

Kudler Fine Foods
09005002



April 15

Dawn Iwamoto
Iwamoto, Crews & Coe
W. Erie and N. Dearborn St.
Chicago, IL 60654

Re: Performance Management Project

Dear Ms. Iwamoto,

Kudler Fine Foods has selected your firm to be lead consultants for the performance management project. As discussed in our meeting with your senior consultants, the goals of the project are to assess the alignment of our performance management system to the strategic plan and develop processes necessary to implement a new system by the end of the year.

To grow and remain competitive, Kudler Fine Foods must continue to attract and retain the highest-caliber talent possible. Each employee must understand the value of their contribution to the organization's success. This goal may be accomplished by creating a strong link between our organizational goals and our compensation and reward system. We expect to provide continuing opportunities to our employees for successful career and personal growth as members of our team.

Our management team looks forward to working with your firm. We have scheduled a kick-off meeting for May 2nd. Exact start and end times, and the location will be communicated through our Director of Administration & Human Resources, Brenda Wagner.

Sincerely,

Kathy Kudler



IWAMOTO•CREWS•COE

IO CONSULTING FIRM

File No. 09005002

Kudler Fine Foods

Performance Management System

Objectives

- Evaluate the design of state-of-the art performance management (PM) systems.
- Integrate PM-derived competency models based on specific organizational needs.
- Recommend potential solutions to performance problems, using specific observable behaviors, feedback, and reward systems in an organizational setting.
- Analyze the role of individual psychological assessments, feedback, and coaching on human performance in the workplace.
- Examine the role of ethical practices in PM.

Iwamoto • Crews • Coe Responsibilities and Deliverables

- Assess the alignment of PM systems to the organization's strategic plan.
- Conduct a training needs analysis.
- Determine if and how the fifth discipline's system thinking model may be implemented.
- Develop a training strategy based on an observed performance review system.
- Hold a breakout session to inform stakeholders of recommendations for feedback systems, an action plan for dealing with change resistance, and best practices.
- Develop a PM plan in line with the organization's strategic objectives.



IWAMOTO•CREWS•COE

IO CONSULTING FIRM

Kudler Fine Foods Responsibilities and Consents

- Meet with consultants and supply appropriate information for development, complete the analysis, and process development.
- Review and approve documents to be submitted in a timely manner to ensure success.
- Provide appropriate workspace for consultants when working on site.
- Ensure that participants are informed and made available for interview.
- Provide access to employees identified as having required information that facilitates implementing new systems.
- Provide support for the changes and work with consultants to communicate the new PM plan to the rest of the organization.

Memo

To: Iwamoto • Crews • Coe
From: Kathy Kudler
CC: Brenda Wagner
Date: April 18
Re: Employee Concerns

I am writing you to discuss some concerns I have regarding a team building seminar that my administrative office recently attended. The seminar participants fill out a questionnaire which is used to generate a personality assessment. The seminar was a good way for everyone to get to know a little more about themselves and their coworkers. The seminar leaders taught us how to communicate with each personality type by engaging in simple communication techniques to build rapport, enhance collaboration, and gain support from teammates, managers, customers, and work associates.

The information was interesting on a surface level, but I am concerned the employees will take the profiles too literally; for example, that people with dominant personalities will tend to become more dominant in the workplace. I want to improve communication between our managers, employees, suppliers and customers and was planning to have each of our stores attend the seminar. However, I would hate to see our efforts negated as a result of this activity. Can you offer me some suggestions on how to deal with the situation?