

LEADING ORGANIZATIONS

ORGANIZATIONAL PERFORMANCE MANAGEMENT

SYLLABUS

October 2020

Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

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ORGANIZATIONAL PERFORMANCE MANAGEMENT

OVERVIEW

An organization must grapple with three major choices constantly: market and customer choices – which segments and types of customers to serve and not to serve; product or service choices – what/what not to offer; and sustainability choices – how to keep winning, how to keep learning, and how to meet stakeholders’ expectations. While performance management can provide insights into all three, its usefulness is the most in achieving the third dimension—continuous adaptation, agility, and successful execution of strategies.

Performance management does not have a universally accepted definition. A Gartner study shows that 70% of managers of 500 large corporations equate performance management with measuring individual performance. Unfortunately, this view misses the point.

The competitive environment of the 21st century has three key components—complexity, ambiguity, and rapid change. Product life cycles have shrunk dramatically. Organizational mortality is at an all-time high, with life-spans in many industries being less than five years. While human capital is critical to business success, we need to measure much more than individual performance. We need holistic measures which look at organizations for what they are—dynamic systems capable of anticipating and embracing change instead of merely reacting to change. This module on organizational performance management introduces you to such holistic measures.

This module is designed for managers and junior executives seeking to make the transition to organizational leader at the director, chief, vice president, or president levels. The module is based on our book, *Leading Organizations: Innovating for Performance Excellence* published in 2019. This book is used in conjunction with our Executive Education Program for new or emerging CEOs.

The module would also qualify for Continuing Education Units (CEU) for professional certifications with most any profession.

LEARNING OUTCOMES

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the concepts of enterprise performance management.
2. Appreciate the different approaches to performance management, such as the Balanced Scorecard, strategy maps, activity-based costing, and customer lifetime value.
3. Apply appropriate methods to your situation or organization.
4. Measure results.
5. Learn from your results and start the journey of continuous improvement.

CURRICULUM

| <u>Section</u> | <u>Topics</u> |
|--------------------------------------|---|
| Module Introduction | <ul style="list-style-type: none"> • Module Purpose • Module Overview |
| Understanding Performance Management | <ul style="list-style-type: none"> • Introduction • Good to Great and Great by Choice Video • What Is Performance Management? • Practical Models for Performance Management • Summary |
| Performance Management Tools | <ul style="list-style-type: none"> • Introduction • Identifying the Performance Management Tools • Activity-Based Costing (ABC) • Supply Chain Management • System Framework for Performance Management • Summary |
| Performance Management Challenges | <ul style="list-style-type: none"> • Introduction • Evolution of Performance Management • A Business Case for Dropping Appraisals • Challenges That Persist • Summary |
| Risk-based Performance Management | <ul style="list-style-type: none"> • Introduction • Social Intelligence and Leadership Video • Enterprise Risk Management • Summary |

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| Module Summary, Reflective Questions, Case Studies, and Final Quiz | <ul style="list-style-type: none"> • Summary • Reflective Questions • Case Studies • Final Quiz |
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RESOURCES

Oedekoven O. O., K. B. Venkateshiah, D. J. Gilbert, & D. K. Robbins (2019). Leading Organizations: Innovating for Performance Excellence. Gillette, Wyoming: Peregrine Pathways.

ASSESSMENT

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam. The learner must complete each module, case study questions, and reflection questions to be awarded a completion certificate for the program.

HOURS AND ARTICULATION

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

| <u>Section</u> | <u>Hours</u> |
|--|---------------------|
| Introduction | 0.5 |
| Understanding Performance Management | 1 |
| Performance Management Tools | 1 |
| Performance Management Challenges | 1 |
| Risk-based Performance Management | 1.5 |
| Module Summary, Reflective Questions, Case Studies, and Final Quiz | 1 |
| Total Hours | 6 |