

PULSE(SM)
Organizational Performance Indicator

Hamlin Harkins, Ltd., is offering managers a unique diagnostic tool to improve overall strategy and operating effectiveness.

PULSE allows members of a functional or executive team to evaluate its current organizational performance and to identify the critical actions which must take place to improve. The easy-to-use, online assessment tool allows participants to offer their personal views about:

- 1) What stage the company is in its life cycle;
- 2) How clear or conflicted the team is about its goals and objectives, and
- 3) How adequately it addresses ten key performance areas.

A group report identifies the implications for the working team and indicates priorities for organizational planning and performance improvement.

Based on research with more than 10,000 employees in companies worldwide, the model for *PULSE* allows participants to confidentially: 1) evaluate their organization, individually, and then 2) review the total group view. This becomes the basis for the team to focus highly targeted improvement areas and new strategic thinking about overall direction.

Model: Lifecycle Phases

In the same way people age and mature, so do organizations. As an organization evolves, it goes through developmental phases. *Pulse* considers the life cycle of an organization relative to six distinct phases:

- Embryo: Identifying the need for a business
- Foundation: Getting initial results
- Development: Chasing opportunities
- Churn: Internal fights for control
- Harmony: Business at its peak
- Complacency: Business in fatigue



Commonly, people in organizations experience internal tensions as the organization moves from one phase to another. Often, this results in comments that the organization is stuck, conflicted, unclear in its mission or goals, or disorganized.

The smartest way to create a smooth organizational transition differs based on the phase in which the organization operates. Thus, *Pulse* solicits participant views about the current phase in which the organization operates as a baseline for planning.

Model: Operating Components

The second part of the *Pulse* assessment evaluates issues which must be addresses for performance improvement. based on ten key areas common to every organization, regardless of its size or purpose. These are:

- Employees
- Tasks
- Market
- Environment
- Management
- Goals
- Rewards
- Technology
- Money
- Information

As organizations grow, each of these areas develop their own characteristics, processes and interrelationships with all other areas. An in-depth analysis of all these areas provides a complete view of organizational performance and how to enhance it.

Pulse invites participants to evaluate, rate and comment on current performance relative to each area. The group report is the baseline for the team to discuss the strategy and how to address critical priorities.

Pulse is an ideal process to: 1) gather and document participant's views about the organization; 2) prepare for strategic planning sessions; 3) identify key areas for performance improvement, and 4) focus on organizational transformation as a company moves into new a new growth phase.



For more information about
PULSE, contact:
Hamlin Harkins, Ltd.
1-888-338-4886

Hamlin Harkins, Ltd. is the exclusive distributor of Pulse, a Macsan Leadership Indicator Tool.