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ARC Diagnostics

Business Value Code Library: Performance

Business Value Code Library: Performance of Beta Corp by John Smith (Alpha Ltd)

(report generated 15th March 2016 at 14:40)

NIP

Measurement & Improvement Parameter 1

Parameter Name:	Performance Measurement
Description:	The development, sharing, implementation and management of appropriate targets, outcomes, KPIs, other measures and plans - as well as results - to support the required levels of performance and improvement.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
Performance plans and measures are not in evidence. KPIs, outcomes and targets are not defined.	Some evidence that performance plans and measures are in place and reported, but these aren't fully open. KPIs, outcomes and targets are either not shared or are imposed. Poor visibility of results.	Individual performance plans and measures are in place, and are reported with good transparency. Some mutually acceptable KPIs, outcomes and targets. Results generally available on request.	Individual performance plans and measures are in place, and are reported with full transparency. Some mutually developed KPIs, outcomes and targets. Results generally shared between the parties.	Joint performance plans and measures are in place and reviewed together. Full joint development and agreement of KPIs, outcomes and targets. Complete transparency of results.

Comment
To improve this score, I think we first need to work on our communication, so we can share and negotiate targets - I know we've each got our own targets, but these often don't seem to relate much to the relationship, and we don't talk about them much. We also need to review the contract and see if we can use that as a means of establishing shared measures - at the moment, we certainly measure Beta's performance, but we've not shared those measurements with them, and they've not shared theirs with us: how can we work on this when we're not aligned on what we're measuring?

My Suggested Actions

Issue Summary:	Share monthly performance data
Description of Issue:	The SLA between us - see clauses 4-7, which are a missed opportunity for shared measures. Also see the monthly performance data for Beta on the SRM system - could we not share that with Beta?
Desired Outcome:	Shared understanding of performance.
Suggested Actions:	Share monthly performance data with Beta Ltd.

Measurement & Improvement Parameter 6

Parameter Name:	Risk Management
Description:	The extent to which the parties identify factors which may compromise the solution or performance, gauge their likelihood, analyse their consequences, and subsequently manage them.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
Risk management is limited, with no evidence of effective implementation.	Risks are considered and partially reported between the parties, but aren't effectively managed.	Risk processes are effective and visible, but they aren't jointly managed.	Risk is seen as a joint responsibility, and risks are managed in a coordinated manner. Assessment information and mitigation plans are shared.	End-to-end value chain risks are jointly assumed managed for mutual benefit, including assessment and mitigation processes, which are under constant review.

Comment
I think we each manage risks OK, but we could do better with risks that affect us both - I often wonder if Beta really understands the things we're worried about, and I know there's not really a way of telling them our concerns. If we could integrate some joint stuff into our process, that might help with the IPR issue?

My Suggested Actions

Issue Summary:	Update risk management policy
Description of Issue:	Our risk management policy is on the network drive - having had a look at it, we could rework pages 7 and 12?
Desired Outcome:	Update risk management policy
Suggested Actions:	rework pages 7 and 12

Value Parameter 1

Parameter Name:	Value Definition / Awareness
Description:	The extent to which "value" goes beyond cost, is clearly and mutually understood, and is measured.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
"Value" is not defined and value improvement is not addressed.	The concept of "value" is recognised, but is either not shared or focuses solely on price.	Value improvement objectives and plans are defined and shared, and "value" is considered in decision making. However, price remains the main focus, and there is little joint implementation or deployment.	Value improvement objectives go consistently beyond price, and are shared, consolidated and agreed. Plans are deployed to jointly deliver benefit to all parties and "value added" is measured.	The delivery of continuous value improvement and efficiency savings is a priority that is collaboratively managed. Price is far from being the main or only value objective. Benefits to all parties are demonstrated, and sophisticated measures of "value added" are employed.

Comment
This is one area we're doing well in - price does matter to us both, but it's not the be-all-and-end-all. We've also got a plan in place for the relationship: it's not perfect, but this is one area it's strong in.

My Suggested Actions

Issue Summary:	Lorem ipsum dolor
Description of Issue:	Lorem ipsum dolor sit amet, est in iusto verear facilis. Quo movet partem postulantcu. Vel facer putent verear te, tollit convenire has ad.
Desired Outcome:	Latineconclusionemqueetvis.Idnislmoderatiusest.Incorruptesuscipiantursedcu,anquem semper tacimates nec, mei vide oblique laoreet ex.
Suggested Actions:	Per nonumy possim causae ad, sit te altera vidisse, duo ullum oblique consequuntur ne. In lucilius accusata pertinax ius, at legere placerat facilisis mel.

Commitment & Behaviours Parameter 5

Parameter Name:	Behavioural Standards
Description:	Identifying, clarifying, agreeing and managing the 'ground rules' and acceptable ways of working to underpin a common purpose and joint team ethos that support the relationship.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
Negative behaviours are prevalent. Few or no behavioural standards exist.	Behaviours are generally positive, but standards are not formalised or jointly agreed.	Joint behavioural standards are agreed, deployed and consistently demonstrated.	Joint behavioural standards charter agreed, deployed and consistently demonstrated. Actively identifying opportunities to adopt and improve a team ethos.	Exemplary joint behavioural standards agreed, managed, reviewed, developed and demonstrated, underpinning a common purpose and joint team ethos.

Comment
I think this is OK. We do have a behavioural charter, but I can't score this as a 4 because we've not really done anything to develop the team ethos?

My Suggested Actions

Issue Summary:	Lorem ipsum dolor
Description of Issue:	Lorem ipsum dolor sit amet, est in iusto verear facilis. Quo movet partem postulantcu. Vel facer putent verear te, tollit convenire has ad.
Desired Outcome:	Latineconclusionemqueetvis.Idnislmoderatiusest.Incorruptesuscipiantursedcu,anquem semper tacimates nec, mei vide oblique laoreet ex.
Suggested Actions:	Per nonumy possim causae ad, sit te altera vidisse, duo ullum oblique consequuntur ne. In lucilius accusata pertinax ius, at legere placerat facilisis mel.

Culture Parameter 2

Parameter Name:	Attitude to Problems
Description:	Attitudes, proactivity and effectiveness when communicating about emergent problems.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
Problems are disguised or held back.	Problems are acknowledged when challenged, but a blame culture prevails.	Problems are communicated as they happen. Blame isn't apportioned, but the parties are expected to solve their own problems.	Techniques are employed for proactively identifying, giving early warning of, and communicating about emergent and potential problems. Some joint ownership of problems, regardless of who encounters them.	Problem identification and resolution techniques are embedded in the relationship, ensuring surprises are minimal. Problems are always jointly owned and resolved, regardless of who encounters them.

Comment
This is probably my biggest frustration with Beta - they NEVER tell us there's a problem with supply, and we end up copping flak from our customers. Why can't they just be more open? Can this be raised at the next review meeting?

My Suggested Actions

Issue Summary:	Raise attitude to behaviours at next review meeting
Description of Issue:	Lorem ipsum dolor sit amet, est in iusto verear facilis. Quo movet partem postulantcu. Vel facer putent verear te, tollit convenire has ad.
Desired Outcome:	Latineconclusionemqueetvis.Idnislmoderatiusest.Incorruptesuscipiantursedcu,anquem semper tacimates nec, mei vide oblique laoreet ex.
Suggested Actions:	Per nonumy possim causae ad, sit te altera vidisse, duo ullum oblique consequuntur ne. In lucilius accusata pertinax ius, at legere placerat facilisis mel.

Culture Parameter 6

Parameter Name:	Trust
Description:	The extent of trust, openness and sharing at a personal and organisational level.
Help:	OPTIONAL: configurable additional guidance text about the parameter, e.g.: • Things to consider in providing a score • Further descriptions of "what good looks like" • The identified issues the parameter aims to address • Links to related standards & documentation

1 - Disengaged	2 - Reactive	3 - Performing	4 - Co-operative	5 - Collaborative
Lack of trustand openness. Secrecy prevails and conflict is evident.	What trust exists is confined to personal relationships, and difficultto achieve across the relationship. There is only limited sharing.	Trust and openness are developing and not limited to certain individuals, but their scope is still primarily related to contractual obligations.	Trust goes beyond contractual obligations and demonstrated in joint decision-making and issue resolution. Continuous improvement is being delivered to drive openness and trust, and sharing is encouraged.	No evidence of conflict or disagreements. Mutual trust, openness and confidence is implicit at all levels, enabling effective delivery of objectives, resolution of differences, achievement of mutual benefit and delivery of joint strategic ambitions.

Comment
This is similar to the attitude to problems question - I've scored it a bit higher because I do have good relationships with Sarah and Bill over at Beta. On the negative side, though, it's hard to read the rest of them, and there's only so much sharing between our companies. We're part of the problem, though, as we often hold back - can we maybe do some kind of teambuilding exercise?

My Suggested Actions

Issue Summary:	Some kind of teambuilding exercise
Description of Issue:	Lorem ipsum dolor sit amet, est in iusto verear facilis. Quo movet partem postulantcu. Vel facer putent verear te, tollit convenire has ad.
Desired Outcome:	Latineconclusionemqueetvis.Idnislmoderatiusest.Incorruptesuscipiantursedcu,anquem semper tacimates nec, mei vide oblique laoreet ex.
Suggested Actions:	Per nonumy possim causae ad, sit te altera vidisse, duo ullum oblique consequuntur ne. In lucilius accusata pertinax ius, at legere placerat facilisis mel.