

A GUIDE TO THE

ORGANIZATIONAL PERFORMANCE LEADERSHIP BODY OF KNOWLEDGE

(OPLBOK) - FIRST EDITION



AN INTEGRATED APPROACH TO BUILD AND MAINTAIN THE WHOLE ORGANIZATION FOR ITS PEAK PERFORMANCE.

JIBRAN BASHIR

Jibran Bashir Leadership Institute (JBLI)

A GUIDE TO THE ORGANIZATIONAL PERFORMANCE LEADERSHIP BODY OF KNOWLEDGE

(OPLBOK® Guide) - First Edition

All rights reserved by the authors. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means without the author's prior written permission.

Copyright © 2024.

First Edition: 2024

Published by:

Jibran Bashir Leadership Institute (JBLI), Pakistan

Building No. 24-A, Commercial Area DHA, Phase –V Lahore Pakistan.

Please contact the JBLI Book Store to inquire about purchasing a bulk quantity of this book in printed form for educational purposes in any university or organization.

Phone: +92-307-1111404

Email: info@jbli.org

PREFACE

A Guide to the Organizational Performance Leadership Body of Knowledge (OPLBOK) represents a culmination of over two decades of my professional experience and rigorous research. Organizational Performance Leadership (OPL) is introduced here as a new field of study uniquely positioned to address the dynamic challenges faced by modern organizations.

This book discussed multiple elements of an entire organization: strategic planning, structuring, business processes, workplace culture, employee performance management, and talent acquisition and development. These elements are significant for organizational performance (OP), and the vital role of organizational leadership (OL) is to lead the development and execution of these elements as a whole. By understanding and applying the principles outlined in this guide, you will be well-equipped to drive your organization's success.

This book presents the 6Ps-based framework of Organizational Performance Leadership (OPL), which is about achieving yearly organizational goals to realize the long-term vision through the 6Ps: Plan, Parts, Processes, Place, Performance, and People. These 6Ps are interdependent and instrumental in achieving desired organizational results. The 6Ps framework simplifies intricate concepts into practical strategies, making them not only easy to implement but also highly effective. With clear explanations and step-by-step instructions, this guidebook, as OPL Body of Knowledge (OPLBOK), ensures readers can readily apply OPL principles to enhance organizational performance significantly.

The Organizational Performance Leadership Body of Knowledge (OPLBOK) is an essential guide for leaders like you, who are crucial in driving their organizations toward sustained success. By integrating the 6Ps framework into your leadership practices, you can systematically address the dynamic challenges of modern business environments, leading to significant improvements in organizational performance. This guide provides a theoretical foundation and equips you with practical tools and strategies for effective implementation.

JIBRAN BASHIR

About Author

Jibran Bashir

Business Consultant | Leadership Coach | Corporate Trainer | Speaker | Author

Professional Highlights

- Founder of Jibran Bashir Leadership Institute (JBLI)
- Founder & Ex-CEO of Highly Keen Management Institute (HKMI)
- Consulted 165 Plus Organizations of diverse industries as a Business/Organization Development Consultant to develop their Strategic Plans, Organizational Structures, Business Processes, Workplace Culture, Key Performance Indicators, and People at Leadership and Managerial levels. Further, multiple family businesses consulted to develop their Family Business Constitutions.
- Trained 35,000 Plus Professionals on Leadership, Management & Organizational Performance
- Coach 400 Plus CEOs and Directors of multiple Family-Owned Businesses
- 500 Plus Media & Public appearances (Television, Radio, YouTube & University Seminars)
- Listed Trainer at the Management Association of Pakistan (MAP)
- Served as a Visiting Faculty Member at Punjab University and COMSATS, Lahore, Pakistan
- 20 Years of Professional Experience

Qualification Highlights

- Business Graduate & Rector Medalist from University of Management & Technology (UMT), Lahore, Pakistan.
- Certified Director from Lahore University of Management Sciences (LUMS), Pakistan.
- Organizational Leadership Certificate from Harvard Business School (HBS Online), USA.
- Certified Artificial Intelligence Transformation Leader (CAITL) from United States Artificial Intelligence Institute (USAII), USA.
- Public Policy Innovations Online Certificate from The London School of Economics and Political Science
- Trained Management Consultant & Corporate Trainer from the National Productivity Organization (Government of Pakistan), Pakistan.

Research & Publication Highlights

Written 12 Research Papers, published in various International Research Journals and presented at multiple International Conferences;

- 1. Strategic Enterprise Artificial Intelligence (2024), International Journal of Business and Management Studies (IJBMS), Volume 05; Issue no 05: May, 2024, ISSN 2694-1430 (Print), ISSN 2694-1449 (Online)
- **2. Family Business Leadership Governance (2024),** International Journal of Business and Management Review, Vol.12, No.3, pp.55-66, 2024, Print ISSN: 2052-6393, Online ISSN: 2052-6407
- 3. Organizational Performance Leadership (2022), International Journal of Business and Management Studies (IJBMS), Volume 03; Issue no 06: June 2022 ISSN 2694-1430 (Print), ISSN 2694-1449 (Online)
- Total Leader's Mind (2021), International Journal of Management Studies and Social Science Research (IJMSSSR), Volume 3, Issue 5 September – October ISSN:2582-0265
- 5. SPIVSA Framework for Strategic Planning (2020), Global Scientific Journals (GSJ Publisher) Volume 8, Issue 11, November 2020 ISSN 2320-9186
- Executive Leadership Coaching Framework (2020), Global Scientific Journals (GSJ Publisher), Volume 8, Issue 11, November 2020 ISSN 2320-9186ISSN 2320-9186
- 7. Digital Transformation Leadership Consulting Framework (2020), International European Extended Enablement in Science, Engineering & Management (IEEESEM), Volume 8, Issue 10, October-2020 ISSN 2320-9151
- 8. Architectural Leadership Consulting Framework (2020), International Journal of Scientific & Engineering Research (IJSER) Volume 11, Issue 9, September 2020 ISSN 2229-5518
- **9. HR Corporate Master (2010),** Paper was presented in 2nd South Asian International Conference 2010 arranged by Academy for Global Business Advancement (AGBA) and COMSATS. The paper became available online at the Munich Personal RePEc Archive (Munich University Library) Germany in 2013.
- 10. Adding intrapreneurial role in HR business partner model, (an extension in the HR business partner model) (2009), Paper was presented in 2nd International Applied Business Research conference arranged by International Islamic University, Islamabad. (Paper received a distinction as a best paper of the conference). The Paper became available online at the Munich Personal RePEc Archive (Munich University Library) Germany in 2012.
- 11. Ethics Based Model for Change Management (2008), paper was presented in South Asian International Conference on Management arranged by Academy for Global Business Advancement (AGBA) and COMSATS. The paper became available

- online at the Munich Personal RePEc Archive (Munich University Library) Germany in 2015.
- 12. The Significance of HRM for Small Enterprises of Pakistan (2008), This paper was presented in International Conference on Management arranged by Higher Education Commission (HEC) of Pakistan and COMSATS. This paper has been published in Conference Proceedings. The paper became available online at the Munich Personal RePEc Archive (Munich University Library) Germany in 2012.

Written 03 Books

- 1. Organizational Performance Leadership (OPLBOK)(2024) (ISBN: 978-627-94548-0-5)
- **2.** Chief Leadership Officer (2015) (ISBN: 978-969-9820-01-4)
- 3. Human Resource Management in Pakistan's Context (2012) (ISBN: 978-969-9820-00-7)

TABLE OF CONTENTS

Chapter 1 Introduction to Organizational Performance Leadership	
Back ground	
1.1 Organization, Organizational Performance and Organizational Leadership	
12 Organizational Performance Leadership (OPL)	
1.3 6Ps in OPL Frame work	
1.45Ds Process Approach to Implement OPL	
1.5 Organizational Performance Leadership Body of Knowledge (OPLBOK)	
1.6 Organizational Performance Leadership Standard	22
1.7 Organizational Performance Leadership (OPL) Department	22
1.7.1 Main Structure of the OPL Department	23
1.7.2 Structure Explanation	24
1.8 Organizational Performance Leadership (OPL) System:	24
1.8.1 Two Main Primary Dimensions of the OPL System	25
1.8.2 Components of the OPL System	25
1.9 Organizational Performance Leadership Health Questionnaire	27
Chapter 2 Plan - The Strategic Planning of the Organization	
2.2 Strategy	
2.3 Strategic Planning Overview	
2.4 Strategic Planning is SPIVS A	
2.4.1 Step 1: Scan (Contextual Analysis)	
2.4.1.1 The Crucial Role of Business Intelligence in SKEPTIC & SWOT Analysis	
2.4.1.2 Contextual Intelligence	
2.4.2 Step 2: Purpose (Organization's Mission)	
2.4.3 Step 3: Inspiration (Organization's Inspiring Vision)	39
2.4.4 Step 4: Values (Principles and Preferences)	
2.4.5 Step 5: Strategy (Three Levels of Strategy)	41
2.4.6 Step 6: Aims (Organizational Goals based on Balanced Scorecard Approach)	
2.4.6.1 Role of the Annual Financial Budget in the Balanced Scorecard Approach	44
2.5 Strategy Paper	45

2.6 5D s S teps for Plan	45
2.7 Impact of "Plan" on Organizational Performance	50
Chapter 3 Parts - Strategic Organizational Structures	52
3.1 Parts - The Se cond P	
3.2 Reporting Structures	53
3.2.1 Functional Structure	53
3.2.2 Divisional Structure	54
3.2.3 Matrix Structure	55
3.2.4 Geographical Structure	57
3.2.5 Virtual Structure	
3.2.6 Network Structure	59
3.2.7 Hybrid Structure	60
3.3 Grading Structure	61
3.4 Difference between Reporting and Grading Structure	62
3.5 Strategic Organizational Structuring	
3.6 Structure Book	66
3.8 Impact of "Parts" on Organizational Performance	
Chapter 4 Processes - Strategic Business Processes	70
4.1 Processes - The Third P	71
4.2 Business Process	71
4.3 Strategic Business Process	72
4.4 Strategic Business Process Engineering (SBPE)	73
4.5 Strategic Business Process Re-Engineering (SBPR)	
4.6 Strategic Business Process Improvement (SBPI)	
4.7 Difference between SBPE, SBPR and SBPI	
4.8 Strategic Business Processes Integration	
4.9 Business Process Analysis (BPA), its Approaches and Techniques:	
4.9.1 Approaches of BPA	
4.9.2 Techniques of BPA	
4.9.3 Flow of BPA:	
4.10 Strategic Business Process Writing	
4.11 Format of Writing a Strategic Business Process	
ALL AVERMENT THERE IS UNIVERSE DUSING SO LIVES SHOWING	V

4.12 Strategic Business Processes Manuals	
4.13 Strategic Business Process Automation (SBPA)	82
4.14 5Ds Steps for Processes	83
4.15 Impact of "Processes" on Organizational Performance	87
Chapter 5 Place - Strategic Workplace Culture 5.1 Place - The Fourth P	89
5.2 Strategic Workplace Culture	90
5.3 Strategic Tangible Workplace Culture	91
5.3.1 Strategic Artifacts	
5.4 Strategic Intangible Workplace Culture	
5.4.1 Strategic Values Cascading	
5.4.2 Strategic Uniform Behaviors	94
5.4.2.1 Purpose of Strategic Uniform Behaviors	94
5.5 Organizational Workplace Culture Book	
5.6 5Ds Steps for Place	
5.7 Impact of "Place" on Organizational Performance	
Chapter 6 Performance - Strategic Employees' Performance 6.1 Performance - The Fifth P	ce Management. 101
6.2 Strategic Employees Performance Management	
6.3 Performance Management Cycle	
6.3.1 Planning	
6.3.2 Monitoring	
6.3.3 Rating	
6.3.4 Improving	
6.3.5 Rewarding	105
6.4 Employee Performance Planning	106
6.4.1 Job Profiling	
6.4.2 Key Result Areas (KRAs)	106
6.4.3 Key Performance Indicators (KPIs)	106
6.4.4 Weightage	107
6.4.5 Job Evaluation	107
6.4.6 Performance Rewards Planning	107
6.5 5D's Steps for Performance	

6.6 Impact of "Performance" on Organizational Performance	127
Chapter 7 People - Strategic Talent Acquisition and Development 7.1 People - The Sixth P	
7.2 Strategic Talent Acquisition	131
7.2.1 Employer Branding	132
7.2.2 Multi-dimensional Job Candidate Evaluation System (M-JCES)	134
1. Psychometrics	134
2. Soft Skills	135
3. Technical Skills	135
4. Leadership Skills	
5. Cultural Fit	136
Evaluation Summary Table	137
7.3 Strategic Talent Development	137
7.3.1 Strategic Leadership Development	
7.3.1.1 Strategic Leadership Competency Framework	140
7.3.1.2 Leadership Succession and Development Process (LSDP)	142
The Seven Steps of the Leadership Succession and Development Process	
7.45DsSteps for People	143
7.5 Impact of "People" on Organizational Performance	146
Chapter 8 Organizational Performance Leadership Policies and Proc	edures
8.1 Policies and Procedures	
8.2 What are Organizational Performance Leadership Policies and Procedures?	
8.3 Significance of Organizational Performance Leadership Policies and Procedures	
8.4 Developing Effective OPL Policies and Procedures	150
8.5 Sample of OPL Policies and Procedures	151
8.6 OPL Policy Manual	163
Chapter 9 Digitalization and Organizational Performance Leadership	ip 164
9.1 Digitalization in Context of Organizational Performance Leadership	
9.2 Data Leadership	165
9.2.1 The DKIW Framework	165
9.2.2 Data Leadership in the DKIW Framework	166
9.2.3 Process of Data Leadership	166
9.3 Artificial Intelligence (AI) Transformation Leadership	169
	11

9.3.1 Process of AI Transformation Leadership	169
9.4 Cyberse curity Lea dership1	171
9.4.1 Process of Cybersecurity Leadership1	171
9.5 Enhancing Organizational Capabilities through Comprehensive Adoption of Data Leadership, AI Transformation Leadership, and Cybersecurity Leadership1	
9.6 Role of the Chief Performance Officer in Data Leadership, AI Transformation Leadership, and Cyberse curity Leadership	175
Chapter 10 Competency Framework for Organizational Performance Leader	
10.1 Who is an Organizational Performance Leader?1	179
10.2 Chief Performance Officer as an Organizational Performance Leader1	180
10.3 Competency Framework for Organizational Performance Leader	182



Organizational Performance Leadership (OPL) is founded upon two decades of my professional experience and rigorous research. I am deeply passionate about establishing OPL as a pioneering field of study. This book is meticulously crafted to impart the 6Ps-based framework of OPL to equip management professionals with the skills necessary within their organizations. The global corporate sector can implement the conceptual framework of OPL by complying with its standards, which the JBLI has developed.

Jibran Bashir

About Author

A Business Consultant, Leadership Coach, Corporate Trainer, Speaker and Author. He is a founder of Jibran Bashir Leadership Institute. He consulted 165 Plus Organizations to develop their Strategic Plans, Organizational Structures, Business Processes, Workplace Culture, Key Performance Indicators, and People at Leadership and Managerial levels. Further, multiple family businesses were consulted to develop their Family Business Constitutions. He trained 35,000-plus Plus Professionals on Leadership, Management, & Organizational Performance and coached 400-plus CEOs and Directors of multiple Family-Owned Businesses.

About JBLI

The Jibran Bashir Leadership Institute (JBLI) is a premier, digitally global organization at the forefront of delivering multidimensional leadership solutions. As a trusted partner to leaders and organizations worldwide, JBLI combines unparalleled expertise with innovative digital reach, offering top-tier intellectual products, consulting, coaching, certifications, and transformative development programs. Further, JBLI's industry-leading thought-sharing services empower professionals and organizations to excel in an ever-evolving landscape. With a global digital presence, the organization directly brings high-impact, real-world insights to its clients, helping them achieve peak performance and sustainable success across all business sectors.

PUBLISHED BY:



