

# Achieving Business Goals

By Coaching Leaders

Prepare to Scale



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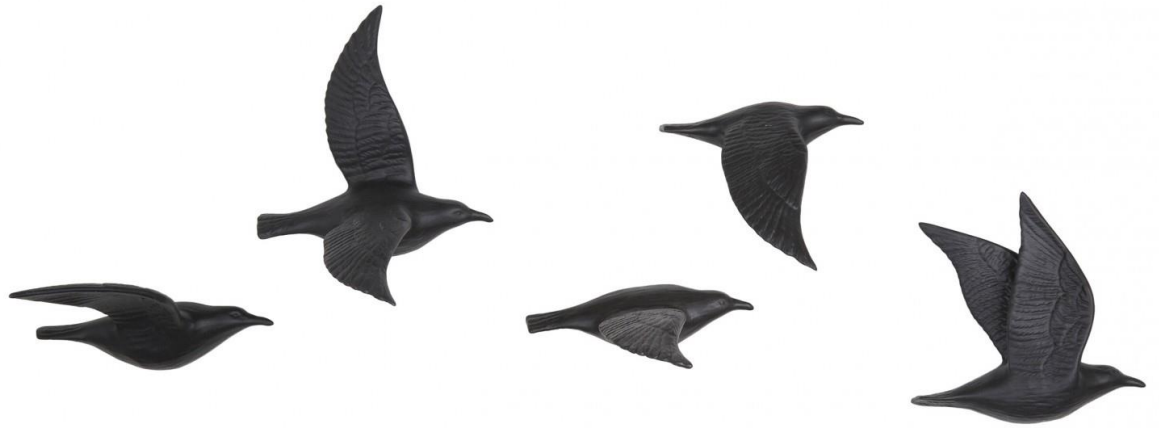
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## Foreword

LIKE ALL entrepreneurs, John and Jenny had their moment under the Sun when they arrived at the cross-roads of nurture *OR* growth. And like most successful entrepreneurs John and Jenny realized that the cross-roads of nurture *OR* growth could be converted into a sweet highway of nurture *AND* growth. The first step into this transformation was their brave willingness to signup for CxO level coaching with Arjun Raj Urs of AssureState Management Services Pvt. Ltd.

TO ADMIT to oneself that they require coaching is one thing and once committed, to actually see through the coaching to its practical continuum – many leaders find it difficult to endure the journey.

HERE IS the duo who not only made that decision and transformed themselves into a position of strength, holding their dreams close to their chest, and all along making an earnest effort to take their team along with them.

Arjun Raj Urs  
Leadership Coach & People Architect  
AssuredState Management Services Pvt. Ltd  
Bangalore



## Victory List

	Jenny	John
The three main things I learnt about myself during coaching were	<p>I never acknowledged myself for getting more disciplined.</p> <p>I am getting back my old self of calm and composed. Lot of operational issues came up that we buried below; surfaced during coaching, probably I started seeing nuances of many things</p> <p>I am happy with myself the way operations were handled, my blind spots and strength areas were recognised</p>	<p>Me being calm can produce more work</p> <p>Long term goal clarity gives me power to perform</p> <p>Mirror through which where I stand and see myself</p> <p>Have Self awareness of the situation, more present to the situation rather than being biased</p>
Three things I want to acknowledge myself for	<p>More patient and calm</p> <p>Better listener</p> <p>Improvement in people understanding</p>	<p>Started seeing people differently</p> <p>Stopped complaining and act on what I am supposed to do</p> <p>Long term goal clarity gives me power to perform</p>
Three things I want to celebrate	<p>Clarity to xxx derived through coaching</p> <p>Bifurcation of profession and personal</p>	<p>Today it was wonderful CTO joined us; took him through the journey of xxx and felt great</p> <p>Got our US patent</p> <p>Pending issues and irritant of the past are getting cleared</p> <p>Entire concept of coaching has made us accountable and others accountable</p> <p>Key takeaway is accountability</p>
Three things I want to acknowledge my coach for:	<p>Being patient</p> <p>Listening</p> <p>Understanding</p> <p>Giving the space for reflecting, coming back, being a sounding board</p>	<p>Being very patient with us, with all the complexity we carried, which we could have kept simple</p> <p>Very methodical</p> <p>How will I present myself, the way coach presented himself; the way I can be a coach for my team?</p>
Relationship to the Goal	Clarity of direction; 100% sure of achieving	Tremendously improved. Once a year we look at the goal. Now goal is a commitment and goal is me
Goal Outcomes	<p>Goal 1 Clarity of operation 80% achieved 1 year clarity - 100%</p> <p>Goal 2 Blind spot 50-60%</p> <p>Goal 3 Long term Goals clarity - 6% (we did not explore too much on as it was not yet the focus of the coaching)</p>	<p>Clarity of goal outcome expectation 80% achieved</p> <p>As per the time line</p> <p>Delayed but will be achieved</p>

## Jenny & John : Prepare to Scale

# Jenny & John: A Personal Journey

What do you expect from coaching?

Jenny

John

<b>What do you want to get out of coaching?</b>	With this coaching session I want to become more self-aware and focused and achieving my dreams with our any doubt and fear	To enhance my ability to inspire and motivate team members to produce results beyond their perceived capacity
<b>What motivates you?</b>	Achieving my goals and sense of success motivates me, Recognition motivates me	Good work and a tight objective motivates me
<b>How do you tend to sabotage yourself?</b>	Anger, EGO	Change decisions fast and many times exactly opposite
<b>How do you best learn? What is your learning style?</b>	Video and storytelling and some self-learning tools and group learning	I learn best by doing. Learning style is to start doing with a presumption and later refine it on the go
<b>How do you release stress?</b>	Being alone and sometimes if I am upset I sleep or just eat some junk or being with my kids help me a lot , I also go to temple	Exercise in morning, Yoga, Meditation when required
<b>How do you enjoy yourself?</b>	Music, singing or listening to one. And love playing with my kids	I enjoy being with kids, talking with staff, watching movie with Jenny, going on a long drive
<b>What do you do to look after yourself on a regular basis?</b>	I eat only how much is needed, I sleep well, I make it a point to express	I am not regular, but take oil bath, steam, massage, once in a while
<b>What do you think are your weak points in life?</b>	My anger,( I used to be very patient person. These days I am becoming very angry) I am also worried about my growing ego	Discipline, though I know doing certain things repeatable in correct timing I may not do it. I get angry very quickly. I threaten to quit the plan if things do not go my way to place people in position. I do not like unknown crowd, even individuals is tough to
<b>What are your strong points?</b>	I am fearless, I am Confident to handle any situation Strong headed I am Balanced I am focused I love fun	Will solve problems skilfully, especially technical. If driven and had taken a job, I finish it like a hunting with full vigour
<b>What have you given up on in life? (i.e. I'll never be fit, or I'll never meet a great partner.)</b>	Be a good listener (which I was once in my life) Leave my ego to a great extent, Be more accommodative and be more relaxed in life	I have given up making new friends,
<b>When were you happiest in your life? Why?</b>	When I was School teacher and used to be with kids. I forget myself while being with them. Also I got one of the best mentor in my life who changed perspective of my life and made be strong enough to face challenges in life	I keep my happiness most of the time with me. I lose happiness in times when my expectation and happening do not match, which can include even the colour of the paint is different in the wall etc.
<b>When were you unhappiest in your life? Why?</b>	When recently John said I have become very egoist and too selfish and said I have done no contribution neither to John's life or xxx and I am worthless	I was unhappy when the first product did not sell, when my friends left my partnership, the worst was when my friend exited the joint working
<b>If you could have anything in the world what would it be?</b>	Health and peace of mind	I have a long list of things to have, however, the primary need is to see xxx last a century and beyond with great set of leadership driven by high values and principles, focusing on philosophy of value addition in agriculture through technology.
<b>What do you want the rest of your life to be about?</b>	Impacting a million people positively in my life and go in the path of spirituality	Building xxx into a global corporate with leadership in technology for agricultural enhancements through which we impact 1 million people significantly positively.

# Jenny & John: A Personal Journey

Are you ready to be coached?

John

Jenny

	1 -10 scale	
Can you set aside a consistent time on your calendar each week to meet with your coach?	9	9
Are you willing to be engaged, ask questions, and be open to new approaches?	10	10
Are you willing to change, even though it might be painful, in your quest to become a better person or leader?	10	10
Are you committed to taking action to reach your goals?	10	10
Can you adopt a student mentality with a willingness to learn?	10	10
Can you accept constructive feedback from your peers, supervisors, and those you manage?	9	8
Are you prepared to work hard, putting in extra hours outside of work?	7	9
Do you have specific goals and or projects you want to focus on?	10	10
Do you think you will benefit from working with a coach?	10	10

## Insights from the coach

Jenny

Have Gnomes who help you in critical and vital situations

Continue creating human relationship alongside business relationship

Keep your eyes on the ball not on the sun and the star

John

Being high energy by nature, you can sometimes get down with lot of fascinating ideas and on a research mode rather than focusig on the business here and now and plan for the future from the strength of now



# 1

## Global Game Changers

**W**e arrived at a set of short term and long term goals which is clear and unambiguous. The short term goal is to build a cash reserve of ` 5 crore from a Revenue of ` 33 crore with an EBIDTA of 25%.

The long term goal is to achieve a turnover of ` 500 crore by 2023. While it looks like an ambitious goal, it was recognized and appreciated by all that a proper “Prepare to Scale” process can help achieve this goal.

To their credit, Jenny & John decided to take the current year (2018-19) as the year to prepare to scale.

In a major decision, the Jenny & John initially set team goals that were necessary for future success:

- To build a 12 people team capable of creating and deploying yyy at Customer location as of Dec 5<sup>th</sup> 2019
- To create 3 new technologies in the segment of automation that can revolutionise and increase income of industry by 20% in 2025
- To hire a Product Manager who can ensure regular xxx products are developed, managed and delivered, with fullest quality as per plan

Through deliberate internal debates and through careful situational analysis, Jenny and John were able to identify key factors that are crucial in their quest for global playoff. Some of the salient points include:

- To ensure future is built, neither of them are being able to take time off
- People within the organization are not taking enough responsibilities
- We are sitting at the *mast* and guiding the ship rather than steering the wheel (where should we be: mast, sonar or steering wheel)
- There is no internal push or desire for excellence in the team
- Push- push project. (John) I am not able to make them listen
- No self interest to increase the ability
- The team seems to be caught in an “Arrival syndrome” (stop learning and evolving)
- Future is built – not being able to take head off the current here and now
- Current team will not be able to take up the responsibilities of the 100 Cr target

It was identified, deliberated and agreed by the leaders that there is a need to steer the organization with a definite goal and a defined set of principles. Among the foremost principle the leaders agreed to is to use the “Prepare to scale” model. Prepare to Scale takes a measured approach by aligning the team to the organizational goals and ensuring every individual team member assumes responsibilities and owns the goal.

Usually the very first step in Prepare to Scale is to create a Rocker team.

Here are the three salient decisions made by the Jenny & John:

- Become a Global Game Changer
- Prepare to Scale, and
- Build a Rocker team

It was decided that Jenny and John will consciously build an Executive team with maturity, knowledge and experience to take the company from ` 25 Cr to ` 100 Cr, with value aligned to every aspect of xxx, by March 2021.



### The three Goal: Prepare to Scale Model

Year	Goal	Revenue	Team Goal
2018-19	Prepare to Scale	` 33 crore	Build a Rocker Team
2019-20	Prepare to Scale II	`	Global Game Changers are Ready
2020-21	The Ascent	` 100 crore	Full Executive Team in place

In order to ensure these goals are met it was decided to:

Set process in every department, to track and to escalate ensuring seamless operations of xxx by March 31<sup>st</sup> 2019, in such a way that 90% of deviations are identified before occurrence, 7% during occurrence and 3% after occurrence.

The goals defined as activity type



Jenny and John also identified key aspects where each other's contribution is called for. John's specific contributions were listed as:

- Create an environment for people to thrive in the zone of excellence
- 80% of the time and effort of John to be invested in non-routine / complex and 20% in routine / non-complex project flow.

Some of the non-routine / complex work defined were:

- Understand market needs and put things in place
- To ensure Technologies are developed with technology competent offerings in a contemporary solution
- Building an engineering team competency so that any challenges can be handled
- To ensure all this type of technologies are secured through IP protection
- Build the product team for future products
- Market research
- QA process
- Building a Project leader and Product leader from the available team
- Contribute time and energy in motivating and activating the inner capabilities of the team members to make them valuable to xxx
- Providing safety

- Creating an environment of alacrity (cheerful willingness) to be self responsible for their role expectation
- Areas of team enablement and empowerment
- How to get into ATC rather than the archer

The team decided to put down key Principles of Motivation for the organization

- Let people earn the position and not given the position.
- Give a medal not a promotion.
- From designation focus to value creation in the role - maturity, knowledge, experience and value alignment

Responsibility Matrix for Jenny and John as on November 2017

	Jenny		John	
	Primary (P)	Secondary (S)	Primary (P)	Secondary (S)
Sales	P			
Service	P			
Creativity			P	
Engineering			P	
Patents				S
Production		S		
Stores		S		S
Commercial	P			S
H.R.	P			S
Operations		S		
Compliance		S		
Accounts	P			S
Management Executives		S		S
Business Vertical G P 1 & G P 2	P	S		S
C R M /Market Research		S		



# 2

## The Goals

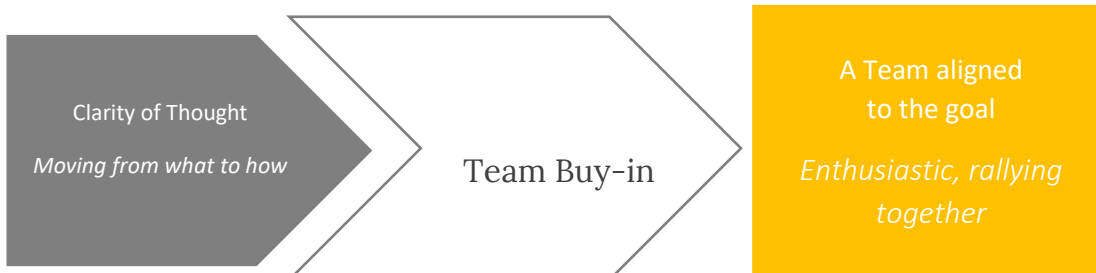
### Birds's Eye View

Coaching is a process of self discovery. A coach enables leaders to think through their situations, their actions and reactions, capabilities and many more characteristics that define them. In the process, leaders find answers to their problems at hand through clarity of thought and focused attention to their goals.

Jenny & John, responded splendidly to the process of coaching. Their pace of discovery and ability to see through difficult situations assessing their actions objectively helped them overcome cognitive blocks that were hindering clear thinking.

From feeling shackled by an unknown force, the duo felt liberated. They drew up brave goals for themselves personally and for their organizations. They understood their team members better, took them into confidence and felt extremely confident of achieving their goals. More than anything else, they got their lives back; they started spending more time with their family; pursue their passion of singing and a mindset to look at playing tennis; found a roadmap for their career ambitions and learnt to view their teammates with a new set of eyes – that of being partners in progress rather than being careerists.

#### The Process of Aligning Team to the Goal



## Clarity leads to action

Jenny & John discovered absolute “Clarity of thought” led to clarity of purpose and action. Their communication to the team became more purposeful. The team saw a new transformation and “buy in” for the new vision came in automatically. The new purpose enlivened the work atmosphere and people rallied around to go achieve the target.

How to give clarity when we are unclear, this process has given us the way forward...

With clarity of thought comes clarity of goals. Once we are in this zone, things appear easy predict based on data which is crucial. A clouded mind cannot understand data at hand. Jenny & John got into this zone and started rigorously egging each other to reach for their dream. They drew up an inventory of things that are part of their goal.

Given below are the goal notes from the coaching sessions.

<b>GOAL 1</b> To generate revenue of `33 Cr	<b>Relationship: Confidence is significantly high on the EBITDA</b>
1a-i) Existing Products (Mayur, Hamsa+, Hamsa, Shuka) 25.5 Cr (22 Cr. from sales team, 3.5 from Jenny & John )	1b) To Ensure Rs.8.5 crore EBITDA $5.6 + 3.4 = 9.0$
1a-ii) Piece Grading Machine 1 Cr (0.8 Sales team, 0.2 S&S)	1b-i) Reduce Material and Material Management cost by 12% of BoM Rs1.1 cr
1a-iii) Shell Separator 5 Cr (4 Sales team, 1 S&S)	1b-ii) Reduce Operational Cost by 20%
1a-iv) New Products (Almonds, Mayur+, Teja) 1 Cr (1 S&S)	1b-iii) Reduce Service Cost by 25% 0 .5 cr
1a-v) Service & Spares 0.5 Cr (0.5 Service Team)	se Financial Earnings (end of 16 <sup>th</sup> of June) -48 lakhs
	1b-v) Reduce Engineering/Development/IP Cost to 2 Cr. (clarity end of 9 <sup>th</sup> of June) 2.3 cr
	1b-vi) Maximize People utilization in all teams by cross-functioning (No new hiring)

<b>GOAL 2</b>	
<b>Complete running projects</b>	<b>Relationship: very high confidence</b>
2A) Complete running products	2B) Complete Bondu/Arengane Machine
2a-i) Mayur - 15-Jun-2018 Handover - ?? Lakhs cost	2b-i) Mayur plus - 1-Jul-18 Start, 30-Sep-18 - Concept Research Complete, 30-Nov-2018 - Product Developed, 31-Dec-18 Testing Complete, 15-Feb-2019 CS & PH
2a-ii) Piece Grading Machine - 1-Aug-18 Customer Satisfaction (CS) and Production Handover (PH) - ?? Lakhs cost	2b-ii) Teja - 1-Dec-18 Start, 1-Jan-2019 - Product Developed, 31-Jan-18 Testing Complete, 28-Feb-2019 CS & PH
2a-iii) Shell Separator - 1-Aug-18 CS & 30-Sep-18 PH ?? Lakhs cost	2B) Complete Bondu/Arengane Machine
2a-iv) Almonds Grading - 31-Aug-18 CS (both India/Intl.) & PH - ?? Lakhs cost	2b-i) Mayur plus - 1-Jul-18 Start, 30-Sep-18 - Concept Research Complete, 30-Nov-2018 - Product Developed, 31-Dec-18 Testing Complete, 15-Feb-2019 CS & PH
2A) Complete running products	2b-ii) Teja - 1-Dec-18 Start, 1-Jan-2019 - Product Developed, 31-Jan-18 Testing Complete, 28-Feb-2019 CS & PH
	2B) Complete Bondu/Arengane Machine

<b>GOAL 3</b>	
<b>Process &amp; Systems</b>	<b>Relationship: Confidence is significantly high on the EBITDA</b>
Process & Systems to ensure correct product manufacture, ISO and EU food machine certification	
3a) Create QA system for each product-line - John	
3b) Implement ISO @ xxx by 31-Mar-19 - Jenny	
3c) Complete the CE certification for the existing products - John (delegate)	
3d) Ensure RoHS on every material supplied - John (delegate)	
3e) Ensure RoHS certification on every manufacture we do - John (delegate)	
Process & Systems to ensure correct product manufacture, ISO and EU food machine certification	





# 3

## Aligned Team

Snake's Eye View

**T**he power of clarity of thought is immense. It energizes people around. Team members will be closely watching the leaders and mimic their behaviour. If a leader comes across as being clear, purposeful the team members immediately rally behind. That's what with **Jenny & John**.

During the process of coaching, they were able to reason better about their choice of people to lead. They took an objective approach to people management. They encouraged their immediate team members to undergo a leadership training program so that there is:

- Common Leadership Language
- Leaders who have high degree of Focus and energy
- Learn how to –
  - Energise
  - Monitor
  - Develop
  - Orient Self and Team members
- Self assured leaders who can stand up to face the challenges during crisis or difficult situation
- A leader who can influence clients and seniors in the face of resistance
- A proactive leader who follows a non-threatening, non-judgmental and non-critical way of interacting and building trust

Jenny

I got] lot more clarity. Too much of burden being felt [inside me]. [Because of] lack of clarity. Vietnam has been kept aside. Bhaskar taking up India sales. The idea of hiring a CMO was shelved as the internal capabilities could take care of this responsibility.

John

[I] had a clarity that we need to have a Product Manager from an initial thought of hiring a DCTO but how I was not sure. Now I am getting more and more clear of the *how*. Ibrahim, we had in mind but now it is clear that we can have clear steps to it.

The journey of aligning team members to the goal started with the Mining,

SN		Satisfaction	Structure	Significance	Focus / efficiency	Priority
1	People not taking responsibility	3	2	8	2	2
2	No push or desire for excellence	2	1	6	1	1
3	Lack of discipline	3	3	8	8	
4	More time solving conflicts	5	5	5	2	
5	Anxiety or fear	4	2	8	7	
6	Fear of losing	1	1	9	7	
7	People are not held accountable	3	2	5	8	
8	We are not organised					
9	Daily fire fighting					
10	Push-push project. I am not able to make them listen					
11	No self interest to increase the ability					
12	Arrival syndrome (stop learning and evolving	2	1	8	1	3

Refining, Defining and Shining exercise with Arjun (as on November 2017).

In the same session, few vital actions were identified which required further discussion, verification and validation.

	LIST
01	Create an environment for people to thrive in the zone of excellence
	Teuchi to be approved and accepted by European market by 2020
	Wow statement: Global game changer
02	An environment of alacrity (cheerful willingness) to be self responsible for their role expectation
03	Continuous and never-ending improvement curve culture

Under the continuous and never ending improvement head, we added more detailed *TODOs*. This early stage exercise became the foundation of the final goals, responsibilities and journey definitions we have discussed in the *Goals* sections.

LIST
Have 20 warriors (driven by purpose and passion) geared up by Jan 1st 2019 so that we can be global game changers
Qualifying criteria for warrior
Check who already withing the organisation is a warrior
Which dept need how many warrior for what purpose
Check who has the potential to become a warrior withn the organisation
Support with knowledge/ skills and talent needed to become warrior
Also the Competence, confidence and communication needed
Hire talents to fill the gap of requisite warriors
Make them a part of Global game changer vision
Go after being Global game changer collectively

Once the broad contours of the goals were identified, Jenny & John went about talking to the team and getting their *buy-in*. A number of detailing got underway with people assuming responsibilities. There was a new clip in the air and the team were rallying behind the future vision. The next step was to draw up a priority list.

Task or mission	Consolidated	Satisfaction	Structure	Importance	Complexity	Attention
Understand market needs and put things in place	Already done for Firoo	1	3	9	9	1
Ensure technologies are developed with technology competent offerings in a contemporary solution	Sing off Firoo to customer's expectation. should be implemented and validated	4	5	8	7	6
Building an engineering team competency so that any challenges can be handled	Execution process is a problem	3	5	7	8	5
To ensure all this type of technologies are secured through IP protection	In control	5	6	7	9	5

It was decided that generating `18.59 crore revenue from Harry, Harry Plus, Sukhoi and Firoo in 270 days will be led by xxx.

Performance Area	Performance Criteria	Project champion
Generate (`2 + `2.9 + `2 crores PQ) Totaling `6.9 crores in Q2, Q3, Q4	To generate 1.5 crores per quarter from Karnataka. Maharastra per quarter 1 crore per quarter	
Generate (`1.2 crores PQ) in Q2,Q3,Q4	To generate 1.2 crores per from Orisa and West Bengal	
Generate (`1.2 crores PQ) in Q2,Q3,Q4		
Generate (Q2 `0.5 crores, Q3 - `0.8, Q4 - `1.2 crores)	To generate 1.2 crores per from Northern state (Gujarat, Rajastan, M P)	

Structure to generate EBITDA of ` 816 lakhs (Q1- `32.5 ; Q2 - `145.5 ; Q3 - `239 ; Q4 - `431) was defined as

Performance Area	Performance Criteria	Project champion
<b>Reduction in BOM cost and material management cost by 1.1 crores</b>	<ul style="list-style-type: none"> <li>- Cost optimization of BOM for existing products</li> <li>- Design optimization for BOM reduction</li> </ul>	
<b>Identifying suppliers who will give us reduced cost for the same quality</b>	Alternative supplier for A & B category items cost reduction by 8% of the previous year. That will contribute to about 80 lakhs <ul style="list-style-type: none"> <li>- Identify the A &amp; B category items</li> <li>- Negotiating with existing suppliers</li> <li>- Identify alternative suppliers</li> <li>- Evaluate alternative suppliers</li> <li>- Offload orders in a phased manner to new supplier</li> </ul>	
<b>Design optimization for BOM reduction by 30 lakhs</b>	Evaluate parts that can be removed without impacting the performance. Modify the design to reduce the cost of the part	
<b>Reduction in BOM cost and material management cost by 1.1 crores</b>	<ul style="list-style-type: none"> <li>- Cost optimization of BOM for existing products</li> <li>- Design optimization for BOM reduction</li> </ul>	
<b>Identifying IP investment that are redundant and stopping further action on the comprehensive list by Q2 end that should not exceed Rs.45 lakh for the year.</b>	<ul style="list-style-type: none"> <li>- Evaluating already cost sunk in</li> <li>- Evaluation of benefit of protection in the mentioned market</li> <li>- Make a decision to continue or not to continue on each office actions</li> </ul>	

It was decided to adopt ISO in xxx to establish and adaption of a globally accepted working model process for sales, Admin, H R, service, production, purchase and compliance

Performance Area	Performance Criteria	Project champion
<b>Data of what is working for each of the identified dept</b>	Collection of data of what is practiced/ tasks followed to complete the assigned work for each dept and individual	
<b>Data of what is not working for each of the identified dept</b>	Collection of data of what is not practiced/tasks that is not followed to complete the assigned work for each dept and individual as per the laid procedure	
<b>Gap analysis</b>	Assimilating the collected data and discussion with group heads on the gaps and tasks/practices that are important which are being followed as per norm	
<b>Identification of a working model</b>	Deriving operating efficiency and healthy work culture working model consulting the team	
<b>Adaptation of a working model</b>	Documentation of the working model and communication and training the working team to follow the working model	
<b>Execution of a working model</b>	Implement as prescribed in the document Providing tools, format and requisite material and assistance to the team	
<b>Systematic periodical tracking of implementation of the working model</b>	Checklist for periodic tracking	
<b>Review the efficiency and course correction of the working model</b>	Periodic review alongwith the team on effectiveness of the working model implementation. Deviation/bottle neck / loopholes if any to be plugged by aligning to the working model	

A Task Matrix with Project Owner for engineering and execution I

Task no	Major tasks	Major tasks specifics	Project owner
1	Matrix	Identifying failures in the field due to manufacturing defect / slip ups	
2	Analysis	Mapping the engineering issues/ production issues	
3	Planning	Priority and order of execution of mapped issues	
4	Execution – Improvement	Follow with the engineering team to close Engineering issues that causes manufacturing defects	
5	Execution – regular inspection	Creation and Implementation of a check list	
6	Traction	Tracking the checklist w.r.t to field performance of the checklist	



To establish and adaption of a working model process for sales, Admin,  
HR, service, production, purchase and compliance

A Task Matrix with Project Owner for engineering and execution II

Task no	Major tasks	Major tasks specifics	Project Owner
1	Data of what is working for each of the identified dept	Collection of data of what is practiced/ tasks followed to complete the assigned work for each dept and individual	
2	Data of what is not working for each of the identified dept	Collection of data of what is not practiced/tasks that is not followed to complete the assigned work for each dept and individual as per the laid procedure	
3	Gap analysis	Collection of data of what is practiced/ tasks followed to complete the assigned work for each dept and individual	
4	Identification of a working model	Collection of data of what is not practiced/tasks that is not followed to complete the assigned work for each dept and individual as per the laid procedure	
5	Adaptation of a working model	Assimilating the collected data and discussion with group heads on the gaps and tasks/practices that are important which are being followed as per norm	
6	Execution of a working model	Deriving operating efficiency and healthy work culture working model consulting the team	
7	Systematic periodical tracking of implementation of the working model	Documentation of the working model and communication and training the working team to follow the working model	
8	Review the efficiency and course correction of the working model	Periodic review alongwith the team on effectiveness of the working model implementation. Deviation/bottle neck / loopholes if any to be plugged by aligning to the working model	

