

A message from our president,
Paul H. Elliott, Ph.D.



**Wishing you
Exemplary Performance
during 2005!!!!**

Happy New Year and our best wishes for **Exemplary Performance** for you and your organization during 2005! I want to introduce you to **The Exemplar** and Exemplary Performance, LLC, a company I started in April 2004 to leverage my years of experience in optimizing human performance within organizations.

Exemplary Performance, LLC (EP) provides a range of services to **drive exemplary organizational performance by enabling exemplary human performance**. The **breakdown between strategy and execution**, along with sub-optimized human performance, are two of the greatest drains on organizational effectiveness. **EP translates strategy into performance by leveraging a results-driven model**.

EP's services capture the way that current star performers execute strategically to produce superior results. We achieve this by:

1. Identifying system and individual changes that will enable other performers to achieve star performance
2. Designing and developing the requisite changes
3. Supporting the implementation of those changes with change management strategies
4. Evaluating the impact of those changes in terms of actual business metrics. **We judge our success in terms of measurable execution of organizational strategy.**

This approach provides **significantly improved organizational effectiveness within the current cost structure, thereby improving margins and cost-effectiveness**.

I encourage you to visit our web site at www.exemplaryperformance.com or send us an email at info@exemplaryperformance.com.

Wishing you an exemplary 2005,

Paul Elliott, Ph.D.
President

Performance DNA Desktop by Outcome Systems

Finally, a software solution to automate the HPI analysis process!

For decades human performance improvement (HPI) practitioners have conducted complex analyses - looking at factors such as hiring, training, incentives and work environment - to uncover ways to improve performance. These analyses have been resource and paper intensive, consuming large amounts of both exemplary performer and analyst time. **Outcome Systems (OS)** has developed Performance DNA Desktop in order to allow the HPI professional to get the job done more efficiently and effectively - from project preparation to reporting.

OS is a new partnership between Exemplary Performance, Platinum Performance Group, and Cognitive Technologies. OS was created recognizing that HPI practitioners have relied on their training, organizational skills and experience to manage and evaluate huge quantities of data resulting from many hours of observation and key performer interviews. We saw a need for a computerized tool that would make HPI analysis scalable and replicable.

Performance DNA Desktop is based on the concept that performance factors unfold in a predictable order: from influence through goal. Consequently, this tool leads the analyst through the HPI process from articulating the business goal of an organization through the entire analysis process. This leads to the identification of the key influences that affect the overall human performance in the workplace.

The Performance DNA Desktop is a complete, state-of-the-art set of tools required to conduct a comprehensive analysis of human performance for any job or role. The tools are designed to meet the needs of both a newly trained performance analyst and a seasoned professional. The Performance DNA Desktop was designed to be effective in complex technology environments, sales, manufacturing, and any other component of your organization. The tools are based heavily on the validated work and processes of pioneers in human performance improvement, such as Thomas Gilbert, Joe Harless, and others. They also incorporate decades of real-world experience from the members of the partnership. It provides the best tools and processes for analyzing today's complex and rapidly changing workplace.

Benefits include:

- > Reduction in analysis time by 20% to 50%
- > Complete coverage of the range of factors impacting human performance
- > Aggregation of data from multiple interviews and observations
- > Virtual collaboration for teams in different geographies
- > Leverage of data from previous analyses of the same or similar job roles
- > Extensive reporting capabilities
- > Flexible help system to support novice users through experts

Performance DNA Desktop is designed to fully support the tools used in ASTD's HPI program. The anticipated release date for Performance DNA Desktop is April 2005.

Exemplary Performance

Our Mission

The mission of Exemplary performance is to work with client organizations to attain optimum organizational effectiveness by enabling exemplary human performance. To achieve this objective, we identify exemplary performance already present within the organization, capture the components of this expertise, and facilitate the transfer of this expertise to others. We also verify that the goals and objectives of individual teams and team members are in alignment with top-level organizational goals.

Who We Are

We are the leading provider of consulting services in the area of human performance improvement. The EP team employs a scalable and replicable methodology proven and refined through decades of research and field usage. Leading organizations such as Microsoft, Delphi, the U.S. Coast Guard, Federal Express, Ford Motor Company, and others have applied this process in order to achieve world-class performance. The process has been effectively applied in a wide range of applications including complex sales organizations, call centers, manufacturing, and high technology environments.

Our Method

The origins of our methodology go back 35 years when Dr. Joe Harless, Dr. Thomas Gilbert, and others were instrumental in developing a people-centric approach to driving organizational excellence. This group of innovators initially addressed the issue of how to more effectively train people within the workplace. It soon became clear that while training is often necessary, it is seldom sufficient to improve organizational performance.

The Challenge

In today's global market place, it is essential that organizations optimize the use of every individual and team to achieve the desired business results. The output and performance of individuals and teams vary greatly across the organization - whether measured in quantity, quality, or the impact their results have on the bottom line.

Organizations need to ensure all employees are in right positions, performing at the "top of their game" with the right skills and tools for the assignments at hand. Exemplary Performance's approach enhances an organization's results by improving the quality of human performance through the analysis, design, development, and evaluation of cost-effective improvements. Exemplary Performance provides a methodology to help organizations:

- Identify their most valuable outcomes
- Identify individuals who produce the greatest value
- Determine what makes exemplary performers excel
- Prescribe changes that enable average performers to improve their results

All of these steps are performed using a highly efficient methodology that has been proven and polished through decades of research and field experience. Exemplary performance has helped enterprises around the world achieve high-impact results.

UPCOMING CONFERENCES

- **American Society for Training and Development (ASTD)**

Orlando, Florida, USA

June 5th - 9th

www.astd.org

- **International Society for Performance Improvement (ISPI)**

Vancouver, British Columbia, Canada

April 10th - 15th

www.ispi.org

Enhancing Field Leadership through an Outcomes-Based Approach

Over the past few years, a division of Consumers Energy (one of the nation's largest electric and gas utilities with more than six million customers) has used Exemplary Performance's Integrated Performance System (IPS) as a cornerstone of its leadership development program. The accomplishment-based approach of IPS served as a means of defining organization goals and linking them to each step of the workflow process. Through the use of this very simple, pragmatic process, Consumers has significantly cut leadership development time and saved extensive training delivery costs. For example, when the organization recently changed to a new computer platform, it documented savings of \$900,000 by using IPS.

The results of using IPS have been dramatic, leading to increased operating performance while achieving cost savings and better overall focus on organization goals from top to bottom. Using this method has significantly cut the time of developing field leaders, allowing personnel to have a better sense of their roles and contributions within the company. In the following case, the IPS has produced savings in work order designs leading to improvements in thousands of work orders in the electric distribution and delivery area.

Getting to the heart of the matter

In contrast to traditional leadership programs, this approach doesn't focus on leadership theory, principles, and concepts. The bottom line is, "all employees want to know what am I supposed to produce, how am I supposed to do it and how well am I doing it" according to a senior employee development consultant for the electric transmission and distribution area.

To begin the process, we look at the expected accomplishments of the organization. What are the things we want to be able to produce that are of value to the organization? What are the goals?

A field manager's responsibilities are to ensure the following:

- Safe and competent employees
- A balanced workload across the organization
- An atmosphere of dignity and respect
- Comprehensive and accurate scheduling and work management report data.

Looking at another tier of leaders, the accomplishments are:

- Work orders completed on schedule
- Work orders that are field-checked
- Availability of tools and equipment
- Normal operation of the sub-transmission and transmission system
- Proper response to an emergency

After leadership trainers determine the overall expectations of the targeted group that the project is addressing, the next step is to select exemplary performers within that group. "Then we analyze how they do things - what they produce and how they do it. We identify the results and behaviors associated with leadership. Then we teach others how to do it as well as our very best."

When each employee knows what is expected, is provided with the tools and training needed to perform his or her function, and works within a supportive environment with a feedback plan, the whole team benefits. Everyone is working together toward the same goals. This provides an invaluable channel of communications that continually defines, upgrades, and smoothes the workflow process, long after the IPS has been implemented.



Doug Mead is an Exemplary Performance Consultant (EPC) and a Senior Employee Consultant for Consumers Energy.

<http://www.dougmead.com/>

THE EXEMPLAR

JANUARY 2005 • VOLUME ONE • NUMBER ONE

Exemplary Performance, LLC

175 Admiral Cochrane Drive • Suite 400

Annapolis, MD 21401

Phone 410.266.8400 • Fax 410.266.7112

Email: info@exemplaryperformance.com

Website: www.exemplaryperformance.com

President, Paul H. Elliott, Ph.D. • Publisher, Susan C. Derrow • Manager, Luke P. Elliott