

Riordan Manufacturing, Inc.
09001002



One Riordan Plaza
San Jose, California 95112
(408) 555-0157

Mr. Aaron Coe
Iwamoto · Crews · Coe
W. Erie & N. Dearborn St.
Chicago, IL 60654

May 1

Re: Performance Management Project

Mr. Coe:

Riordan Manufacturing has selected your firm to be lead consultants for the performance management project. As discussed during our video conference, 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, Riordan Manufacturing 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 June 2nd.

Yvonne McMillian
Director of Human Resources



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IO CONSULTING FIRM

File No. 09001002

Riordan Manufacturing, Inc.

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

Riordan Manufacturing, Inc. 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.



MEMORANDUM

To: Iwamoto · Crews · Coe
From: Yvonne McMillan
Date: May 15
Re: Employee Concerns

I am writing you to discuss some concerns I have regarding the team of employees I manage. As a professional development activity, I recently took my team to a team building seminar. A few weeks before the seminar, we each filled out a questionnaire and a day or two before the seminar everyone received a packet that provided a personality assessment. The assessment went into great detail regarding the individual's preferred learning and communication styles based upon their personality type. At the seminar itself, we concentrated on learning techniques for effectively communicating with and motivating people who had the various personality types. We found this to be a great way to learn about ourselves and our teammates.

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. We are thinking of offering the seminar training to all of the other departments within the company in an effort to improve communication between managers, employees, suppliers, and customers. 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?