



On Court Performance ON THE LINE

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Continuous Improvement - Eliminating Failure

In an environment where delivering technology for the business continues to be challenging, the organisational dynamics of many financial firms, commonly driven by a directive management culture, result in lack of transparency on the progress of change initiatives.

Using a proactive approach of reviewing programmes and projects in-flight, by an independent expert, can determine where initiatives are at risk. Additionally, this not only ensures complex change initiatives remain on track but can simultaneously improve team performance and accelerate delivery.

The Challenge...

- Lack of transparency across projects in many firms
- Inconsistent measurement, despite published guidelines
- Reporting focuses on achievements, rather than critical performance factors
- Directive culture leads to optimistic status reporting
- Project reviews are often "after the fact" and don't lead to consistent improvement

The Solution...

- Clear, open measurement by independent expert
- Consistent metrics, focus on critical performance factors and addresses obstacles to delivery
- Key Areas:
 - Clarity of vision & outcomes
 - Leadership capability & depth
 - Governance
 - Stakeholder engagement
 - Delivery process & participation
 - Organisational capability
 - Team dynamics & alignment

The Benefits...

- Transparency across projects
- Consistent measure from an objective source
- Independence – free from the constraints of internal politics
- Focus on elements that accelerate performance
- Performance improvement during project delivery, rather than after, review has real-time relevance and accelerates delivery

The Output...

- Clear status, including identification of obstacles to delivery
- Metrics across critical elements of projects
- Accurate and timely feedback, with recommendations to deal with issues, mitigate risks and ensure delivery
- Clear plan to deliver

Taking Ownership Eliminates Blame

One of the key factors in ensuring change programmes deliver successfully is to build a culture of ownership. Despite his prodigious talent, Novak Djokovic was the youngest to reach the semi finals of all four grand slams at the age of 20, until late 2010 on whenever Novak Djokovic faced Federer or Nadal in a slam, not only did he lose but rarely competed. The excuses would come out in post match interviews. There would be complaints about injury or health. He was essentially creating his own blame culture.

Since late 2010 we've seen the best of Djokovic, beating Federer two years running in semi finals at the US Open, from match points down. In 2011, when he won three of the four slams, he dominated Nadal. Of the last 10 slams he has won five, made the final of three and semis of the other two. What has changed? Well, he's undoubtedly improved his movement as well as changed his diet, however, more importantly he seems to have eliminated the tendency to make excuses, taking ownership more fully for his performance.



"... transformed the Global Expansion Program by coaching the team to deliver, in a particularly challenging environment. Providing clarity around scope and direction, while at the same time aligning a geographically dispersed bank team with third party suppliers, resulting in a cohesive and effective delivery team."

MD, Merrill Lynch

Planning For Success

As an aid to early identification of problem projects, we have compiled a list of some of the symptoms that we have observed when called in to recover projects. See: http://on-court.com/failing_projects.html

Project Diagnostic

Every piece of work we do has a diagnostic element, whether it is built in to the initial phase or it is an explicit, fixed price engagement prior to remediation work. Conducting reviews 'in-flight' is far more beneficial than the common 'lessons learned' or post implementation review. It addresses issues as they occur and improves engagement and productivity. The focus is on identifying and addressing the obstacles to performance to ensure effective delivery. The analysis considers:

- Clarity of vision and outcomes
- Leadership capability and depth
- Governance
- Stakeholder/sponsor commitment
- Delivery process
- Organisational and individual capability
- Team dynamics & alignment
- Culture and values

Key additional benefits:

The diagnostic will surface reality and lay the foundations for addressing the issues we identify. This includes engaging the team, shaping the environment, developing trust and driving alignment. We will provide a clear picture of the current status, together with a plan and options on the way forward. With decades of financial markets business and technology experience, including setting up and delivering many change programmes, we are acutely aware of the issues that face major financial firms.