BIR

BUSINESS IMPROVEMENT REVIEW

For

Case Study 1

16/05/2006

RapidBI

KNOWLEDGE • UNDERSTANDING • ACTION

WELCOME TO YOUR BUSINESS IMPROVEMENT REVIEW

The following pages show the outputs from the BIR completed in
May 2006 with **Mike Morrison** facilitating.

The BIR is a perceptions based tool and not a factual measurement, however peoples perceptions are their reality, and for an organisation to work effectively peoples perceptions should be aligned. Often the reason for an organisation not being as successful as it could be is the fact that varying parts of the organisation are not aligned closely enough togther.

While perceptions may not be fact, where groups report a similar view their is a high likelihood that the view is accurate.

The purpose of this output is to generate discussion and provide a vehicle for a business action plan. Your facilitator will guide you through understanding the outputs in this document.

If you have staff or external parties we urge you to share these graphics with those people. It generally creates useful dialogue which often leads to stronger relationships.

You have now completed the diagnosis part of the Business Improvement Review (BIR).

The RapidBI team wish you well with the implementation.

Setting the scene for the review, who was involved.

The following Board & Managers were involved in this Review:

BOARD	MANAGERS	OTHERS
P Jones S Smith A N Other Pat Brown Jo Patel		

The review also includes data from: 50 Staff
Suppliers
Customers

This model provides the top level status of the organisation at the time of the BIR.

The PRIMO-F model provides you with an overview of how Case Study 1 is seen as of May 2006.

The PRIMO-F model can be used to identify any high priority areas for development and action planning.

DARK BLUE = LOW PRIORITY AREAS

ORANGE = ACTION REQUIRED, MEDIUM PRIORITY

LIGHT BLUE = HIGH PRIORITY AREAS IMMEDIATE ACTION REQUIRED

This shows the extent of clarity & understanding between key personnel on important issues

The Board of Case Study 1 were asked to consider a number of areas of the organisation and rate them 1-10.

The graph below shows the range of scores given along with the average score for each are.

You should consider the comments supplied at the time when reading this.

The shorter the vertical bar the more consensus the team has. Where the bar is longer than 2, there may be a misunderstanding or lack of communication in this area.

Any average under 6 suggests significant room for improvement.
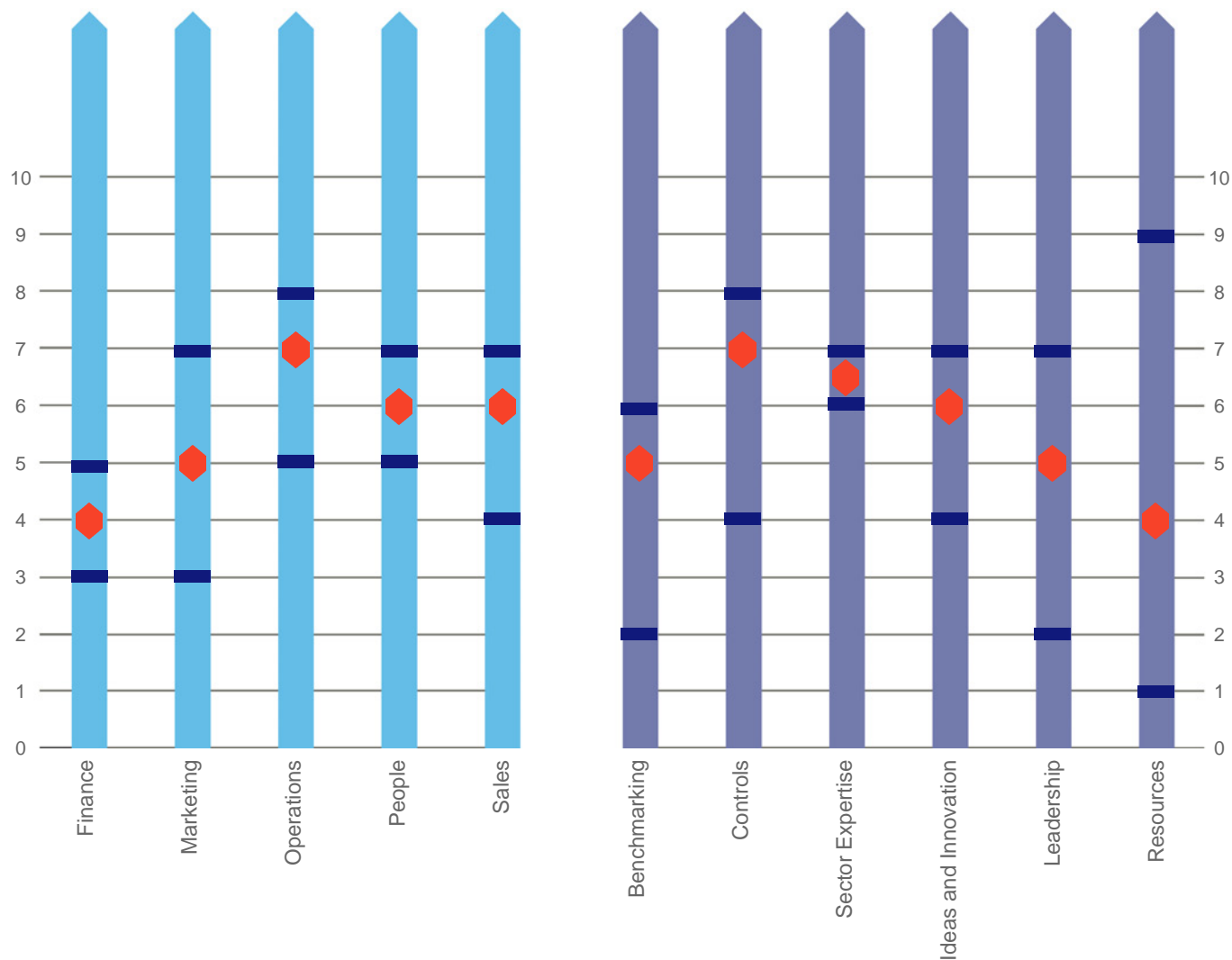
Finance

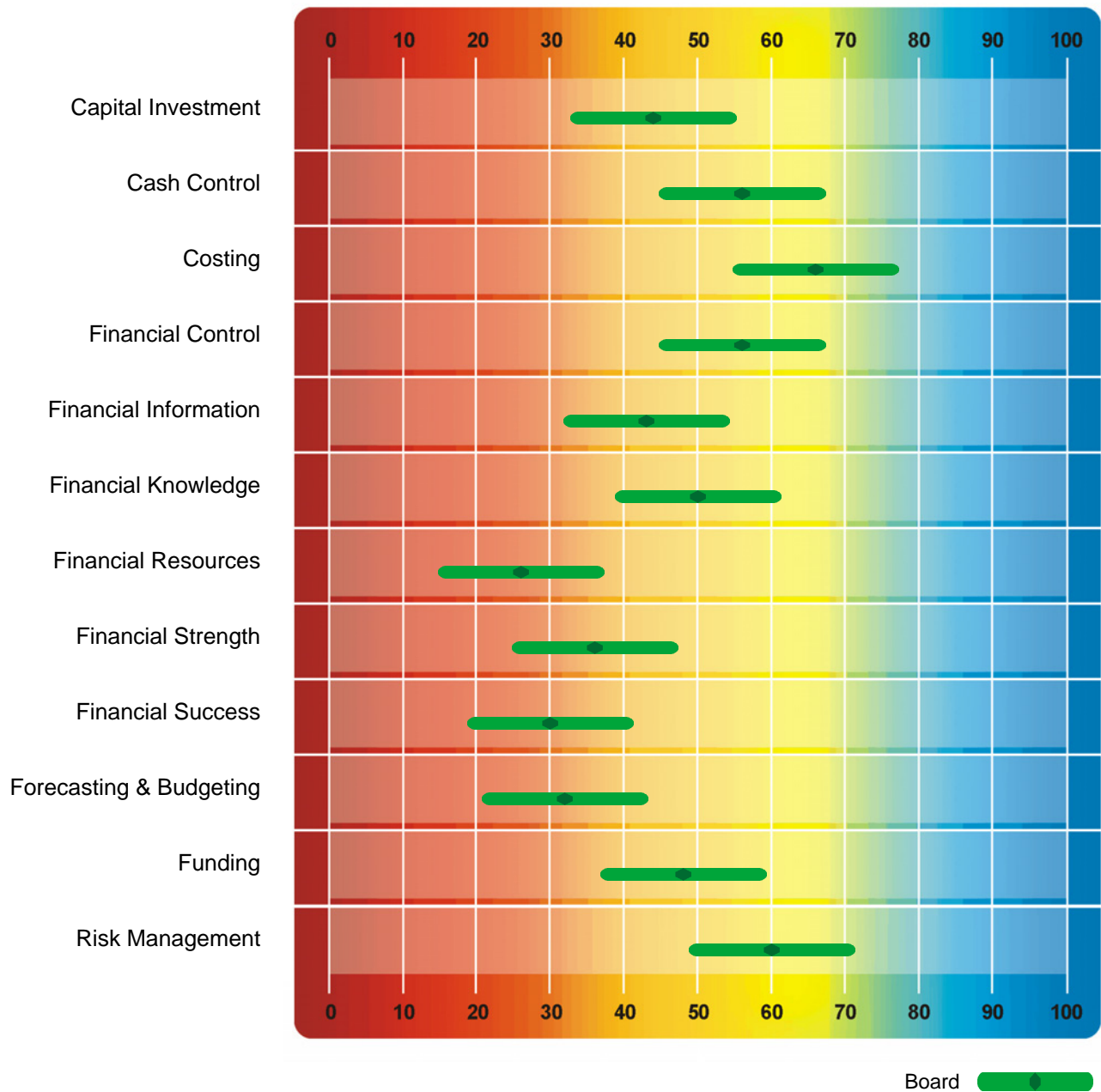This shows how people in the organisation view financial factors.

	0	10	20	30	40	50	60	70	80	90	100
Capital Investment					●						
Cash Control						●					
Costing							●				
Financial Control						●					
Financial Information					●						
Financial Knowledge						●					
Financial Resources			●								
Financial Strength				●							
Financial Success			●								
Forecasting & Budgeting				●							
Funding					●						
Risk Management							●				

Board ━━●━━

This shows how people in the organisation view marketing factors.

	0	10	20	30	40	50	60	70	80	90	100
Customer Service									●		
Design					●						
Evaluation of Marketing								●			
Market Communications				●							
Market Knowledge							●				
Market Research						●					
Marketing Integration								●			
Marketing Planning						●					
Marketing Strategy								●			
Positioning					●						
Product Development					●						
Sales					●						

Board ▬●▬
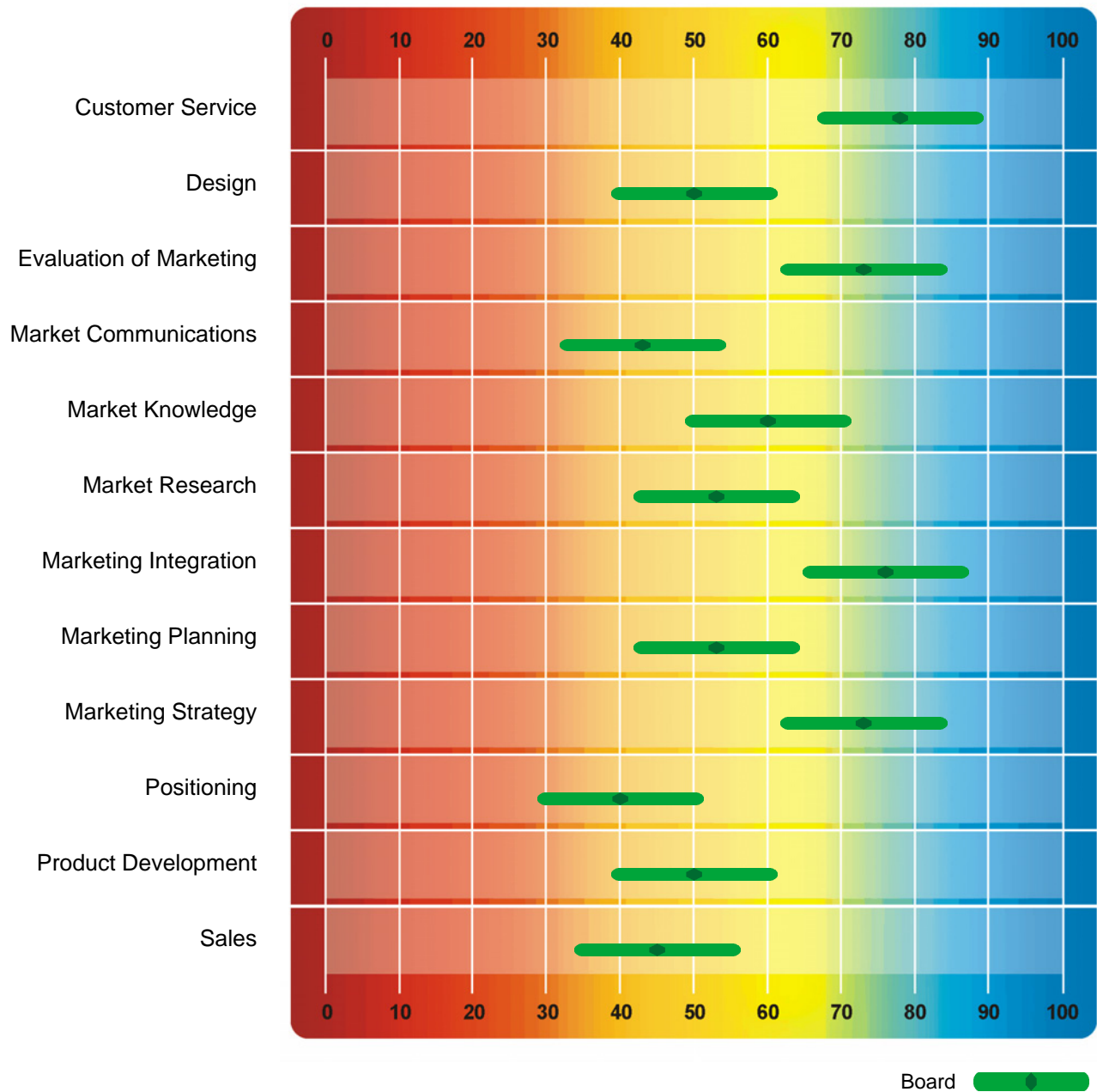
Operations

This shows how people in the organisation view operational factors.

	0	10	20	30	40	50	60	70	80	90	100
Equipment/Plant				●							
External Networking				●							
Franchise-ability						●					
People					●						
Performance Feedback				●							
Productivity				●							
Quality Systems					●						
Response Time								●			
Scheduling & Planning							●				
Service Delivery							●				
Supplier Development								●			
Supply Chain/Material Mgmt.								●			
Use of Technology							●				

Board ●
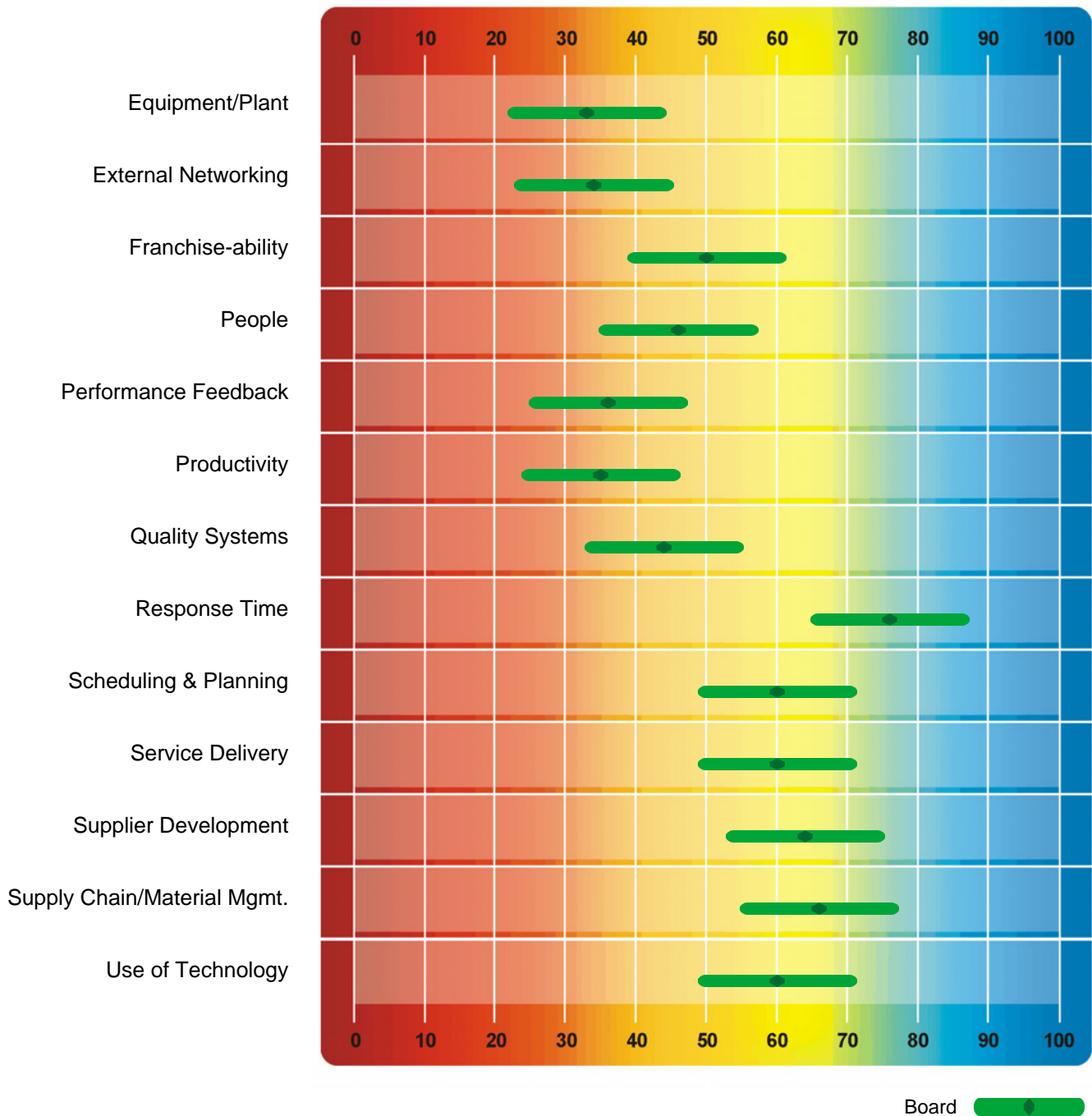
This shows how people in the organisation view the strategic management processes.

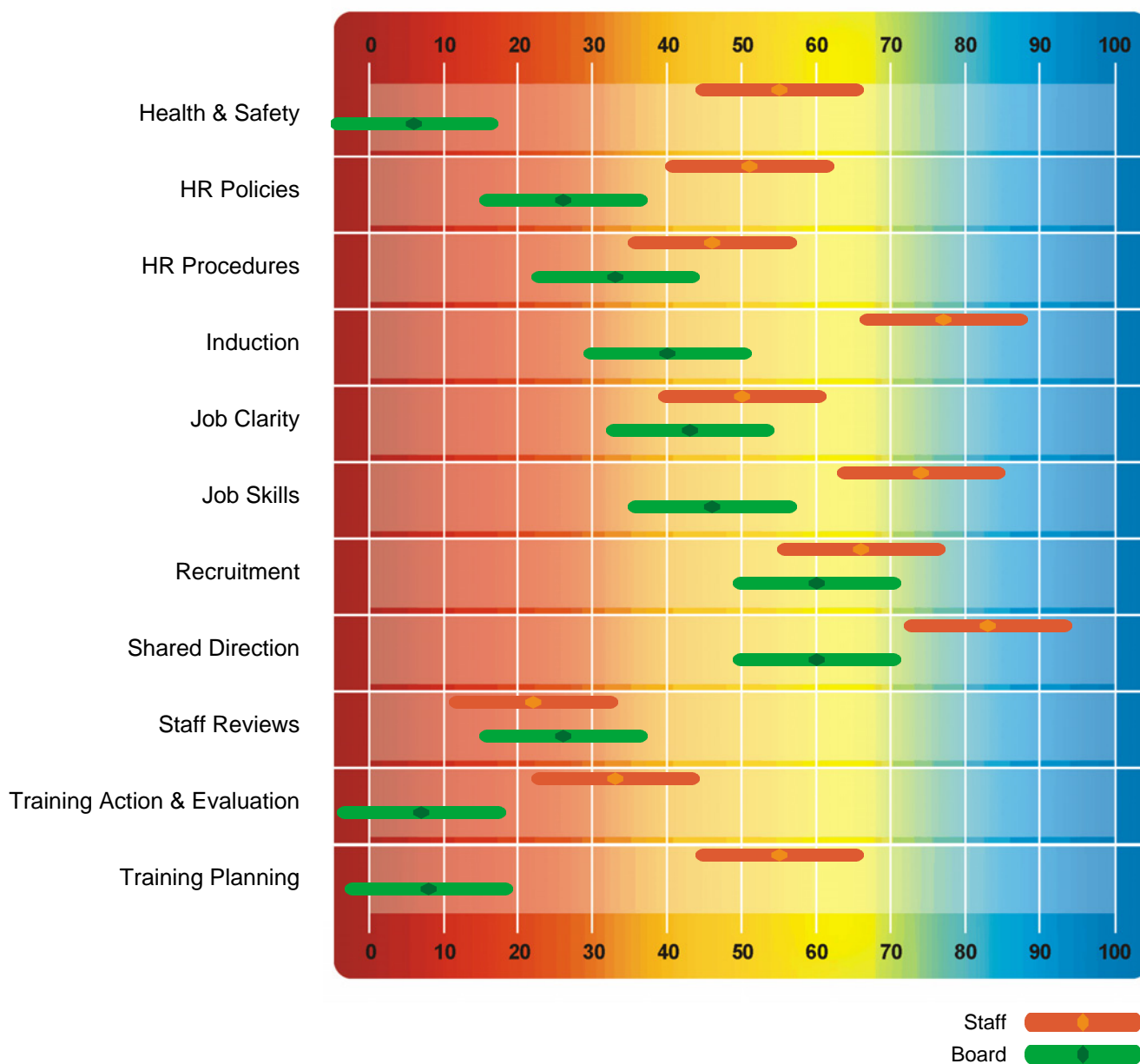|	Staff	Board

Management Style

Case Study 1
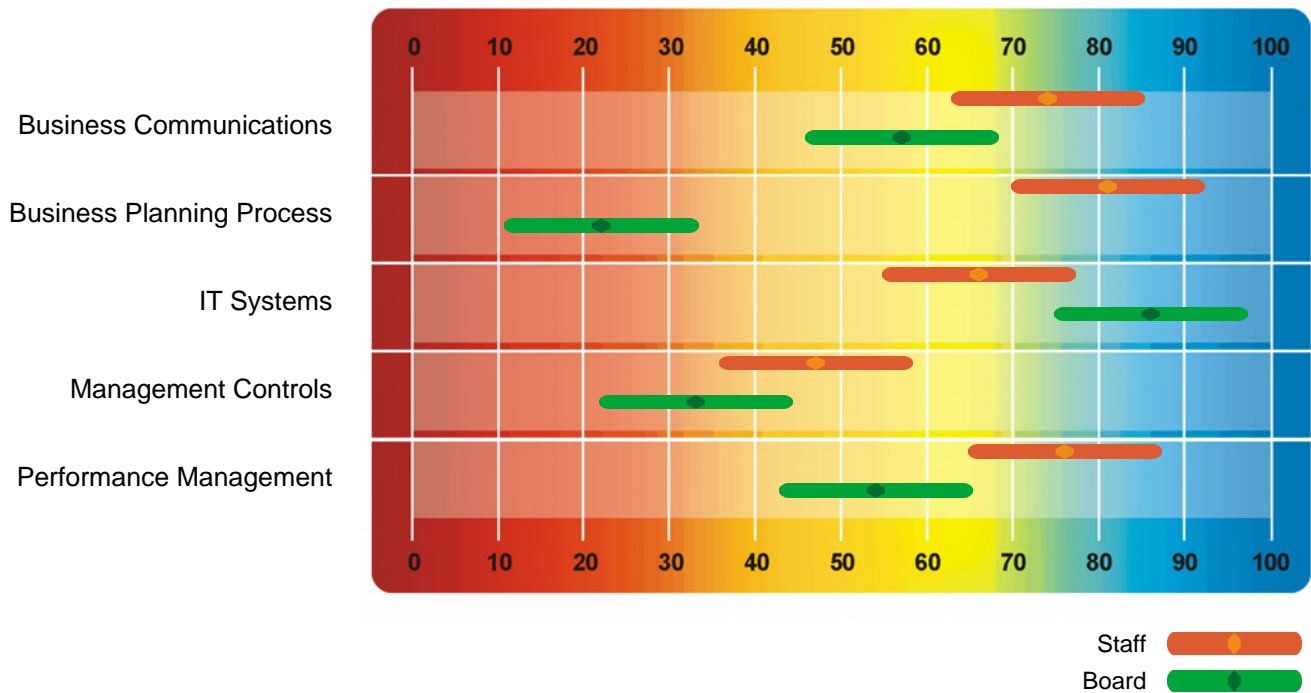
This shows how people in the organisation view the style of management.
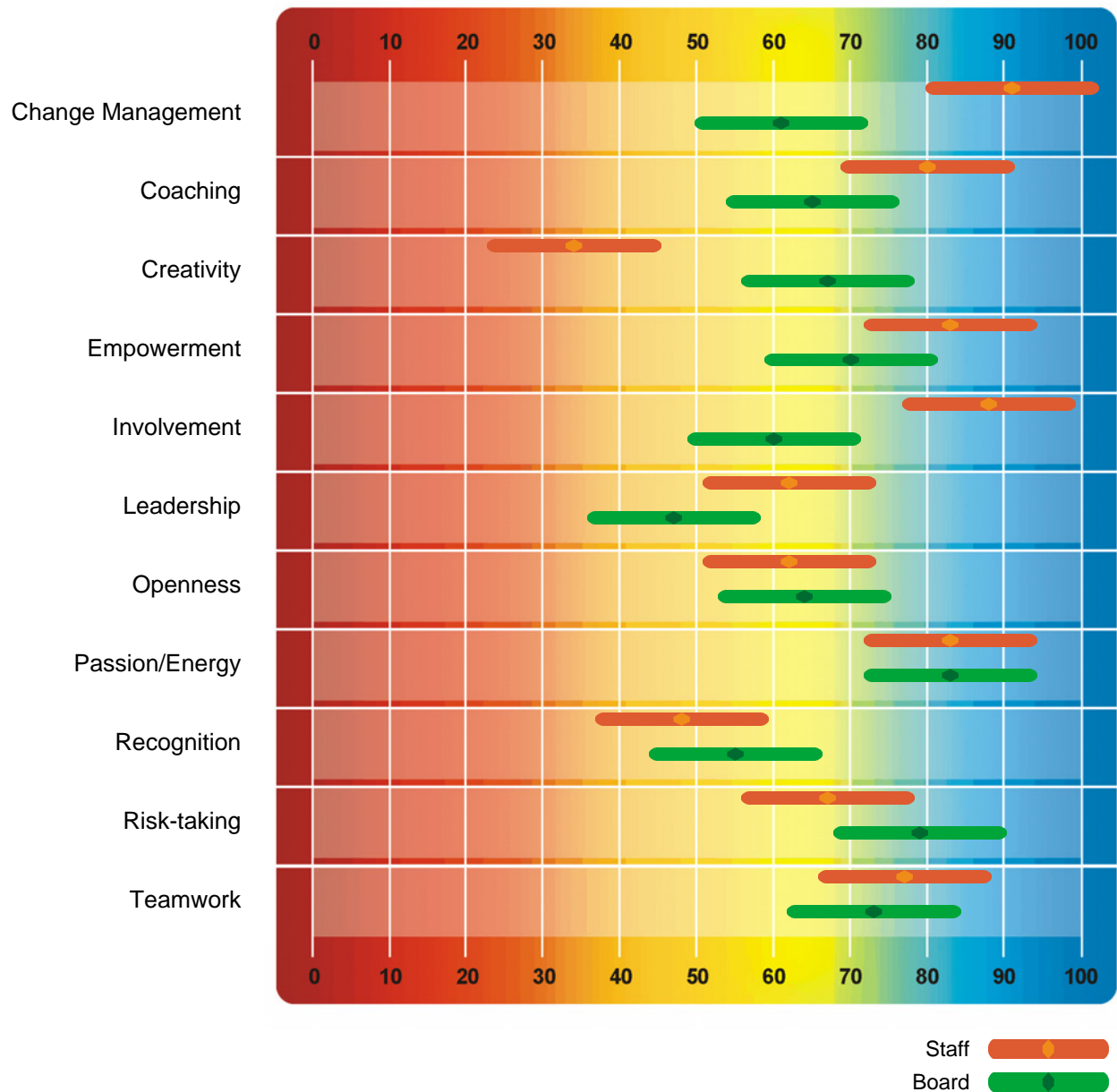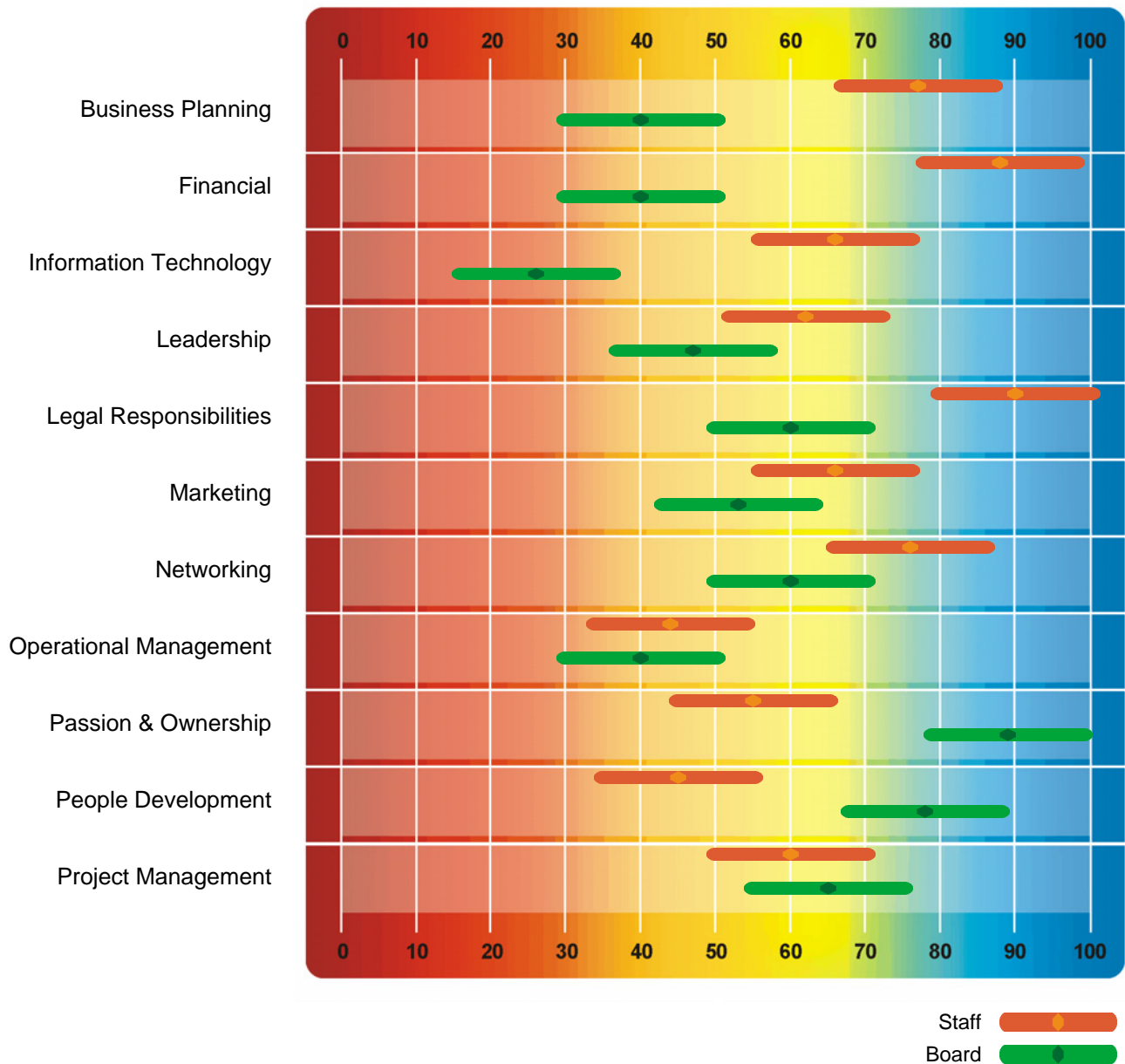
Management Values

This shows how people in the organisation view the values the organisation demonstrates.

Staff
Board
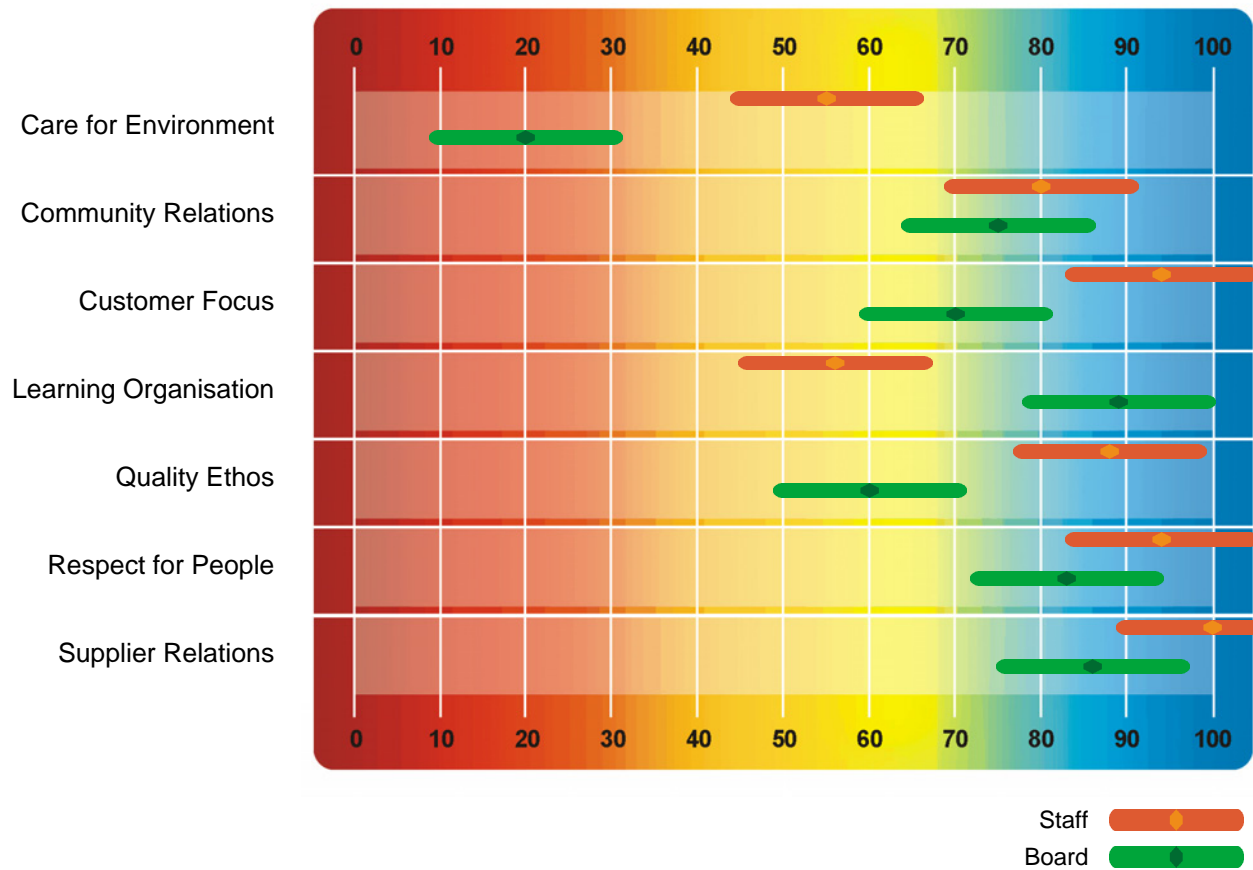
People

This shows how people in the organisation view people management factors.

Factor	Staff	Board
Health & Safety	45–65 (55)	0–18 (7)
HR Policies	40–62 (51)	15–37 (26)
HR Procedures	35–57 (46)	20–43 (33)
Induction	67–88 (77)	30–52 (40)
Job Clarity	40–62 (50)	32–53 (42)
Job Skills	63–85 (74)	35–57 (46)
Recruitment	55–77 (66)	50–70 (60)
Shared Direction	72–93 (83)	50–71 (60)
Staff Reviews	11–33 (22)	15–37 (27)
Training Action & Evaluation	23–44 (33)	0–18 (8)
Training Planning	45–66 (55)	0–19 (8)

Staff
Board

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This shows how people in the organisation view the management skills of senior management.

	Staff
	Board

This graphic shows how the key people rated their own ability in a range of key areas.

The Board of Case Study 1 were asked to consider their own abilities in a number of areas and rate themselves 1-10.

The graph below shows the range of scores given along with the average score for each area.

While wide ranging scores in any given area is not necessarily a problem, the important point to determine is the extent to which the team has a balance of skills and are they in the right places? Any areas where there is a low average should be considered as a training or development need for the management team.