

PEAK PERFORMANCE & ALIGNMENT TEMPLATE

How to Determine the Rise or Fall of Any Great Organization

This paper describes the key ingredient needed to consistently create great success throughout an organization, like those listed below. It will also describe how to accurately forecast when an organization is heading towards a “fall” and how fast it is happening. This paper will introduce a special Excel* file that uses this key ingredient to continually, consistently ensure success and avoid any falls along the way.

In 1 Year: Production line efficiency improved from 1,000 down to 110 hours

- Department of Defense (United States Navy)
- Space Technologies, MIL-STD Hardware & Software T&E Environment

In 6 Months: Project cost overruns reduced from 35% to 3% of estimate

- Hughes Corporation Spin-Off Division
- Air Traffic Control Systems, NATO Hardware & Software R&D Environment

In 6 Months: Time-to-market version release shortened from 120 to 60 days

- Scour Inc. (Internet Portal Company)
- P2P File Sharing Software Company, Commercial Internet R&D Environment

In 6 Months: Product development schedule cut from 18 to 10 months

- AOL Time Warner Investment
- Advanced Networking Servers, Commercial IT R&D Environment

To understand the key ingredient that creates the great successes described above, it's first important to have an understanding of the various environments that your teams affect or are affected by. These environments can cause issues that your workforce needs to regularly overcome in order to achieve greater success in meeting customer and business expectations:

- **Global Environment:** Where success is validated and most challenges present themselves. This environment includes everything outside the business that affects the job, including customer needs or outside dependencies.
- **Business Environment:** Where success is defined and goals can manifest as challenges. This environment includes structure, procedures, technology and controls required when doing the job.
- **Social Environment:** Where working “smarter, not harder” is available to create greater, more effortless success. This environment includes team dynamics (collaboration and synergy) and other social interactions with peers while associated with the work environment.
- **Internal Environment:** Where the seeds of success are planted, nurtured and manifested. This environment includes everything going on inside an individual that could affect his or her ability to do a good job at work, meet deadlines, and support expectations.

Stand around the water cooler and listen? What are people saying? What environment are they focusing on? Are they looking inward to create more success? For example, are they saying:

- What can I do differently to better deal with this issue (or be more successful/do better)? Is there a solution that I am missing? (“Internal” Focus)
- What can my team do differently to better deal with this issue (or be more successful/do better)? Is there a solution that as an integrated team, we are missing? (“Social” Focus)

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Or, are they looking outward for their solutions?
For example:

- What can my business do to better deal with this issue (or be more successful/do better)? I'm stuck without their support! We're stuck! ("Business" Focus)
- What can my customer do to better deal with this issue (or be more successful/do better)? I'm stuck without my customer's support! We're stuck! ("Global" Focus)

What types of discussions, inward or outward, does your organization's technology, culture or processes promote? To more objectively answer that question, consider looking at your organization in terms of CMIT. Commitment is an inward focus process and CMIT is the key ingredient needed when seeking more success:

- **Capability (C)** describes how well your teams align their experience and skills to the customer and business's expectations.
- **Motivation (M)** describes how well your teams align their motivational needs to the customer and business's expectations.
- **Influence (I)** describes how well your teams adapt their "C" and "M" to overcome challenges and achieve greater success.
- **Teamwork (T)** describes how well your teams adapt to support each other, synergize and collaborate their "C" and "M" to overcome challenges and achieve greater success.

Great successes are always about **increasing the CMIT levels of your teams when performing tasks**. PPAT (Peak Performance and Alignment Template) is a special Excel* file that allows you to **manage the tasking of hundreds of people around the world quite effortlessly**, while ensuring that they all are continuously focused on improving their CMIT levels to more successfully meet expectations. PPAT is a simple management tool that takes minutes a month to causes an entire organization to become "Socially" and "Internally" focused on achieving success, where the first set of questions listed above become "common speak," demonstrated in terms of great successes. That's

how the great successes introduced at beginning of this paper were achieved, because CMIT levels were continually increased by the teams, even when the goals became extremely challenging.

Here are four questions for you to consider about how CMIT levels determine the rise or fall of any great organization:

- Does an organization, starting at the top, collapse because its people continually focus on improving CMIT or because they stop focusing on and improving it?
- Since CMIT normally isn't visible or consciously discussed when organizations start to collapse, is it important to regularly monitor CMIT levels? When monitoring, does bias or personal agenda need to be filtered?
- Is the ability to continually improve CMIT within its senior staff, down to every employee, a key ingredient to what makes an organization great?
- To promote consistent success, is managing the continuous improvement of CMIT throughout an organization a necessity or a luxury?

PPAT, consisting of a dashboard and algorithm, allows you to **manage tasks and reliably ensure they have the highest levels of CMIT**, with automation and ease. It is simple to use, **integrates with other systems and processes**, and allows employees and teams to have great successes for their organization.

Do you want to use management approaches that naturally cause teams to be internally/socially focused when solving problems and creating greater successes? If you could have a simple-to-use Excel file that allows you to more easily manage tasks while having the highest levels of CMIT throughout your organization, how fast would you ask to use the file?



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