Performance & KPI management dans un monde VUCA

SPF P&O, 06/06/2016
Context

Horizon - the Future State

Vision

Understanding

VUCA Quadrangle

Clarity

Complexity

Ambiguity

Volatility

Uncertainty

Agility

Shore
Past Experiences and Current Conditions

Source: Carol Mase

AGILEmaker 2014 - All rights reserved
Introduction to performance management

Convictions
- Setting and measuring (the right) objectives is at the heart of an Agile approach, as it allows learning and increases acuity
- Transparency and visibility on how the team is currently doing as well as sharing of objectives is key as it allows mutual adaptations
- Frequent review and adaptation of objectives is required in an Agile setup
- Objectives should be stretched to favour a growth mindset
- Both lagging and leading indicators should be considered
- Don’t measure the means but the outcome
A process in 6 steps within a shared framework

- Strategic Perspectives
- Monitoring
- Critical Success Factors
- Strategic Actions
- Causal Relations
- KPI & Targets
Development of the 4 strategic perspectives based on the Norton and Kaplan strategy maps, respectively:
A Key Performance Indicator (KPI) gives information on the achievement (success or failure) of a Critical Success Factor (CSF).

Limit values (minimum / maximum) > red, orange, green

Criteria - e.g. efficiency
- Relevant = representative to measure the critical success factor
- Understandable = detailed, complete, correct, comprehensive, univocal description of the indicator
- Measureable = data available to measure
- Obtainable = easy to obtain
- Achievable = available within due time
- Reliable = can be measured in a precise and objective way
KPI – Link with CSF

<table>
<thead>
<tr>
<th>CSF description</th>
<th>KPI description</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identification</td>
<td>• Identification</td>
</tr>
<tr>
<td>• Description</td>
<td>• Description</td>
</tr>
<tr>
<td>• Motivation</td>
<td>• Objective</td>
</tr>
<tr>
<td>• Context (links to BSC, risks, audits, actions)</td>
<td>– reason for the KPI</td>
</tr>
<tr>
<td>• Linked KPIs</td>
<td>– Target population</td>
</tr>
</tbody>
</table>

• Computation
  – Formula
  – Type: absolute, %, trend

• Management information
  – Source
  – Frequence
  – Collection
  – Owner

• Interpretation
  – Borders
  – Target value
  – Performance level

• Action plan

1:n
Monitoring

Monitoring evaluates the performance through indicators and balanced scorecards. The measured indicators are compared against the targets.

<table>
<thead>
<tr>
<th>Business Contribution</th>
<th>Indicators</th>
<th>Monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% sales increase</td>
<td>red</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder expectations</th>
<th>Enhanced customer loyalty</th>
<th>CSF</th>
<th>% long term customers</th>
<th>green</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>- share long term customers</td>
<td>yellow</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operational Excellence</th>
<th>Improved product availability</th>
<th>CSF</th>
<th>% out of stock</th>
<th>green</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CSF</td>
<td></td>
<td>-- Stock rotation</td>
<td>yellow</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future organisation</th>
<th>Staff motivation</th>
<th>Inventory competencies</th>
<th>CSF</th>
<th>- % training budget</th>
<th>red</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Staff satisfaction</td>
<td></td>
</tr>
</tbody>
</table>

Monitoring evaluates the performance through indicators and balanced scorecards. The measured indicators are compared against the targets.
## Analyse de risque : infrastructure

<table>
<thead>
<tr>
<th>Risk</th>
<th>Level</th>
<th>- Preventive Action Plan</th>
<th>Corrective Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorities maintain the existing deadline for moto-compressors stop (sept. 2012)</td>
<td>HH</td>
<td>To mitigate the actual time schedule (global gas in) with FWF to begin gas injection before Sept. 2012</td>
<td>Renegotiate the authorities</td>
</tr>
<tr>
<td>F does not take the lead of the project</td>
<td>H</td>
<td>Renegotiate the F contract</td>
<td>Stakes the lead</td>
</tr>
<tr>
<td><strong>Contractors</strong> reluctant to adhere to the new tentative time schedule</td>
<td>H</td>
<td>Change the Contractor’s scope of activity/Supply</td>
<td>Termination Contracts</td>
</tr>
<tr>
<td>F fails in the application of the HSE Action Plan</td>
<td>M</td>
<td>Positive/Constructive behavior with all Contractors through operational site meetings</td>
<td>S takes the HSI</td>
</tr>
<tr>
<td>F potential weakness in commissioning activities</td>
<td>M</td>
<td>Challenge and support of Storengy</td>
<td>S takes the commissioning</td>
</tr>
</tbody>
</table>
Bonnes pratiques de reporting

Transparence => Mettre en place un climat de confiance

Mesure et reporting réguliers

Analyse de risques

Apprendre des écarts et non blâmer

Prendre des mesures correctives le plus tôt possible

Mesurer la correction

Travailler par itérations courtes

Forme du reporting:

• Storytelling
  Nombre limité d’indicateurs => trop d’infos tuent l’info
• Executive summary
• Reporting très visuel