

Moving from crisis management to recovery: An opportunity for change

At a macro-level, there are a lot of discussions about how to start relaxing lockdowns and the trade-off between health considerations and economic downfall, and the world is yet to agree on a trusted path forward. At business and organisation levels, most of our clients are now transitioning from understanding the impact to responding with a realistic recovery plan to minimise it. On this journey, we are encouraging clients to switch their thinking from ‘returning to old norms’ to leveraging this situation and recovering to a much better operational model.

The majority of your workforce is likely going through a technology adoption that otherwise would have taken years to develop. Some successfully, and some not so much. When done well, this technology adoption is going to open doors to a new level of real-time accountability and transparency that will make a step-change in the way organisations operate – and this isn’t a senior-management-level transition. This will transform every layer of the organisation, from management to the front line, changing how each operates and implements strategy every day and week.

As we help clients around the globe adopt this thinking, it’s evident that there are three steps recommended for this critical transition:



1. Establish the right set of leading KPIs to translate strategic objectives into tangible results



2. Leverage rapid technology adoption to make KPIs ‘real-time’ and transparent



3. Execute a rapid business culture change using the newly established KPIs

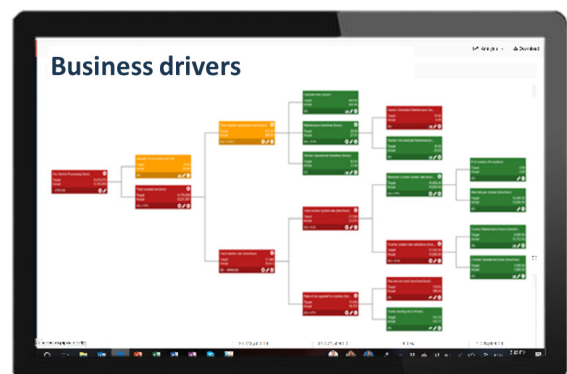
1. Establish the right set of leading KPIs to translate strategic objectives into tangible results

Translating overarching organisational strategy (lagging KPIs) into pragmatic deliverables (leading KPIs) that every department in the business should work towards daily, weekly, and monthly to achieve it. This will refocus frontline workers from worrying about big picture ideas to focussing on tangible levers of the business they can personally control, showing them what they need to do and how to achieve it.

Next, map each role to its leading KPI to ensure single-point accountability on every lever in the organisation; this is the fastest way to transform business culture and to focus on tangible success.

Finally, align on a timeline of success measures (target setting) and frequency of measure to yield bottom-line results focus.

Value Driver Tree mapping, linking organisational strategy to leading KPIs



2. Leveraging rapid technology adoption to make KPIs 'real-time' and transparent

In the business place, real-time KPI transparency and technology implementation initiatives are often met with challenges in workforce adoption and utilisation.

As we forcibly go through technology adoptions due to physical distancing, now is the time to rapidly implement a technology initiative and demonstrate the importance of transparency on leading KPIs, making it a core part of how business is done.

The delivery model will need to include a mix of proven technologies (wearable, GPS enabled and others) that can measure leading indicators, and customised real-time KPI visualisations (leveraging established platforms such as Microsoft Flow, Microsoft PowerBI, and PiPware CI). This ensures that daily activities are seamlessly linked to KPI updates without requiring users to do manual or additional steps.

Sample wearable and GPS enabled KPI dashboards



3. Execute a rapid business culture change using newly established KPIs

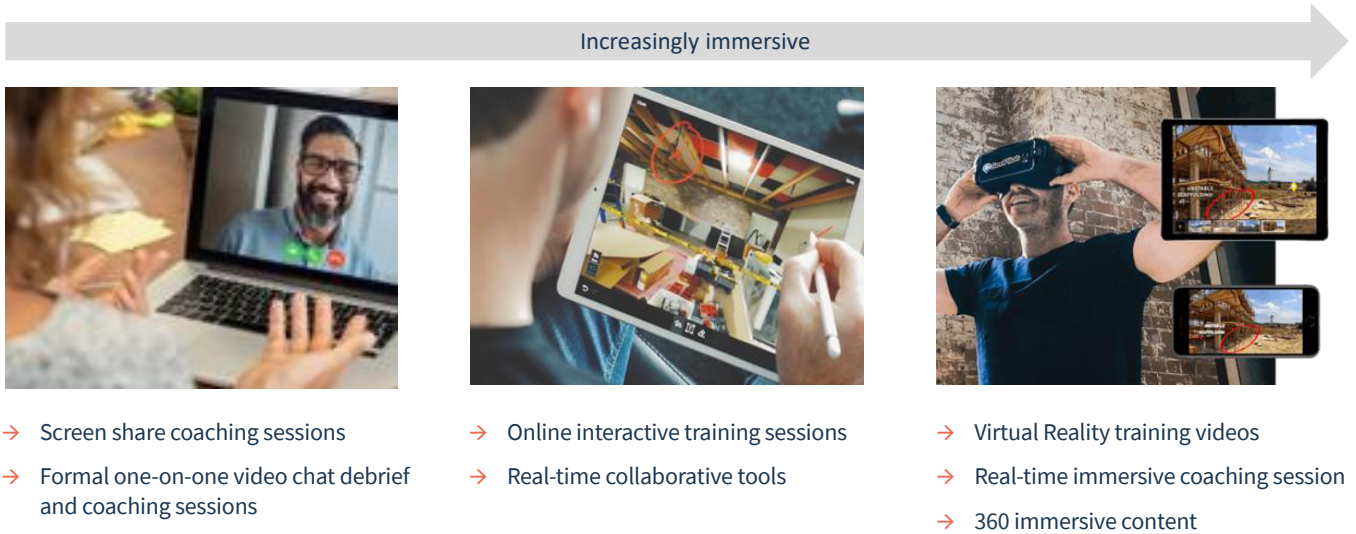
When implementing new technology, many businesses typically rely on it as the sole solution and do not focus enough attention on the human aspect of end-to-end organisational transformation; alignment, capability building, and what we call 'Wiring'.

- Alignment has to start at the top, and then get cascaded vertically and horizontally so that the whole organisation has one view of what the new norm should look like.
- Capability building needs to be done via the right combination of on-the-job coaching and in-class training. This is to ensure people rapidly learn how to make the most out of the new transition.
- Wiring is the people behaviours, system, and processes that, put together, define the level of transparency and rapid decision making your organisation is capable of. To develop this, a detailed Management Operating System (MOS) needs to be deployed, focussing on cascaded recurring meetings to drive accountability through the business. This, in turn, allows for communication loops to be closed and corrective actions to be quickly applied. The MOS itself must be centred on real-time KPI performance and tracking. It must also be supplemented with the appropriate level of digital collaboration tools for effective action and communication tracking.

How accountability is driven through the business



Capability building using a mix of remote observation, coaching and training technologies



Example: Embedding real-time reporting



Reach out to our MENA team to find out how we can help

Contact the team