

A blurred background image of a business meeting. A person in a dark suit is holding a pen in their right hand, gesturing towards a tablet on a table. Another person's hand is visible on the right, touching the tablet. The tablet displays a colorful pie chart. The scene is brightly lit, suggesting an office environment.

Perfision Consulting

**Why have a
Company Scan
carried out in
your business?**

Key Benefits

Perfision Company Scan

1

Pinpoint high impact improvement areas for optimizing performance.

2

Provide insights to make informed decisions that generate results driven action plans.

3

Look at your business through the lens of top performing companies.

4

Engage your people in exploring and reflecting on the future of your business.





Introduction

The purpose of our company scan is to support leaders in capturing value by highlighting opportunities for performance gains in their business. To do this, we analyze four areas that are crucial to a company's success:

1. The strategic choice
2. Process performance
3. People performance
4. Organizational control

The Strategic Choice

The strategic choice is fundamental to a company's success. It determines the future position of the company and its course to achieving it. In order to succeed, this choice needs to meet the following criteria:

Competitive. It needs to lead the company to a position of competitive advantage, beating other offerings and winning over customers.

Inspiring. The strategic choice should be intellectually compelling and emotionally appealing, ensuring that people believe it to be the best choice for the company and that they feel inspired in being a part of it.

Alignment. All work should be aligned. There needs to be a clear plan to execute the strategies at all levels. This means that the total plan feeds into each department, each team, and each individual. The sum of all their work and effort as part of such a strategic



roadmap delivers the company's desired long term outcome.

Agility. The strategic plan must be flexible. Our level of ambition will often lead us into uncharted waters, pushing us to be more creative, explore new possibilities, and stretch ourselves beyond our initial expectations. Having the agility to adjust plans when original assumptions or criteria change, is essential.

To sum up, it is necessary to have the alignment that a clear strategic choice provides, while allowing for the necessary flexibility when the road to achieving our goals is unclear and the assumptions and criteria of our plan change.



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Process Performance

All the work we do in carrying out the business is delivered through processes. They should perform to specifications and contribute to delivering the strategies. Priority should be given to processes that have a direct impact on delivering our value proposition to customers. During a scan we focus on three performance areas:

Holistic approach. We look at whether our current processes are sufficient for delivering the strategies. If gaps are found, we may need to explore adding new ways of delivering.

Strategic value. We ensure that our processes are aligned to the strategies and contributing to them. We might need to realign some processes and reconsider ones that do not add or detract value.

Reengineering. We should enhance performance by improving processes that deliver a return on investment.



In addition, there are two performance concepts that need highlighting.

First, processes need to be responsive. They need to be able to adjust quickly to changes in the market or the business with long and short term impacts. These changes can be both external and internal. The degree to which processes are responsive and able to ensure adherence to its delivery requirements is an important determinant of the level of performance.

Second, the organizational structure of a company can either enhance or slow down the performance of its processes. Such impediments to performance need to be identified, not only to mitigate the negative effects, but to set in place an organizational structure that actually serves as a boost to performance.

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People Performance

Individual performance is determined by a person's level of ambition, their capability, their behavior and their cultural fit. Each of these act as a multiplier that can exponentially boost overall performance.

Ambition. People's drive and motivation come from within. Only they can motivate themselves. Ambitious people tend to be proactive in setting stretch goals for themselves, which leads them to go through a steeper learning curve and achieve better results.

Capability. People capability is a function of their knowledge, skills, competencies, and experience. This should be guaranteed by recruiting the right people for the job and providing them with learning moments and opportunities to put these into practice.

Behavior. Our behaviors are influenced by our values and mindset. Most successful people form habits that are consistent with values that lead to high



performance, such as: *having the end in mind, looking for synergies with others, having a 'we' mentality, or being proactive.*

Cultural fit. Individuals (and teams) have to be compatible with the values and way of working of the organization. This will allow them to work from their strengths, and not to be held back by the culture. Leadership is the essential element to establish the cultural playing field. This should be determined by the

need to deliver the vision of the company and its strategies.

In most cases, people work in teams. Thus our scan ensures that *Team performance* is treated as an essential element to be assessed within the "people performance" dimension.

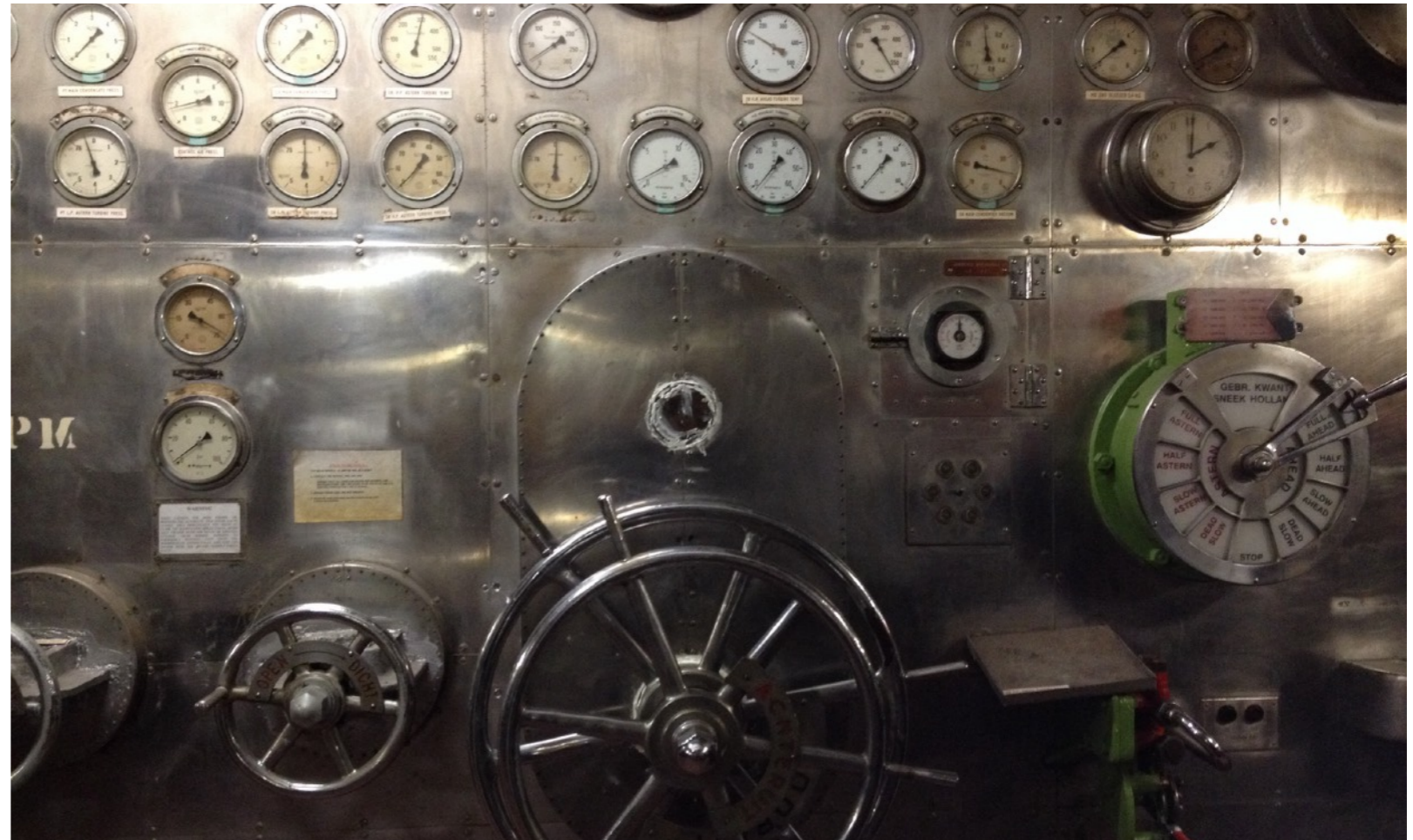
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Organizational Control

Organizational control allows a business to operate with acceptable risk. It does so by providing clarity regarding the rules of the game, while setting in place mechanisms to ensure that we perform to expectation. The *rules* include:

- **Acceptable Risk:** The level of risk that we are prepared to take in pursuing the business. It should match/enable the level of ambition.
- **Organizational Structure:** It determines how we organize ourselves and report results at departmental and individual position level.
- **Authority Levels:** The amount and the way that authority is assigned to individuals and committees. The sum of all the authorized amounts should be in line with the total acceptable risk.
- **Policies & Procedures:** The set of rules and guidelines that people are expected to abide by, including behavioral norms and company values.



- **Decision Quality:** A structured way of ensuring that decisions made are effective by assigning accountability, responsibility and identifying individuals that need to be consulted or informed.

To control that results match expectations, mechanisms should be in place to monitor and readjust our work.

Functional areas. We look at the performance of functional areas by assessing your ability to monitor performance against the deliverables

that have been agreed to. This happens at all levels: total company, departments, teams, and individuals.

Cross-functional areas. We check that critical processes and projects are performing as planned. Companies often form committees that meet regularly to monitor progress and take key decisions to ensure the work is done and the results will be delivered.

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Perfision Consulting

Perfision was founded on the concept of magnifying impact by supporting companies to achieve better *PER*formance through *vISION* driven approaches. We believe in improving tried and tested methodologies as well as in bringing new innovation to the organizations we work with, thus ensuring that we are practical in our approach by going for what works. In addition, we explore new mindsets and behaviors that will enable individuals and teams to deliver more impact.



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perfision.com
contact@perfision.com
+31 (10) 3400 076

Rotterdam, the Netherlands