

Curriculum Overview

- Serious Performance Consulting
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Course Title	Serious Performance Consulting	Acronym	SPC
Course Description			
This workshop is based on Dr. Geary Rummler's 35 years of experience as a performance consultant to Fortune 500 companies. The course provides a comprehensive framework for understanding the variables that impact performance and organizational results, and a huge set of tools and design templates for finding and addressing results improvement opportunities.			
Course Length		3 days	
Course Outline			
<p>Day 1</p> <ul style="list-style-type: none"> • Performance consulting assumptions & basic premise • Anatomy of Performance (AOP) Framework <ul style="list-style-type: none"> ○ The vacuum view of performance ○ Organizations as adaptive processing systems ○ 3 levels of performance ○ 2 views of organizations ○ Exercises: AOP mapping • The Results Chain & Project Scoping <ul style="list-style-type: none"> ○ The Nu-Plant Case <p>Day 2</p> <ul style="list-style-type: none"> • Job Level <ul style="list-style-type: none"> ○ 2 Views ○ Human Performance System (HPS) <ul style="list-style-type: none"> ▪ HPS Drill-Downs ▪ Exercises: Getting job results ▪ Exercise: HPS analysis ▪ Nu-Plant HPS ▪ Management HPS ○ Management Model <ul style="list-style-type: none"> ▪ Job Analysis ▪ Exercise: Job analysis ○ Variations on the theme • Process Level <ul style="list-style-type: none"> ○ Alignment ○ Value creation system ○ Importance of processes ○ Linking processes to jobs ○ Exercises: Getting process results ○ RPM methodology ○ Job-process-culture alignment ○ Process failures 			

Day 3

- Organization Level
 - Super system understanding
 - Exercise: Super system
 - Exercises: Getting organization results
 - Value chain optimization
 - Exercises: Value creation system optimization
 - Management role/tools for alignment
 - Common management system failures
- Whole System
 - Organization modeling examples
 - The 4 Views
- Results Improvement Process & Tools Overview
- Cases

Course Objectives

- Apply a mental model for understanding the variables that affect performance and organizational results
- Select and use tools for analyzing results gaps at Job, Process and Organizational levels
- Determine the solutions that will produce lasting improvement
- Select strategies and tactics for moving up the results chain and finding performance improvement opportunities that yield big payback
- Apply project planning and management techniques for designing effective improvement projects

Who Should Attend

This course is useful for anyone in a function or role with responsibility for assisting organizations to become more effective, including people who work in Human Resources, Quality, IT, Organization Development/Effectiveness, Business Process Improvement or Internal Consulting.

Secondarily, leaders of improvement functions will also benefit from attending this course.

Course Variations

This course can also be offered in a 3-day format in which the third day is devoted to a complex simulation, which challenges participants to deal with financial data, uncertainty, and multiple options for dealing with performance consulting situations.