

pds

Your Line of Sight to Success!



AIEx™

Your Line of Sight to Success



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What is AIEx™

The AIEx™ process helps people develop measurable ways of working more effectively. AIEx™ focuses people on assessing their expectations of others with those others have of them. This focus helps people be more aligned and focused. AIEx™ analytical tools help drive performance discussions between groups and individuals on their expectations and assumptions that result in:

- Specifying clearer performance criteria against which individuals/groups will be measured
- Removing expectations that are non-value added and not strategically aligned
- Identifying significant issues to address
- Creating an accountability framework

AIEx™ methodology is a key driver of change which accelerates alignment and tracks the development of working relationships. Such tracking includes:

- Distractions that impact work loads
- Misaligned expectations which reduce flexibility, risk rework and cost overruns
- Factors that reduce competitiveness
- Misalignment with organizational principles and strategies
- Productivity issues between managers and their staff

The final outcomes help individuals understand:

- What is expected of them
- What they can expect from others
- How well they are strategically aligned
- How their performance is measured and compensated
- What they can stop doing
- What they need to focus on
- What information and resources can be used to achieve their goals
- How they are going to be supported and coached

How it has been used?

AIEx™ has been used as a key driver of successful systemic change. It supports these efforts by clarifying and improving performance contracts between critical relationships, such as:

- | | |
|---|-----------------------------|
| ■ Sales managers and Sales representatives | ■ Managers and Subordinates |
| ■ General Contractors and their Sub-Contractors | ■ Leadership Teams |
| | ■ Cross-functional groups |

Groups have successfully used AIEx™ to:

- | | |
|---|--|
| ■ Improve competitiveness | ■ Accelerate and build partnerships |
| ■ Deliver more customer-focused solutions | ■ Integrate global product development |
| ■ Integrate sales and customer service | ■ Restructure organizations |

How it works?

Using AIEx Easy Entry™ individuals identify their expectations of others and what they think is expected of them. AIEx™ is then used to analyze content, quantity, and quality of the Expectations generated.

AIEx™ Cross-Hairs Alignment Tool™ provides targeted data pictures of groups and one-on-one relationships based on Figure 1.

For example, the relationship between Tom and Cliff looks aligned if you **only** look at Tom's expectations of Cliff (13) and what Cliff thinks Tom expects him (12). But, Cliff's expectations (22) & What Tom thinks Cliff expects of him (4) tells a different story.

Users are then shown how to use their **AIEx™ Cross-Hairs Alignment Tool™** to "rifle-in" on data to prioritize which alignment meetings are really needed. Then users meet and decide which of their expectations are:

- **Discards**
- **Unresolved**
- **Agreed**



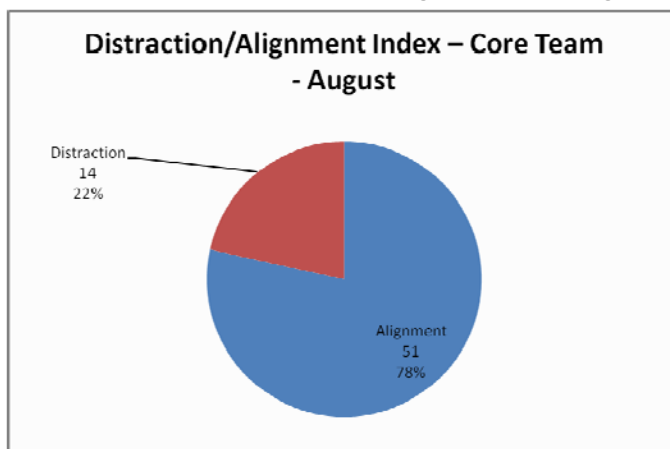
Figure 1.

"Another major learning, any expectations need to be tracked persistently. If you stop tracking, people will revert to what they have done before or what is comfortable for them."
Serge Demeule, VP Development & Customer Delivery

AIEx™ Outputs

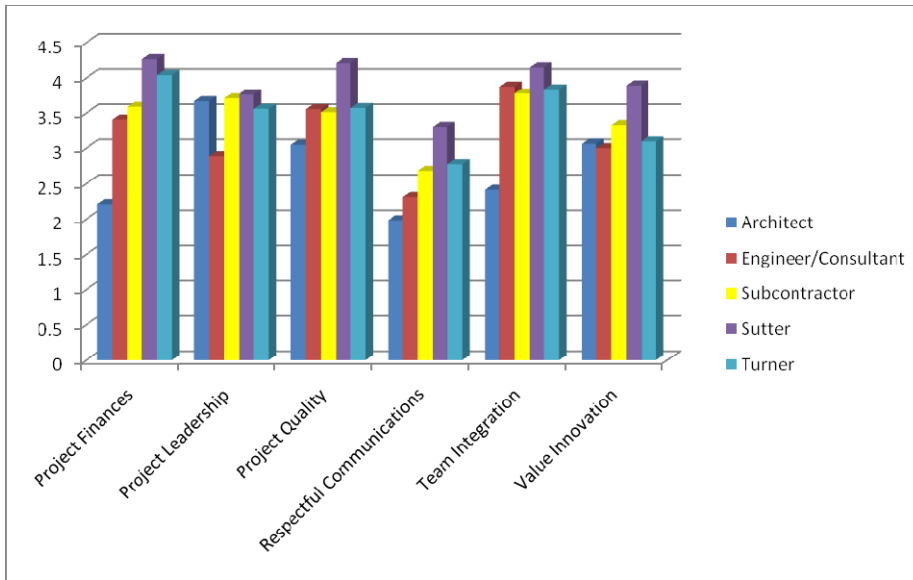
1. Distraction Index

Identifies which individuals or groups are aligned or distracted from achieving strategic goals:



- **Aligned, and Doing Things that are Expected** — expectations and assumptions of these expectations are in balance.
- **Distracted, and Doing Things that are Not Expected** — individuals are making incorrect assumptions about what others expect of them.
- **Distracted and Expecting Things that are Not Done** — expectations exceed assumptions of those expectations.

2. Tension Ratings



Expectation originators rate each of their expectations on a scale from High to Low Tension if an expectation is not met. Tension rating filtering enables users to see how well they are aligned in terms of stress and the importance others place on different areas of the construction process.

3. Cross-Hairs Communication Channel Analysis

Un-Channelled

In a construction project, groups are often expected to change who they communicate with and about what. If for example, the General Contractor's Project Executive is expected to work closely with the Chief Superintendent to adopt Lean Construction practices to meet Owner expectations **and** they do not have any expectations of each other.....! Conversely, if the Design Engineers now report directly to the newly appointed Architects and not the Owner's Facilities Manager then you would not want to see people still having expectations of the GM.

Cross-Channelled

Medium levels of expectations are often needed between different professions and trades as the main construction phase begins. This is especially true in Design-Build Projects

Count of EID		AID		Un-Channelled					Grand Total
HID	Type	CK	DMc	GG	LM	TO			
CK	MEO		6		3	3	22	34	
	OEM		7	1	1	4	4	17	
DMc	MEO	14		10	15	1	25	65	
	OEM	7			2	2	6	17	
GG	MEO	7	3		9	3	16	38	
	OEM	1	8		3	5	5	22	
LM	MEO	2	4	1		3	6	16	
	OEM	4	7	2		5	5	23	
TO	MEO	1	4	5	12		17	49	
	OEM	4			1		3	8	
TO	MEO	13	13	7	7	7		47	
	OEM	12	9	4	5	6		36	
Grand Total		75	61	30	58	39	109	372	

Highly-Channelled

High levels of expectations are needed where people work in the same function or project, e.g. Architects and General Contractors