

An introduction to

FUNCTIONALITY



shirlaws
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Introduction

Purpose of this document

This document provides an introduction to the concept of the Shirlaws Functionality Framework.

What is the Functionality framework about?

Context – responsibility

Functionality is a business tool that creates the right mix of resources throughout a business.

Content

The focus of this framework ensures that staff are empowered to take appropriate decisions and avoid unnecessary reliance on management. It makes sure that the business is not dependent on any one person, in any area. Within Functionality is a tool that we refer to as Red Blue Black.

This tool ensures:

- There are the right people in the right job
- Empowerment
- No duplication of functions or activities
- All functions within a business have somebody responsible for that role
- Responsibility is allocated for each function, not just **the doing of** that function.

Outputs of Functionality Implementation ensure the business:

- Gets the resource mix right across functional areas – this gets profit mix right
- Helps forward forecast resource allocations years ahead
- Releases management to do more strategic **activity**
- Gets lifestyle/balance time allocated.

Commercial and Cultural Outcomes

Whenever a Shirlaws framework is implemented within a client's business, it is necessary to identify, quantify and qualify the **commercial** and **cultural** outcomes of that implementation process.

In this context, commercial outcomes are those that can be quantified by numbers, the facts, figures – the hard side of business.

Cultural outcomes are based on the softer side of the business, i.e. feelings, emotions, behaviours.

Some examples of commercial and cultural outcomes from implementing Functionality in a business may include:

- Profitability increase from a remix of resources
- Productivity through efficiencies
- Foundation for growth and systemisation of processes and procedures

- Energy/ownership coming from having the right people in the right roles
- Self-responsibility
- Increased/improved job satisfaction
- Decreased staff turnover/increased retention (though this may be the opposite when first implementing Functionality within the business)
- Improved relationships
- Improved/clear communication processes.

Example questions a client could be asked:

- How many people are working in the business?
- How many people are working on the strategy of the business?
- Who does what around here?
- Who is responsible for each of those things?
- How could you be more profitable?
- How could you be more productive?
- If everyone knew specifically what role they were responsible for within your business, how would they feel? How would you feel?

L1 Concept

What is Concept?

The **Concept** layer refers to the vision and ideas generated. It is the process of introducing an overview – the **why**.

What does the Red Blue Black Concept look like to the client?

- A basic RBB drawing and how to apply this, e.g. job roles to phone calls.
- Discussion re resource allocations in business creates profit outcomes.

What does the Red Blue Black Concept feel like to the client?

- People are likely to be feeling some level of judgement, e.g. "Have I got my percentage allocations correct?", or "Are we doing enough **Black?**" and have a realization of how the business operates.

What blocks the client from moving to the next layer?

- My business is different.
- How do I actually apply this to my business?
- Fear of having done it wrong in the past and not wanting others to find this out (ego kicks in).

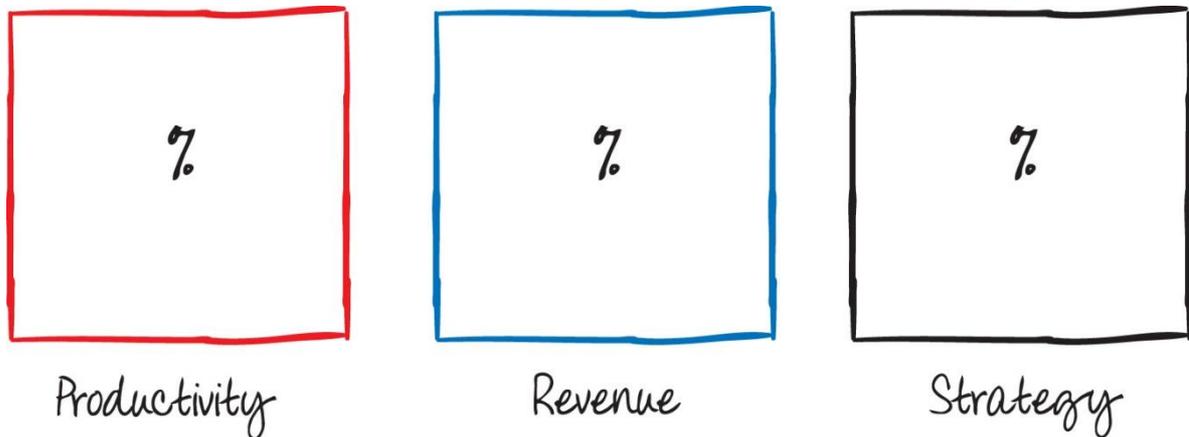
What expectations need to be set with the client?

- Functionality is only a discipline and structure – it is not ego-based, meaning no roles are better or more important than others. **Red Blue Black** is simply a tool to help implement Functionality.
- This framework allows everyone to communicate simply using colours to talk about specific parts of the business, rather than getting bogged down in roles and tasks and getting confused.
- Using Red **Blue Black** in a business drives profitability, as it enables people to remain focused on the right areas.
- The **Red Blue Black** framework is used as the basis to implement Functionality throughout the business.

The rule of Functionality is "The management of a function is that colour itself".

What does the Functionality Framework look like?

The following is a depiction of the core diagram for the Distribution Framework.



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