

INTEGRATED STRATEGIC ORGANIZATIONAL RESOURCE AND PERFORMANCE ALIGNMENT MANAGEMENT SYSTEM AND METHOD

FIELD OF THE INVENTION

5

This invention relates to a method and apparatus for the creation, planning, deployment, execution, monitoring, management, analysis and reporting of actionable strategic vision, objectives, goals, strategy, tactics, action plan and project plan and more specifically to an integrated strategic organizational resource management system and method for
10 monitoring and reviewing the tangible and intangible aspects of performances of individuals and groups within an organization to determine the individual, group and overall performance of the organization

BACKGROUND OF THE INVENTION

15

In conventional organizational practices, almost all organizations have "visions" or action plans outlining the goals, objectives, direction and strategy for the organization from the highest level of management within the organization. Vision is of critical importance to the organizational survival and is a key to the organization's future. The vision of the
20 organization drives and focuses organizational resources in a specific direction in the fulfillment of the vision. However, having a great organizational vision is a start, but it is merely a dream unless the vision can be clearly articulated, understood and deployed into meaningful objectives at each level of the organization hierarchy, down to the individual staff at the lower level within the organization. Most companies encounter practical
25 organizational difficulties in the process of cascading the organizational vision down the hierarchy.

Typically, higher levels of management are clear about the organizational vision and objectives, but as these objectives are gradually diluted as they are being cascaded down
30 the organization hierarchy. As such, the work activities of the lower levels of organizational, where most business activities and contribution occurs, may not be aligned with the organizational vision and objectives, which generally leads to sub-optimized use of organizational resource, for example human and other tangible assets, in the organization achieving the desired performance results in line with the vision. There are
35 also unclear performance accountabilities at various organizational levels, especially at lower staff levels, resulting difficulties in effective performance management. In addition,

this may hamper the organizational ability in reaching the organization's full business performance potential.

Another problem facing organizations is that individual staff may not be motivated to perform in accordance with the vision of the organization and may appear to the higher management that the staff is not meeting the expectations in line with the vision, because the higher management has not properly conveyed the vision of the organization properly or adequately to the lower staff in an adequate manner that the lower staff are able to clearly understand and interpret the organizational vision and objectives clearly in their respective work scope. As a result, improperly informed lower staff may appear as underachieving to the higher management, and the improperly informed lower staff that may be potentially high performing staff may leave the organization for better prospects. The performance of the management is also adversely impacted. In addition, this situation does not support high performance organizational culture, which is a key to market competitiveness.

Performance appraisal for all staff at various levels of the organization has traditionally been a challenge to be transparent and balance, in terms of the tangible and intangible aspects of performance. Tangible performance aspect may cover concrete achievement of established objectives, such as sales and marketing target, etc. Intangible performance aspects are namely the demonstration of core values, in terms of staff attitude and behaviors. These individual staff core values, when consolidated across the organizational, will form the true organizational culture of the organization. For the organization to create and sustain a desired culture based on the established core values of the organization, an objective staff attitude and behavior monitoring and feedback systems must be in place. In order to full engage all organizational staff towards their highest-level of performance and contribution to the organization, besides a clearly understood vision and objectives, the primary key is to have a transparent and balance performance appraisal systems.

Most organization performance management solutions in the market focus on management of tangible performance parameters, such as budgeting and forecasting. However, the intangible performance parameters in the management of human resource, the most important and valuable strategic capital of any organization, is not considered as part of organization performance management, but as separate human resource management domain.

Information on actual performance is normally not fed back timely enough into the strategic management process to take proactive corrective actions. This time lag is generally due to the traditional relationship between strategic management and operational daily management, in which strategic management review is only conducted quarterly or even longer. As such, cases of a serious miss-performance at the operational level may not be brought to the attention of higher level of management timely, until such time when a strategic management review is due. The time-lag is also due to the sheer amount of effort and time required to perform consolidation and reporting of the performance information, namely planned targets against actual results, before meaningful analysis can be performed.

Project planning is usually not integrated with strategic planning, as separate tools are used to create project plan, like separate worksheet in MS Excel, MS Word and MS Project, and the progress of project plans is manually updated to strategic plan. This resulted in organizational inefficiency and room for data entry errors.

Additionally, most organizations use separate office automation tools, like MS Excel, MS Word and MS Project, to create templates or forms for strategic planning and management. However, standardization of the format across various organizational offices is most challenging, especially when the organization has numerous global presences. Information on the templates or forms is normally entered manually or imported from external systems. The integrity of the format, data, pre-formulated formulas in these templates or forms is always a concern as they may be subjected to unauthorized manipulation.

High risk of disclosure or dissemination of the organization's highly confidential information is also a concern as this strategic information is captured in files that are only locked via password with no other form of encryption or water marking technology. In addition, the non-secure manner of transmitting the file over the internet/intranet is subjected to unauthorized interception. Any leak in strategic information could have adverse impact on the organization competitiveness and survival.

Most time of the management is spent in reporting at the various levels, instead of focusing on the actual strategic planning, deployment, execution, monitoring and analysis, such as root cause analysis, deriving corrective and preventive actions, which contributes most to the organizational success.

Therefore, there is a need for a system and method to address the problems and difficulties within an organization to disseminate, review and monitor the performance of individuals and groups within the organization to improve the performance of each individual, group and the organization relative to the vision of the organization.

5 SUMMARY OF THE INVENTION

In accordance with an aspect of the invention there is provided a system for management of project planning and monitoring individual and group performance within an organization, comprising a server including a strategic management module for receiving input data on an individual within an organization and evaluating the input to calculate one
10 value of performance for the individual, wherein the input data includes tangible input data and intangible input data.

In an embodiment, the tangible aspects may include creation, planning, deployment, monitoring, execution, management, analysis and reporting of actionable strategic vision,
15 objectives, goals, strategy, tactics, action plan and project plan of individual and group performance within an organization. The intangible aspects may include evaluating monitoring, analysis and management of the attitude and behavior of individual or group with respect to established organizational core values.

20 In an embodiment, the input data received may be for a plurality of individuals and one value of performance is calculated for each individual. The plurality of individuals may be divided into groups and one value of performance is calculated for each group. The input data received may include input data on a manager, and calculating one value of performance of the manager including tangible and intangible input data, also including
25 evaluations from other selected or assigned individuals on the manager's performance. The intangible input data may be obtained from answers on a series of questionnaires submitted by other selected or assigned individuals in the organization for evaluating the performance of the individual, which may include self-evaluation. While the tangible input data may be obtained from the comparison of plan targets against actual results under
30 each assigned objectives, relative to the level of importance of the specific said objectives. The tangible input data may include a weighting factor assigned according the level importance of objectives. The intangible input data may have a weighting factor assigned according to the level of importance of the soft aspect category/criteria and type of soft aspect appraisal.

35

In an aspect of the invention, a method for system management of project planning. And monitoring individual and group performance within an organization, comprising receiving

input data on an individual within an organization and evaluating the input to calculate one value of performance for the individual, wherein the input data includes tangible input data and intangible input data.

- 5 In an embodiment the method is for system management of strategic, operation and project planning, deployment, execution, monitoring, management, analysis and reporting of individual and group performance within an organization, comprising: receiving input data on an individual within an organization and evaluating the input to calculate one value of performance for the individual, wherein the input data includes tangible input data
10 and intangible input data.

In an embodiment, the input data may be for a plurality of individuals and calculating one value of performance is for each individual. The plurality of individuals may be divided into groups and calculating one value of performance for each group. The input data
15 received may include input data on a manager, and calculating one value of performance of the manager including tangible and intangible input data, also including evaluations from other selected or assigned individuals on the manager's performance. The obtaining of the intangible input data may be obtained from answers on a series of questionnaires submitted by other selected or assigned individuals in the organization for evaluating the
20 performance of the individual, which may include self-evaluation. While the tangible input data is obtain from the comparison of plan targets against actual results under each assigned objectives, relative to the level of importance of the specific said objectives. The tangible input data may include a weighting factor assigned according the level importance of objectives. The intangible input data may have a weighting factor assigned
25 according to the level of importance of the soft aspect category/criteria and type of soft aspect appraisal.

In an aspect of the invention a computer readable medium is provided, having a program recorded thereon, where the program is to make the computer execute procedure for a
30 system management of strategic, operation and project planning and monitoring individual and group performance within an organization, the computer program comprising a strategic management module for receiving input data on an individual within an organization and evaluating the input to calculate one value of performance for the individual, wherein the input data includes tangible input data and intangible input data.

35

BRIEF DESCRIPTION OF THE DRAWINGS

In order that the present invention may be fully understood and readily put into practical effect, there shall now be described by way of non-limitative example only preferred embodiments of the present invention, the description being with reference to the accompanying illustrative drawings:

5

FIG. 1 shows simplified block diagram of a system in accordance with an embodiment of the invention;

FIG. 2 shows a system in accordance with an embodiment of the invention;

FIG. 3 shows a flow chart of a method of strategic planning in accordance with an
10 embodiment of the invention;

FIG. 4 shows a flow chart of a method of strategic evaluation in accordance with an embodiment of the invention;

FIG. 5 shows a flow chart of a method of soft aspect evaluation in accordance with an embodiment of the invention;

15 FIG. 6 shows a flow chart of a method of overall performance evaluation in accordance with an embodiment of the invention;

FIG. 7 shows an objective score table in accordance with an embodiment of the invention;

FIG. 8 shows a question score table in accordance with an embodiment of the invention;

FIG. 9 shows an average of question scores table in accordance with an embodiment of
20 the invention;

FIG. 10 shows a weighting of question scores table in accordance with an embodiment of the invention;

FIG. 11 shows a table of average score in accordance with an embodiment of the invention;

25 FIG. 12-16 show GUI screenshots of the system in accordance with an embodiment of the invention, specifically, manager staff plan, director approval, project plan, update, and soft aspect GUI in accordance with an embodiment of the invention;

FIG. 17 shows a strategic performance deployment table for staff plan in accordance with an embodiment of the invention;

30 FIG. 18 shows a strategic performance deployment table for department plan in accordance with an embodiment of the invention; and

FIG. 19 shows a strategic performance deployment table for staff soft aspects feedback in accordance with an embodiment of the invention.

35

DETAILED DESCRIPTION

An integrated strategic organizational performance alignment and resource management system and method is disclosed and shown in FIG. 1 and 2. In the following description, for the purposes of explanation, numerous specific details are set forth in order to provide a thorough understanding of the present invention. It is apparent to one skilled in the art, however, that the present invention may be practiced without these specific details or with equivalent arrangements. In some instances, well-known structures and devices are shown in block diagram form in order to avoid unnecessarily obscuring the present invention. Generally, as shown in FIG. 1, the system 10 comprises a strategic performance alignment and resource management module 34 with tangible 42 and intangible 44 data on individuals in the organization. Tangible data may include objectives such as planning, deployment, execution, monitoring, management, analysis and reporting data. Intangible data may include culture and core values, such as set level of importance, set category/criteria, and a series of questionnaires for evaluations, evaluations, monitoring, analysis and management data, for example integrity may have a weight of 20 % level of importance and comprises of three questionnaires. Enterprise resource planning module 38 is interconnected with the performance alignment and strategic resource management module 34, the mobile communication and computing modules 46, and people management module 48 such as human resources/payroll of the organization. The system is shown in more detail in FIG. 2 where the strategic resource module 34 resides on a server 26 having memory 28, processor 30 and interface 32. A workstation 12 having a memory 14, processor 16 and interface 18 with a display 24 such as a monitor or the like for displaying information and an input device 22 such as a keyboard or the like may access the server directly or via network 20. The network may be a public network like the Internet, or a private network like local area network (LAN) or the like. The tangible data 32 and intangible data 44, together with the staff data 52 and overall tangible and intangible data 54 may be stored on a records database 40 which may reside independently and accessible via the network as shown. It will be appreciated that the records database, tangible data and/or intangible data may be configured to reside on the server 26 and/or the workstation 12. The ERP module 38, mobile communication module 46 and people management module 48 may also be accessed via network. Similarly, it will be appreciated that the ERP module 38, mobile communication module 46 and people management module 48 may take other configurations and may reside on the server and/or workstation. The integrated strategic organizational resource management system in accordance with an embodiment of the invention is an approach and tool that is developed based on the drive to eradicate practical challenges faced by

companies and organizations across various industries in focusing organizational resources, for example human capital and other tangible assets, in a specific direction towards the fulfillment of the corporate vision. The integrated strategic organizational performance alignment and resource management system is a tool that aids the management of the organization to optimize use of organizational resource in achieving corporate performance results relative to the vision of the organization with the creation of a transparent and balance staff, for example human capital, appraisal system supportive of the desired organizational culture centered around a set of established organization core values.

FIG. 2 shows a network/server/workstation configuration, however, it will be appreciated that the system and method may take different configurations, for example, the system and method may be configured in a stand alone application such as a computer software application and installed on a single computer. In the FIG. 2 configuration, the system and method may be configured in batch basis application in a network configuration as shown where updates are provided on the server are not in real time. In another embodiment the system and method may be configured to run on real time on the system as shown in FIG. 2.

Access to the system may be monitored and/or secured with a number of security means. For example user authentication may be secured with account access administrated by an administrator in the server for granting access to users upon authentication. Access control may be strengthened with encryption, watermarking and the like. Transmission may be secured by using secure sockets layer (SSL), or the like.

A key capability of the integrated strategic organizational performance alignment and resource management system of an embodiment of the invention is that the system covers both tangible, for example concrete performance results, and intangible, for example work culture, values, behaviors and attitudes, aspects of organizational performance for optimum performance alignment. Performance alignment is the process of ensuring highest level of the organization vision is accurately, comprehensively, effectively and efficiently articulated, interpreted, communicated, deployed and understood into meeting meaningful, specific, measurable, actionable, realistic and time-bounded objectives and corresponding strategies/tactics at each successive lower organization levels; up to the lowest organization level, in terms individual personnel's' (Manager and/or Staff) goals and corresponding action plan, in order to achieve synergistic strategic and operational synchronization across an entire organization. The

system enables management to focus on the actual strategic planning, deployment, execution, monitoring, management, analysis and reporting processes, which contributes most to the organizational success, rather than on consolidating and reporting at various organizational levels. The system enables management better strategic, operation and project controls with real time access of actual corporate performance results compare with plan targets at each level of organization. The system may standardize and integrate tools for strategic, operation and project planning, deployment, planning, execution, monitoring, management, analysis and reporting for management across various organizational levels within a company and across related companies and offices.

An embodiment of the system also improves the integrity of the format, pre-formulated formulas in strategic planning and deployment templates or forms used at various organizational levels. Additionally, data access security of the strategic information within and outside of the organization may only be accessed by authorized personnel only. The system may provide seamless integration with enterprise resource planning (ERP) module for actual business performance results of corresponding objectives and people management system for performance based reward, recognition and remuneration, in order to optimize motivation of the staff towards greater organizational value contribution.

In an embodiment, the system enables optimal organizational performance results through effective integrated strategic organizational management of organizational resources, which include human capital and other key organizational assets. The integrated strategic organizational resource management system is an integrated system that enables strategic deployment of vision of the organization from highest level to lowest level of management to ensure optimal alignment of performance activities with established objectives at all levels. Standardization of format for strategic analysis, planning, deployment and execution across all organizational companies with a friendly and customizable user interface are features of the system of an embodiment. Objective performance appraisal of organizational staff at all levels from both tangible performance criteria, for example sales, marketing, service targets, etc, and intangible performance criteria, for example demonstration of positive core values via attitude and behaviors, etc. The system measures the level of organizational culture coherence with respect to desired organizational core values.

In an embodiment, the system includes an option to enable 360-degree performance review, evaluation and feedback systems with weighted level of importance across soft-aspect category/criteria (e.g. integrity) and type of soft aspect appraisal (e.g. boss to staff

evaluation, staff to boss evaluation, self evaluation, peer evaluation and external parties evaluation) among all levels of the organization. Pre-scheduled progress updates and review process with customizable reminders via mobile SMS and email, etc, to those responsible for periodic updating and reviewing, respectively, may also be included in the system. Integrated tools include modules for strategic and operation planning, deployment, project management and reporting. Integrated and effective organizational resource management, covering human capital and other forms of assets may also be included in the system. Seamless integration with any application within the ERP module enables real time or customizable frequency and timeframe of information update from any operational IT systems, for example various applications in communication with the ERP module, which ensures up-to-date actual operational performance results verse plan or budget to enable management within the organization to make critical business decision even before such time that strategic planning review is even due. Additionally, an embodiment provides seamless integration with any human resource (HR)/payroll systems, in terms of determining the objective level of performance reward and recognition towards optimal level of staff motivation at work based on tangible and intangible performance aspect/criteria.

The benefits of integrated strategic performance alignment and organizational resource management system are numerous. For example, an embodiment of the system improves the chances of achieving the established vision and objectives of the organization, which leads to organizational survival and success. The system may reduce indirect cost in organizational management due to the improved alignment of organizational activities with established organizational vision and objectives at the each working level within the organization. The system also may enable an organization to establish objectives in a balanced and unified manner with various strategic domain/perspectives, such as for example financial, process improvement, customer, people development, social responsibility, etc.

An embodiment may also provide management productivity in the strategic documentation and reporting so that more time can be spend on value-added activities, such as analysis, planning and execution. Organizational staff morale and motivation to contribute their very best at work, instead of mediocrity, as defined and relative by the vision may be monitored and addressed. Since staff is the most important of organizational resources in most organizations, a dramatic improvement in the staff morale and motivation may lead to cost reduction from staff turnover, staff errors (rework), and higher staff operation efficiency, effectiveness, productivity and eventual business performance. Strategic

decisions based on up-to-date and timely information provided and accessible by the system and enables more proactive and less reactive actions in responding to dynamic market changes. Systematically cultivate and sustain positive organizational cultures across the organization by bringing this softer aspect into the staff performance evaluation process.

It also allows for greater/improved creativity, quality and innovation in strategic, operation and project planning, review and analysis due to higher level of joint collaboration and participation across all levels of organization and across companies and offices.

FIG. 3 shows a flow chart of the strategic planning process 80 in an embodiment of the invention. The chief executive officer (CEO) or equivalent highest management representative enters the vision for company and *Strategic Domain/Perspective* [1] (Long Term) 82. The top management team sets company-wide objectives 84, for example mid-term and current year. Each division management sets division objectives for each division 86, for example in discussion with the top management. Each department management sets department objectives for each department 88, for example in discussion with the division management. Each staff sets staff objectives 90, for example in discussion with the departmental management. It is noted that this flow is assumed that the level of the company is company, division, department and staff. It will be appreciated that any number of levels may exist, processes will increase when levels of the company increases and even across related / subsidiary companies and offices. Additionally, strategic domain/perspective is the area where the objectives may be established. E.g. financial, process improvement, customer, people development, social responsibility, etc.

FIG. 4 shows the strategic evaluation process 100 in accordance with an embodiment of the invention. Each staff plan performance from next higher level of plan is in collaboration with the higher level management 101. Each staff in each department update/import 102 from operational system the actual performance achieved and match 104 against the planned performance level to derive the actual achievement level, which is "actual results minus planned targets". Each departmental management consolidates the staffs' actual achievement level 106. Each division management will consolidate all departments' within the division each department's actual achievement level 108. The top management will consolidate all division within the company from each division's actual achievement level 110. The computation formula used to derive 'F absolute score of overall achievement level for each staff, department, division, entire company etc. This is

referred to below discussed under the Formulas for Strategic Planning/Evaluation (Hard Aspect). The entire organizational's actual performance is consolidated and the hard aspect 112. performance score is derived.

5 FIG. 5 shows a soft aspect evaluation process 120 in accordance with an embodiment of the invention. Top management /HR Dept. sets the soft aspect category/criteria and the level of importance for each soft aspect category/criteria and its associated questionnaires 122. Top management/HR department decide on the type of evaluation and level of importance for each type of evaluation 124. The type of evaluation is the different type of
 10 survey that can be done with 360 degrees review, evaluation and feedback system, which mainly consists of boss (e.g. Manager to Staff), staff (e.g. Staff to Manager), self (evaluation of oneself – self perception), peer (e.g. Peer to Peer) and external parties (e.g. customers, suppliers) survey. Staff perform evaluation on each other according to the type of evaluation 126. Departmental management consolidate all score from individual
 15 staff within the department 128. Division management consolidate all score from individual department within the division 130. Top management consolidate all score from individual division within the company 132. The formulas for calculation are referred to below in detail under 'Formulas for Soft Aspect'. The entire organization soft aspect evaluation scores are derived 134.

20

FIG. 6 shows an overall performance evaluation process 140. The computation of both the hard aspects 142 and the soft aspects 144 to one absolute value to determine on the overall performance. The computation of manager or management staff performance by one absolute score in term of the manager's individual performance and the manager's
 25 management/leadership performance over the manager's team 146 . The scores are exported 148, for example to the HR appraisal systems module. The formulas for this process is outlined in detail below in 'Formula for Overall Performance'.

Regarding the interfaces, the operational systems import the actual performance achieved
 30 during the strategic evaluation process without manual entry. The HR appraisal systems module exports an overall performance level score to determine monetary/non-monetary reward/recognition.

It also allows for automatic computation of recommended
 35 reward/recognition/remuneration with the derivable of the overall staff/department performance score. In addition, with the entry of market rate for (salary and/or bonus), it

is able to compute the level of competitiveness in remuneration and recommend improvement in this aspect so as to better motivate staff performance.

It also includes a SWOT (Strength, Weakness, Opportunity, Threat) analysis where the user can enter each element of company's SWOT and perform detail analysis prior to detail strategic planning.

In addition, the systems allows display of company's vision, mission, core values and other important organization information that with every user log-in, the user can be constantly reminded of the above.

FORMULAS

A - Strategic Planning/Evaluation (Hard Aspect)

Deviation:

Where deviation is = $\frac{Actual - Plan}{Plan}$, which "Actual" and "Plan" is the actual achieved result and the planned target of a specific objective

Objective Hard Aspect Value:

where haObj is =
$$\frac{\sum_{subobjective}^n [(deviation + 1) \times Obj\%]}{\sum_{subobjective}^n (Obj\%)}$$
, where 'n' is the no. of sub-objectives within the main objective.

Staff Hard Aspect Value:

where haStaff is =
$$\frac{\sum_{objective}^x [(deviation + 1) \times Obj\%]}{\sum_{objective} (Obj\%)}$$
, where 'x' is the no. of objectives assigned to the staff.

Departmental Overall Hard Aspect Value:

where haDpt is =
$$\frac{\sum_{objective}^y [(haObj) \times Obj\%]}{\sum_{objective}^y (Obj\%)}$$
, where 'y' is the no. of objectives assigned to the department.

B - Attitude/Behavior/Core Values f Soft Aspect)

Average of question:

where $qnAvg$ is = $\frac{\sum_{question} (rate)}{n}$, where 'n' is the number of questionnaires in each of the Soft Aspect category/criteria.

- 5 The rate is the score given by evaluator for individual questionnaire with respect to each soft aspect category/criteria

Average of soft aspect:

- 10 where $saAvg$ is = $\frac{(qnAvg \times Category\%)}{100}$,

The category% is the weightage for the level of importance of each soft aspect category/criteria where the sum of all categories /criteria is equal to 100%

Average of type:

- 15 where $typeAvg$ is = $\frac{\sum_{type} (saAvg \times type\%)}{100}$, where 'x' is the number of different types of the survey within 360 degree review, evaluation and feedback system.

The type% is the weightage for the level of importance of each type category where the sum of all types is equal to 100%

- 20 Staff soft aspect value:

where $saStaff$ is = $\frac{typeAvg}{max.rate}$, which max.rate is the maximum rate or the highest possible score for the questionnaire

- 25 Manager soft aspect value:

where $saManager$ is = $\frac{\left(\frac{\sum_{staff} (typeAvg(Staff))}{n} \right) \times typeAvg(Manager)}{\frac{value*}{max.rate}}$, where 'n' is the no. of staff in the department.

The value is the targeted score set by top management.

- 30

Department soft aspect value:

where $saDpt$ is = $\frac{\sum_{staff} (saStaff) + \frac{typeAvg(Manager)}{max.rate}}{n+1}$, where 'n' is the no. of staff in the department.

Note: Assumption that the staff does not include the Manager

C - Overall Performance

5 Staff Overall Performance value:

where $opStaff$ is = $(Wt1 \times haStaff) + (Wt2 \times saStaff)$

Manager overall performance value:

where $opManager$ is =

$$10 \quad [(Wt1 \times haManager) + (Wt2 \times saManager)] \times Wt3 + [(Wt5 \times haDpt) + (Wt6 \times saDpt)] \times Wt4$$

Where $Wt1$ is the level importance of hard aspect for the Manager, $Wt2$ is the level of importance of soft aspect for the Manager

company where $Wt1$ and $Wt2$ will sum up to 1.0. $Wt3$ is the level of importance of

15 manager's individual performance. $Wt4$ is the level of importance of manager's team/leadership performance where $Wt3$ and $Wt4$ will sum up to 1.0. $Wt5$ is the level importance of hard aspect for the staff/department and $Wt6$ is the level of importance of soft aspect for the staff/department. $Wt1$ may be equal to $Wt5$ and $Wt2$ may be equal to $Wt6$, if the organization do decided to have the same level importance of hard aspect for

20 the staff/department/Manager and same level importance of soft aspect for the staff/department/Manager.

In an example with reference to FIG. 7 shows an objective table 150 for 1 manager and 2 staff, where:

25 Manager1 - Objective 1 - 20%, Objective 2 - 30%, Objective 3 - 50%

Staff1 - Objective 1.1- 40%, Objective 1.2 - 30%, Objective 2.1 - 30%,
Objective 3.1 -20%, Objective 3.2 - 30%

Staff2 - Objective 1.3 - 30%, Objective 2.2 - 20%, Objective 2.3 - 50%,
Objective 3.3 - 15%, Objective 3.4 - 35%

30

$$\begin{aligned} haObj1 &= \frac{\sum_{subobjective} [(deviation + 1) \times Obj\%]}{\sum_{subobjective} (Obj\%)} = \frac{[(-0.2 + 1) \times 40] + [(0 + 1) \times 30] + [(0.2 + 1) \times 30]}{(40 + 30 + 30)} \\ &= \frac{32 + 30 + 36}{100} = \frac{98}{100} = 0.98 \end{aligned}$$

$$haObj2 = \frac{\sum_{subobjective}^n [(deviation+1) \times Obj\%]}{\sum_{subobjective}^n (Obj\%)}$$

$$= \frac{[(0.25+1) \times 30] + [(-0.1+1) \times 20] + [(-0.1+1) \times 50]}{(30+20+50)} = \frac{33.5+18+45}{100} = \frac{96.5}{100} = 0.965$$

$$haObj3 = \frac{\sum_{subobjective}^n [(deviation+1) \times Obj\%]}{\sum_{subobjective}^n (Obj\%)}$$

$$= \frac{[(0-0.2+1) \times 20] + [(-0.25+1) \times 30] + [(-0.2+1) \times 15] + [(-0.1+1) \times 35]}{(20+30+15+35)}$$

$$5 \quad = \frac{16+22.5+12+31.5}{100} = \frac{82}{100} = 0.82$$

$$haDpt = \frac{\sum_{objective}^r [(haObj) \times Obj\%]}{\sum_{objective}^r (Obj\%)}$$

$$= \frac{(0.98 \times 20) + (0.965 \times 30) + (0.82 \times 50)}{(20+30+50)}$$

$$= \frac{19.6+28.95+41}{100} = \frac{89.55}{100} = 0.8955 = haManager$$

$$haStaff1 = \frac{\sum [(deviation+1) \times Obj\%]}{\sum (Obj\%)} = \frac{[(-0.2+1) \times 40] + [(0+1) \times 30] + [(-0.25+1) \times 30] + [(-0.2+1) \times 20] + [(-0.25+1) \times 30]}{(40+30+30+20+30)}$$

$$= \frac{32+30+22.5+16+22.5}{150} = \frac{123}{150} = 0.82$$

$$10 \quad haStaff2 = \frac{\sum [(deviation+1) \times Obj\%]}{\sum (Obj\%)} = \frac{[(0.2+1) \times 30] + [(-0.1+1) \times 20] + [(-0.1+1) \times 50] + [(-0.2+1) \times 15] + [(-0.1+1) \times 35]}{(30+20+50+15+35)}$$

$$= \frac{36+18+45+12+31.5}{150} = \frac{142.5}{150} = 0.95$$

Assuming that the Weighting of the soft aspect are determined, and assuming that the minimum rate = 1 and maximum rate =10. FIG. 8 shows a table 160 of weighting of the soft aspect for manager1, staff1 and staff2.

$$FIG. 9 \text{ shows a table 170 of the average of question, } qnAvg = \frac{\sum_{question}^n (rate)}{n} = \frac{6+7+9}{3} = 7.33.$$

$$\text{Average of soft aspect, } saAvg = \frac{(qnAvg \times Category\%)}{100} = \frac{7.3 \times 40}{100} = 2.92$$

FIG. 10 shows table 180 of the weighting of questions.

$$\text{Average of type, } typeAvg1 = \frac{\sum_{type}^r (saAvg \times type\%)}{100} =$$

$$\frac{[(2.9+1.3+2.6) \times 30] + [(1.7+0.8+2.6) \times 20] + [(2+1+2.1) \times 10] + [(2.9+1.2+2.6) \times 40]}{100}$$

$$= \frac{204+102+51+335}{100} = 6.92$$

$$\text{Average of type, typeAvg2} = \frac{\sum_{type} (saAvg \times type\%)}{100} = \frac{[(3.2+1.4+2.2) \times 30] + [(2.8+1+2) \times 20] + [(2.8+1.7+2.5) \times 10] + [(2.1+1.2+2.5) \times 40]}{100}$$

$$= \frac{204+116+70+232}{100} = 6.22$$

$$5 \quad \text{Average of type, typeAvg3} = \frac{\sum_{type} (saAvg \times type\%)}{100} = \frac{[(1.7+1+2.5) \times 30] + [(2.6+0.9+2.4) \times 20] + [(2.6+1.2+2.1) \times 10] + [(1.3+1+2.2) \times 40]}{100}$$

$$= \frac{156+118+59+180}{100} = 5.13$$

FIG. 11 shows table 188 of the average score, assuming value to be 7.

$$10 \quad \text{Manager soft aspect value, saManager} = \frac{\left(\frac{\sum_{staff} (typeAvg(Staff))}{n} \right) \times typeAvg(Manager)}{\text{value} * \text{max.rate}}$$

$$= \frac{\left(\frac{6.22+5.13}{2} \right) \times 6.92}{7} = \frac{0.81 \times 6.92}{10} = 0.56$$

$$\text{Staff soft aspect value, saStaff 1} = \frac{typeAvg}{\text{max.rate}} = 0.622$$

$$\text{Staff soft aspect value, saStaff 2} = \frac{typeAvg}{\text{max.rate}} = 0.513$$

$$\text{Department soft aspect value, saDpt} = \frac{\sum_{staff} (saStaff) + \frac{typeAvg(Manager)}{\text{max.rate}}}{n+1}$$

$$15 \quad = \frac{0.622+0.513+\frac{6.92}{10}}{2+1} = 0.6$$

Assuming Wt1 = 80%, Wt2, 20%, Wt3 = 40%, Wt4 = 60%, Wt5 = 80%, Wt6, 20%,

Staff Overall Performance value, opStaff 1 = (Wt1 × haStaff 1) + (Wt2 × saStaff 1)

$$= \frac{(80 \times 0.82) + (20 \times 0.622)}{100} = 0.78$$

20 Staff Overall Performance value, opStaff 2 = (Wt1 × haStaff 2) + (Wt2 × saStaff 2)

$$= \frac{(80 \times 0.95) + (20 \times 0.513)}{100} = 0.86$$

Manager Overall Performance value, opManager

$$\begin{aligned}
&= [(Wt1 \times haManager) + (Wt2 \times saManager)] \times Wt3 + [(Wt5 \times haDpt) + (Wt6 \times saDpt)] \times Wt4 \\
&= \frac{\left\{ \frac{[(80 \times 0.89) + (20 \times 0.56)]}{100} \times 40 \right\} + \left\{ \frac{[(80 \times 0.89) + (20 \times 0.6)]}{100} \times 60 \right\}}{100} = \frac{32.96 + 49.92}{100} \\
&= 0.82
\end{aligned}$$

- 5 FIG. 12-16 show graphical user interface (GUI) screenshots in of the system in accordance with an embodiment of the invention. Specifically, FIG. 12-16 show screenshots of GUI for display on display 24 in accordance with an embodiment of the invention. FIG. 12-16 show screenshots GUI for plan objective 200, approval 210, project plan 220, update objective 230, and appraisal 240, respectively. The GUI of each step in
- 10 the process has a similar look and feel. For example the staff plan objections GUI looks the same as the manager plan as shown in FIG. 12, such that a staff member or a manager would easily be able to navigate and enter data to use the system from any screen. In an embodiment of the system, there is online collaboration between the staff, manager and director allowing two-way participation and collaboration to best achieve
- 15 objectives. Once manager issues a plan in the system that is in line with the vision and objectives of the company, and is in line with the division/department objectives, etc., the proposed plan is displayed in the staff's terminal upon approval of the director, if required. The staff reviews the plan, adds/amends if necessary and submits the plan. Once submitted by the staff, the manager reviews the plan and approves the plan, if required.
- 20 FIG. 12 shows the plan objectives GUI, where staff of all levels to plan their strategies and objectives as well as for cascading the strategies and objectives from higher level of organization to the lower level of organization. FIG. 13 shows a GUI for director/manager approval of the plan, and FIG. 14 shows the project plan. FIG. 13 shows the approval GUI, for the superior to approve the subordinate's strategies and objectives based on the
- 25 cascaded superior's objectives to that subordinate. FIG. 14 shows the project planning GUI, to create and update project plan in order to execute a strategy/strategies from a cascaded objective/objectives from higher level of organization to the lower level of organization. FIG. 15 shows an updated screen to update actual performance information into the system, and FIG. 16 shows the soft aspect screen showing the soft aspect or
- 30 intangible information. FIG. 15 shows the update objective GUI, where staff may update on the actual progress of their strategies and objectives with respect to the planned of their strategies and objectives, typically from lower level of organization to higher level of organization. FIG. 16 shows the appraisal GUI, where conduct of the 360 degree review, evaluation and feedback process on the soft aspects category/criteria and corresponding

questionnaire(s) across the various types of appraisal. It will be appreciated that other means of online collaboration may be envisaged using the techniques described.

Another aspect of the project plan screen of FIG. 14 provides the user, such as staff, manager, and the like to enter multiple targets for the objective within their plan. For example, each objective that is set and approved by the manager may have targets raised against each objective to help in obtaining and meeting the plan. Multiple targets also provide a means of reviewing the success of achieving the plan, for example one target may be more successful upon inspection than another target, and one or the other, or an average of the two, or a weight may be to each target, which may be used to determine success. Of course other benefits of multiple target may be envisaged using the techniques described.

FIG. 17-19 show records of strategic performance deployment tables for staff plan and scores, department plan and scores, staff soft aspects feedback, and overall department/staff score cared with soft aspect scores, respectively, in accordance with an embodiment of the invention. In FIG. 17 the staff action plan 300 is shown with staff objective scores which represent the tangible scores. The department's objectives target summary 302 is displayed, and the staff action plan 304 is presented. The soft aspect section 306 of the intangible scores shows the results for staff A in each quarter (Q1,Q2,Q3,Q4), and the results are shown plotted in graphic form such as chart of staff soft aspect progress 308. The overall performance scores 309 are also shown. In FIG. 18 the department planning sheet 310 is shown with division objectives summary 312 and the department action plan 314 for the tangible scores. The overall performance scores 318 are also shown. The staff soft aspect feedback section 316 is shown and displays soft aspect scores for each staff (A,B,C,D,E,F,G,H,I). FIG. 19 shows a questionnaire 320 for obtaining the soft aspect feedback for staff, for example questions such as on integrity, creativity, achievement, and teamwork. Each question is weighted in accordance with the business, and the final scores are tallied.

The devices and subsystems of the exemplary methods and systems described with respect to FIGs. 1-19 may communicate, for example, over a communication network 20, and may include any suitable servers, workstations, personal computers (PCs), laptop computers, handheld devices, with visual displays and/or monitors, telephones, cellular telephones, wireless devices, PDAs, Internet appliances, set top boxes, modems, other devices, and the like, capable of performing the processes of the disclosed exemplary embodiments. The devices and subsystems, for example, may communicate with each

other using any suitable protocol and may be implemented using a general-purpose computer system and the like. One or more interface mechanisms may be employed, for example, including Internet access, telecommunications in any suitable form, such as voice, modem, and the like, wireless communications media, and the like. Accordingly, network 20 may include, for example, wireless communications networks, cellular communications network, Public Switched Telephone Networks (PSTNs), Packet Data Networks (PDNs), the Internet, intranets, hybrid communications networks, combinations thereof, and the like.

It is to be understood that the embodiments, as described with respect to FIGs. 1-19, are for exemplary purposes, as many variations of the specific hardware used to implement the disclosed exemplary embodiments are possible. For example, the functionality of the devices and the subsystems of the embodiments may be implemented via one or more programmed computer system or devices. To implement such variations as well as other variations, a single computer system may be programmed to perform the functions of one or more of the devices and subsystems of the exemplary systems. On the other hand, two or more programmed computer systems or devices may be substituted for any one of the devices and subsystems of the exemplary systems. Accordingly, principles and advantages of distributed processing, such as redundancy, replication, and the like, also may be implemented, as desired, for example, to increase robustness and performance of the exemplary systems described with respect to FIGs. 1-19.

The exemplary systems described with respect to FIGs. 1-19 may be used to store information relating to various processes described herein. This information may be stored in one or more memories, such as hard disk, optical disk, magneto-optical disk, RAM, and the like, of the devices and sub-systems of the embodiments. One or more databases of the devices and subsystems may store the information used to implement the exemplary embodiments. The databases may be organized using data structures, such as records, tables, arrays, fields, graphs, trees, lists, and the like, included in one or more memories, such as the memories listed above.

All or a portion of the exemplary systems described with respect to FIGs. 1-19 may be conveniently implemented using one or more general-purpose computer systems, microprocessors, digital signal processors, micro-controllers, and the like, programmed according to the teachings of the disclosed exemplary embodiments. Appropriate software may be readily prepared by programmers of ordinary skill based on the teachings of the disclosed exemplary embodiments. In addition, the exemplary systems

may be implemented by the preparation of application-specific integrated circuits or by interconnecting an appropriate network of component circuits.

Advantageously, the exemplary embodiments described herein may be employed in
5 offline systems, online systems, and the like, and in applications, such as TV applications, computer applications, DVD applications, VCR applications, appliance applications, CD play applications, and the like. In addition the signals employed to transmit the business rule expressions, the rights expression, and the like, of the exemplary embodiments, may be configured to be transmitted within the visible spectrum of a human, within the audible
10 spectrum of a human, combinations thereof, and the like.

Although the exemplary embodiments are described of applications in performance alignment, analytical applications, and the like, the exemplary embodiments are applicable to any suitable application, such as digital and non-digital content, devices, software,
15 services, goods, resources, and the like, and may be practiced with variations in technology, interface, language, grammar, content, rights, offerings, services, speed, size, limitations, devices, and the like.

While there has been described in the foregoing description preferred embodiments of the
20 invention, it will be understood by those skilled in the technology concerned that many variations or modifications in details of design or construction may be made without departing from the scope or purview of present invention as defined by the appended claims.

CLAIMS:

1. A system for management of project planning and monitoring individual and group performance within an organization, comprising: a server including a strategic management module for receiving input data on an individual within an organization and evaluating the input to calculate one value of performance for the individual, wherein the input data includes tangible input data and intangible input data.
2. A system as claimed in claim 1 wherein the input data received is for a plurality of individuals and one value of performance is calculated for each individual.
3. A system as claimed in claim 2 wherein the plurality of individuals are divided into groups and one value of performance is calculated for each group.
4. A system as claimed in any preceding claim wherein the input data received includes input data on a manager, and calculating one value of performance of the manager including intangible input data, also including evaluations from individuals on the manager's performance.
5. A system as claimed in any preceding claim wherein the intangible input data is obtained from answers on a questionnaire submitted by other individuals in the organization for evaluating the performance of the individual.
6. A system as claimed in any preceding claim wherein the intangible input data is obtained from answers on a questionnaire submitted by self-evaluation.
7. A system as claimed in any preceding claim wherein the tangible input data is obtained from the comparison of plan targets against actual results under each assigned objectives, relative to the level of importance of the objectives.
8. A system as claimed in claim 7 wherein the tangible input data includes a weighting factor assigned according the level importance of objectives.
9. A system as claimed in any preceding claims where the intangible input data has a weighting factor assigned according to the level of importance of the soft aspect category/criteria and type of soft aspect appraisal.
10. A method for management of project planning and monitoring individual and group performance within an organization, comprising: receiving input data on an individual within an organization and evaluating the input to calculate one value of performance for the individual, wherein the input data includes tangible input data and intangible input data.

11. A method as claimed in claim 10 wherein receiving the input data is for a plurality of individuals and calculating one value of performance is for each individual.

12. A method as claimed in claim 11 wherein the plurality of individuals are divided into groups and calculating one value of performance for each group

5 13. A method as claimed in any one of claims 10-12 wherein the input data received includes input data on a manager, and calculating one value of performance of the manager including intangible input data, also including evaluations from individuals on the manager's performance.

10 14. A method as claimed in any one of claims 10-13 wherein the intangible input data is obtained from answers on a questionnaire submitted by other individuals in the organization for evaluating the performance of the individual.

15. A method as claimed in any one of claims 10-14 wherein the intangible input data is obtained from answers on a questionnaire submitted by self-evaluation.

15 16. A method as claimed in any one of claims 10-15 wherein the tangible input data is obtained from the comparison of plan targets against actual results under each assigned objectives, relative to the level of importance of the objectives.

17. A method as claimed in any one of claims 10-16 where the intangible input data has a weighting factor assigned according to the level of importance of the soft aspect category/criteria and type of soft aspect appraisal.

20 18. A computer readable medium, having a program recorded thereon, where the program is to make the computer execute procedure for management of project planning and monitoring individual and group performance within an organization, the computer program comprising a strategic management module for receiving input data on an individual within an organization and evaluating the input to
25 calculate one value of performance for the individual, wherein the input data includes tangible input data and intangible input data.

19. A computer program as claimed in claim 18 wherein the input data received is for a plurality of individuals and one value of performance is calculated for each individual.

30 20. A computer program as claimed in claim 19 wherein the plurality of individuals is divided into groups and one value of performance is calculated for each group.

35 21. A computer program as claimed in any one of claims 18-20 wherein the input data received includes input data on a manager, and calculating one value of performance of the manager including intangible input data, also including evaluations from individuals on the manager's performance.

22. A computer program as claimed in any one of claims 18-21 wherein the intangible input data is obtained from answers on a questionnaire submitted by other individuals in the organization for evaluating the performance of the individual.

5 23. A computer program as claimed in any one of claims 18-22 wherein the intangible input data is obtained from answers on a questionnaire submitted by self-evaluation.

10 24. A computer program as claimed in any one of claims 18-23 wherein the tangible input data is obtained from the comparison of plan targets against actual results under each assigned objectives, relative to the level of importance of the objectives.

25. A computer program as claimed in any one of claims 18-24 wherein the tangible input data includes a weighting factor assigned according the level importance of objectives.

15 26. A computer program as claimed in any one of claims 18-25 wherein the intangible input has a weighting factor assigned according to the level of importance of the soft aspect category/criteria and type of soft aspect appraisal.