Enterprise Readiness and the High-Performance Organization

Joseph F Paris Jr
CEO’s and their Sausages
Strategy Formulation and Deployment

• 1ˢᵗ: Communicate the “Corporate Vision”
  • Clearly define the “Future State” of the Company

• 2ⁿᵈ: Define the Strategies
  • At the “macro-level”, determine how you will pursue

• 3ʳᵈ: Determine the Tactics
  • Define the details of how you will achieve the objectives

• 4ᵗʰ: Organize the Logistics
  • Define what you will need to support the efforts

• 5ᵗʰ: Execute
  • Do it. Do it with conviction and commitment
States of Maturity

Continuous Improvement

Operational Excellence and the High-Performance Organization

Corporate Vision

Acceleration of Corporate Vision

Organizational Performance Impact

Logistical Processes Projects “Cost-Cutters”

Tactical Systems Initiatives “Efficiency Experts”

Strategic Organizational Programs “Value Creators”

Alignment to Corporate Vision
Operational Excellence by Design
Program Roll-Out

OODA-Loop

Observe
“External”
- Circumstance
- Information
- Environment
- Guidance
- Dynamics

Orient
“Internal”
- Culture & Nostalgia
- Previous Experience
- Resources & Infrastructure
- Analysis & Synthesis
- Wisdom

 Decide
Hypothesis
Decision

Act
Deploy
Test
Action

Feedback / Debrief
Unfolding Environment Interaction Feedback / Debrief

USAF Col. John Boyd
Red-Teaming and Debriefing

• Red-Teaming
  • Critical assessment, probe for alternatives (might be opportunities or threats – unknown unknowns)
  • Designed to be adversarial in nature, but performed in a non-adversarial manner.
  • “Have you considered...”

• Debriefing
  • Performed immediately after action
  • Only direct participants involved
  • Open and honest critique (self, group, actions)
  • Report-out results and lessons learned. Replicate.
**Strategy** is the theory of the use of engagements for the object of winning customers over the competition.

- Do you perceive as an opportunity or a threat?
- What do you see is your future state afterwards?
- What is your present state? Are you in a condition to engage?
- Do you attack or defend (or is there a third way)?
- What are the risks to the strategy?

- **Red Team:**
  “Have you considered?”
**Tactics** is the theory of the organization and use of resources in engagements.

- How are you going to realize our future state?
- Does your solution create a pull?
- Are you considering across business silos?
- Is your solution organized around processes or systems?
- What are the risks to the tactics?

- **Red Team:** “Have you considered?”
Logistics is the theory of the use of supply-chains in support of tactics.

- What do we need to support the plan & when do we need it?
- Do we have it? *If so,* is it available & in proper condition? *If not,* can we get it? At what cost & on what schedule?
- Does all of this support the plan & the strategy?
- What are the risks to the logistics?

*Red Team:* “Have you considered?”
Execution is the theory of engaging the pursuit of the strategy.
• It’s time for a “go/no-go” decision. Which is it?
• What is your level of confidence for success?
• What is your biggest fear right now?
• If it goes wrong, do you have a fallback position?
• **Debrief:** What did we experience? What worked? What didn’t work? What could we have done better? What were the lessons learned and report-out?
**Injests** are the “gremlins”, the “unpredictable” events

- Contingencies; Degrees of reasonableness and probabilities.
- What are the known unknowns and the unknown unknowns?
- Where will the stresses appear? Is there single-point critical weakness?
- Can you tell the difference between a symptom and a root cause?
- Can you respond in a meaningful and decisive manner?
Injests are the “gremlins”, the “unpredictable” events

- Regulatory Bodies in the EU have mandated that financial institutions “know their customer”.
  - Such reqs do not exist elsewhere.
- Hi-Speed, Open-Access, and Secure internet is ubiquitous. And an App exists which is simple to use across all financial partners – including banks, investments, vendors and customers.
Business Readiness – OODA

- Do the injects impact your strategy?
- If so, to what extent?
- Stay? Adjust? Abandon?
• Do the injects impact your tactics?
• If so, what adjustments need to be made?
• Are you suffering from asset degradation?
Business Readiness - OODA

- Do the injects impact your logistics?
- If so, what adjustments need to be made?
Business Readiness - OODA

- Do the injects impact your execution?
- If so, what adjustments need to be made?

- Debrief:
  What did we experience? What worked? What didn’t work? What could we have done better? What were the lessons learned and report-out?
Business Readiness - OODA

- Can introducing OODA-Loops effectively accelerate the decision-making process when the data is incomplete?
- How much data is enough data?
- What are the risks?
- Is there opportunity and benefit to having an integrated and blended approach between OODA, PDCA and DMAIC?

“Sometimes we make the right decision – and sometimes we make the decision right.”
– Phil McGraw
Open Discussion

Websites:

www.OpExSociety.org
www.XONITEK.com
www.JosephParis.me
www.State-of-Readiness.com
www.TheOutliersInn.com

Follow Us/Me at:

Facebook: Operational Excellence Society
Twitter: OpExSociety, ParisJF
LinkedIn: www.linkedin.com/in/josephparis