



Performance

Performance Management

If it can be measured it can be improved.
You can't manage what you don't measure.

Yes, these are true. But be careful what you measure and how you use it.

The wrong set of measures can lead you into trouble. Behaviour is influenced by a number of factors – rewards and measurement are two of those factors that are often closely linked.

Measure too much and you overload people with data – they can't make decisions and the measures are rendered useless. In your car you see only a few key measures so you can focus on driving. Balance is needed – for example, speed vs. fuel consumption or fuel remaining vs. distance to next service station. Business is no different.

Balanced and well thought out measures enable us to make decisions based on facts. But the facts can lead us in the wrong direction. For example a focus on minimizing equipment downtime might be intended to drive improved reliability but it can lead to an unwanted and significant increase in spare parts stores. Sometimes the measures must be explained and additional support provided to ensure they are used as intended.

Targeting industry “benchmarks” of performance can also lead to trouble. High performers actually invest less in training year over year. Of course they can do that because they invested heavily in the training necessary to get them to that level of performance. If you follow the numbers alone, you'll invest less in training and find yourself sadly disappointed with the results.

We offer performance management review and optimization services along with training and mentoring in getting measurement systems up and running effectively. Our training covers:

- Why?
- Communicating: From Strategy to Behaviours
- Balanced Scorecard and Cascading Performance Measures
- Benchmarking Process, Limitations, & Benefits
- Maintenance and MRO Materials Management Performance Measures
- Developing Performance Measures for the Organization