
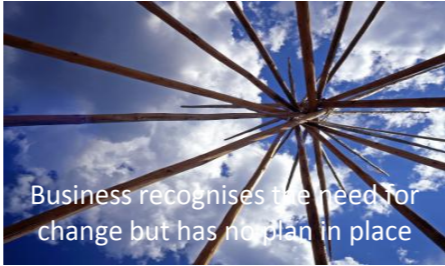





## CAPACITY BUILDING - HIGH LEVEL OVERVIEW

	<b>Learner</b>  Business as usual	<b>Developer</b>  Business recognises the need for change but has no plan in place	<b>Performer</b>  Business has made a start but there is room for improvement	<b>Contender</b>  Business does this mostly and can see the benefits	<b>World Class</b>  Business does all of this and has proven excellent performance
<b>LEADERSHIP</b>	<ul style="list-style-type: none"> <li>•Management style is traditional and autocratic</li> <li>•Employees generally react to instructions</li> <li>•Improvement Activity is reactive</li> <li>•No clear values defined</li> <li>•Ad hoc management development</li> </ul>	<ul style="list-style-type: none"> <li>•Management are more of a team</li> <li>•More open communications in place and some improvement activity is taking place</li> <li>•Plans are agreed and communicated</li> <li>•Management style is somewhat variable throughout</li> </ul>	<ul style="list-style-type: none"> <li>•Some managers encourage employee involvement in planning and improvement decisions</li> <li>•Some improvement teams are set up and managers free up time for improvement activity</li> <li>•More communications are two-way and effective</li> </ul>	<ul style="list-style-type: none"> <li>•Vision, values and goals are clearly defined, communicated and understood</li> <li>•Managers are "letting go" and devolving responsibility through empowerment of employees</li> <li>•Proactive improvement activity across functions, involving both customers and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>•Continuous improvement is a way of life</li> <li>•Leaders take feedback on their behaviour and take positive action to improve</li> <li>•Recognition is given to people inside and outside the organisation</li> </ul>
<b>STRATEGIC BUSINESS PLANNING</b>	<ul style="list-style-type: none"> <li>•Partial business plans exist - mainly financial - but are not widely understood, and few people are involved</li> <li>•Planning is seen as an annual event</li> <li>•Managers are not visibly championing events</li> </ul>	<ul style="list-style-type: none"> <li>•Business plans are clearly set out</li> <li>•The vision and goals of the organisation take into account key resources and define strategy</li> </ul>	<ul style="list-style-type: none"> <li>•Business plans encompass data from employee and customer satisfaction surveys and performance indicators</li> <li>•Resources made available for continuous improvement which is built into planning through defined targets</li> </ul>	<ul style="list-style-type: none"> <li>•All stakeholder data is input into the plan and parties clearly understand the organisation's direction</li> <li>•Key performance indicators are regularly reviewed a various levels of the organisation</li> <li>•Benchmarking data influences future targets</li> </ul>	<ul style="list-style-type: none"> <li>•Goals and targets are more challenging</li> <li>•Plans are successfully deployed through the alignment of departmental, team and individual goals</li> <li>•Planned targets are visibly achieved and regular improvement is sought</li> </ul>
<b>PROJECT AND RISK MANAGEMENT</b>	<ul style="list-style-type: none"> <li>•Schedule adherence and cost management are erratic</li> <li>•Fire fighting is a way of life</li> </ul>	<ul style="list-style-type: none"> <li>•Basic programme management disciplines are in place</li> <li>•Some project and business risks have been identified and an attempt has been made to plan contingencies</li> </ul>	<ul style="list-style-type: none"> <li>•There has been significant improvement in schedule adherence, quality and cost</li> <li>•Risk management processes and skills are in place within the organisation</li> <li>•Risk management is becoming a key enabler</li> </ul>	<ul style="list-style-type: none"> <li>•The organisation is becoming a partner of choice and is respected for its high performance by both customers and suppliers</li> <li>•Risk management is being used to ensure successful project outcomes and to identify further business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>•World class levels of schedule adherence, quality and cost are being achieved</li> <li>•Risk management is an active part of doing business and understood throughout the organisation</li> </ul>
<b>SKILLS DEVELOPMENT AND PLANNING</b>	<ul style="list-style-type: none"> <li>•People and their development are seen as a cost</li> </ul>	<ul style="list-style-type: none"> <li>•Management recognise and treat people as a valuable resource</li> <li>•People are generally trained effectively to do their jobs</li> <li>•Training is planned and linked to the goals of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>•People are regularly appraised and personal objectives are aligned to the goals of the business</li> <li>•Some development is linked to enhancing continuous improvement skills</li> </ul>	<ul style="list-style-type: none"> <li>•Employees initiate and implement their own improvements</li> <li>•Training and Development is linked to continuous improvement</li> <li>•People are recognised and rewarded for their contribution to Organisational goals</li> </ul>	<ul style="list-style-type: none"> <li>•Morale and satisfaction is high compared with external benchmarks</li> <li>•People are generating and implementing a significant number of improvement ideas and this is reflected in performance indicators</li> </ul>
<b>COLLABORATION</b>	<ul style="list-style-type: none"> <li>•Relationships with suppliers and customers are at an arms length and tend to be adversarial</li> </ul>	<ul style="list-style-type: none"> <li>•Co-operative behaviours and processes are being introduced across the business</li> <li>•There is active dialogue with customers and suppliers and new approaches to doing business are being planned</li> </ul>	<ul style="list-style-type: none"> <li>•New commercial frameworks are in place, backed up by more closely integrated processes and systems</li> <li>•Collaborative behaviours are becoming embedded within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>•The organisation is becoming a partner of choice and is respected for its high performance by both customers and suppliers</li> <li>•There is a high level of openness and problems are quickly identified and resolved</li> </ul>	<ul style="list-style-type: none"> <li>•Fully integrated processes, systems and governance structures are in place with both suppliers and customers</li> <li>•Well structured commercial frameworks are in place to support collaborative working</li> <li>•Collaboration is long term and strategic in nature</li> <li>•Supporting behaviours are deeply embedded</li> </ul>
<b>OPERATIONAL PLANNING AND DELIVERY</b>	<ul style="list-style-type: none"> <li>•No formal process exists in which operations planning and delivery is reviewed on a regular (monthly) basis</li> </ul>	<ul style="list-style-type: none"> <li>•Establishment of a formal regular process for review of short-term, medium-term and long-term operational planning and delivery is work in process</li> </ul>	<ul style="list-style-type: none"> <li>•A formal regular process exists led by CEO or MD of the business is in place, which enables a review of Operational planning and delivery, documentation and apportionment of required actions.</li> </ul>	<ul style="list-style-type: none"> <li>•Work is under way to ensure the integration of operational planning with the processes which exist with suppliers</li> <li>•There is some sharing and agreement of operational planning Visions, Strategies, Goals and Objectives across customer/supplier "boundaries "</li> </ul>	<ul style="list-style-type: none"> <li>•There is complete alignment of operational Visions, Strategies, Goals and Objectives over the full strategic horizon</li> <li>•A clear set of agreed actions to address and meet changes in operational planning and delivery exists</li> <li>•There is a formal process in place which integrates key stakeholders in operational planning and delivery</li> </ul>

