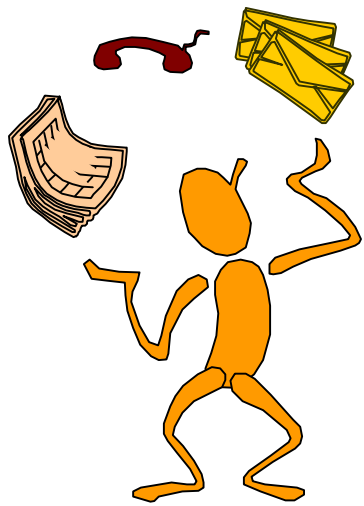


# Continuous Strategic Improvement



through

Effective  
Performance  
Measurement

## A Guide for SMEs



Mel Hudson

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## PREFACE

Whenever a new management tool or technique is developed, there follows a plethora of management books which explain what it is and how to implement it. These books invariably make a number of assumptions about their respective audiences. These assumptions are that the interested manager comes from a company where:

- the management team regularly find time to sit down and develop strategies for improving the business;
- the management team have a high degree of autonomy over critical business decisions;
- the team of staff know and understand the strategies developed;
- the operating environment can adjust easily to incorporate improvements and changes.

In my experience, working with small companies, these assumptions are invariably flawed. The typical small company seems to comprise;

- a management team who are rushed off their feet trying to deal with day to day crises in the company;
- a management team whose decision making activities are often severely restricted by financiers, customers, legislation and the company owners;
- a team of staff who often have little knowledge, let alone understanding of the business strategy;
- an operating environment which will require a major restructure (and often significant investment) in order to incorporate important improvements and changes.

These characteristics often preclude small companies from gaining the benefits of new management methods, not because they are unsuitable *per se*, but simply because the scenarios described in the text books rarely translate effectively into the practical experience of small company managers.

My primary aim in writing this guide was to stay rooted in small company reality and develop solutions which will work in this hectic environment. This guide provides a set of tools and techniques for developing continuous strategic improvement which are designed to work within these constraints. I hope that you will find it a useful resource.

**Mel Hudson** *October 2000*

## INTRODUCTION

### *The Gap Between Vision and Strategy*

Think for a minute about the direction in which you would like your company to develop and grow. This is probably not difficult – it is simply your vision for the future. However, now think about how you are going to get from where you are now, to actually attaining that vision. This is the rather more tricky bit – this requires a strategy; how to get from point A to point B.

All companies have visions – even if that vision is for the company to remain the same. However, small companies seem to find the strategy bit more difficult. This is because small companies need the ability to adapt quickly, in order to capitalise on opportunities and overcome potential problems. This requires a flexibility that long term plans cannot give, rendering them effectively obsolete. Therefore, in this environment, thinking of strategy as a set of plans is of little value. However, strategy can also be described as a pattern of actions which shape the business over time. This model seems to be a more appropriate method of describing small company strategy. The reason for this is that it removes the constraints of formal planning and allows a more flexible and dynamic management approach. This is essential to enable small companies to respond effectively to new opportunities or potential threats.

The problem with this type of strategy is that, all too often, it can turn out to be no strategy at all. This happens when short term flexibility takes over and management becomes purely reactive, rather than proactively driving towards the long term vision. This leaves us with a problem: Managers can make plans detailing how they intend to achieve their long term vision – knowing all the time that their plans are likely to alter course significantly over time, thus rendering them of little use. Alternatively, they can be flexible enough to react to the fast changing environment and ultimately exchange strategy for short term tactical manoeuvres.

## ***The Solution***

There is, however, a third option which is – conveniently – the subject of this guide. The third option involves what is known as incremental or emergent strategy. This option attempts to formulate strategy through evaluating and learning from short term tactical manoeuvrings. In order to do this effectively, a process of *continuous strategic improvement* is required, which can:

- identify appropriate short term tactics which will support the long term vision;
- identify improvements and develop performance measures to drive performance towards achieving the short term tactics;
- evaluate and learn from the measurement data to improve performance.

A key way of achieving these aims is effective performance measurement, which can provide appropriate data for monitoring, evaluating and learning purposes. This guide describes a practical process for achieving continuous strategic improvement through effective performance measurement.

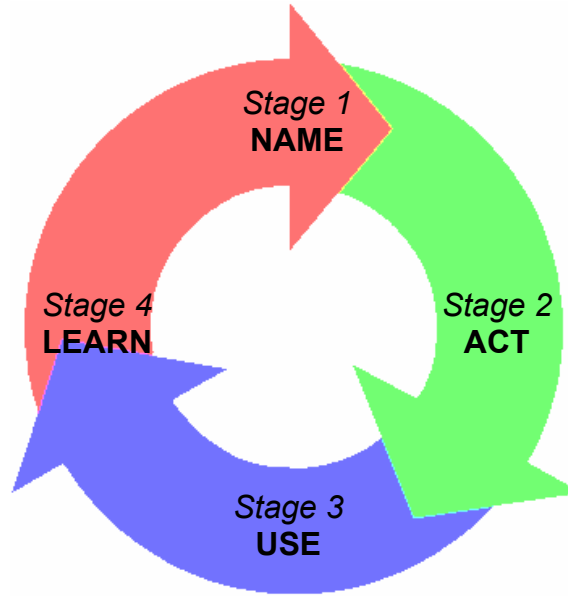
## ***The Continuous Strategic Improvement Process***

The process is presented as a cycle so that tactics and measures can be reviewed and updated on an ongoing basis. The diagram below illustrates how the process works by first naming an appropriate short term objective, then acting by identifying improvements and developing performance measures to monitor and evaluate progress towards the objective, through to implementing the improvements and finally feeding back performance, to enable strategic learning.

The process of naming the top priority business objective helps to focus improvement efforts and eliminate communication problems (*Name*). This is helped by identifying improvements and developing a few performance measures to drive progress towards the priority objective (*Act*). Using the performance measures helps evaluate the success of the improvement efforts

(Use). Reviewing the performance data regularly gives an early warning of potential problems and ensures that the measures remain relevant and coherent by highlighting and deleting obsolete measures (*Learn*).

**Continuous  
Strategic  
Improvement  
Process**



The main benefit of this cyclic approach is that it can help stimulate continuous strategic improvement in the business. This is because the process provides a mechanism for prioritising and monitoring business objectives, enabling the whole business to focus on achieving one objective before moving on to the next one.



## **FREQUENTLY ASKED QUESTIONS**

As a small company manager you probably have a million and one things to do already – so why would you want to bother wasting your time reading the rest of this guide? The purpose of this section is to try to convince you that it is worthwhile – not just to read it, but to start using the process it describes in your company.

### ***Why should I bother with this process?***

Think about the improvements you would like to make in your company. If you are thinking of more than one or two improvements, this process can help you. Instead of trying to sort out all your problems simultaneously, the process helps you to prioritise and choose just the most important improvement objective to focus on. As there is only one objective, it is easy to communicate to the rest of the staff, so everyone knows where they stand and what they are trying to achieve. When you have achieved one improvement, you take another look at your priorities, which may well have changed, and identify a new focus for improvement. Throughout each improvement, performance measures are developed and used to track progress and act as an early warning system if things start going wrong. It is a simple idea, and a simple process. Continuous strategic improvement can transform your company – try it and see the difference!

### ***How long will it take?***

The process is designed to help you achieve ongoing business objectives. It is a method of continuously evaluating where you are and where you want to go, and then monitoring your success in getting there. Therefore, there are no overall time limits for the process. However, each cycle will take approximately one day of management time, ideally spread over a couple of weeks.

### ***How much will it cost?***

Everything you need to work through the process is contained within this guide. There are no costs involved apart from staff time. Initially, more time will be needed to implement the process, but as it becomes part of your day to day management, the time involved will reduce considerably.

### ***Will it improve the bottom line?***

By only focusing on one objective at a time, there is a greater chance of achieving success. If the objective has been correctly identified as the main priority for the company, then achieving it should have a positive impact on the bottom line. The philosophy of continuous strategic improvement that this approach fosters can also help to improve profits indirectly, through a more proactive atmosphere of improvement among staff.

### ***How hard is it to actually do?***

Implementing a new management method is never easy. However, this guide provides the tools and techniques you will need to get through the difficulties and overcome any resistance to change. Being positive about change and managing it effectively is the key to making the transition as smooth and pain free as possible. Once you have got over the initial implementation, the process is extremely straightforward and easy to use.

## **PROCESS SUMMARY**

The process illustrated in this guide is designed to enable companies with dynamic strategies to develop a system for continuous strategic improvement that is resource efficient and able to adapt quickly and easily to changing business demands. It is represented as a cycle to illustrate that it is a continuous process of naming improvement objectives, developing and implementing performance measures to help achieve those objectives and then reviewing the data to achieve strategic learning.

### **Stage 1: NAME**

This stage involves the management team naming the top priority business objective as a focus for this cycle of the process. This is achieved by identifying and then prioritising the company's current strategic objectives. The most critical objective is then chosen as the focus for attention and a project team is identified to develop appropriate performance measures to support this objective.

### **Stage 2: ACT**

A project team consult staff and collect suggestions for improvements which will help the company achieve the named objective. The suggestions are evaluated and appropriate action is taken to implement improvements. A small amount of performance measures are developed to monitor progress towards the identified objective. Appropriate members of staff are appointed to implement the measures and collect data for review.

### **Stage 3: USE**

Each appointed member of staff sets up and co-ordinates data collection procedures for their measure. Ideally this includes an

information site to ensure that all staff can monitor progress. They are responsible for reporting progress and also for actioning any feedback from the reviews.

**Stage 4: LEARN**

The management team reviews progress to target on all performance measures. In addition, all measures are assessed for their continued appropriateness to company needs and to ensure that no conflicts arise between measures. Actions from this review, including revised targets or the deletion of obsolete or conflicting measures, are then fed back to the relevant staff.



## **STAGE 1: NAME**

**Aim:** to identify your current most important strategic objective.

**People:** the management team

**Tools:** Templates of the tools used can be found in the Appendix.

This is the planning stage of the cycle, where you must name your current most important strategic objective. It is essential to get this right to ensure that your improvements reflect your current strategic priorities. This section will guide you through the process of defining and prioritising business objectives. It will then suggest who should participate in a company-wide team who will be responsible for identifying appropriate improvements and developing performance measures to monitor progress.

### **1.1 Define Strategic Objectives**

If you have one, a strategic / business plan or mission statement will be useful for this activity, as it will help you to identify your current strategic objectives.

The first step in identifying your business objectives is to identify your business needs in terms of the critical dimensions of performance.

***Tip: Making a list of your various stakeholders (e.g. investors, employees, owners, affiliated companies etc.) will help at this stage, as will identifying your major customers.***

The diagram in figure 1 illustrates the hierarchical relationship between the various dimensions and sub dimensions of performance. From this diagram, it can be seen that the four dimensions that are critical to business success are Operational Effectiveness, Supplier Effectiveness, Stakeholder Satisfaction and Customer Satisfaction.

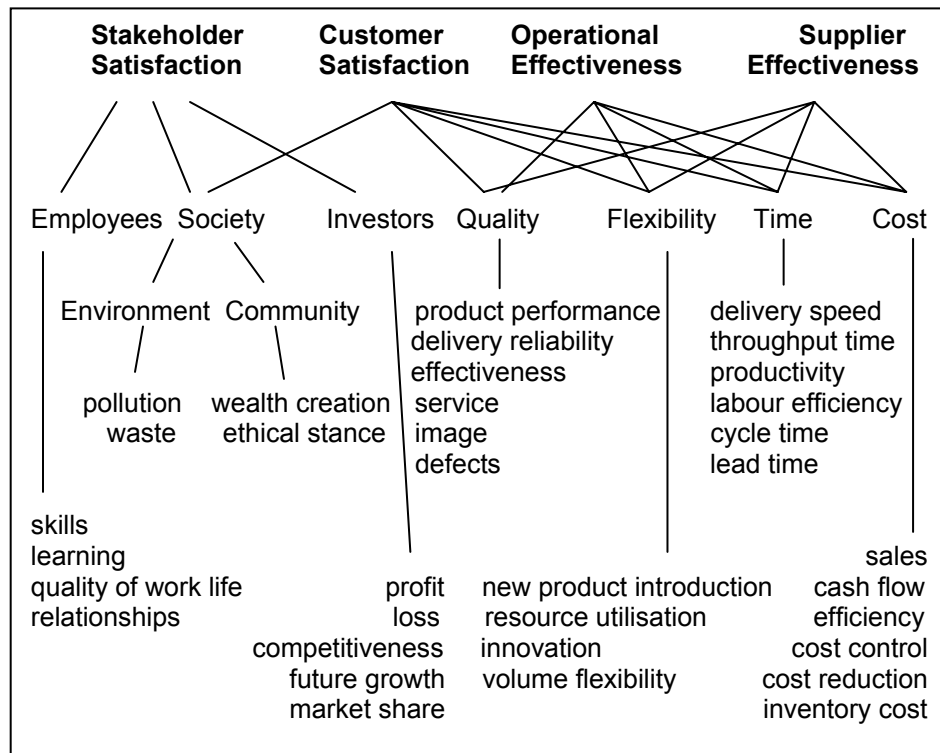


Figure 1: Relationships between dimensions and sub-dimensions of performance

Using Tool 1, you should now start to think about identifying your current business needs for each of the critical dimensions of performance. Use the diagram as a guide to ensure that you cover all the relevant aspects of performance within each dimension.

Your business needs may be classified into two groups for examination; internal needs and external needs.

Internal needs essentially relate to the working practices within the company itself. They may include current operational concerns, specific improvements, or other changes you wish to make.

	Business Needs	Strategic Objectives
Operational Effectiveness		
Supplier Effectiveness		
Stakeholder Satisfaction		
Customer Satisfaction		

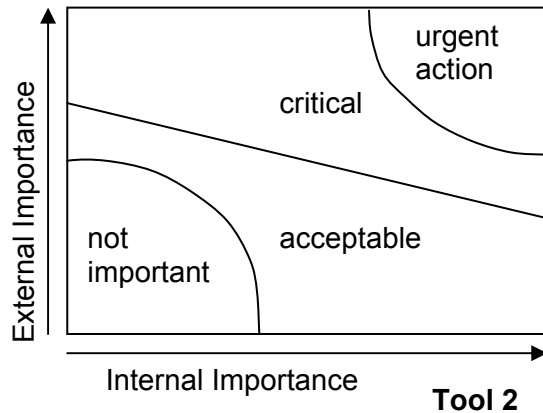
**Tool 1**

External needs may be classified as the many external forces that influence the way your company works. This includes any current opportunities or threats you are facing. Identify the external requirements that will ensure improvements across each dimension of performance.

Once you have identified a balanced set of current business needs, you need to develop your current strategic objectives by capturing precisely what actions you need to take in order to satisfy those needs.

## 1.2 Name Top Priority Objective

To identify which objective is currently most critical for financial success, plot your set of objectives on the matrix (tool 2)\*.



This is achieved by looking at each objective in terms of a) how important it is to achieve the objective as far as your company is concerned (internal importance) and b) the importance of achieving the objective as far as your customers and stakeholders are concerned (external importance).

Identify the objective(s) which is currently the most critical for financial success. This will generally be any objective which falls into the 'urgent action' zone on the chart, although it is advisable to focus on just one objective each time.

The objective you choose should now become your named focus for improvement for this iteration of the process

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\* Adapted from Slack, N. (1994) "The Importance Performance Matrix as a Determinant of Improvement Priorities" *International Journal of Operations and Production Management*, Vol 15 No 4 pp59-75.



### **1.3 Identify Project Team**

Select a project team who will have responsibility for identifying appropriate improvements and developing performance measures to support the chosen objective (usually 5/6 people per team, depending on company size).

Remember that although it might seem logical for the project team to consist entirely of managers, this could present significant problems, including:

- difficulties getting the team together, due to day-to-day managerial issues
- the project being overtaken by short-term problems
- a tendency to alienate the project from the people who will be expected to implement and use the resulting PMs.

Therefore, it is strongly recommended that the project team has representatives from all levels of the company, including:

- team leaders;
- supervisors;
- other capable members of staff;
- management.

## STAGE 2: ACT

**Aim:** To identify appropriate improvements and develop performance measures to support the named objective.

**People:** The project team identified in stage 1.

**Tools:** Templates of the tools used can be found in the Appendix.

This is where the project team consult staff throughout the company to gather suggestions which will help achieve the named objective. They then identify performance measures to monitor and evaluate progress towards the named objective. The following stage illustrates the tools and techniques to help you achieve these aims.

### 2.1 Consultation

The purpose of this exercise is to consult with members of staff to communicate what you are trying to achieve and to gather improvement suggestions that will help the company achieve the named objective.

Depending on your circumstances, you may decide to use one or both of the following methods of consultation:

- a survey to all staff;
- team brainstorming sessions.

The table in figure 2 illustrates the key trade-offs between each method.

The main focus of either method should be to inform staff of the focus for improvement and identify what they perceive as being the ***'top three improvements'*** necessary to achieve the named objective.

Survey	Brainstorming
<ul style="list-style-type: none"> <li>• involves all staff</li> <li>• quick to administer</li> <li>• easy to set up with no experience</li> <li>• typically low reply rates</li> <li>• lots of off-topic information</li> <li>• time consuming data sorting required</li> </ul>	<ul style="list-style-type: none"> <li>• involves only selected members of staff</li> <li>• time consuming to set up / do</li> <li>• difficult to do without experience</li> <li>• full participation from the selected staff</li> <li>• mainly relevant, on-topic information</li> <li>• data can be sorted in the session</li> </ul>

Figure 2: Survey V's Brainstorming Trade-offs

## Staff Survey

The survey method is particularly useful for gathering data from the entire staff quickly and efficiently. However, the drawback of this method is that although it is easy to administer, the response rate and the quality of the responses will be lower.

Hints and tips for an effective survey are given below.

### **Hints**

To get the best response, it is essential to explain:

- What you are trying to achieve (i.e. the named objective)
- How it will be achieved (i.e. by focusing improvement efforts in this one area and monitoring and evaluating progress)
- The purpose of the survey (i.e. to gather improvement suggestions from all staff relating to the achievement of the named objective)
- The information you want:
 

**What are the top three improvements you can think of which will help us to achieve the named objective?**

(In addition, you might want to provide space for further comments, to allow other important issues to be raised)

Useful prompts to incorporate on the survey form might include:

- What improvements in your team would make it easier to achieve the named objective?
- What improvements in the company as a whole would help us achieve the named objective?

### ***Tips***

- Make sure that the named objective is clearly stated on the survey.
- Make sure everyone in the company receives the survey – this way everyone has a chance to suggest improvements, if they want to.
- Set a date by which all replies must be received – otherwise you will be waiting indefinitely for replies.
- Do not expect everyone to reply – the main point of the survey is to inform people about the project and invite their input. People who are interested enough will reply.
- Expect lots of information not directly related to the named objective – this is to be expected and could be useful for other projects, even though it is not directly relevant here.

## **Brainstorming**

Brainstorming sessions have the advantage of gathering detailed data from specific groups of people. However, although this method is more productive, it is also the most time consuming and difficult to arrange.

Hints and tips for conducting this brainstorming session effectively are given below.

### ***Hints***

- At the beginning of the session, explain what you are trying to achieve. Make this VERY clear, to ensure that everyone is focused on answering ONE question:  
**What are the *top three improvements* you can think of which will help us to achieve the named objective?**
- Write both the named objective and the question on a whiteboard / flip chart, as a reminder to everyone of the purpose of the session.
- Lead the discussion, where necessary, by prompting the group with questions, or suggesting improvements that you personally think would help the company achieve the objective.

Prompts might include:

- What improvements in your team would make it easier to achieve the named objective?
- What improvements in the company as a whole would help us achieve the named objective?

### ***Tips***

- 5-8 people are the optimum number for effective brainstorming. More than this will inevitably end up with the session getting side-tracked onto different issues, whereas fewer may result in a lack of ideas for discussion.

- Use post-it notes to record information – they are easy to move around and you can use different colours to denote different issues.
- A whiteboard or flip chart will give you plenty of room for adding or removing post-its, as ideas develop.

## **2.2 Evaluation**

The consultation phase should result in lots of improvement suggestions which need to be evaluated to identify which are critically important to achieving the named objective. This process will differ slightly depending on whether the consultation format you used was brainstorming, or a survey.

### ***If you used brainstorming***

– the evaluation can be carried out at the end of the session to save time.

### ***If you used the survey method***

– the evaluation should be carried out in a separate session with the project team. (With this method, there is also a need to sort the data before evaluating it. This involves taking each survey in turn and writing each suggestion down on a post-it note, then grouping similar suggestions under general headings.)

***Evaluation should be conducted on the basis of the importance of each improvement to achieving the named objective.***

This can be achieved using a 5 point +/- scale (see tool 3), to rate the relative importance of each suggestion in achieving the priority objective. The easiest way to do this is to draw the scale on a whiteboard / flipchart, and stick the post-it notes you have already written against the relevant section.

This process should be repeated to higher and higher levels of importance, until you have between 3-5 critically important improvement suggestions.

	<b>Suggested improvements to achieve the named objective</b>
<b>++</b> <i>(v high importance)</i>	
<b>+</b> <i>(high importance)</i>	
<b>0</b> <i>(important)</i>	
<b>-</b> <i>(low importance)</i>	
<b>--</b> <i>(v low importance)</i>	

**Tool 3**

It is important that the improvements identified have management support, so that they can be implemented quickly and efficiently. This support is required before moving on to the next step. Tool 4 provides a method of recording the critically important improvements, detailing what they are, who will be affected and responsible, and how long the project is expected to take. Copies of this sheet should be sent to all relevant people for information and approval.

<b>Improvement:</b>	
<b>Area affected:</b>	
<b>Person Responsible:</b>	
<b>Action Required:</b>	
<b>Estimated time:</b>	
<b>Signed off:</b>	

**Tool 4**

## 2.3 Develop Performance Measures

Having gained management support for the selected improvements, it is now time to develop some performance measures to evaluate their success and monitor the overall progress towards the named objective.

To ensure that performance measurement does not become cumbersome, you should aim for just one measure to monitor overall progress towards the named objective. In addition, you may wish to develop measures to assess the effectiveness of the improvements you are undertaking. However, a useful guideline is that there should be no more than 3-4 measures per named objective. All the measures should be clearly related to the named objective, have a clear purpose and be simple to use and understand. The performance measure record sheet (tool 5\*) can be used to help you achieve this.

<b>Measure</b>	The title of the measure. Should be self explanatory and avoid jargon.
<b>Purpose</b>	Should be related to the effect you are trying to achieve.
<b>Relates to</b>	Identify the business objective that this measure relates to.
<b>Target</b>	Specify the level of performance required and the timescales within which they need to be achieved.
<b>Formula</b>	How something is measured affects the way people behave. The formula should drive people towards good business practice.
<b>Frequency</b>	The frequency with which performance should be recorded and reported is a function of its importance and the available data.
<b>Who measures?</b>	This box should identify the person who is going to collect the data. This is the formal 'owner' of the measure.
<b>Source of data</b>	Where is the data coming from? To track changes in performance over time, then the data must come from the same source each time.
<b>Who acts on the data?</b>	This box should identify the person who has the responsibility / authority of acting on the data. Normally, this will be either the person who collects the data, or their line manager.
<b>What do they do?</b>	Without some action here, the measure is pointless. You should define a general process to be followed in the case of good/ bad performance.
<b>Notes</b>	Any specific issues, concerning the measure should be detailed here.

**Tool 5**

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\* Neely, A. Mills, J. Gregory, M. Richards H. Platts, K. and Bourne, M. (1996) *Getting the Measure of Your Business*, Works Management, Cambridge. P65.



When you complete the performance measure record sheets you are asked to identify a member of staff who will be responsible for managing that measure. A copy of the sheet should be sent to this person, for information, along with an implementation date and information about reporting and feedback procedures.

## **STAGE 3: USE**

**Aim:** to implement the improvements and performance measures and develop procedures for reporting / feedback.

**People:** The Management team and identified members of staff.

**Tools:** Due to its nature tool 6 is for illustration purposes only.

This is the implementation stage of the cycle. It is essential that this stage is completed effectively, because otherwise the other stages have been a waste of time. This section gives advice to ensure effective implementation. The tool illustrated is an example of a paper-based information point, but may be substituted if your company already has effective dissemination systems in place.

### **3.1 Planning Implementation**

Good communication is the key to effective implementation. Your implementation plan should therefore ensure that:

- all staff are informed about the improvements being undertaken and the related performance measures (with reasons why!);
- a central, open access, file is developed, containing all the information for each named objective, to ensure visibility throughout the company;
- members of staff who are to be responsible for implementing and managing performance measures are informed of their role and the reporting procedures;
- information points are set up, displaying performance data for each measure.

## Information Points

To ensure visibility across the company, performance data for each measure should be summarised and displayed in a prominent position (either paper or electronically based).

The information should be maintained regularly by the owner of each measure.

Tool 5 illustrates a possible format for an information point.

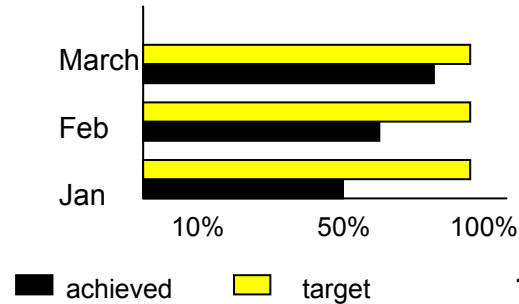
### Information Point

*Performance Measure:*

*Target:*

*%Achieved:*

*Updated:*



## The Continuous Strategic Improvement File

This file should contain all the information relating to continuous strategic improvement within the company.

The file should contain the following information:

### **Section 1:**

- The current named objective
- A list of current improvement actions relating to the named objective

- Performance measure record sheets for the current named objective (tool 6)
- Review sheets for each performance measure (see tool 7)

**Section 2:**

- Previous named objectives
- A list of the improvements undertaken which related to the named objectives
- Performance measure record sheets for the previous named objectives (tool 6)
- Review sheets for each performance measure (see tool 7)

**Section 3:** (for reference purposes)

- Performance measure record sheets for obsolete objectives (tool 6)
- Review sheets for each obsolete performance measure (see tool 7)

### **3.2 Data Collection Systems**

The performance measure record sheet should contain all the relevant information for data collection, including who is responsible for collecting the data, where the data will come from and the frequency of collection.

It is the responsibility of the person who is managing the measure to:

- ensure that the data is collected correctly, according to the information given
- complete and update the information point with progress on a regular basis
- complete a review sheet before each review meeting (See Tool 7)
- action any feedback on the measure received from the PM review.

## **STAGE 4: LEARN**

**Aim:** to assess the impact of improvements made and to evaluate progress towards achieving the named objective.

**People:** the management team

**Tools:** Templates of the tools used can be found in the Appendix.

This stage of the process aims to review the performance data collected from all performance measures, to ensure that the targets remain relevant and that obsolete measures are deleted. In addition, potential conflicts between performance measures can be identified and resolved.

### **4.1 Review Progress**

To ensure that all your performance measures are relevant and appropriate to your current needs, they need to be reviewed regularly. Reviews should occur:

- a) every month / quarter (as appropriate)
- b) every time you introduce new measures (even if they are not developed using this process).

**Each Review should:**

- a) monitor progress towards the named objective;
- b) assess the continued value of each measure;
- c) ensure that there are no conflicting measures.

To review progress on existing performance measures, you will require the following information for each individual measure:

1. the title of the measure,
2. progress to target,
3. major actions undertaken,
4. any other relevant issues.

This information should be provided by the person responsible for each measure, using a Review Sheet (See Tool 7 for a template Review Sheet).

### Review Sheet

<b>Measure</b>	
<b>Person Responsible</b>	
<b>Performance Data</b>	
<b>Target</b>	
<b>% Achieved</b>	
<b>Actions Undertaken</b>	
<b>Issues</b>	
<b>Review Comments</b>	
<b>Progress to Target</b>	
<b>Actions</b>	
<b>New Review Date</b>	

**Tool 7**

Using this information, you can carry out the review. This will entail:

- ensuring progress towards the named objective is satisfactory
- evaluating the improvements made using the relevant performance measures
- reviewing / changing / extending targets for individual performance measures, as appropriate
- deleting obsolete measures
- ensuring that none of the measures conflict with each other
- feeding back any actions to the appropriate members of staff.

## CONCLUSION

This guide has illustrated a step-by-step process for the development of continuous strategic improvement. The process enables you to:

- identify your current most important business objective
- identify the critical improvements you can make in the company which will help you achieve that objective
- develop performance measures to monitor and evaluate your improvement efforts
- learn from your experiences to facilitate future improvements using the process.

The process is designed to be continuous and, therefore, this should not be seen as the conclusion of strategic improvement in your company, but simply as the end of one cycle.

To ensure that you can continue to focus on the achievement of your most pressing strategic objectives, it is essential that you integrate this process into the company's way of working, so that every time your strategic priorities change, you can use it as an opportunity for improvement, through another iteration of the process.

Good Luck!

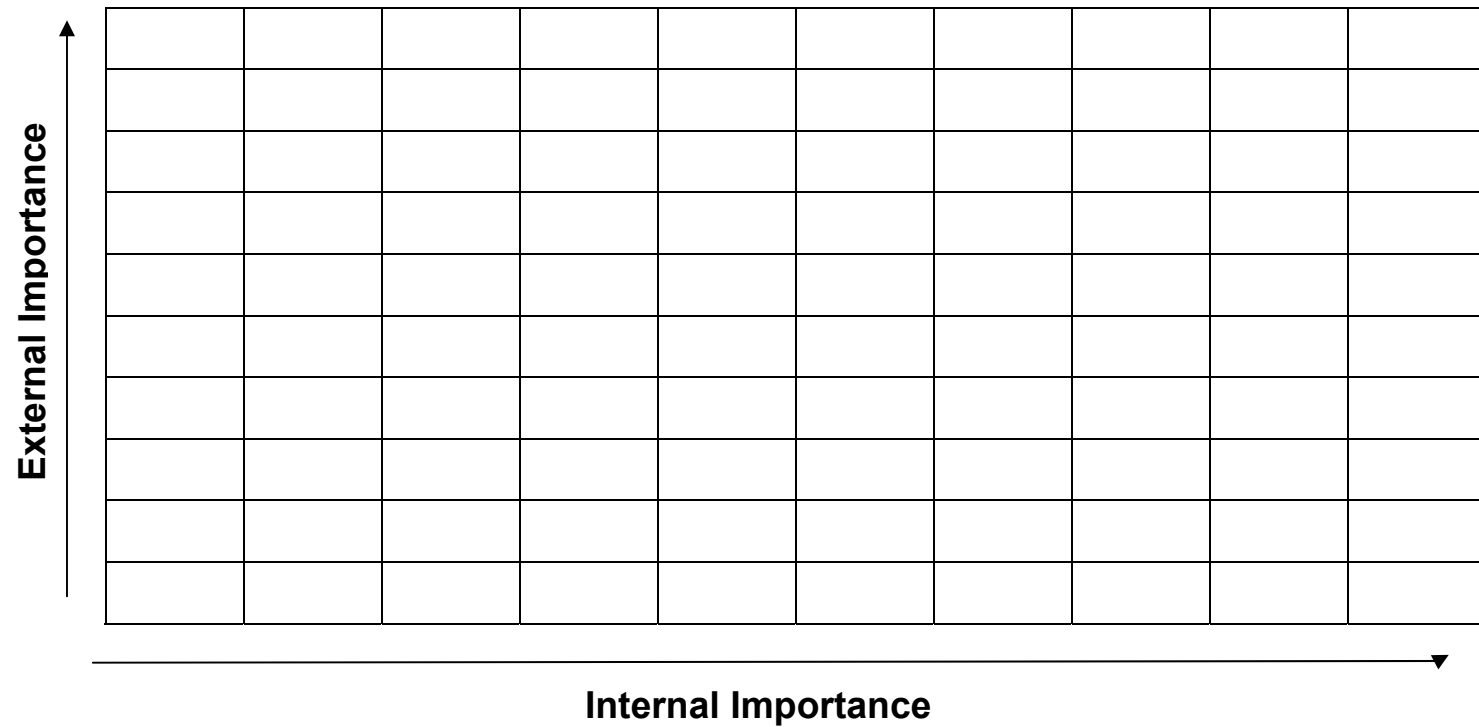
**APPENDIX:**  
**Tool Templates**



**Tool 1: Business Needs Analysis**

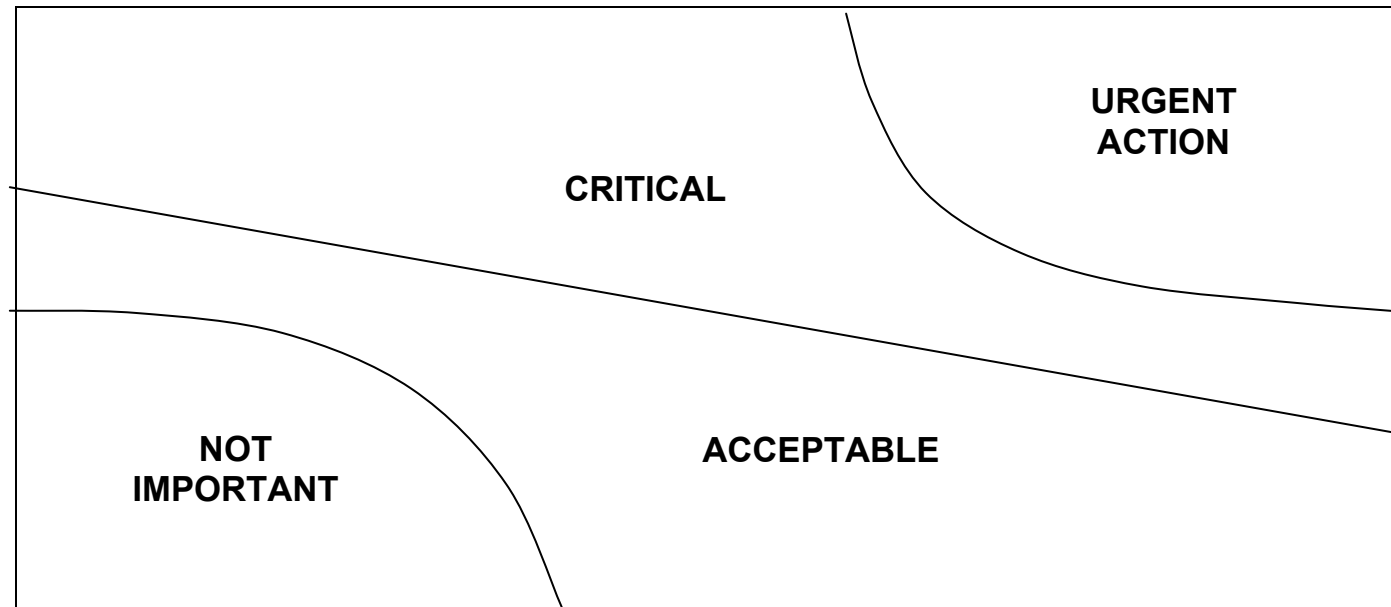
	<b>Business Needs</b>	<b>Current Strategic Objectives</b>
<b>Operational Effectiveness</b>		
<b>Supplier Effectiveness</b>		
<b>Stakeholder Satisfaction</b>		
<b>Customer Satisfaction</b>		

## Tool 2: Internal / External Prioritisation Matrix\*



\* Adapted from Slack, N. (1994) "The Importance Performance Matrix as a Determinant of Improvement Priorities" *International Journal of Operations and Production Management*, Vol 15 No 4 pp59-75.

**Tool 2: Internal / External Prioritisation Matrix Overlay Sheet (photocopy onto acetate)\***



\* Adapted from Slack, N. (1994) "The Importance Performance Matrix as a Determinant of Improvement Priorities" *International Journal of Operations and Production Management*, Vol 15 No 4 pp59-75.

### Tool 3: Prioritisation Chart

	<b>Suggested improvements to achieve the named objective</b>
<b>++</b> <i>(v high importance)</i>	
<b>+</b> <i>(high importance)</i>	
<b>0</b> <i>(important)</i>	
<b>-</b> <i>(low importance)</i>	
<b>--</b> <i>(v low importance)</i>	

## Tool 4: Improvement Action Sheet

<b>Improvement:</b>	
<b>Area affected:</b>	
<b>Person Responsible:</b>	
<b>Action Required:</b>	
<b>Estimated time:</b>	
<b>Signed off:</b>	

### Tool 5: Performance Measure Record Sheet\*

<b>Measure:</b>	
<b>Purpose:</b>	
<b>Relates to:</b>	
<b>Target:</b>	
<b>Formula:</b>	
<b>Frequency:</b>	
<b>Who Measures:</b>	
<b>Source of Data:</b>	
<b>Who acts on the Data:</b>	
<b>What do they do:</b>	
<b>Notes/ Comments:</b>	

\*Neely, A. Mills, J. Gregory, M. Richards H. Platts, K. and Bourne, M. (1996) *Getting the Measure of Your Business*, Works Management, Cambridge. P65.

## Tool 7: Review Sheet

<b>Performance Measure:</b>	
<b>Person Responsible:</b>	
<b>Performance Data</b>	
<b>Target:</b>	
<b>% Achieved:</b>	
<b>Actions Undertaken:</b>	
<b>Issues:</b>	
<b>Review Comments</b>	
<b>Progress to Target:</b>	
<b>Actions:</b>	
<b>Next Review Date:</b>	

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