

Perendie Business Alignment®

USES

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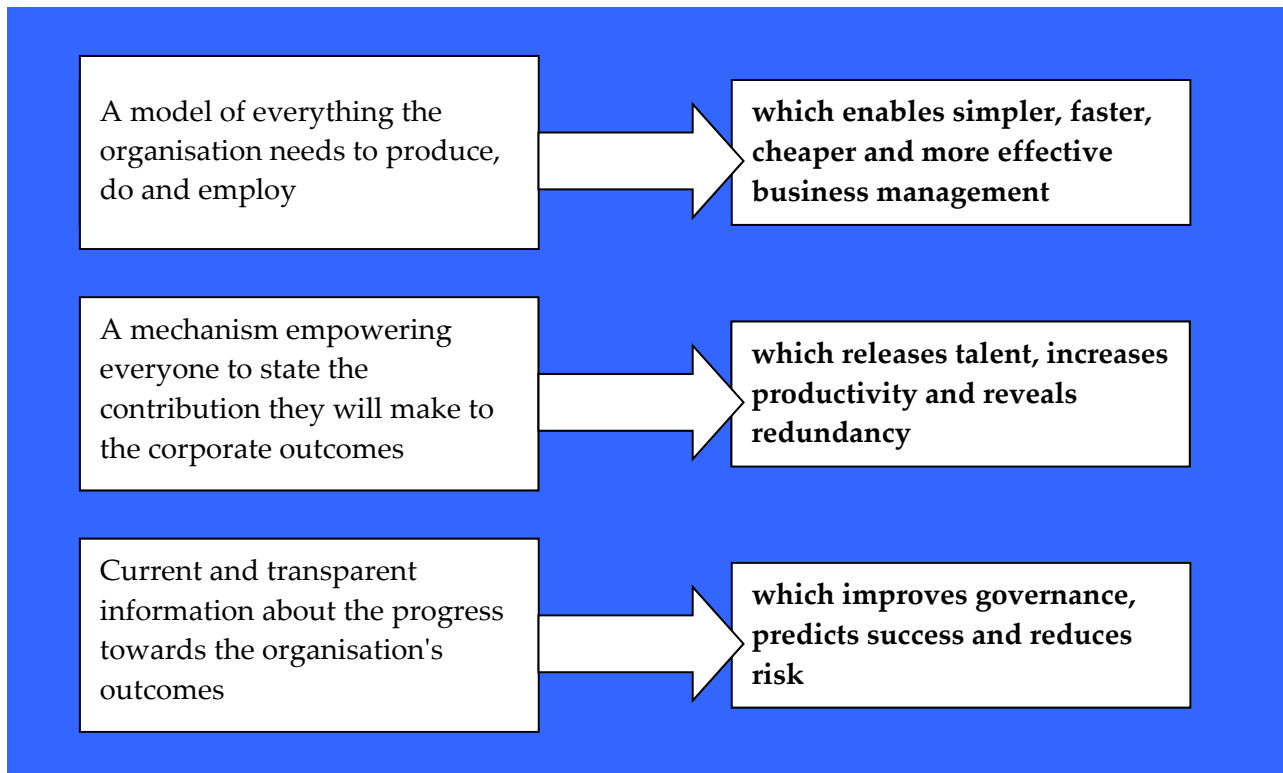
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Perendie Business Alignment[®] produces....



Perendie Business Alignment[®] and the Perendie Business Management System[®] add value through the following uses.

A comprehensive business model

A comprehensive model of the causal relationships between everything the organisation needs to produce, do and employ at all levels inside and outside the organisation

Uses

Perendie Business Alignment[®] and the Perendie Business Management System[®] enable organisations to:

1. Stimulate radical thinking about what needs to be produced, done and employed in future
2. Set the future direction of the organisation
3. Validate, integrate and improve the strategy
4. Facilitate the continual review of strategic direction, performance indicators and outcomes make it more joined-up, efficient and effective
5. Communicate the strategy more widely and effectively
6. Ensure that the strategy is complete, consistent and correct
7. Determine the required outcomes
8. Prioritise the required outcomes
9. Exclude what the organisation has decided not to accomplish
10. Objectively evaluate current objectives and initiatives
11. Know which order to deliver outcomes in
12. Link and align strategy and operations
13. Make relationships which would otherwise not be made because of their complexity
14. Avoid rework and waste
15. Define what to measure
16. Relate existing mandatory key performance indicators to outcomes
17. Validate and review the existing KPIs, explain their purpose and relevance, and increase commitment to them
18. Say what people need to learn and excel at to deliver the strategy
19. Balance long term capability-building with short term delivery
20. Turn attention from problems to causes
21. Identify root causes of outcomes rather than problems
22. Increase the probability of implementing the strategy

23. Anticipate threats
24. Mitigate the risk of failure
25. Heal the divisions created by organisational structure
26. Improve co-ordination and co-operation between business groups
27. Reduce turf battles
28. Increase the effectiveness of joint ventures and partnerships
29. Integrate, replace and expedite corporate governance, risk management, business planning, job specification, job evaluation, budgeting, procurement, resource allocation, programme management, performance appraisal, performance management, remuneration, information technology management, knowledge management, internal communication, auditing and corporate reporting
30. Simplify management
31. Integrate front and back offices
32. Make management simpler, faster, more flexible, cheaper and more effective
33. Reduce the effort and cost of management
34. Lighten the management workload
35. Gain greater control over the organisation
36. Combine central control with local devolution
37. Manage methodically rather than randomly
38. Clarify and communicate the strategic outcomes required, the top-level activities needed to deliver these outcomes, and the sorts of resources required to carry out these activities
39. Identify core processes
40. Re-engineer processes
41. Make processes and ways of working joined up and efficient
42. Stop processes and initiatives which don't lead to the outcomes required in future
43. Prioritise work - if an activity directly delivers an outcome on the strategy map, it's top priority
44. 'Health check' and manage the programme portfolio
45. Establish future best practice
46. Locate best practice and knowledge at the point of use
47. Systematically derive the minimal activities and resources required to deliver the outcomes
48. Align information technology with the business
49. Immediately reallocate the resources associated with redundant activity
50. Zero-base budgets

51. Create rolling budgets
52. Specify and justify what needs to be procured
53. Rapidly and flexibly change direction, best practice and resourcing
54. Improve customer service
55. Enhance stakeholder value by achieving corporate goals faster
56. Evaluate potential acquisitions, mergers and joint ventures
57. Extract the forecast value from acquisitions, mergers and joint ventures

An empowering mechanism

A mechanism empowering everyone to state the contribution they will make to the corporate outcomes, and how they will do so, thereby creating the business model

Uses

Perendie Business Alignment[®] and the Perendie Business Management System[®] enable organisations to:

58. Engage all stakeholders
59. Allow people to see what the future holds and say what they can contribute to its realisation
60. Give people an opportunity to use their full capability to the benefit of the organisation and themselves
61. Encourage people to innovate
62. Persuade people to declare their accountability and responsibility for the delivery of their outcomes
63. Combines meritocracy with democracy
64. Combines top-down leadership with bottom-up implementation
65. Help people start their journey from the present to the future
66. Align everyone and everything around the corporate goals
67. Focus everyone on strategy implementation
68. Align business and support units around the delivery of the strategy
69. Move the organisation on from where it is
70. Challenge and justify partners' and support units' outcomes
71. Replace potentially litigious Service Level Agreements
72. Empower people to challenge and change current deliverables, ways of working and resource allocations
73. Create an inclusive culture where the diversity of employees' talents and capabilities is fully harnessed
74. Tell people who they need to work with to succeed
75. Motivate people to produce even while jobs are being cut
76. Determine status objectively
77. Distribute rewards fairly, objectively and transparently
78. Reward the delivery of outcomes rather than the management of resources
79. Replace corporate bonuses by outcome bonuses

80. Combine business and individual performance management
81. Remove the need for formal performance appraisals
82. Move from being activity-based to results-oriented
83. Organise around results rather than skills
84. Bust silos
85. Avoid structural change
86. Create value-adding, self-governing, self-managing teams
87. Bring about voluntary compliance
88. Remove the need to command and control, and for micro-management
89. Enable leaders to lead, staff to feel more fulfilled, and customers to be better served
90. Ensure that management is world-class
91. Increase employee productivity
92. Increase profit by at least 10%

Transparent information

Immediate, current, comprehensive, integrated and transparent information about the progress towards and treatment of the risks to the organisation's strategic outcomes

Uses

Perendie Business Alignment[®] and the Perendie Business Management System[®] enable organisations to:

93. Increase confidence in the organisation
94. Provide the chairman, chief executive, non-executive directors and analysts with the information they need to do their jobs
95. Create a taxonomy of the organisation
96. Increase transparency and accountability
97. Enable effective governance
98. Extend governance beyond the boardroom
99. Encourage ethical behaviour
100. Know at all times whether the corporate outcomes are likely to be achieved
101. Provide visibility of progress towards outcomes
102. Increase the predictability of outcome delivery
103. Get early warning of failure to achieve intended outcomes
104. Focus on those risks which are likeliest to prevent the delivery of outcomes
105. Prevent problems
106. Integrate isolated risk registers
107. Reduce risk
108. Know at all times which corporate outcomes have been achieved
109. Enhance intuition with information
110. Make decisions based on evidence rather than hearsay
111. Keep the organisation's strategy under rigorous review
112. Monitor the implementation of the strategy
113. Ensure that the organisation's strategy creates value
114. Promote the values of the organisation
115. Be proactive more than reactive
116. Encourage good individual performance

117. Continuously reveal and remove duplication
118. Motivate delivery
119. Generate internal competition to deliver
120. Give outcome producers time to avoid failure
121. Motivate those who are falling behind to catch up
122. Control self-management
123. Copy best practice
124. Reduce information overload
125. Simplify and reduce the Board's agenda
126. Reduce the need for meetings and paper reports
127. Reduce the time spent on administration and in meetings
128. Produce the first interactive corporate report
129. Provides more current, predictive and integrated reporting than is proposed by < IR > (integrated Reporting).
130. Create paperless governance
131. Save trees of paper
132. Out-perform rivals
133. Implement the strategy

Applications of Perendie Business Alignment[®]

Perendie Business Alignment[®] has been applied to the following organisations.

Private sector

Actuarial Profession, Alliance & Leicester, Anglian Water, Association of Chartered Certified Accountants, Bank of Scotland, Barclays de Zoete Wedd, Boots, British Gas, British Nuclear Fuels, Cedar, Diageo, J P Morgan, Jarvis, John Lewis Partnership, Kleinwort Benson, LDV, Martin Retail Group, Plus Pack, Rank Xerox, Sedgwick, Skandia Life, V.Ships, W S Schlafhorst, Yorkshire Water

Public sector

Birmingham City Council, Bradford Metropolitan District Council, British Council, Cabinet Office, Department for Education & Skills, Huntingdonshire District Council, Identity & Passport Service, Inland Revenue, King's College Hospital, Northamptonshire County Council, Office for National Statistics, Royal Borough of Kensington & Chelsea, Salford City Council, Solihull Metropolitan Borough Council, South Yorkshire Police, Southwark Council

Perendie

Established in February 2002, Perendie is a social enterprise¹ using Perendie Business Alignment[®] and the Perendie Business Management System[®] to make working lives more fulfilling and productive, benefiting all stakeholders, implementing strategy, reducing costs and improving services.

Peter Bebb is the director of Perendie, and author of Perendie Business Alignment[®] and the Perendie Business Management System[®]. He has worked as a director, management consultant and project manager in the financial, manufacturing, oil, retail, shipping, utility and public sectors in Europe, the Middle East and the USA at Board and senior management levels.

¹ A social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental well-being, rather than maximising profits for external shareholders