



APLIN PASS SERVICES

We map rigor to realities... let's enhance your value design.

"A successful man is one who can lay a firm foundation with the bricks others have thrown at him." -David Brinkley

"There are two types of people: The ones who give you 50 reasons it can't be done... and the ones who just do it." -Hoda Kotb

Unique Performance Engineering Services

Aplin provides unique services – disciplined, flexible, rapid and effective.

Executives seek our services because they want to shape what is possible among employees—to quickly and persistently grow their performance capability. We get to the heart of your value design, and then we leverage the best of sciences and technology to improve both the internal design and external strategies.

Our methods are humanizing, in that they bring about a smarter development and value of employees. As a result, we unlock trapped value and amplify executive leadership.

Aplin's performance engineering is carefully disciplined for significant effects. They are adaptive and offer foresight into how you can advance performance within the interdependent complexity of organizational behavior.

There are countless types of methods that fall under the rubric of performance engineering. The challenge is making them effective without waste or risk, and sustainable across layers of existing structure. It is Aplin's analytic discipline that makes our performance engineering unique and effective.

Aplin has developed the *Performance Architectural Science Systems* (PASS) discipline through 30 cases over 20 years, vetted by academia, business, and government. PASS ensures that our methods anticipate risk, leverage emerging data, and engage employees thoroughly.

Herein is a summary of our services and how we operate. We look forward to discussing the potential of Aplin's PASS performance engineering within your leadership and throughout your organization.

David M. Paschane, Ph.D.
Lead Scientist, Aplin Labs
April 2014

PASS Performance Engineering Services

Executives use Aplin's performance engineering to identify and align capabilities in organizational functions. These services reduce risks, improve analytic utility and enhance the structure of the organization. Our executive customers deepen their awareness while leveraging their time and attention to improve the growth of performance capability thorough existing employees and information.

Aplin's performance engineering is organized into three service models.

1. Sustained, in-depth *Performance Analytics Operation*
2. Short-term, itemized *Executive Design Services*
3. Partnering, risk-reducing *Advanced Initiative Services*

PERFORMANCE ANALYTICS OPERATION

The Performance Analytics Operation (PAO) is a model for sustaining in-depth change to a specific business operation. Over the course of a year, the PAO investigates the real practices, culture, and workflow of the operation and tests potential, feasible enhancements, within the cooperation of executive and employee engagements.

The primary purpose of the PAO is to integrate and normalize a set of adaptive and useful analytics that reveal opportunities to enhance value. These analytics are made suitable to operational functions at individual, team, and organizational levels. The analytics extend beyond operational performance and address factors that persist in the organization, or the gaps and risks in performance capability.

The PAO's secondary purpose is to convert the normal use of analytics into a means of developing performance leadership among employees, that is, to increase the motivation, concentration, awareness, and discretion among employees. As a result, improve the total performance capability of the operation.

Aplin's PAO is a highly effective model for training and developing employees within their true work environment, with rigorous methods, and calibrated to the realities of your organization's operational, organizational, and market complexities. By design, it is an integrated and adaptive set of methods based on the PASS discipline.

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In order to support the work of the PAO, the investigations, designs, tests, and calibrations of analytics are fitted to an *Analytic Platform* that is unique to the operation. The *Analytic Platform* enables quick and continual performance engineering, which is visible to both employees and executives. These analyses become signals and visual reports used to reveal potential causes of performance, and help facilitate testable enhancements in operations, among employees.

The *Analytic Platform* provides an important core operational knowledge through multiple perspectives on performance trending and transactions within and across the operation. As the *Analytic Platform* is adapted to changing enhancements, it helps expose performance factors in the operations, and prepare executives in making more challenging organizational changes that affect similar operations.

As employees and executives participate in the pursuit of testable enhancements, the PAO further expands the performance engineering through a custom-fitted *Learning Integrated Network*. This second phase of performance engineering is a blend of rigorous scientific methods and tailored coaching, embedded in the operation.

The *Learning Integrated Network* includes improvements in how analytics are received and utilized by employees, teams, and executives; as a means of respective groups learning the performance and performance-causing information that is suitable to reinforcing their effectiveness within the operation, and the organization as a whole.

The PAO improves how analytics are received by a mix of emergent technologies, adapted to the needs of the organization, including simplified mobile applications, shared work platforms, and multi-levelled dashboards.

The PAO improves how employees use analytics by facilitating their engagement through *Method Enhancement Teams* (METs). The METs are structured to engage employees in applying analytics to changing operational needs. When employees participate in METs they are exposed to opportunities for testing change in operational an organization factors, including multiple-causality conditions. Emergent leaders in the METs are further supported by coaching that reinforces their performance leadership, including motivation, concentration, awareness, and discretion in growing work capabilities.

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Taken together, the *Learning Integrated Network* is an investment in developing leaders through embedded teams and tools. It is effective because it is a concentration of rigor in the realities of the organization.

The procurement of an Aplin PAO is based on a one-year, fixed-price contract, with service invoicing by a set of 12 concise, interdependent reports used to facilitate sustained knowledge transfer to the operational employees.

EXECUTIVE DESIGN SERVICES

The purpose of the *Executive Design Services* is to support executives with short-term, itemized performance engineering services that fit their immediate needs. These services are in the forms of analyses, technologies, coaching, and graphics. Individually, or combined as needed, *Executive Design Services* enable the executive to investigate and influence their internal and external conditions as it fits their existing leadership goals.

Analyses	Technologies	Coaching	Graphics
<ul style="list-style-type: none">• Operational Factors Analysis• Organizational Factors Analysis• Market Factor Analysis• Customer Feedback Analysis• Employee Feedback Analysis	<ul style="list-style-type: none">• Customer Engagement Platform• Employee Engagement Platform• Analytics Platform• Learning Integrated Network	<ul style="list-style-type: none">• Risk-Reduction Executive Coaching• Skill-Enhancing Executive Coaching• Customized Behavioral Coaching• Customized Performance Coaching	<ul style="list-style-type: none">• Graphic Design Transformation Map• Graphic Design Strategy Map• Graphic Design Causality Map• Graphic Design Operational Map• Graphic Design Organizational Map

The *Executive Design Services* are effective investments when executives need rapid value through strategic management targets. The services are limited to three month periods, with each design tailored to the executive needs.

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ADVANCED INITIATIVE SERVICES

Paradoxically, new initiatives are a significant risk to any organization. Initiatives tend to focus on reorganizations, new technologies or infrastructures, major employee changes, and major product or service investments. What is thought to be positive innovation or transformation ends up creating and embedding new risk—hazards of diminishing value in people and structure. To avoid these risks, executives must employ an analytic rigor that gives them insight into the performance of the initiative, the engagement with employees, and the fit of the changes it brings to operations and the organization.

Aplin's *Advanced Initiative Services* provide a partnership with initiative leaders to ensure the risks are controlled and the changes fit emerging performance capabilities. These services are operated like a condensed PAO and operate in parallel to the initiative, often proceeding and following it to ensure optimum success of the initiative. *Advanced Initiative Services* are much like an insurance policy and extension of executive oversight.

Considering the pressure on executives to execute initiatives, and the intense risk in initiatives, with some predictions in the range of 70% of all major initiatives ending in failures, Aplin's *Advanced Initiative Services* is a much needed resource in executive management.

PASS PRINCIPLES THAT MAKE OUR SERVICES EFFECTIVE

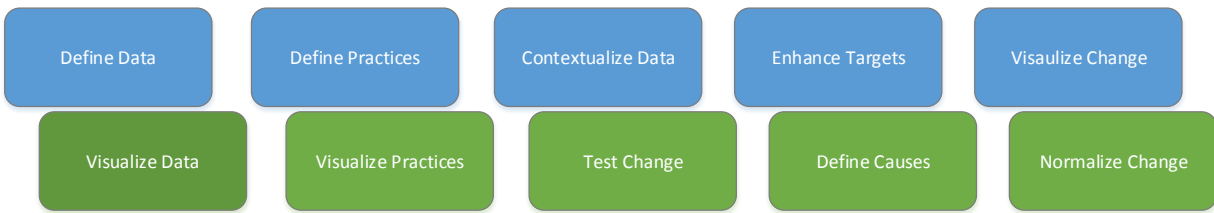
Aplin applies PASS performance engineering through specific analytic services. To themselves, these analytic services are not unique; however, they are integrated to ensure scientific rigor, while adaptive to the realities of the organization.

Disciplined performance engineering has immediate effects on performance leadership and organizational structure, and is a powerful resource for amplifying executive leadership through strategic designs.

Three principles of PASS are *Rhythm*, *Ricochet*, and *Radar*.

Rhythm reminds us that while employees and organizations are changing they need to receive regular, predictable feedback on the progress of change. One example is managing and facilitating analytic services as interconnected actions that fit METs and executive goals.

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The illustration above simplifies performance engineering as a set of actions that are integrated across METs’ facilitated work (blue) and Aplin’s analytic work (green), with each affecting the next set, left to right.

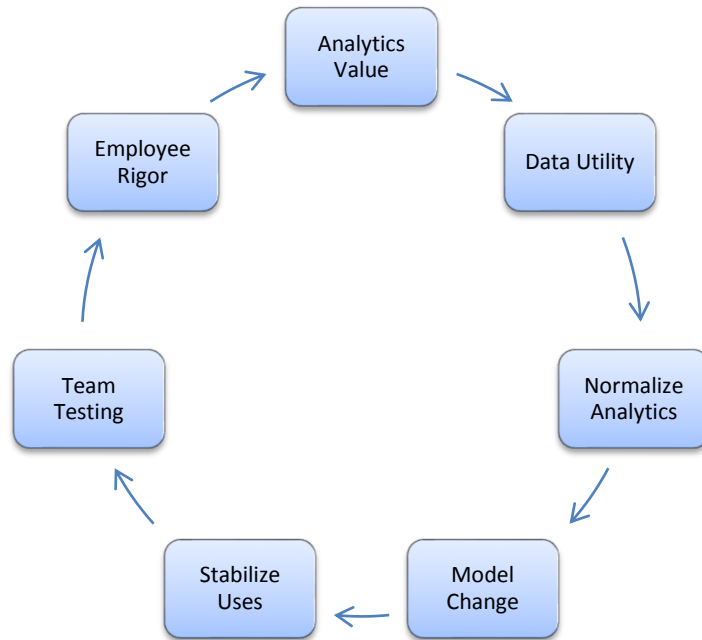
The *Ricochet* principle accentuates the complexity of organizational behavior, and calls for executives to prioritize performance engineering. The principle reminds us that when we change a form of the organization, other forms are affected – ricochet effects. The executive works with Aplin to select PASS components (see table below) that anticipate ricochet in the organization, and identify opportunities and risks we can affect in people and structure.

	Performance Leadership	Organizational Structure
Motivation	<i>Reusable Expertise</i> - engineering archives of discoverable and usable work artifacts and achievements for attribution and employees’ use.	<i>Emergent Thinking</i> - multi-channel feedback from employees and customers to heighten awareness of performance and its causality.
Concentration	<i>Employee Productivity</i> - testing the fit of location, schedule, pace, coaching, and technology on employees’ work habits and alignment.	<i>Strategic Messages</i> - testing the effects of messaging and visualization on employee behavior and growth of performance leadership.
Awareness	<i>Performance Enculturation</i> - testing written and visual communications to reinforce employees’ affinity with integrated performance goals.	<i>Cost Awareness</i> - modeling of business costs to reveal trends, forecasts, and alternative scenarios to disparate teams and organizations.
Discretion	<i>Capability Development</i> – team-based analysis of structural elements to determine and execute feasible actions for testing enhancements.	<i>Performance Accountability</i> - fitting multi-source analyses into the speed, depth, and style that adapt to executive conditioning of performance capabilities.

Radar is a core principle in PASS. Aplin uses the radar principle to explain how analytic services fit the changing nature of the organization, especially the growing capability facilitated within engaging employees.

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Aplin creates well-fitted analytics by encouraging a recursive design of adoption among employees (as illustrated below).



Employees learn to shape the value of analytics within their personal work, their shared operational work, and the organizational structure. All of these are signals as to what they could change, what is changing, and what change has worthwhile impacts – a pervasive radar of work.

PASS DISCIPLINE

Our customers benefit from Aplin’s on-going research into organizational behavior across sectors, operations, and initiatives. While there are many methodological frameworks and academic disciplines, none, besides PASS, apply behavioral, organizational, and system sciences to the true complexity and natural bureaucratization of large organizations. The PASS discipline enables Aplin to provide executives a highly reliable and impactful performance engineering.

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Computerworld Magazine (June 6, 2013) featured PASS in a report about recent performance engineering cases at the Department of Veterans Affairs. The article highlighted PASS cases unlocking trapped value in an organization. Subsequently, Aplin was honored with Computerworld's prestigious Premier 100 Leadership Awards.

Our goal in both research and services is to amplify Executives' leadership, create real and lasting performance change, and humanize work by fostering performance leadership in all employees.

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