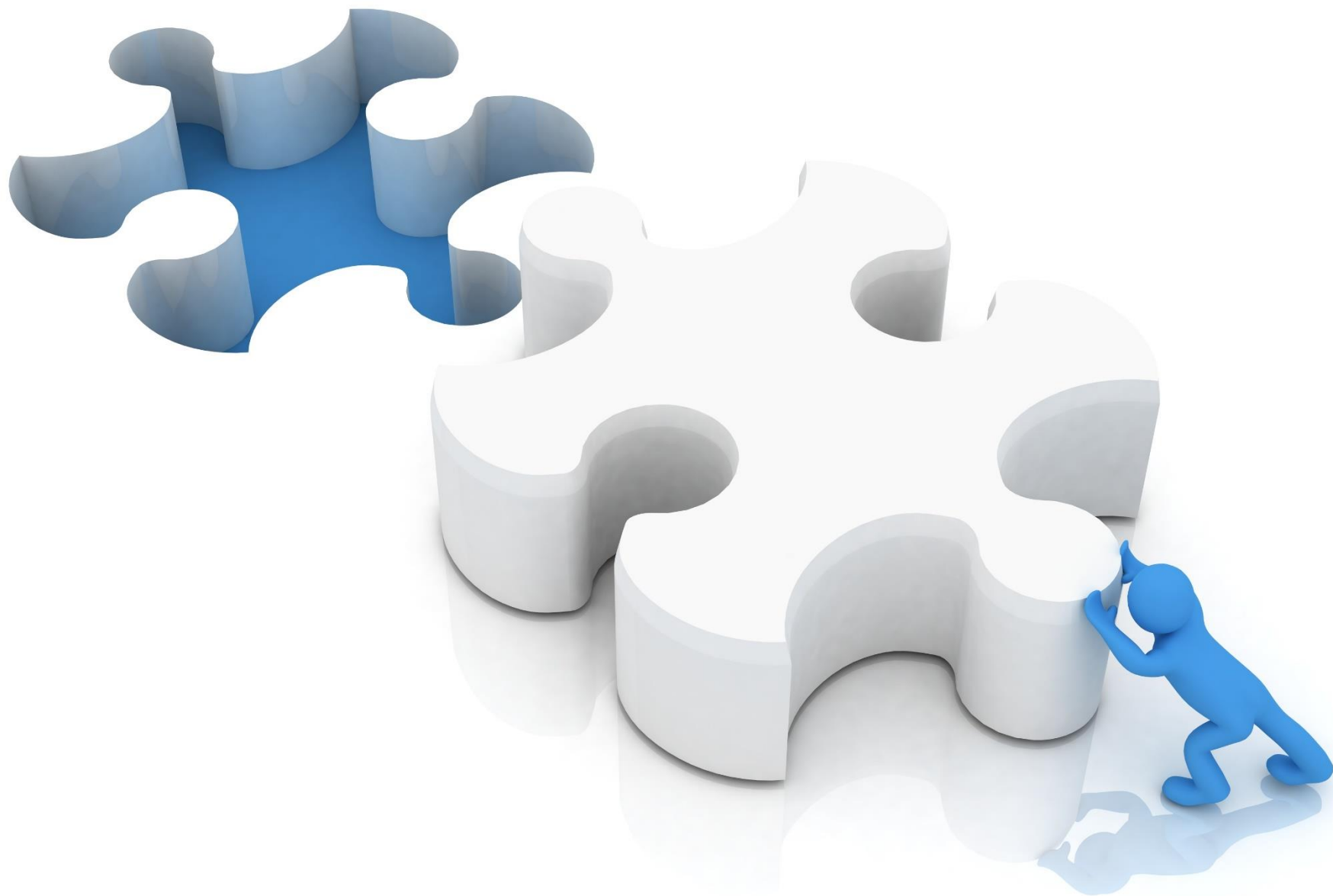
THIS WAY

THAT

WAY

WAY

THAT WAY



Organizational Churn

- Most organization have a strategic plan.
- 70% fail to achieve their strategic goals. Why?

From Forbes:

According to the research of Dr. Kotter, which has been validated by several other studies, approximately 5% of all organizations implement their strategies successfully, and 70% of strategic initiatives fail to meet their objectives. The remaining 25% have some middling success but do not meet the full potential of the strategy devised.

The Vision



Most organizations have a strategy.



The Result

Strategy development is one thing...
Strategy execution is another.

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

Top
Quartile

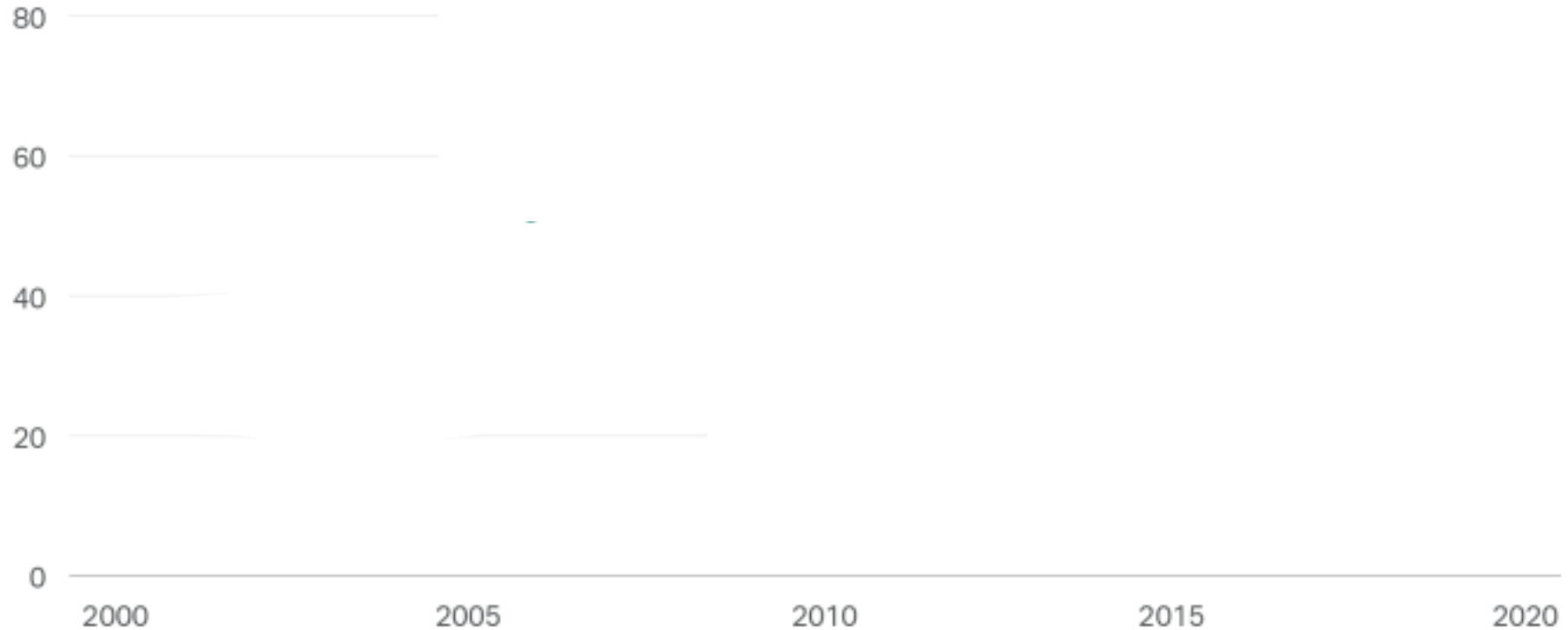
Bottom
Quartile

Gallup Tells Us

Employee Engagement Trends

% Engaged

—●— Global —●— U.S. - - ● - - Best-Practice Organizations



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The Iceberg of Ignorance

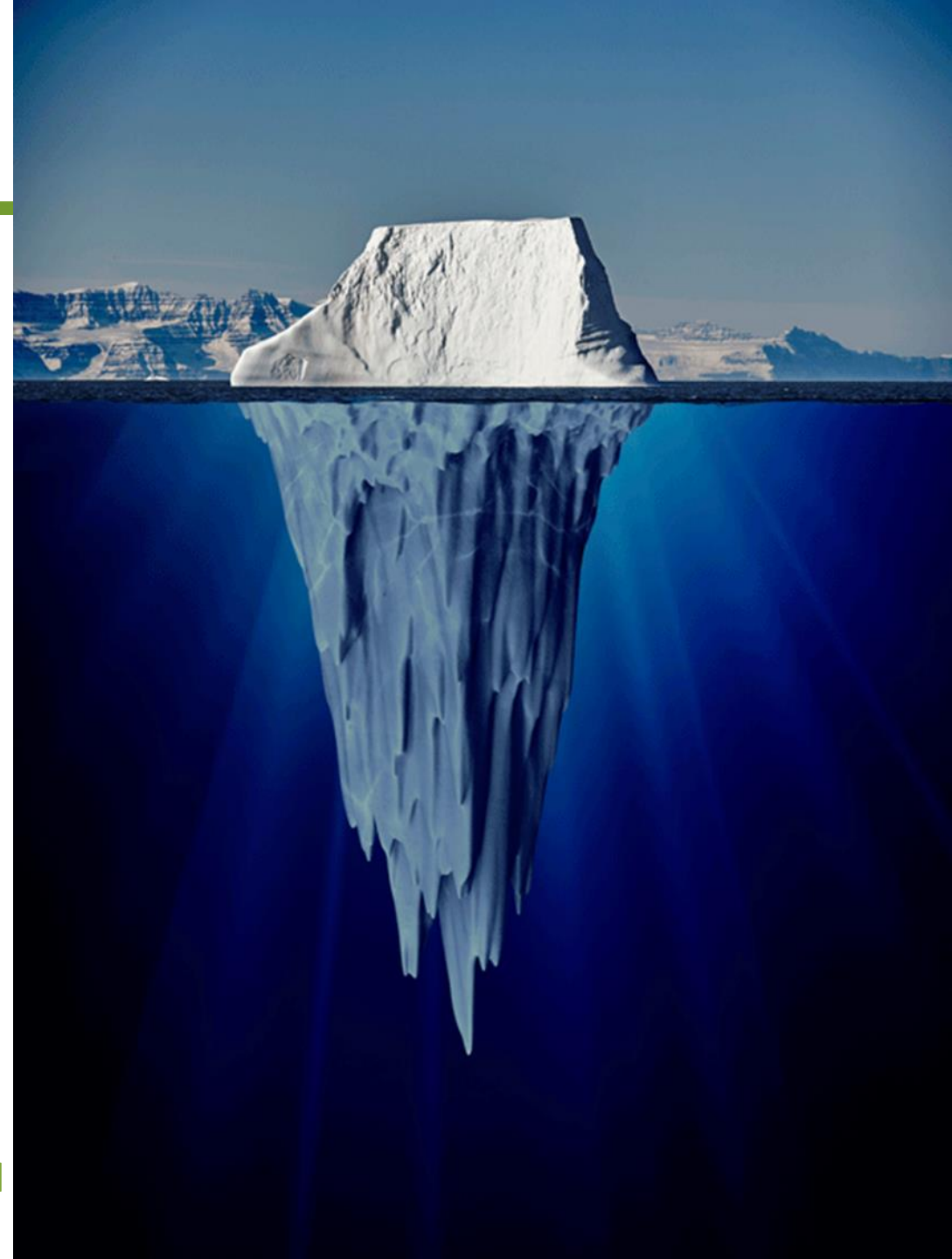
- Sidney Yoshida, in his acclaimed study “The Iceberg of Ignorance”, concluded that only 4% of an organization's front-line problems are known by top management.

(Published 1989)



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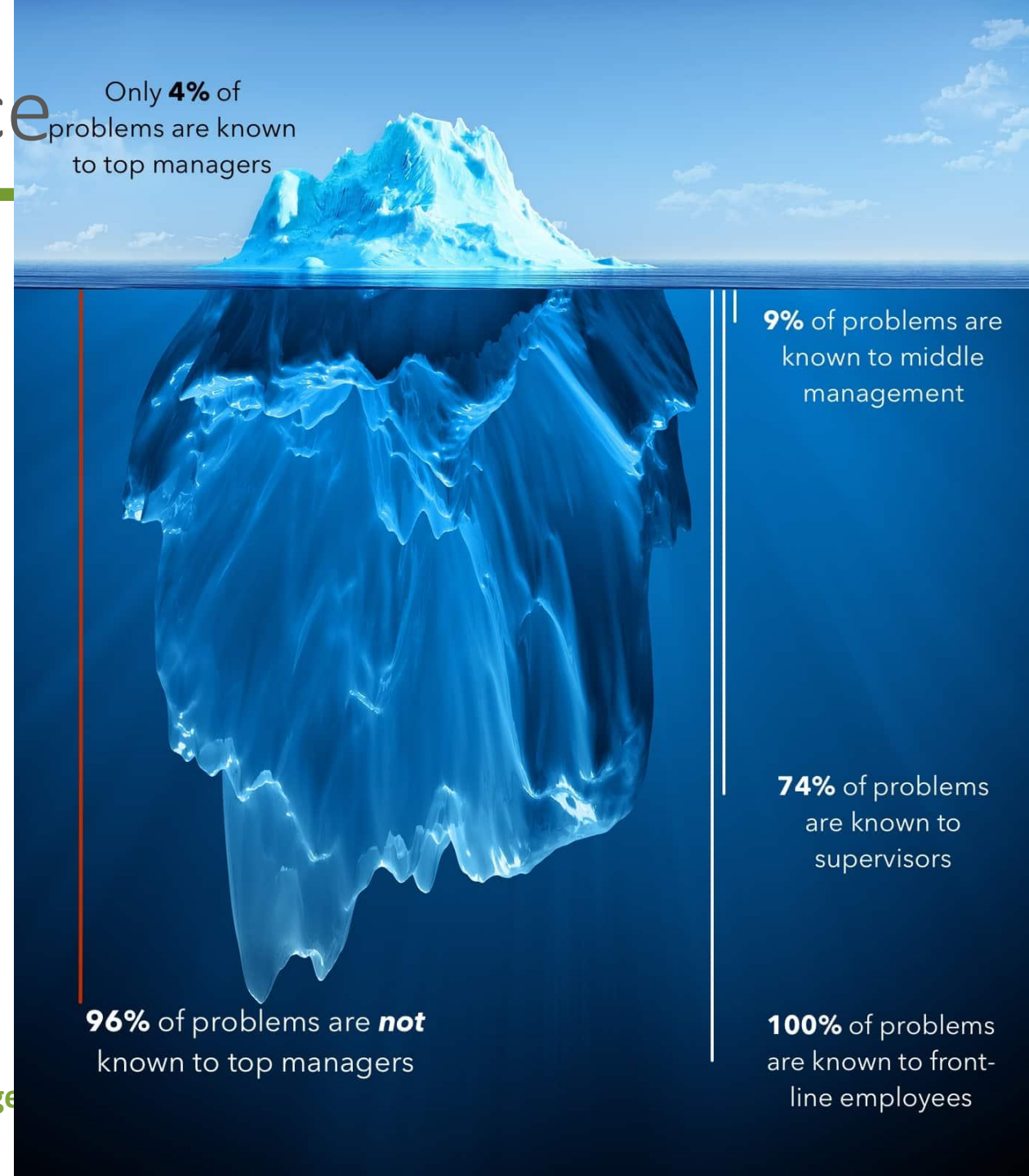
The Iceberg of Ignorance

- 4% of an organization's front-line problems are known by top management
- 9% are known by middle management
- 74% by supervisors
- 100% by employees



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4% problems known
to executives

9% problems known
to middle managers

74% problems known
to supervisors

100% problems known
to front line workers

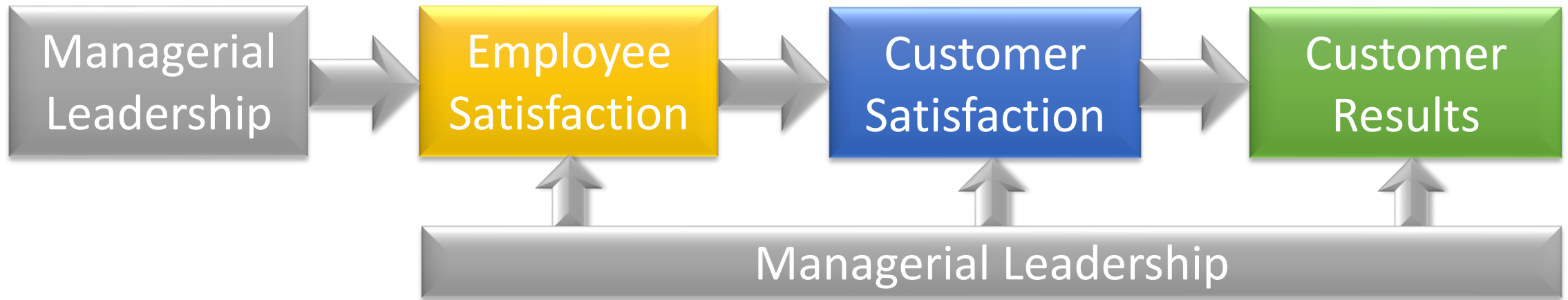
100% problems known
to executives

74% problems known
to middle managers

9% problems known
to supervisors

4% problems known
to front line workers

Service Profit Chain



- A variety of Internal Processes drive Employee Satisfaction
- Employee Satisfaction drives Customer Satisfaction
- Customer Satisfaction drives Customer Results
- Leadership practices underpin the entire Service Profit Chain

Managerial
Leadership is the key
ingredient required
for successful
organizational
change



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Managerial Leadership



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PROFIT

PERFORMANCE

CULTURE



Outcomes

Accountability and
Authority Model

Managerial Leadership

Managerial Capability



People

ORGANIZATION DESIGN

STRATEGY

BUSINESS MODEL



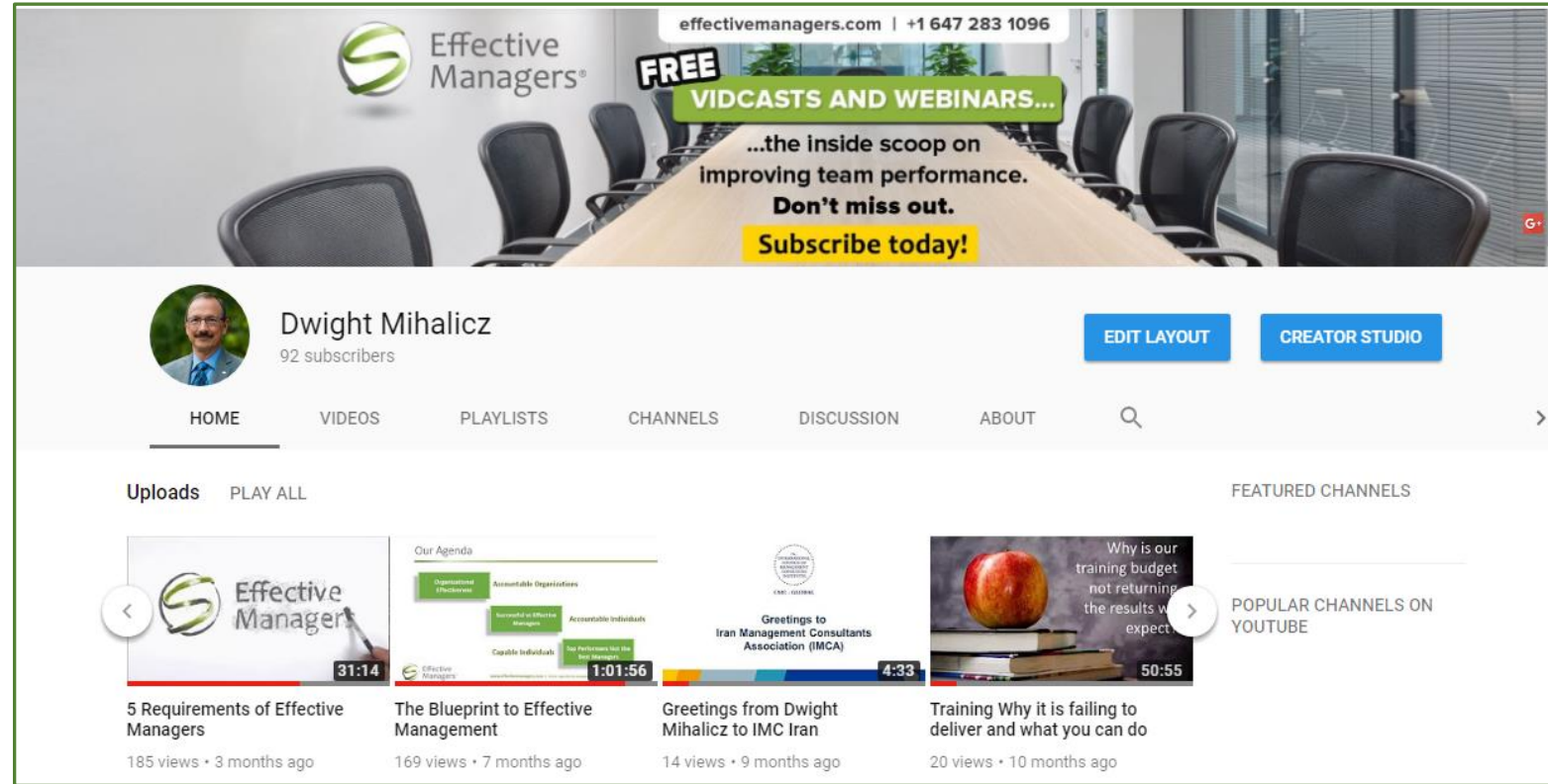
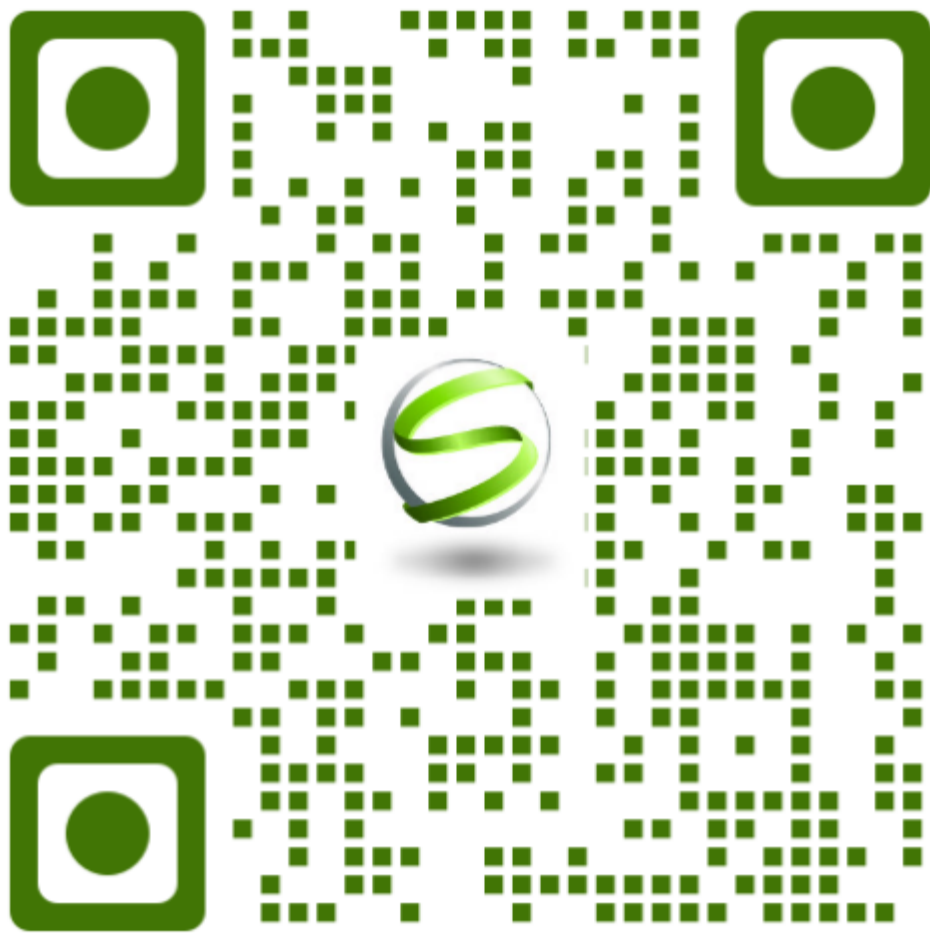
Structure

**I will respond to questions and
would appreciate your insights.**

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Comments and Questions





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and to

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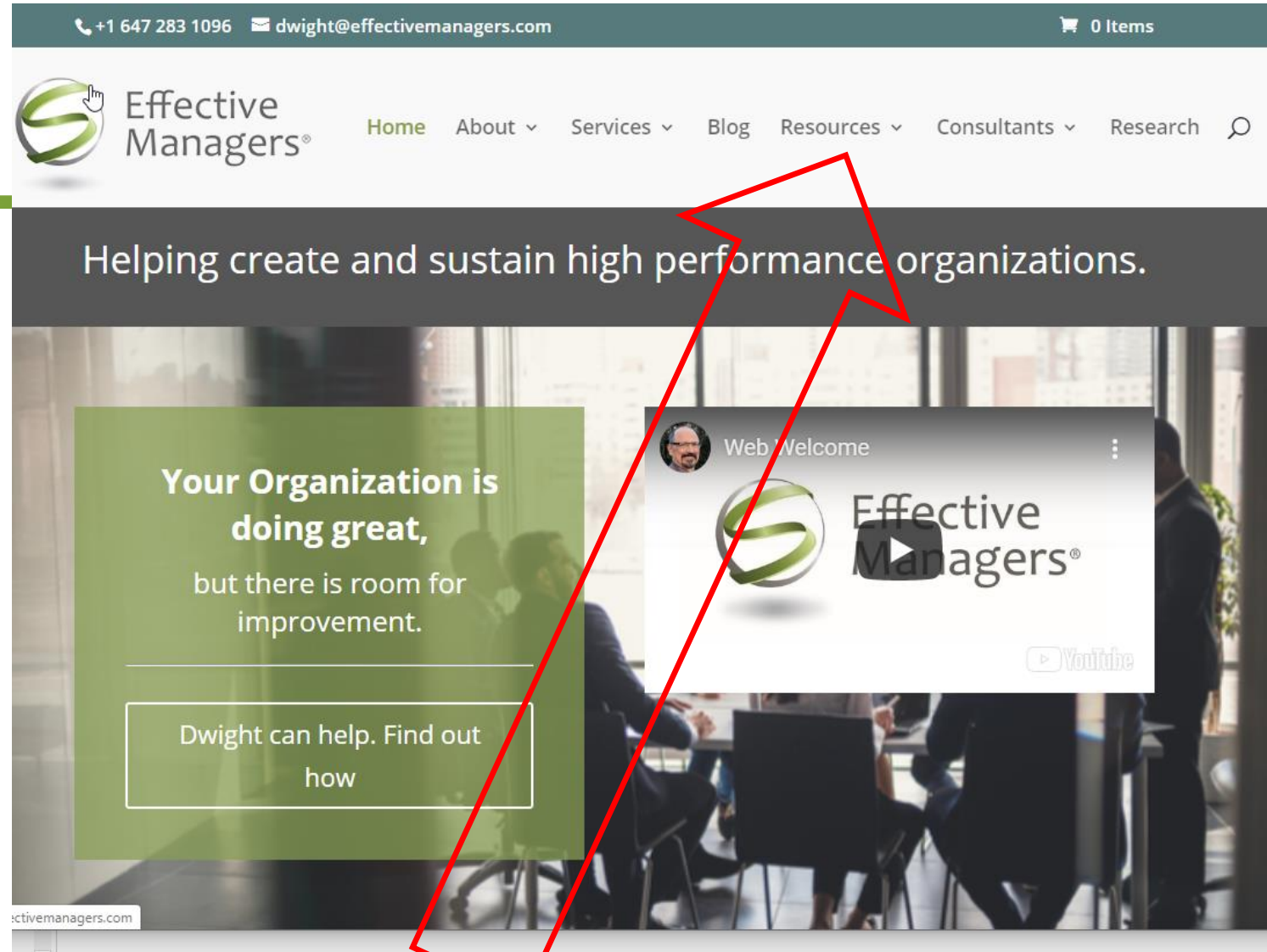
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BALANCED PERFORMANCE MEASUREMENTS

Session 2: Metrics vs Strategy

Dwight Mihalicz, FCMC

February 16, 2022 | 12 noon eastern



A HIGHER LEVEL of
management consulting
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Un NIVEAU SUPÉRIEUR
de conseil en management
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