

High Performing Organizations

The Path to Excellence

Transformation of organizations is not linear, it's circular. This is a fundamental tenet of an Agile mindset, and forms the basis of how NeuEon developed our best practices approach for attaining High Performing Organizations within technically focused product and services companies.

These companies require in-depth understanding of the organizational tree, including the individual roots and how best to structure, prune and fertilize the tree. Because NeuEon is comprised of consultants that combine senior level technical and business leadership, the company is adept at building the trust required to effect true change.

The NeuEon Approach to Transformation

There are three fundamental actions that guide each engagement: **Assess, Implement and Optimize.**

Our methodology starts with organizational assessments to establish:

- Consensus on goals
- Accurate benchmarks
- Metrics for improvement
- Validation of expected value (internally and externally)

Although we generally start with the executive staff and specific teams, the path toward transformation consists of constant movement forward. In essence, due to continuous improvement, transformation should not have an end point. Each part of the engagement utilizes flexible models, tools, trainings and coaching methods to move through the transformation process, executing on parallel tracks where necessary to maintain a steady momentum.



Our fundamental goal is to equip organizations with the shared strategic vision, metrics, data-driven decision capability, and knowledge to continually improve.



The gap analysis calls attention to potential sources of weakness in a company's delivery of its products/services. Across stakeholder groups, evaluating the information available (or developing the right information) allows rational, data-driven decisions on values. Validating internal views with customer data is necessary to see potential misalignment. It's important to focus on fixing these fundamental problems before moving forward with other efforts since this is foundational to building a high performing organization.

Assess

Build the Foundation for High Performing Organizations

NeuEon's approach to transformation starts with a systematic assessment of each organization including R&D, PMO, and DevOps via a gap analysis to identify:

STRATEGIC GOALS

- Core values at each level
- Alignment issues at the team and organizational level
- Silos of information and institutionalized impediments to high performance
- Product/Service delivery issues (ex. Quality, Time, Predictability)

PROCESS IMPROVEMENTS

- Waste and redundancy
- Process weakness and collaboration opportunities

RESOURCES

- Personnel challenges
- Change agents in each area to collaborate/lead transformation

EXECUTIVE TRACK

- Establish executive priorities, consensus, and buy-in
- Profile current organization
- Design organizational profile of planned Agile maturity
- Develop corporate governance framework

PRODUCT TRACK

- Establish standards of excellence criteria
- Identify and assess teams
- Evaluate against SAFe/Agile competency tenets
- Prescriptive ranked improvements
- Develop and validate best practices model

VALUE

When the first wave of assessments is complete, NeuEon goes through a design phase to map the path forward with the executive team. We work collaboratively to develop a customized plan based on best practices and modern organizational frameworks. Adjustments are made to address the unique goals and environment of the organization. We minimize risk by leveraging industry norms and successful patterns including, but not limited to, Agile methods for managing uncertainty and supporting collaboration, Lean methods for reducing inefficiency, and other well established strategies as appropriate. The result is a blueprint for execution of transformational change at all levels of the enterprise.



Implement

The Road Toward Change

Once the base level assessments are in place, we have gained consensus on what success looks like and have a plan for how to get there, we continue to work on implementation with different layers of the organization to begin the journey toward change.

VALUE

Our work with teams is always in motion – new teams can be going through assessment while additional teams are working through implementation. Above all, teams are left with the tools, techniques, and ability to drive toward continuous improvement. As we expand we:

- Set cross-functional goals and metrics
- Repeat processes across like teams
- Engage in knowledge transfer to enable autonomy

EXECUTIVE TRACK

These teams play a critical role in enabling transformation and change to take place. Their responsibility is to break down institutional barriers such as decision-making strata, organizational structures that drive conflict, or lack of team empowerment that impedes improvement. Through customized workshops, coaching, and strategy sessions, these teams learn how to effect organizational changes needed to support better work alignment and flow, articulate and disseminate clear goals and unite to support individual and team efforts across the company.

PRODUCT TRACK

From the individual developer and Scrum masters to product managers and DevOps, we work in partnership to optimize productivity, surface issues, and align with the larger vision. Via best practices and development of “coaches” for each physical location, the teams are evaluated for Agile maturity and then go through side-by-side consultative assistance to bring improvement.



VALUE

NeuEon provides all teams with the tools, training, coaching and expertise to enable continuous improvement that leads to organizational excellence.



Optimize

Measure, Monitor, Assess, Adapt

All aspects of NeuEon's transformation methodology are measured and assessed frequently in alignment with stated goals. A core component of this process is to achieve transparency and make data visible and accessible. Any data that should be driving performance, including delivery of value flow, quality metrics, customer satisfaction, and employee satisfaction is essential to measure improvement.

By creating a baseline early on and having frequent discussions about progress on these agreed metrics, we can establish a maintainable trajectory of change. The key is to make sure all constituents understand and agree with the significance of the metrics to the business so they are individually motivated to observe and react to these metrics. This is how rapid change is enabled.

As measurements are assessed, we implement best practices for collaborative problem solving and effective resolution management so change happens quickly and effectively. We use techniques of decentralized management to make sure change is not being mandated, rather it is a natural occurrence of teams as they process new information that aligns them more closely with the organizational goals.

RESULTS

Through measurement, coaching and training, implementation of tools and processes, we strive for significant improvements based on industry standard results. When we have completed our mission an organization should have:

- Ambitious targets and a clear strategy to continuously achieve them
- A strong sense of purpose through shared values both inside (employees) and outside of (customers/vendors) the organization
- A strategic focus and alignment so all employees know how they are contributing to the results of the organization
- A demonstrable ability to adapt to changing circumstances quickly
- A common shared business model throughout the organization

NeuEon is a boutique consulting company focused on combining strategic technology transformation with practical implementation. For over a decade, the company has delivered measurable results for a wide roster of clients from start-ups to enterprise, with specialized services for the investor community. NeuEon's team of senior-level leaders with deep business and technology expertise apply proven methodologies and processes to enable clients to reach their objectives.