Leader2Leader®
Key Performance Resources Platform

Key Performance Resources (KPR) expands upon the concept of Key Performance Indicators. It includes the systematic delivery of critical performance numbers and the provision of collaborative environments within which best practices are forged.

Numerous strategic performance-reporting models emerged in the 1980's and 90's to address the need for better 360-degree views of an organization. These models gained powerful champions and are in place in many blue chip organizations. However, KPRs are difficult to implement. Their implementation raises important practical questions: (1) How do we communicate KPRs? (2) How do we confirm that they have been received and understood? (3) How do we implement a continuous improvement process? Organizations have learned that successful KPR processes are *dynamic*; they are fluid, ever-changing. However, this need for flexibility runs counter to the need for predictability in the automation process. Most KPR reporting systems are static and after-the-fact. They are last year's ideas about how to solve today's problems. By the time a traditional KPR process is automated, the organization has matured and it's thinking has evolved. Often what seemed like a good idea last year is irrelevant today. A more dynamic approach is needed.

Leader's web-based architecture enables an enterprise to collaborate on Key Performance Resources across boundaries. Current email, IM, portal and conferencing approaches are fragmented. Leader2Leader® gives the right people timely access to the right KPR information.

Balanced Scorecards, Vital Signs, Critical Success Factors, Strategic Performance Indicators, Digital Dashboards, Cockpits, Command Centers, Executive Information Systems

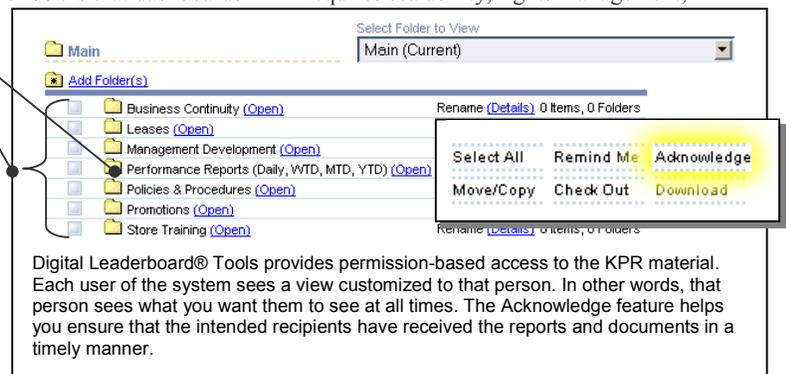Different names, same concept: Deliver timely decision-making data so stakeholders can better contribute to the overall organizational strategy. The idea is that when a stakeholder has the right information, timely, the odds of making better decisions improve dramatically. While the concept is simple, it is extremely difficult to implement. This is because the information needed to provide timely feedback is contained in numerous "data silos." Some of these silos are electronic, others are manual, and still others exist solely in the professional experience and wisdom of the more seasoned employees.

KPR Smart Portal; Balanced Context

Global communications requires a new kind of scalable "smart portal" platform that cuts across traditional boundaries. This portal needs to provide the right information to the right people easily while simultaneously addressing technical standards, accountability, ownership, compliance, collaboration, formal and informal structures, personal preference, culture, politics, economics, privacy, security and intellectual property.

Traditional KPR Systems Fall Short

Once key performance resources are identified they must be systematically disseminated to stakeholders around the planet. Some organizations have developed dedicated web portals for this purpose. These portals generally focus on delivering financial and engineering data via balanced scorecards and dashboards.

These compare actual performance against internal budgets and industry "best practices." Few systems offer a richer collaborative workspace. Consequently, the users revert to email, fax and printed reports to problem-solve. Despite great hopes within the strategy-consulting world in the 1990's that dashboards

- Key Performance Indicators
- Other Performance Resources

and scorecards would create a revolution surrounding better "alignment" of strategy and daily action, the reality has been different. Experience shows that KPRs need a richer collaborative environment to truly create a balanced *context* for the information; something current KPR systems have not done to date.

Traditional Email, IM & Web Portals Are Inadequate KPR Distribution Media

KPR requires dynamic communications systems able to implement dynamic strategy. Email and IM are not effective distribution media. They are too one-dimensional. In addition, spamming is

Leader2Leader® access is 128-bit secure, permission-based and scalable

Log In
UserID | jsmith
Password | ********

Multiple Digital Leaderboard® workspaces provide a complete web-based KPR reporting environment.

Northeast Region

rendering email ineffective as a strategic communications tool. Further, KPRs run into the thousands – too many to manage through inboxes. Traditional web portals pose an equally challenging problem. An effective web portal is expensive and time-consuming to develop. It requires scalability, rights management,

Digital Leaderboard® Tools provides permission-based access to the KPR material. Each user of the system sees a view customized to that person. In other words, that person sees what you want them to see at all times. The Acknowledge feature helps you ensure that the intended recipients have received the reports and documents in a timely manner.

document management, adapters to third party databases, authentication and specialized features. The fewer the automated features in a web portal, the more the cost of ongoing systems administration.

Right Person. Right Information

An effective KPR system should dynamically "granularize" the rules for what information is seen by whom. These rules need to be able to be changed at a moment's notice.

Voice Exception Alerting Anytime, Anywhere

98% of Americans have a phone. About 50% have email either at home or at work. Current KPR systems may do "exception reporting" by email or on a website (when a particular indicator is out of bounds), but none sends voice messages to a recipient's phone. This ability to alert stakeholders according to their
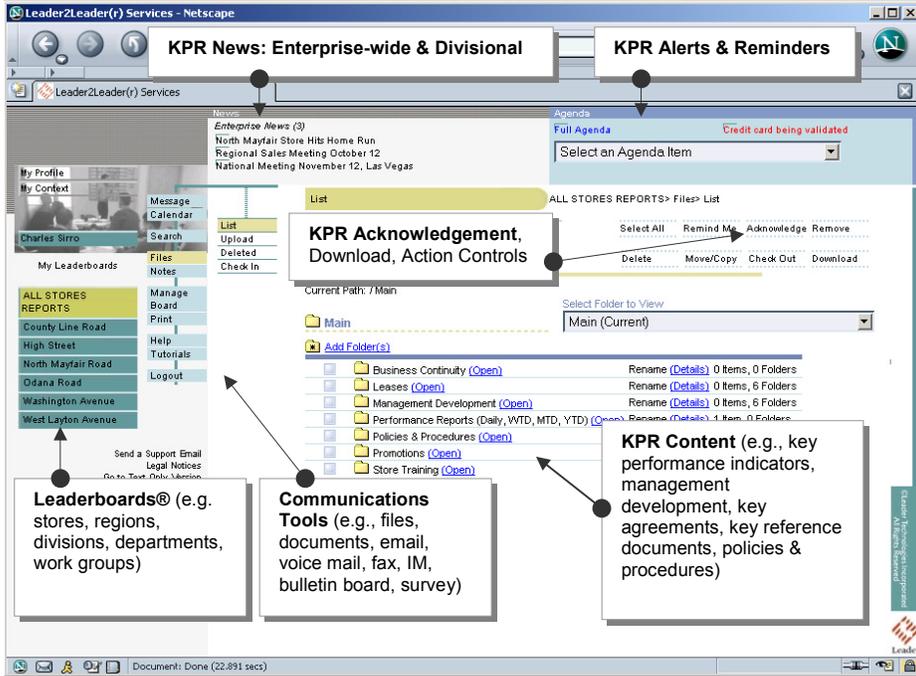
Leader2Leader® Web Control Console Screen Shot

Labels in screen shot:
- KPR News: Enterprise-wide & Divisional
- KPR Alerts & Reminders
- **KPR Acknowledgement**, Download, Action Controls
- **Leaderboards®** (e.g. stores, regions, divisions, departments, work groups)
- **Communications Tools** (e.g., files, documents, email, voice mail, fax, IM, bulletin board, survey)
- **KPR Content** (e.g., key performance indicators, management development, key agreements, key reference documents, policies & procedures)

Example

Key Performance Resources Reporting

Current: Multi-location operations. Performance data is distributed in a range of forms from hard copy and fax to web portals and email, even instant messaging.

Problem: Many distribution recipients require different forms of reports depending upon the recipient's level of view authorization.

Solution: Leader2Leader® manages granular view permissions and provides a complete report sharing and alerting platform, thus reducing the need for multiple groups of email, faxes and paper flow.

communications medium of choice is critical to a more well-rounded capability.

KPR Acknowledgement

Once KPRs are developed and distributed, stakeholders should know that the responsible persons have seen and acknowledge receipt of the information. KPR information cannot just sit on a shelf and gather dust. Failure to properly administer KPRs may result in lost opportunity, lost revenue, maybe even loss of life in the face of sub par or failed performance. Those consequences are clearly unacceptable.

Leader's Team Tackled The Most Elusive Problems in Large-scale KPR Information Sharing

Leader Technologies formed a technology "dream team" starting in 1997 to address the most elusive problems in large-scale collaborative environments. This effort yielded numerous patentable inventions that are now commercially available in Leader2Leader and related products and services.

Leader2Leader® Provides A Scalable KPR Communications Platform

Leader2Leader® provides an unmatched KPR platform within which an organization of any size can establish a robust, global KPR information sharing environment. The system includes the following features.

Security & Rights Management – Manage UserIDs, Passwords and view permissions from a secure web console; 128-bit encryption throughout.

Dashboards/Scorecards – Display the right dashboard or scorecard to the right person and/or group; dynamically link third party applications.

Folder, File & Document Access – Manages other KPR files and folders of any type and size, e.g., word processing, spreadsheets, multimedia, audio, video, CAD, etc.

Acknowledgement Logs – Tracks an individual user's activity and logs "touches" (i.e., whether that person acknowledged and/or downloaded the document).

Cross-Platform Scalability – Able to manage documents and users for a whole organization, large or small across computing platforms; accessible from any web device.

Alerting – Enables exception notification via voice, text and email alerts.

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Stakeholder KPR Views

**Leader2Leader®
Key Performance Resources
Platform — A "Smart Portal"**

Current Decision-making & Reporting Environment

Leader2Leader® Database, Index & Application Tools
Combines existing data & new data from the "Blank Spaces" to craft a 360-degree view.

"Data Silos" where reports and data are being generated currently

The **KPR reporting "Blank Spaces" =** Areas of the organization that are not currently served or are under-served by automation technology

Leader