

Business Performance Consulting LLC In-Depth

Business Performance Consulting, LLC, provides structure and feedback to business leaders, teams and managers in their efforts to design in and improve business performance.

We will help you improve your ability to manage teams, institute positive change, and drive toward high performance. Read on to learn more.

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What is Business Performance Consulting?

Business Performance Consulting, LLC, is a Seattle-based consulting firm owned by Walter Oelwein, CPT, that focuses on solving immediate organizational problems by providing structure and feedback in the day-to-day experience of running a team. If you are in need of improving your individual, team, or organizational performance, Business Performance Consulting can help.

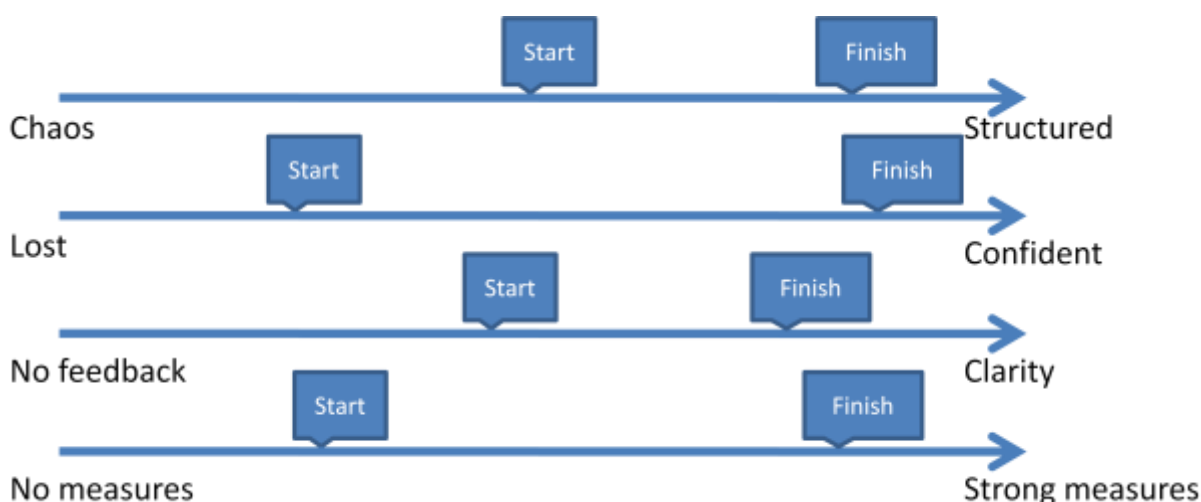


Benefits and Outcomes of an engagement

Business Performance Consulting is designed to improve your management ability, addressing your current needs as a manager and providing you deep skills that can be applied in the future and in new contexts.

Running an organization and managing teams can be tough. It's often unclear as to what is expected of you. It is easy to feel lost. It is common to receive no feedback on how you are doing as a manager. It is difficult to develop and track measures of success. How do you know how well you're doing as a leader? What more can be done? What are the elements in setting and driving a strategy or generating change in an organization? Managers typically do not receive enough structured support in these efforts, and this creates inconsistent and sometimes poor results. Our market research shows that 30% of managers are considered "poor", and only 42% of managers are considered "very good." There is a 64% chance that a professional has had at least one poor manager in the past three managers.

The structure and feedback that Business Performance Consulting provides is designed to move managers up the scale in their efforts to become better managers. The design moves you up the scale from chaos to structured, from lost to confident, from no feedback to clarity, and from no measures to strong measures of success.



Improving your people and team management ability, your ability to institute change, and your ability to set and drive strategy will drive toward improving your business performance. The methods you learn and apply create the foundation for continuous improvement, are likely to be utilized in your to future challenges.

We provide a sustainable, systematic method to move up the scale to improved managerial capability and improved team performance, assessing and course-correcting along the way for continued and innovative improvement that is relevant to your current job role and needs.

Attributes of our Approach

Agile and Immediate: Our approach focuses on understanding current state, identifying immediate next steps, keeping track of progress, and aligning to your current team and business needs. We provide instant analysis and advisory services for incremental and sustained improvement.

Real World: Business Performance Consulting does not provide training classes that take you out of the work environment and discuss what you ought to be doing in the abstract. Instead, we focus on what your issues are, where the opportunities lie, and the next steps to take to improve in your real-time situation, where you need help most, and using strengths you and your team already possesses.

Tailored: Using a unique "checklist of elements" approach, Business Performance Consulting assesses the business problem at hand objectively and will help you tailor your strategy to the performance issues and opportunities you and your team are experiencing.

Flexible: Business Performance Consulting can adjust the engagement to be as in-depth as your time, needs and budget allow. The engagement is typically not full time, but in a series of waves and assessments, with interim consulting taking place on an as-needed basis. Our expertise is in performance architecture and management excellence, areas that transcend functional areas.

Transferrable: Business Performance Consulting takes a partner and advisor role, and does not take over the tasks on hand. Instead, by providing coaching, feedback, ideas and methods, you and your team learn on the job and execute the needed job function at the same time. The skills you learn will be applicable to future management challenges you're likely to face.

Provides Leading Indicators: Business Performance Consulting provides an ongoing view of success indicators that drive toward your team's key performance indicators (KPIs), such as sales, customer satisfaction and profitability. Get a systematic view of what your organization is doing now and where it can improve to drive toward improved KPIs.

Experienced in Performance Architecture: Business Performance Consulting understands the components that create performance in the workplace. We work with you to make sure all components are working together. The approach is architected to create improved overall performance.

Business Performance Consulting provides a means for your team to develop solutions and track their results, which in turn, improves team and organizational performance. A wide range of scenarios and functional areas would benefit from Business Performance Consulting, such as IT Management, Customer Support, Sales Management, Engineering, and Business Development.

Who can benefit from Business Performance Consulting

Business Performance Consulting offers variety of services that will benefit managers, department leaders and executives in organizations and at different levels. We have experience working in both large organizations and small start-up environments. The focus is on managers and teams who want to improve their performance. Enterprise-wide implementations can be designed after proving success as a follow on engagement.

	Team Manager	Department Leader	Executive
Large Company	People and Team Management	People and Team Management	
Mid-size Company		Technology Adoption	
Start-up or Small Business	Technology Adoption	Strategic Planning	Strategic Planning
	Program Evaluation	Performance Improvement	People and Team Management
		Learning Strategy and Design	
		Program Evaluation	

Scenarios: From engagement to results:

Here are examples of business challenges that Business Performance Consulting can help you solve.

- a. *You are developing an organizational strategy, but you haven't seen this done well, and need help*
- b. *You are a manager of a new team, but you don't know what to do.*
- c. *You have a new process or technology package to implement across an organization, and you want to make sure it gets adopted.*

Here is the method that we use to help you achieve success:

1. We provide a framework of elements that add up to architecting a solid view of what good performance looks like.
2. Meet to agree on the high priority elements
3. Assess the current state on the elements to determine a baseline. Are you doing these things that add up to performance? And if so, what are they? Scoring is provided, so you know exactly where you and your team stand.
4. Collaborate and coaching in developing a plan and improving in these elements

Note: Business Performance Consulting provides collaboration, coaching and expertise in developing the plan of action. However, expertise also exists within an organization as well, and this should be leveraged as well. The client owns the development and implementation of the plan.

4. We interview the client and review available materials and metrics to assess and score the plan against the checklist and other indicators, highlighting strengths and providing suggestions for improvement
5. Repeat starting at step 2.
6. The business can take over the structure and feedback role at a mutually agreed time.

You will receive a scorecard on your progress. This sample uses a 1-5 scale:

Row Labels	Initial Meeting	First Assessment	Second Assessment	Third Assessment	Fourth Assessment
Section A	1.6	2.5	3.1	3.9	4.2
Section A Area 1	1.3	2.3	2.3	3.3	3.3
Section A Area 2	2.3	3.3	3.7	4.7	5.0
Section A Area 3	1.2	1.4	3.0	3.8	4.4
Section A Area 4	1.4	3.0	3.4	3.7	3.9

This is designed to translate "soft" problems into hard numbers, provide a systematic view of improvement over time, and show you where you are strong and where focus needs to be made. We recognize that you can't do everything at once, and this provides a view of where you've made progress, and where there is progress to be made.

Description of Services

People and Team Management Skills

Managers have a spotty track record of performance *as managers*. In 2005 workplace productivity survey, conducted by the Society of HR Managers, 58% of Americans identified poor management as the biggest obstacle to productivity. Many managers, no matter how hard working or talented, are put in the position to create from scratch and on the fly their management techniques and skills, and do their best from that point forward. The lack of structure and feedback in this process creates some highly variable results. Bad habits are ingrained, and bad managers are born from otherwise great employees. Managing a team does not have to be so ad hoc. Using managerial techniques such as performance management, behavior-based language, team forming and team metrics can have rapid benefits. Business Performance Consulting provides structure and feedback on your management skills, and it'll improve *your* performance as well as your team's performance. Win-win!

Technology and Process Adoption

Perhaps you have a new software application that you want everyone to use. Or there's a new process (perhaps in conjunction with that software application). You've invested a lot of effort and money in developing or purchasing the technology, and in mapping out the new process, but what about getting people to actually use the technology and process? Is it enough to send an email? Or do people need training? Changing the behaviors of an organization can be more difficult than just saying, "Do it!" Business Performance Consulting will provide you with the tools, structure and feedback to make sure you have all of your bases covered and are equipped to generate the performance you're looking for.

Learning Strategy and Design

You've been asked to deliver training and you need to make sure people actually can do what they are being trained to do. How do you keep participants engaged and ensure content retention? Business Performance Consulting will help you design and deliver training and supporting performance architecture that results in sustained behavioral changes and increased support of company objectives.

Strategic Planning

All companies and departments need to do strategic planning, but how well do they do it? There are core elements to the strategic planning process. There are also elements that are likely custom to your business and organization. By partnering with Business Performance Consulting, you will get a set of elements designed for your organization, which provide the structure needed to develop your strategic or organizational plan. The consulting engagement monitors and assesses the development of the plan, providing scoring and commentary where it is strong, and where it can be improved. With our outside perspective, feedback and the actual score showing progress provides clarity and motivation that may be missing.

Program Evaluation

How often do you evaluate the effectiveness of your programs and initiatives? Conventional organizations tend to "fire and forget," because feedback collection can be a cumbersome process. Business Performance Consulting can work with you to gather substantial data in a short period of time to eliminate uncertainty about program effectiveness. You may discover some benefits of your programs and initiatives you hadn't realized, or that something you're doing should be stopped right away. Our process and support can help you move up the scale from "in the dark" to "in the know."

Who is Business Performance Consulting?

Walter Oelwein, CPT, is the founder and owner of Business Performance Consulting, LLC. Walter is an experienced consultant who has designed and implemented programs to improve enterprise-wide business and strategic planning skills at the organizational, team and individual levels. He has coached leaders and teams in creating strategic business plans that consistently receive strong executive sponsorship. Walter is also a successful performance architect. In this capacity at Microsoft and Nintendo of America, he has designed and implemented scalable performance systems, including content management, training design and development, quality monitoring tools, management systems, software design requirements and program evaluation. These systems have been implemented and sustained globally at low cost and have exceeded client expectations. Walter has improved the performance of programs, teams, managers, and individuals in diverse areas such as Software Engineering, Strategic Business Planning, Customer Service, Marketing and Compliance Engineering.

Walter has successfully led high-performing teams at Nintendo and Microsoft, and has started a new blog, [Manager by Design](#), which provides guidance for how to manage high-performing teams in a sustained, systematic manner – the tools and skills to have great management by design.

Walter's clients enjoy his customer-centric, objective, warm style, his ability to analyze performance issues quickly, and the immediate, concrete and elegant nature of his recommendations that avoid costly or ineffective implementations and focus instead on strong results.

Through the strength of his performance improvement strategies Walter has earned the Certified Performance Technologist ([CPT](#)) designation from the International Society for Performance Improvement.

Walter has a Master's Degree in Comparative Literature and a Bachelor's in English, and has studied philosophy in Paris. He has traveled the globe in both a professional and personal capacity, and lives in Seattle with his wife Mary Ann.

Recent examples of Walter Oelwein's Consulting and Outcomes

Business Strategy

Developed, implemented and managed a consolidated business planning and execution performance improvement program at Microsoft, resulting in the creation of strategic business plans that pass the scrutiny of an executive audience, forecast of contribution margin in the billions of dollars, and generating high satisfaction of participants.

Coached team of technologists, product managers and researchers in the area of team forming and business planning the development of a strategic business plan for a technology idea at Microsoft, resulting in a plan meeting executive approval, an aligned divisional view, alignment with divisional strategy, and contribution margins projected in the hundreds of millions of dollars.

Provided succinct analysis and coaching to a team of technologists and product managers at Microsoft in transforming an idea for improving an existing product toward a consolidated business strategy.

Management Development:

For a Microsoft division, analyzed, scored and developed improvement action items for organizational structure, strategy execution and team efficiencies using Baldrige-style methodology, resulting into VP-level actions such as improved division-wide strategy and aligned leadership structure.

Technology and Process Adoption/Learning Strategy and Design:

Created architecture for driving enterprise change for usage of standard legal agreements at Microsoft, driving expected performance at the point closest to the usage of the agreements, creating seamless adoption and saving hundreds of thousands of dollars in training expenses.

Streamlined management of a training curriculum focused on solving specific business performance issues and reaching 5000 individuals in year at Microsoft, generating increased operational efficiency and effectiveness, higher participant satisfaction, and improved performance from partner teams.

Developed enterprise-wide business acumen improvement program for engineers at Microsoft that focused on ease of access, immediacy of feedback and reflective of internal expertise, generating quick and viral global adoption, psychometrically valid and reliable improvement in knowledge, and 97% end-user satisfaction.

Architected, created and launched a global training and performance support infrastructure for the high-profile Microsoft Consumer product launch, including localized training and knowledge based content, reaching 3000 agents, 36 countries, and resulting high customer satisfaction.

Provided design and evaluation consulting expertise for the implementation of a new development center at Microsoft, which resulted in shifting of thinking to a holistic approach, assuring over 200 managers were ready for the challenges related to the new center, with an over 85% customer satisfaction rating.

Performance Improvement Consulting:

Provided guidance and expertise in improving the performance of the a key process at Microsoft Research, changing focus from general career development activities to direct performance expectations and outcomes, allowing for focused structure and execution of the process.

Applied performance technology principles in performing analysis of a performance issue at a call center in Japan, shifting a request for training to an understanding of the root causes of the identified performance problem, preventing a costly and unnecessary training intervention, and solving the underlying problem, which saved thousands of dollars in training time and keeping service levels.

Applied performance technology principles in performing analysis of an address validation issue at global call centers, resulting in the identification of the root cause, a shift in focus to the improvement in the address validation tool, and saving thousands of dollars and hundreds of hours in training time and keeping service levels.

Program Evaluation

Produced data, analysis and evaluation of a Microsoft division's strategy implementation, saving partner groups dozens of hours of work while providing feedback to program owner of successes and areas of improvement, insights which otherwise would have never been obtained.