



cogent
exit strategies

COGENT TRANSITIONAL PROCESS 100 DAY PLAN



COGENT TRANSITIONAL PROCESS: 100 DAY PLAN

Cogent's Transitional Process (CTP) is a step-by-step blueprint of the tactics that clarifies mission critical objectives, aligns resources and competencies, and establishes company-wide accountability.

This system of business management is designed to be effective across a variety of industries. Using this system, Cogent has been successful in taking companies to new levels of valuation, and greatly improved performance.

The CTP is comprised of 3 Phases:

- **Clarity: Days 1-30**
- **Alignment: Days 31- 60**
- **Accountability: Days 61-100**



CTP PHASE 1: CLARITY (DAYS 1-30)

Strategic Framework

The Strategic Framework is the documentation of the core foundation of a company's purpose and major strategic goals as an organization. This is the cornerstone of the CTP, as literally every other component is born of the information clarified here. It includes the company purpose, or mission statement, the core values, and the Critical Components required accomplishing the mission and the goals.

Critical Components

These are the components deemed mission critical to accomplishing the purpose and the strategic goal. There are usually 1-8 factors identified here. The important concept to remember is that all Critical Components (CC's) identified must meet a standard of being BOTH necessary AND sufficient to achieve the goal. Cogent uses these as the basis for determining exactly what tasks need to be done within the company.

Priority Task Matrix

The information for this tool evolves from the Critical Components. Each CC is analyzed to determine what tasks are required to accomplish it. These tasks are listed by CC and should be only comprehensive enough on this document to clearly delegate to a specific owner. Sub tasks and project sheets associated with these "priority tasks" are not to be listed here. Each task is evaluated as to its current level of operation, and is then aligned with any or all of the CC's it significantly impacts. The score and rankings provide a numerical value as to the priority each task should be given in terms of resources. This is not to be confused with what is considered most important, but what needs to be resourced the most at this time.

Annual Strategic Framework Review

Each year, prior to budgeting, Senior Managers and the Board of Directors convene to review the Strategic Framework to the specific objectives of confirming or adjusting the major objectives for the year, evaluate progress and status of critical components and vivid descriptions, and address any strategic moves that may be required to accomplish the strategic framework. This sets up the Senior Managers to develop a new Priority Task Matrix for the budget year that is aligned with a current strategic framework.



CTP PHASE 2: ALIGNMENT (DAYS 31-60)

Organizational Structure

Often a clear understanding of the current goals and objectives cause a need to evaluate and adjust the organizational structure. The objective of an organization chart is to provide a structure to accomplish the priority tasks in the most resource efficient way possible. It identifies what functions need to be in play and how they need to relate to each other.

Role Definitions

Each function in the organization structure identifies a role that must be responsible for the performance of each function. These roles are defined as groupings of the priority tasks. By limiting the definition of roles to the priority tasks, it is assured that all roles are necessary and sufficient to accomplishing the Critical Components and Strategic Framework. Extraneous roles are eliminated and needed roles are added. This is a key element to evaluating resources. Once the roles are defined, the core competencies needed for success are developed.

Core Competencies

A core competency is the necessary and sufficient skill set required in specified roles. They are core skills specific to that function, specific to this company, specific to this purpose, therefore, key to achieving the major goals. It is a critical tool in evaluating the skill sets of key players and recruiting key people. Without action on this component, the other components have much less impact.

Job Descriptions

Roles are further then broken down into tight job descriptions that clearly define an individual job need, performance expectations, and responsibilities.



CTP PHASE 3: ACCOUNTABILITY (DAYS 61-100)

Key Performance Indicators

Serving as The Scoreboard in the Operational Process, the KPIs are those statistics which demonstrate the vital signs of the company at any given time. KPI results highlight the necessity to act on any tactics being employed to accomplish the priority tasks and CC's. A true KPI can be traced back to a specific Priority Task, which is associated with a set of CC's, and has one original owner.

Focus Meetings

A disciplined approach to a regular review of the KPIs is a critical step in reinforcing the focus of the organization. It is critical that the KPIs are incorporated into meetings at all levels including; Business Unit Managers, Senior-level Managers and Company-wide employees.

Individual Performance Reviews

The focus of the performance review is to evaluate the degree to which a role was filled, the function was performed, and the KPIs achieved. The content and purpose of this component aligns with all the other components. These elements are specific to each role and associated job description and are developed from same. This ensures that the same key expectations and results remain the focus to the end of the evaluation period, and shows clearly when action is required to either replace a role or reward the achievement.

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