

PERFORMANCE BY DESIGN

**Designing systems that enable
organisations to perform consistently**

A 2-Day Practical Workshop for leaders responsible
for organisational performance, execution and growth

SEE WHAT IS HOLDING PERFORMANCE BACK

**Design the system required for consistent execution.
Leave with clear priorities and a 90-day action plan.**



THE LEADER'S DILEMMA

**Even with capable people, SOPs and regular reviews,
performance can still be inconsistent.**

Often, the issue is not a lack of effort. It is that different parts of the organisation are not working together as a single system.

**Does the way your organisation is designed help people deliver
– or make good performance harder than it needs to be?**

RECOGNISE THE PATTERN

Does this feel familiar?

These are rarely isolated people-related issues. They are signals that the way work is designed is making consistent performance difficult.



01

People are working hard, but delivery remains unpredictable



02

Leaders need to follow up repeatedly to get things done



03

The same issues keep returning



04

Work slows down when it moves from one team to another



05

Teams achieve their targets, but the final outcome suffers



06

SOPs exist, but people still work in different ways



07

Review meetings provide updates but do not solve the real issues



08

Results depend heavily on a few experienced individuals



09

Growth brings more complexity, escalation and firefighting

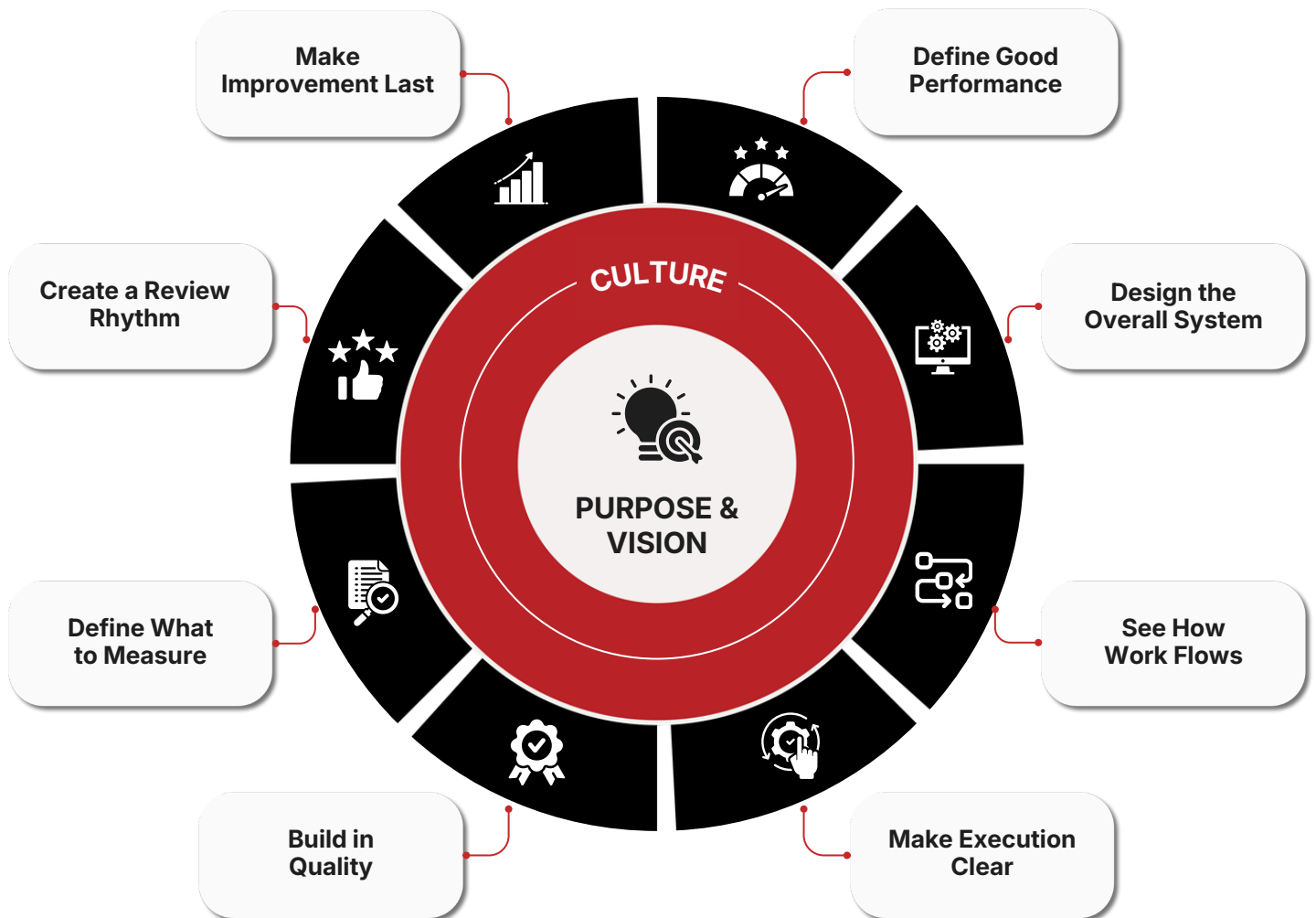
An SOP documents how work should be done. A complete system makes it possible to do the work consistently.

This requires clear outcomes, ownership, timely decisions, the right information and capabilities, built-in quality, meaningful measures, regular reviews and a way to improve.

ONE CONNECTED SYSTEM

Purpose gives direction Culture shapes how the system works Design turns both into consistent execution

The eight workshop areas form the practical design required to turn intent into consistent execution.



Purpose and vision provide direction. Culture shapes behaviour.

The eight workshop areas create the system that makes consistent execution possible.

TWO DAYS. ONE CONNECTED EXPERIENCE.

What will participants do during the workshop?

The workshop moves from understanding performance to designing a system that can be measured, reviewed and improved.

DAY 1 - Diagnose and Design

01 Define good performance

Understand what drives consistent performance, assess where the organisation stands and define the results it wants to achieve.

02 Design the overall system

Design the complete system required for execution – process, roles, decisions, information, capability, controls, measures and reviews.

03 See how work flows

Understand how work happens today, identify where it breaks down and design a better way for it to move across teams.

04 Make execution clear

Clarify ownership, decision-making authority, and what people need to perform effectively.

Takeaway A clear diagnosis of what is holding performance back and a redesigned view of how one core process should work.

DAY 2 - Measure, Govern and Improve

05 Build in quality

Identify where quality must be created and prevent problems from moving to the next stage.

06 Define what should be measured

Select measures that show whether the desired results are being achieved.

07 Create an effective review rhythm

Decide what should be reviewed, by whom, how often, and when action is required.

08 Make improvement last

Move beyond temporary fixes and address the reasons why problems keep returning.

Takeaway A measurement and review system, prioritised improvements and a practical 90-day action plan.

LEAVE WITH WORK ALREADY DONE

What will participants leave with?

01

A diagnosis of current performance maturity

A clear understanding of what is working, where the gaps are, and what is holding the organisation back.

02

A designed end-to-end core business process

Each participant selects one important core process and designs how it should work from start to finish – including ownership, decision points, information and the points where work moves between teams. The same principles and templates can then be used for other processes.

03

A measurement system for the selected process

Clarity on what should be measured, how it should be measured, who should own each measure and how frequently it should be tracked.

04

A clear review and governance rhythm

Clarity on what should be reviewed, who should participate, how often reviews should happen and when decisions or intervention are required.

05

Identified issues and improvement priorities

A prioritised view of the most important gaps affecting performance and what needs to be addressed first.

06

A 90-day action plan

Clear actions, responsibilities and timelines to begin implementation after the workshop.

**One process is designed during the workshop.
The method can be repeated across the organisation.**

DESIGNED FOR APPLICATION

Practical learning, not lengthy theory

Participants work through real business situations, case studies, team challenges and guided design exercises.

HOW PARTICIPANTS LEARN

- Real business situations
- Case studies and team challenges
- Guided design exercises
- Templates, checklists and a comprehensive workbook



WHO SHOULD ATTEND

The workshop is designed for founders, MDs, business heads and senior functional leaders.

Organisations may also nominate selected leaders responsible for implementation, transformation, or business excellence.



Experience that turns insight into action

Meet the facilitators bringing practical experience, structured thinking and real-world perspective to the workshop.



Workshop Facilitator

Rashmi Sharma Mankad

Founder and Principal Consultant, IKIZEN Consulting

Rashmi brings more than 20 years of hands-on experience across business excellence, organisational transformation, strategy execution, governance, customer experience, digital programmes and capability building.

Rashmi has personally designed and implemented ways of working, performance systems, governance structures and transformation programmes from within organisations.

Rashmi is also an experienced EFQM and TBEM assessor, industry speaker and thought leader on business excellence, process improvement and organisational performance.



Workshop Co-Facilitator

Snehal Kole

Founder, EBC – Evolve Biz Consulting Pvt Ltd

Snehal Kole is the founder of Evolve Biz Consulting Pvt Ltd and has more than 20 years of experience in management consulting, training and executive coaching.

Equally at ease in the boardroom and on the playing field, Snehal's engaging style helps clients and audiences reflect deeply on leadership, execution and culture.

Snehal has trained over 40,000 professionals across multiple industries, including FMCG, FMCD, pharmaceuticals, manufacturing, textiles, solar energy, oil and gas, media and entertainment, IT, ITES, real estate and the public sector.

Snehal is a leading facilitator in the domain of leadership and is certified by The Center for Leadership Studies (USA) in Situational Leadership® and Situational Coaching®.

Built by practitioners

Designed for execution

IKIZEN Consulting partners with founders, CEOs and leadership teams to build the systems, structures and governance required for consistent execution and sustainable growth.

With more than 20 years of experience leading transformation from within organisations, we bring a practitioner-led perspective – not just consulting advice. We understand the realities of execution because we have been accountable for delivering results.

We help organisations move from dependence on a few individuals to systems they can trust – creating greater clarity, stronger accountability and the confidence to scale.



PRACTITIONER-LED



EXECUTION-FOCUSED



BUILT FOR THE REAL WORLD

Make consistent performance

the way your organisation works.

Not something leaders have to rescue every day.

To explore the Performance by Design workshop for your organisation or leadership team:

START A CONVERSATION

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