

Dilbert Explains the financial crisis



WAARSCHUWING HAY GROUP

Bedrijven zetten ook het mes in vitale functies

10:14 uur

Bedrijven snijden op dit moment niet alleen hun overvloedige vet weg, maar zetten ook het mes



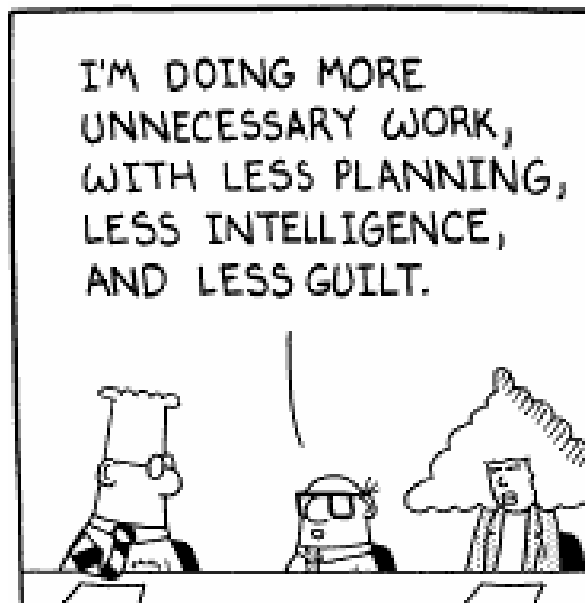
"Pour yourself a drink - the news isn't too good."

Overheid bezuinigt op personeel door recessie

14-05-2009 | Categorie: [Opinie](#) | 174 keer gelezen | [Stuur bericht door](#) | [Print bericht](#)

Het idee dat overheden in tijden van recessie een veilige haven zijn is niet meer. Ook overheden zoals gemeenten en politie worden geraakt door de crisis. Zo kwam gisteren uitgebreid in het nieuws dat minister Ter Horst wil bezuinigen op de politie door het aantal aspirant-agenten met de helft terug te brengen. Maar ook gemeenten zoals Eindhoven en Amersfoort moeten besparen.

The Solution:



The Solution: Management Models

- Management models;
- Why management models;
- Which management model;
- Than what? What's next? How does the model work?

INK model

- Are you familiar with the INK model?
- If yes, what are your experiences?
- What do you expect of this seminar and which questions would you like to see answered?

Agenda

14.00 - Welcome & opening

14.15 - Presentation "The INK-model"

15.00 - Coffee break

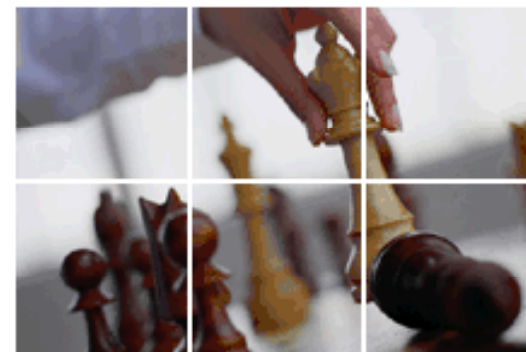
15.30 - Presentation "INK and IBM Cognos?!"

15.45 - Demonstration IBM Cognos 8

16:15 - Drinks

Introduction to the INK model

June 30th, 2009



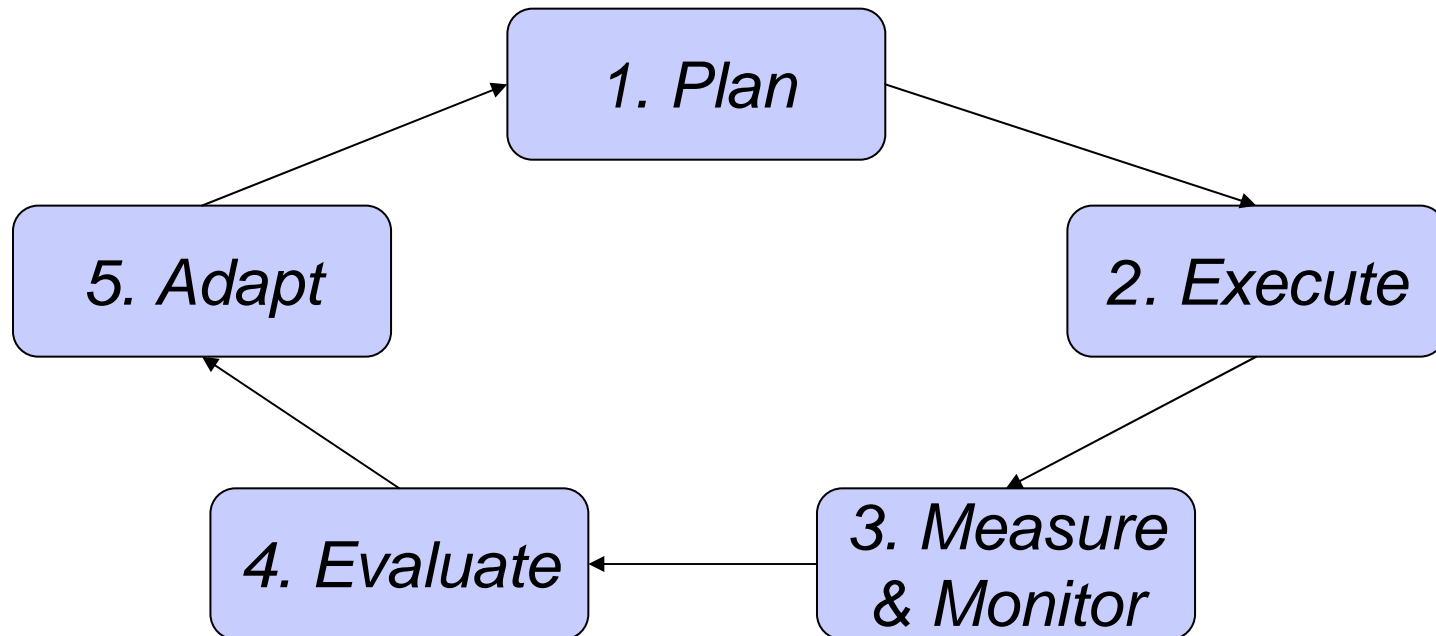
Agenda

- What is performance management?
- Two models
- Explanation of the focus areas of INK model
- Five development phases of INK
- How do you define KPI's (Key Performance Indicators)
- Success factors and pitfalls for the INK model

Performance Management

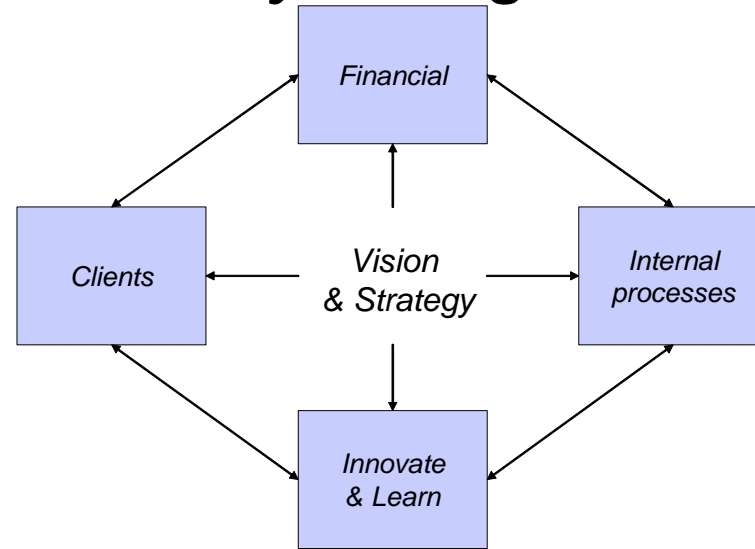
Performance management is a forward looking process for setting goals and regularly checking progress toward achieving those goals. It is a cyclic feedback loop whereby the observed outputs of a system are continually measured and compared with the desired goals or outputs.

Steering process of an organization (Atkinson)

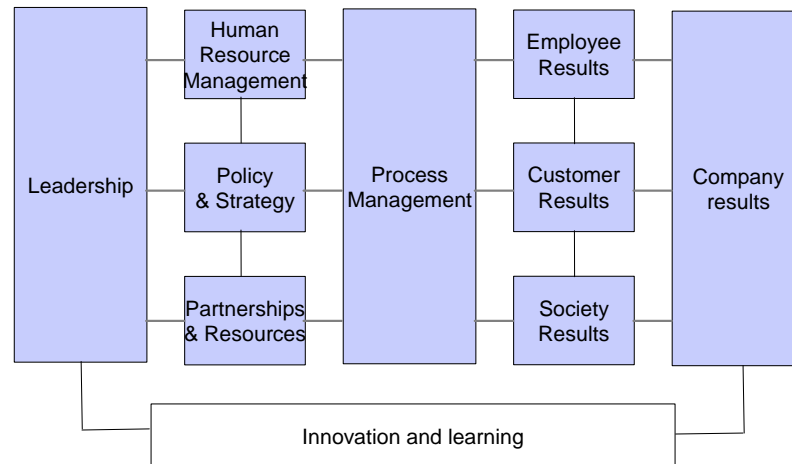


Models have been defined that can help you in setting up the performance management for your organization

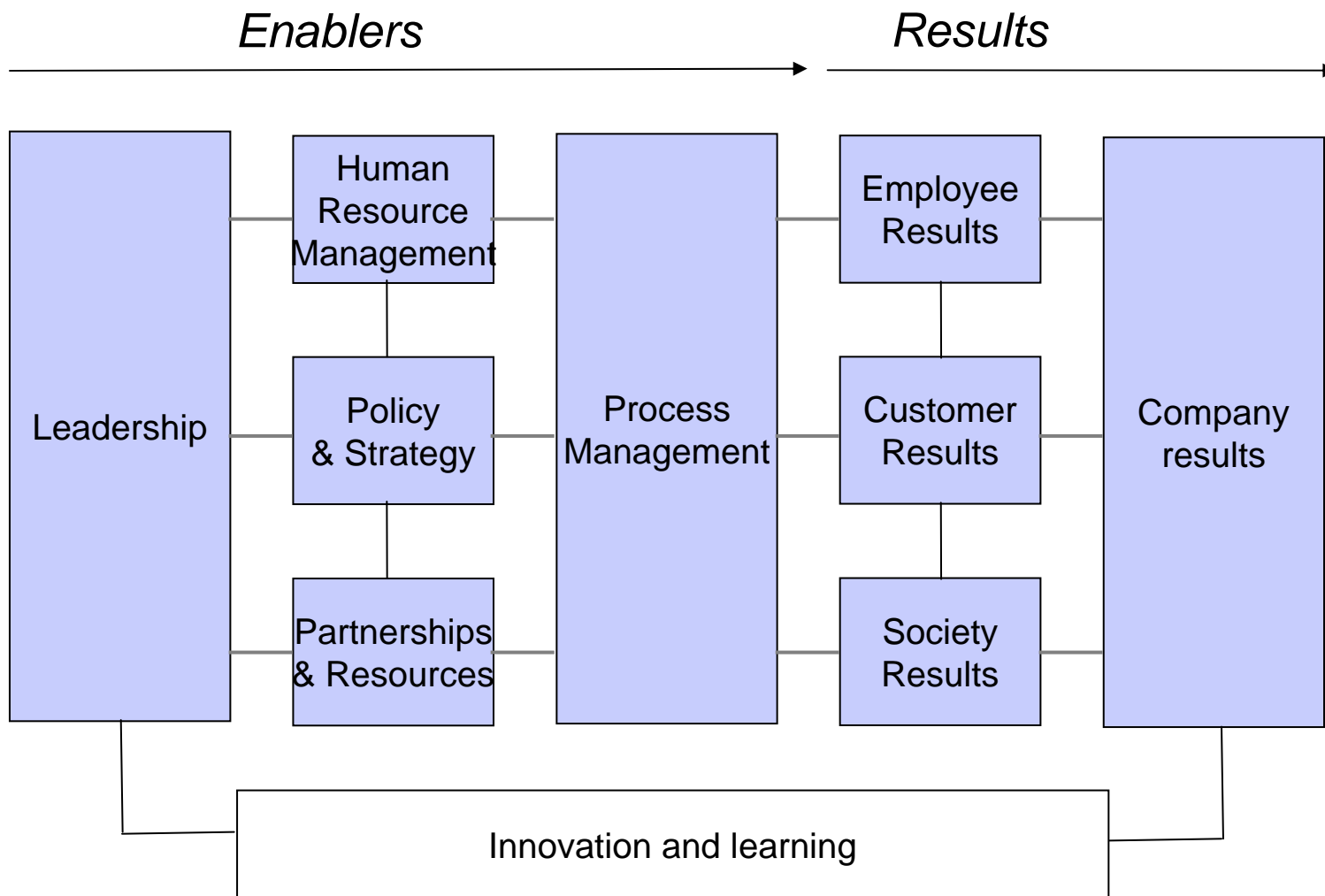
- Balanced Scorecard



- INK (Instituut Nederlandse Kwaliteit) Model



The INK model has nine focus areas:



The INK model has nine focus areas:

Enablers

Results

Leaders on all levels need to be the driving force behind continuous improvement.

Use the full potential within the organization in order to realize continuous improvements

Focus on how the organization can become excellent by continuous improvement

Continuously improve processes

How satisfied are our employees? What do we do to keep the employees satisfied?

How satisfied are the customers with our services and products? What do we do to keep the customer satisfied?

Use the resources (financial, IT, materials, machines, buildings) and the partnerships in an optimal way

Employee Results

Customer Results

Society Results

What are the operational and financial results of the organization? Did we realize our objectives? Are our financial stakeholders satisfied?

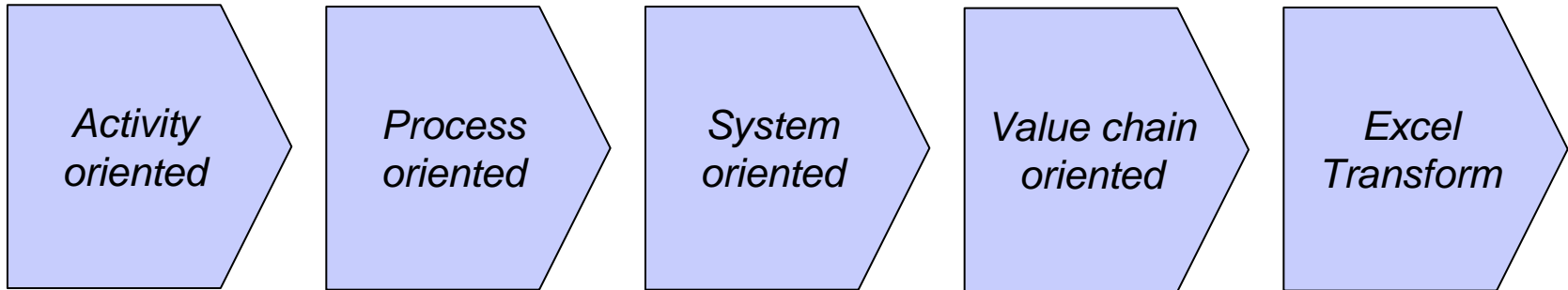
Company results

What does our organization contribute to the society? How are we perceived by society?

Concepts of the INK model

- **Result driven:** Reach results that will positively surprise all stakeholders
- **Focus on the customer:** Create sustainable customer value
- **Leadership and Long term vision:** Visionary and inspiring leadership with long term objectives
- **Management through processes and facts:** Manage the organization by interdependent systems, processes and facts.
- **Development and involvement of people:** Optimize the contribution of employees through development and involvement.
- **Continuous improvement, learning and innovation:** Challenge the status-quo by looking for improvement opportunities and implement the changes
- **Development of Partnership:** Develop and maintain value-adding collaborations.
- **Corporate Social Responsibility:** Go beyond the minimum legal framework and pursue to understand and respond to the expectations of the stakeholders in the society.

Five development phases of the organization



- *Craftsmanship*
- *Operational leadership*
- *End control*
- *Hierarchical*
- *Functional*
- *Top-down communication*

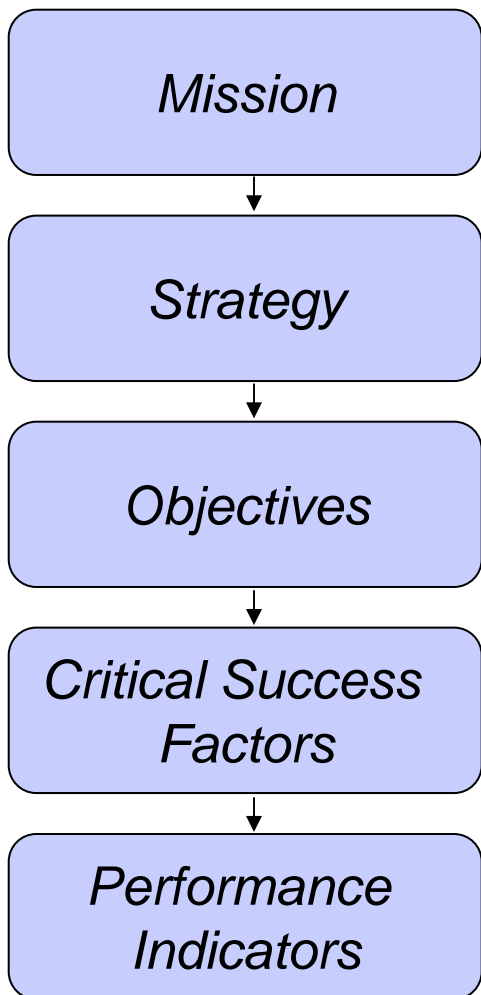
- *Quality in the process*
- *Measure to know*
- *Process control*
- *Efficiency*
- *Improve*
- *Horizontal communication*

- *Indicators with targets*
- *Empowerment*
- *Coaching*
- *Customer focus*
- *Horizontal organization*

- *Co-makship*
- *Integration of complete value chain*
- *Mutual trust*
- *Compete as value chain*
- *Focus on end customer*
- *Communication in value chain*

- *Pro-active attitude*
- *Excel*
- *Culture of continuous improvement*
- *Self-fulfillment*
- *Social responsibility*

So what do you want to measure?



What do we want to achieve as an organization?

“We are a company that wants to deliver innovative products that will help our clients”

How do we want to reach this mission?

“We put the clients needs first.
We invest in a strong innovation center”

What are specific strategic objectives?

“Innovation center with 500 people by 2014
New product lines every 3 years”

What is critical in order to achieve the objectives?

“We need to have top engineering talent.
We need a sound financial base”

How do we measure the Critical Success Factors?

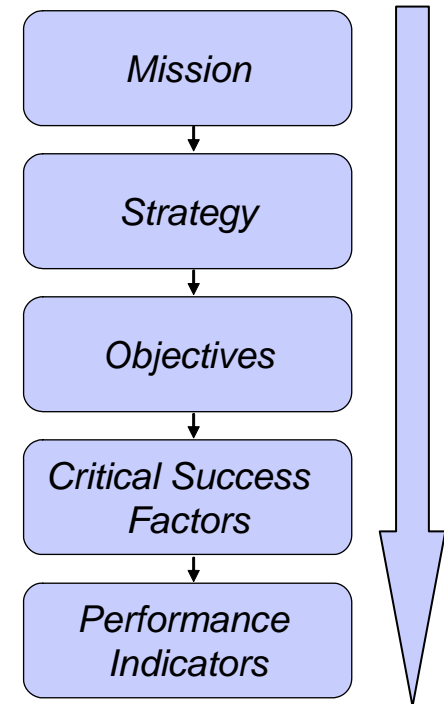
- Number of top 10% students from University
- Profit margin
- Revenue growth

Critical Success Factors for implementing INK

- Get support on Board level (if not initiated on Board level)
- Base yourself on the company mission and strategy.
- Create a clear vision of the end results you want to achieve.
- Make sure you are supported with change management expertise:

Results = Quality x Acceptance

- INK model is a means, not a goal.
- Good project management is key to the success. Tailor the project to your situation.
- Run a pilot before complete roll-out



Some of the main pitfalls when implementing INK model

- Strategy and mission lacking or unclear
- Lack of long term focus
- Lack of preparation/planning
- Lack of employee support
- Lack of management support
- Wrong choice of indicators; too many indicators
- Unclear definition of Performance Indicators
- Unclear measuring and reporting plans
- Forgetting the “soft side” of transformation
- Use the model to “punish” rather than to motivate
- Forgetting the performance dialogue as daily management tool
- No cascading of Performance Indicators
- Lack of focus on maintaining the model
- Lack of focus on Process Management



How can I use IBM Cognos BI with the INK Model?

■ Minimum requirements

- Use of IBM Cognos BI
- Define INK Model
- Define KPI's
- How are KPI's connected to each other?
- How are KPI's measured?
- Who is responsible per KPI?

■ INK Model in IBM Cognos BI

- What does it look like in IBM Cognos BI?
- How does the process of measuring KPI's work?
- How to analyse KPI's?
- How to make a well informed decision?