

Breaking down the Grid: Learn How the Performance Power Grid Works

Excerpted from *The Performance Power Grid: The Proven Method to Create and Sustain Superior Organizational Performance* (Wiley, 2006, ISBN: 0-4700514-4-2, \$27.95)

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Every new business model promises to improve your bottom line, but those promises are rarely kept. The Performance Power Grid is a notable exception. Why? Because it ensures your managers and employees will be focused on the strategic objectives and power drivers that are necessary to make it happen. When the Grid is properly implemented and managed, performance and profits almost *have* to improve. Here's how it works:

1. Company leaders establish strategic objectives and their related power drivers (those things that truly drive the success of the organization) for each of their strategic objectives.
2. Power drivers reveal how units and employees throughout the organization will achieve each objective.
3. Effective and realistic measures are created. This ensures that managers will always know where the company is and where it needs to be going to achieve its objectives, giving them the insight they need to improve the bottom line and make better, timelier tactical decisions at each level of the organization.
4. Company implements the appropriate enabling technology.
5. The Performance Power Grid is up and running. Managers see their performance each day. They see exactly where they stand *as of that day*. They see the results of activities, changes, and decisions they make as they occur, and relative to strategic objectives.
6. If performance in one area is heading in the wrong direction, the performance portal alerts management and the affected employee(s), letting them know where they should focus their attention. (The performance portal is a component of the Power Grid that presents appropriate and focused information to management and each knowledge worker in a dashboard or similar format.)
7. Based on the information in their performance portals, managers can see which areas are under-performing. They can drill down into these and related metrics to understand what actions have been ineffective and can discover why the problems are occurring.
8. Managers can now spend their time figuring out what to do about problem areas throughout the organization, deciding what tactics are not working, and implementing real changes to their processes rather than wasting so much time trying to figure out what is wrong.
9. Ultimately, managers are focusing on the cause of problems and taking action to drive performance. Leaders and employees alike will constantly be working toward improving the bottom line, and won't stop once they get there.

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