



BENJAMIN J. THOMAS CONSULTING

Helping organizations to design strategy and improve performance

Performance Gap Analysis

Program Time Commitment – 1 hour

Delivered by Facilitated Session

What is a Performance Gap Analysis?

A means by which an organization compares its actual performance to its expected, desired or potential performance.

Why is a Performance Gap Analysis important?

This process would allow the Program to determine if business requirements are being met and the steps needed to ensure continuity, by assessing the differences between the present state and the target goal and analyzing those gaps.

Methodology

Step 1: Criteria are developed to accurately define the current Operational Results as recorded by Department metrics.

Step 2: The desired state is identified. Reasonable timeframes and backed by data driven decision making.

Step 3: Current gaps are identified. Differences between current states and target goals are mapped out.

Step 4: Improvement plans are created to close gaps.



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Predictive Modeling

Program Time Commitment – 1 hour

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What is Predictive Modeling?

Predictive Modeling uses historical data to help predict future results for the organization.

Why is Predictive Modeling important?

Predictive Modeling is important because it is a simple, analytic solution that can help businesses predict what will happen next in order to take action in the hope of optimizing results.

Methodology

Predictive Analytics uses data to make predictions. It uses statistics and techniques to create a model that can forecast future events. It is a technique of quantitative data use, estimation, and probability. It starts with a business goal, then uses data to cut waste, costs, and time.

It generates clear and actionable outcomes for less. By importing data, removing outliers, combining all sources, developing a model, and integrating the model, businesses can see improvement.



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Process Risk Management Plans

Program Time Commitment – 2 hours

Delivered by Facilitated Session

What are Process Risk Management Plan?

Process Risk Management Plans ensure critical risks impacting scope, schedule, budget, business performance, and/or change management are proactively identified, communicated, mitigated, and escalated in a timely manner.

Why is a Process Risk Management Plan important?

This plan will allow the Program to look towards the future to avoid the unexpected and make deliberate efforts to improve our risk management procedures to meet demands. With the right plan in place, we are better equipped and prepared to respond to emerging issues.

Methodology

This Plan will closely follow the Washington State Department of Transportation model. Process Risk Management Plans will encompass the following:

- Risk Identification- The project team, in collaboration with subject matter experts, identify as many risks as possible that may affect the process.
- Quantitate Analysis- Assesses the impact and likelihood of the risk and develops a prioritized list of these risks for further analysis or mitigation.
- Risk-Response Strategy- Plan of action in response to identified risk.
- Monitoring and Control - After implemented response actions, they must be tracked and ranked in effectiveness and any changes documented to the project risk profile



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Thematic Analysis

Program Time Commitment – 1 hour

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What is a Thematic Analysis?

The method/technique of identification, analysis, and interpretation of patterns (or themes) in qualitative data.

Why is a Thematic Analysis important?

Thematic Analysis can reveal new insights and identify challenges that speak to an issue. It can make sense of data that may appear unrelated. This method helps to form a specific research question for researchers to develop a deeper understanding of data, identify broader patterns, and gain a deeper appreciation for what they are studying.

Methodology

Thematic Analysis can be performed on different levels, for different reasons, in different ways, but most easily can be achieved through six phases:

1. Familiarizing yourself with the data (reading, note taking, providing feedback)
2. Generating initial codes (starting to organize data systematically)
3. Searching for themes (finding patterns that speak to the research question)
4. Reviewing themes (reviewing and modifying themes)
5. Defining the themes (identifying the essence of the themes)
6. Completing the write up (creating a detailed reporting)



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Capacity Building

Program Time Commitment – 1 hour

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What is Capacity Building?

A measurable improvement process to assist individuals, as well as organizations to fulfill their missions by obtaining, improving, and retaining the skills, knowledge, and resources necessary to complete their job most effectively. It focuses on understanding obstacles, goal development, management, skill strengthening, and a dedication to achieve sustainable results.

Why is Capacity Building important?

Capacity building enables organizations to focus on their mission. It strengthens their infrastructure, governance, and staff. The organization will be more organized and operate more efficiently. Management systems will perform better, and staff will be more focused on professional development.

Methodology

First, extensive, critical research must be carried out, with a focus on identifying relevant initiatives and strategies which would provide the best experiences and be the most valuable process. The organization can begin by analyzing existing concepts, approaches, methods, and tools. The aim is to extract the best practices for sustainability and determine the lesson to be learned. By analyzing the strengths and weaknesses, previous results and types of strategies, the organization can adapt and grow.



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Learning Objectives

Program Time Commitment – 1 hour

Delivered by Facilitated Session

What are Learning Objectives?

Learning objectives are about increasing competency and fueling achievement. It is a desire to master new skills and understand new ideas. It allows room for risk taking, problem solving, and growth. It takes the focus off performance and puts it on learning and continued effort.

Why are Learning Objectives important?

Performance Goals and Learning Objectives focus on two different mindsets - Motivation vs Ability

Performance Goals - (survey 90% of all customers through customer satisfaction surveys by year end) implies knowledge and skills are considered a given, and that only an increase in effort and persistence is required.

Learning Objectives - frame the challenge in terms of knowledge or skill acquisition (e.g., discover three effective strategies to surveying 90% of all customers through customer satisfaction surveys by year end)

Methodology

“An organization's ability to learn and translate that learning into action is the ultimate competitive advantage”- Jack Welch

There are practical implications of setting learning goals for leadership, performance appraisal, and professional development. Such as keeping pace with the technology curve, the refinement of business strategies, and the development of future leaders.



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Strategic Reframing

Program Time Commitment – 1 hour

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What is Strategic Reframing?

Reframing is the concerted effort to change your point of view on a situation. Replacing limiting beliefs with positive ones by reframing problems as challenges and taking them on.

Why is Strategic Reframing important?

When performance measures aren't met, it's easy to focus on the negative. Reframing changes how your experience that loss and allows you to be in control of the situation by putting knowledge before emotion. By finding a more constructive interpretation, your business has been given an opportunity to become more action-oriented.

Methodology

There are several sources and techniques for reframing. Employers can create group exercises to empower positive reactions to negative situations by role playing, brainstorming, and facilitating group conversations. By bringing fresh energy to the team, new ideas, and an optimistic mindset, teams will be apt to reflect on their thinking and ultimately become more team-oriented. By refocusing the attention on what is most important for the business, employees can reframe their *why* for working, build each other up, brainstorm better approaches, recognize each other's achievements, and be willing to collaborate more.



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Reasoning Map

Program Time Commitment – 1 hour

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What is a Reasoning Map?

Reasoning maps are graphic organizers that support strategic decision making. It is an integrated approach to structuring problems and evaluating solutions.

Why is a Reasoning Map important?

Businesses can create reasoning maps to support problem-solving and can capture reasons for major decision making by highlighting the means and the ends. These maps also measure performances and evaluate the influence and impact of alternative paths through qualitative information, to help make informed decisions for business.

Methodology

This is a step by step process to better critical thinking, from gathering research, to weighing up evidence, to identifying assumptions to formulating a judgement.



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Problem Statement Generator

Program Time Commitment – 1 hour

Delivered by Facilitated Session

What is a Problem Statement?

A statement that highlights the problem a business is facing by describing the challenges facing the current process.

Why is the creation of a Problem Statement important?

An important first step in correcting a poorly performing process is recognizing that there is a gap between what is and what should be occurring in the process.

Appropriate process metrics provide a way to measure process changes and provide information about the size of the gap. Beyond metrics, additional insight into the problem is needed to ensure an organization is efficiently and effectively attacking the correct issues.

A problem statement provides a way to clearly add detail about the gap. Moreover, a well-crafted problem statement in a project charter helps the sponsor understand the problem environment, leading to better project-approval decisions.

Methodology

A challenge statement should identify what the challenge is, how it's negatively impacting business, if the challenge is current and/or how long it's been impacting business and the extent of the problem.



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Work Environment Assessment

Individual Time Commitment – 45 minutes

What is a Work Environment Assessment?

An assessment that measures employees overall job satisfaction using questionnaires.

Why is a Work Environment Assessment important?

Employers understanding employees satisfaction on the job provides data to drive changes in the workplace. Understanding how to keep employees content by reinforcing that they are valued can attract and retain employees who are passionate about the company's performance.

Methodology

There are two main approaches to Work Environment Assessments. First is a macro approach to measure overall job satisfaction and the other is to focus on several aspects of job satisfaction. They can vary in length and utilize a point Likert scale.



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Process and Outcome Regulation Strategies

Program Time Commitment – 1 hour

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What are Process and Outcome Regulation Strategies?

Identifying strategies can be employed to regulate anticipated and prospective regrets (whether these are process or outcome regrets). These regulation strategies can be decision-, alternative-, or feeling-focused and are implemented based on the overarching goal of the business.

- Decision-focused strategies are aimed at the specific decision-making process and outcomes.
- Alternative-focused strategies: deals with the non-chosen alternative.
- Feeling-focused strategies: address the experience of regret directly.

Why Process and Outcome Regulation Strategies are important?

Regrets due to decision making can stem from many different things, but most fall in two categories: process or outcome regrets and can come from the decision to act or not to act. It can be past or future regrets (retrospective or anticipated). All regrets, however, inform levels of goal achievement and shape our future behaviors. It signals us and guides our present decisions. Regret regulation strategies aim to minimize the responsibility of the decision, maximize the quality, justify it, or even reverse the decision, if possible but most importantly to suppress the regret and focus on the actions required to move forward.

Methodology

Strategies will vary from person to person, and business to business, but work best with forethought, performance, and self-reflection. Through task analysis, employees can begin goal setting and strategic planning and find value in the current state of affairs. By refocusing attention employees can observe and experiment with new ideas. Finally, employees are in a better place to evaluate and find comfort in change and previous decision making.



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Counterfactual Thinking

*Program Time Commitment – 1 hour
Delivered by Facilitated Session*

What is Counterfactual Thinking?

Counterfactual Thinking is the mental representation of an alternative to a past event or action.

Why is Counterfactual Thinking important?

Having the capacity to tap into counterfactual thinking centers on the management or ongoing behaviors. Being able to think about the *what ifs* during decision making can influence future performance and improve current business strategies. These thoughts are connected to goal setting and regulation of employee behavior.

Methodology

Counterfactual thoughts influence behavior in two ways: Content-specific paths and Content-neutral paths. Problems activate counterfactual thinking and counterfactual thinking produces behavior change. The process starts with recognizing a problem that produces unsatisfactory performance. Next, behavioral intentions are activated, and corrective behavior occurs. Such regulating behaviors alleviate the original problem and the goal is redefined and sought after again.



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Performance Coaching

*Program Time Commitment – 1 hour
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What is Performance Coaching?

Performance Coaching is a continual process through which employees learn by doing. This process is facilitated by coaches who monitor and analyze employee performance, provide ongoing feedback, reinforce positive behaviors, and methodically guide employees toward improving skills and competencies in order to achieve personal and organizational performance goals.

Why is Performance Coaching important?

Performance coaching raises performance in individuals, teams and organizations. Through collaborating with other employees, managers, and leaders to make the workplace a high-performance organization, one that helps everybody to perform at their best.

Methodology

Performance Coaching can bring out the true potential of staff at all levels by:

- Identifying Business Needs, Performance Needs, Work Environment Needs or Solutions, and or Capability Needs or Solutions
- Identifying road blocks to achieving potential
- The setting of practical, achievable goals
- Development new skills
- Identify and maximize strengths
- Development tools to overcome weaknesses
- Development a greater understanding of employee wants, needs and desires
- More effectively inspire and drive a team towards success