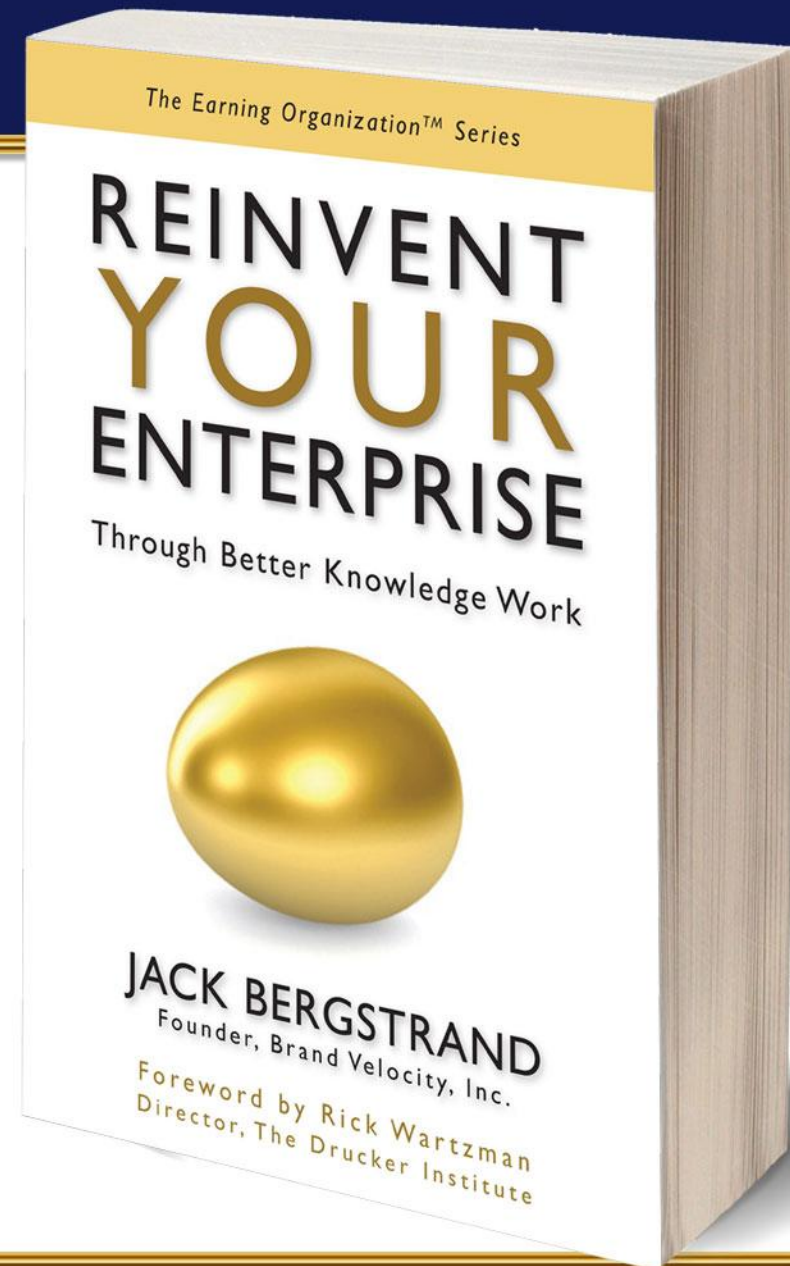


Reinventing *Your* Enterprise

Jack Bergstrand



The technology at our fingertips is phenomenal



NT + OO = VEOO



Perspectives



We have a problem

There is a cause to this problem

There is a solution

How to move forward

Questions and Answers



We have a problem



- The failure of enterprise projects
- The productivity paradox
- The genius of Dilbert

We have a problem



- People are the problem
- We are wired for conflict
- We are trained to fail

We have a problem



One problem is the visionaries

- They are not practical
- They can't stop coming up with new ideas
- They have no concept of the work that it takes to implement something
- They are never satisfied and seem to live on scope creep

We have a problem



Number crunchers are a problem

- They don't understand how to manage people
- They know the price of everything but not the value of anything
- They can't understand surprises that emerge from changing environments
- They don't understand that too much planning gets in the way of the work

We have a problem



A third problem is line management

- They can't be bothered with changes
- They are in full support as long as it doesn't affect them
- Mess with their organization and you are in for the fight of your life
- They wouldn't understand a strategic vision if it came up and gave them a kick

We have a problem



A fourth problem is the field types

- You couldn't pin them down to save your life
- They will tell you anything and then follow up on nothing
- Structure and details are alien concepts
- You might have a chance of getting their attention if it involves golf

We have a problem



- We are trained to be specialists
- Specialization drives complication
- Holism drives enterprise progress

We have a problem

$$(N^2 - N) / 2$$

Parts	2	4	6	8	10	12	14
Lines	1	6	15	28	45	66	91

Complexity is different from Complication

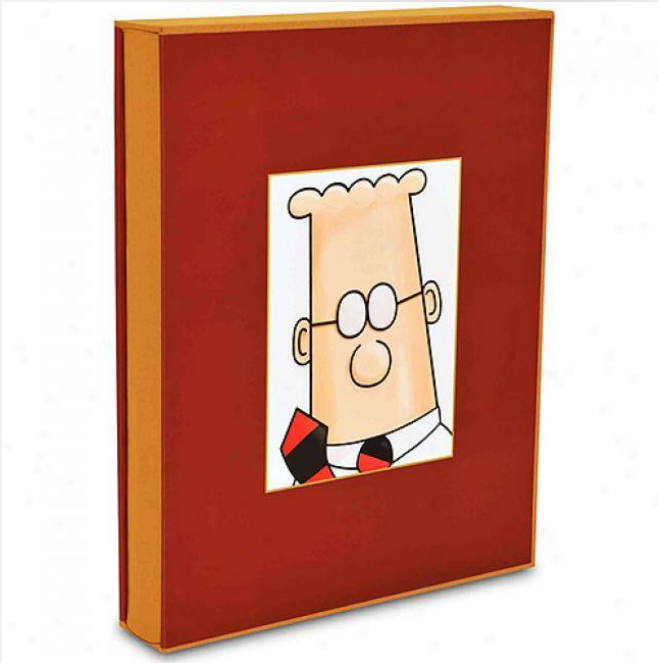
We have a problem



- Enterprise projects drive change
- There is a 70% failure rate
- Are 30% kidding themselves ?

We have a problem

Dilbert wrote the book



Illustrating the symptoms

Dysfunctional behaviors

Conflicted management

Unproductive meetings

Projects with poor results

Dilbert ©2009, United Feature Syndicate, Inc.



Perspectives



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There is a cause to this problem



FREDERICK TAYLOR

- The Scientific Revolution
- Drove the Industrial Age
- That was the 1900s

There is a cause to this problem

Organizations aren't assembly lines



- A changing environment can't be successfully planned in detail
- Over-engineered governance structures break down over time
- You can have 98% green lights and the project can fail

There is a cause to this problem

Visible

Standalone

Unchanging



Invisible

Interdependent

Ever-changing

There is a cause to this problem

19th Century

20th Century

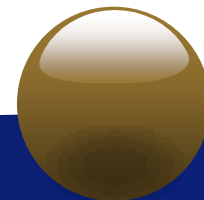
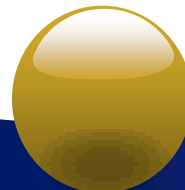
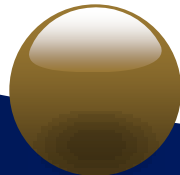
21st Century

Hunting

Farming

Manufacturing

Knowledge



There is a cause to this problem

Applying Scientific Management to dynamic situations over-engineers and then strangles them over time



“The project started out clear and became less clear as it went on”

There is a cause to this problem

BEWARE



Thelma and Louise



Ditto the Pig



Perspectives



We have a problem

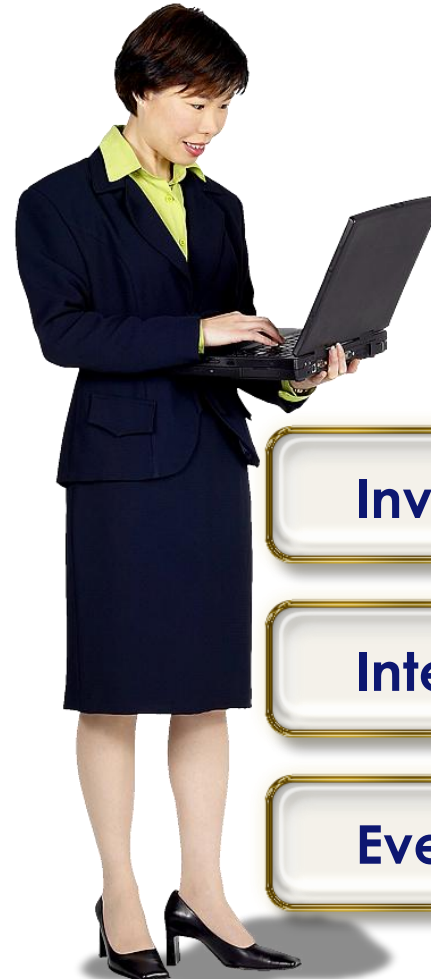
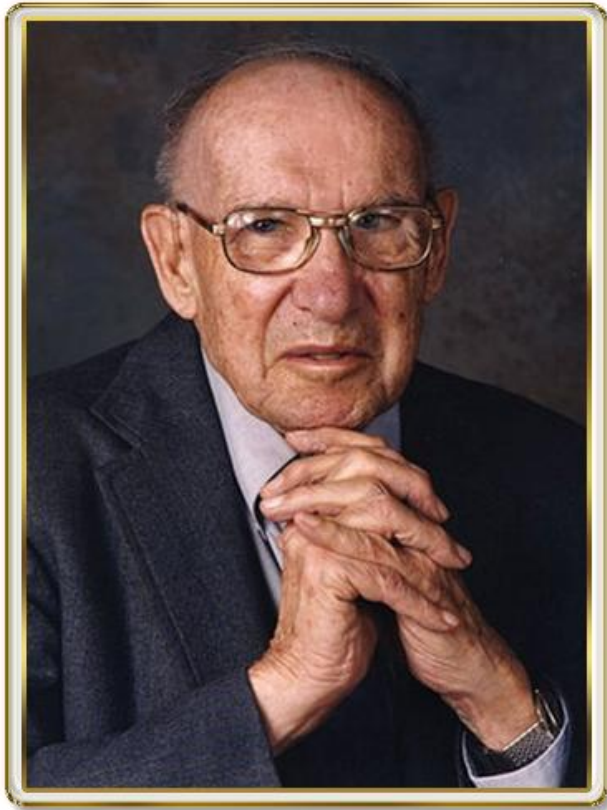
There is a cause to this problem

There is a solution

How to move forward

Questions and Answers

There is a solution



Invisible

Interdependent

Ever-changing

There is a solution

ENVISION



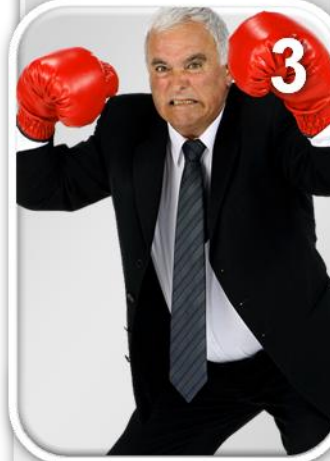
Subjective
Knowledge
Problem
Solvers

DESIGN



Objective
Knowledge
Problem
Solvers

BUILD



Objective
Work
Problem
Solvers

OPERATE

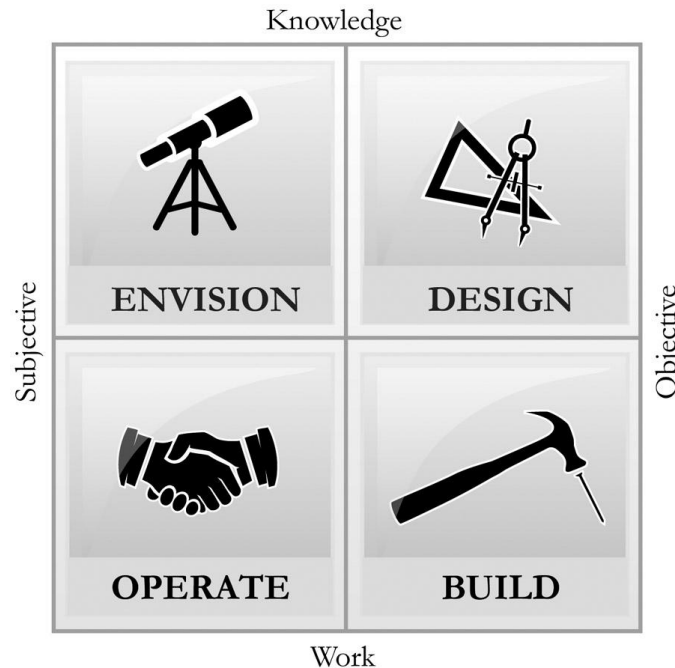


Subjective
Work
Problem
Solvers

There is a solution

1

Where you
intend to go
and **Why**



2

What to
therefore do
and **When**

4

Who is
responsible
for which
tasks

3

How to
best do
only those
things

There is a solution

ENVISION

DESIGN

BUILD

OPERATE



ENVISION



DESIGN



BUILD



OPERATE

There is a solution

Systematically manage gaps and sequence Problems



ENVISION



DESIGN



BUILD



OPERATE



We have a problem

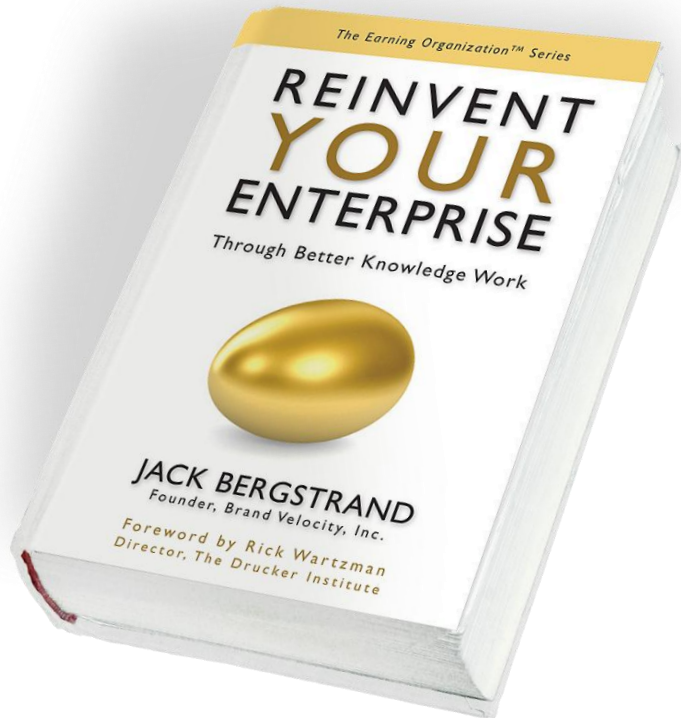
There is a cause to this problem

There is a solution

How to move forward

Questions and Answers

How to move forward



VELOCITY equals success

- “Less is more. The top 20% of your customers, products, and services typically create more than 100 times the wealth of the bottom 51%.”
- In the 21st Century, large companies won’t threaten smaller firms nearly as much as faster firms will threaten slower ones”

How to move forward

Holistic approach

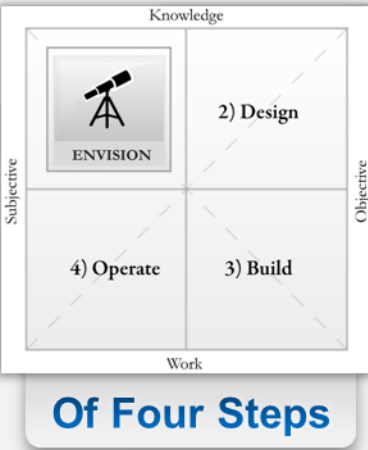
Shared process



Accelerated planning

Small teams

How to move forward



FIRST

Where you intend to go and **Why**

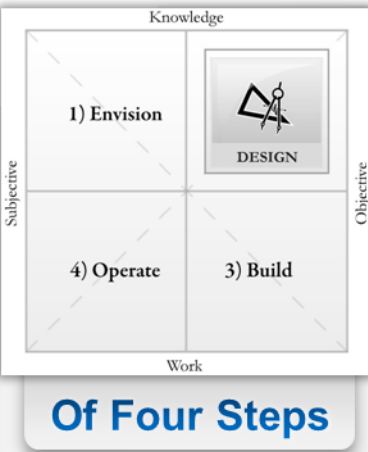
Where gives direction and **Why** gives purpose

Not highly detailed nor “perfect”

Time frame needs to be clear from the beginning; the shorter the better

How to move forward

SECOND



What needs to happen and ***When***

Success is determined by articulating a few clear steps and timeframes

Not too much detail, and not too little either



How to move forward

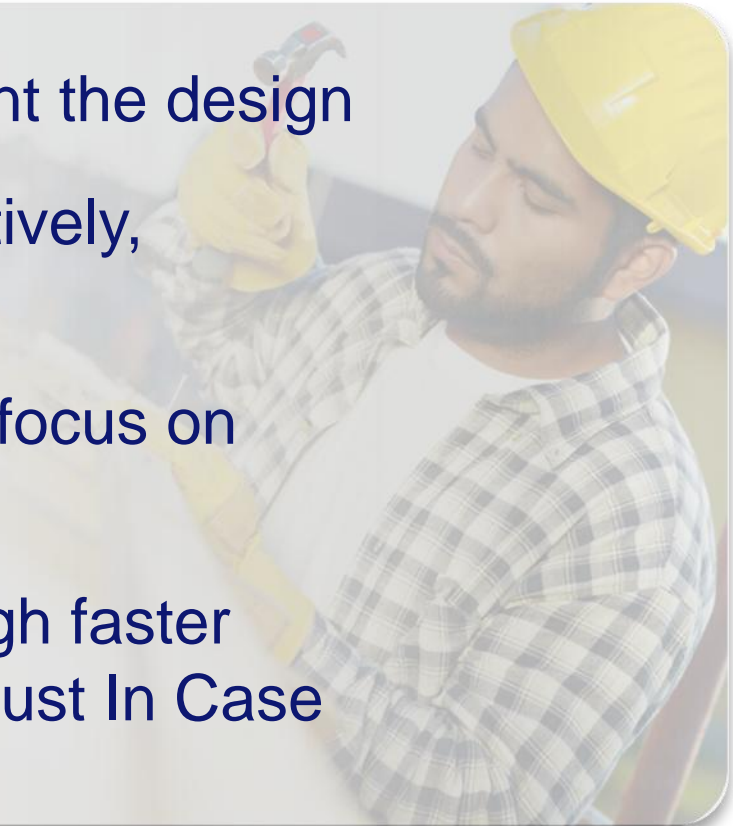
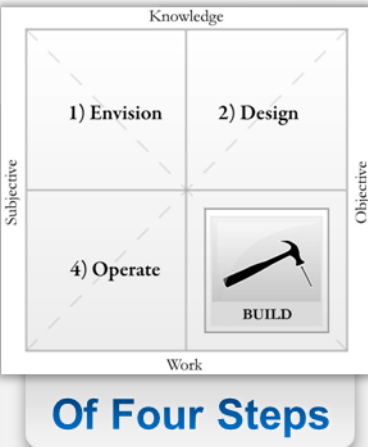
THIRD

How to best implement the design

Move forward productively,
not perfectly

Use the 80/20 rule to focus on
what's important now

Improve quality through faster
cycle times—JIT vs. Just In Case



How to move forward

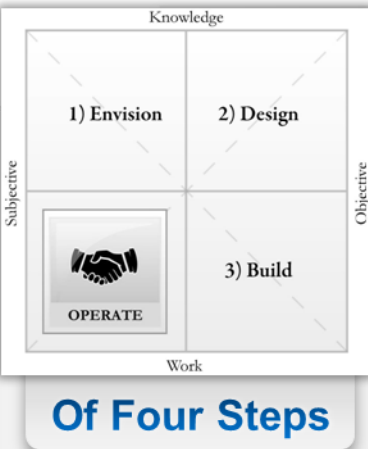
FOURTH

Who is responsible for which tasks

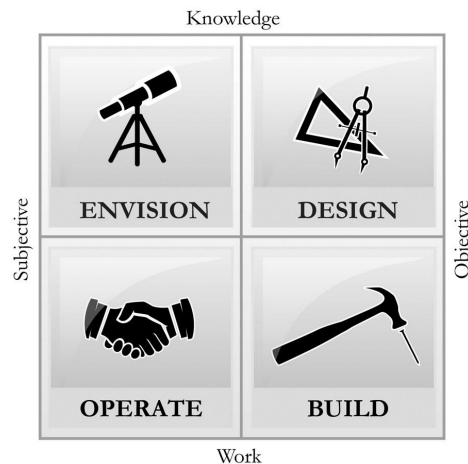
Achieves results through people and relationships

Ensures that the right people are involved, sets the tone, orchestrates productive communications

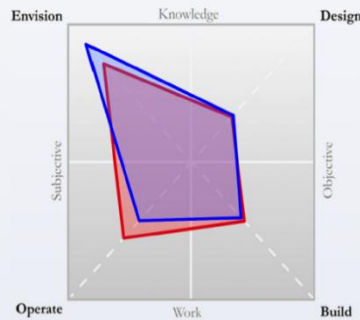
Engage the hierarchy for tradeoffs



How to move forward



Group View of the Function Versus the Actual Scores



Knowing how the Group views itself as a function versus the actually collected scores can help identify potential misconceptions among team members.

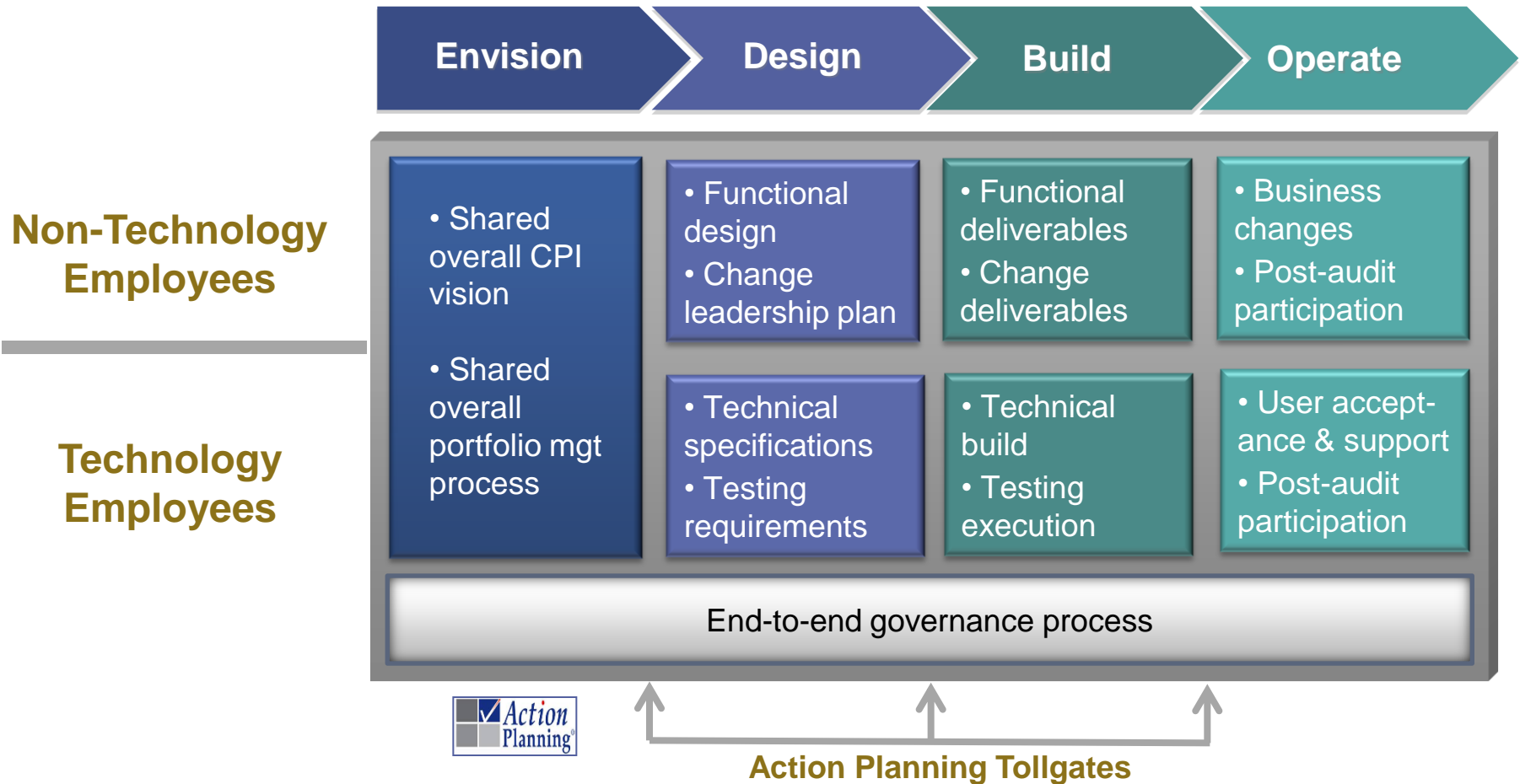
Differences include:

- (1) The group assesses functional abilities to be stronger overall than the function
- (2) The size of this difference in perception versus actual ranks as: Operate, Build, Envision, Design; where the top five misconceptions are in the areas of:
 - Coaching Others
 - Implementing Proven Methods
 - Relating to People
 - Supporting Others
 - Building Personal Relationships

Knowledge Work Quadrant	Perception	Actual	Difference between scores
Envision	4.64	4.86	-0.22
Design	3.29	3.14	0.15
Build	3.64	3.36	0.28
Operate	4.07	3.43	0.64
AVERAGE	3.91	3.70	0.21

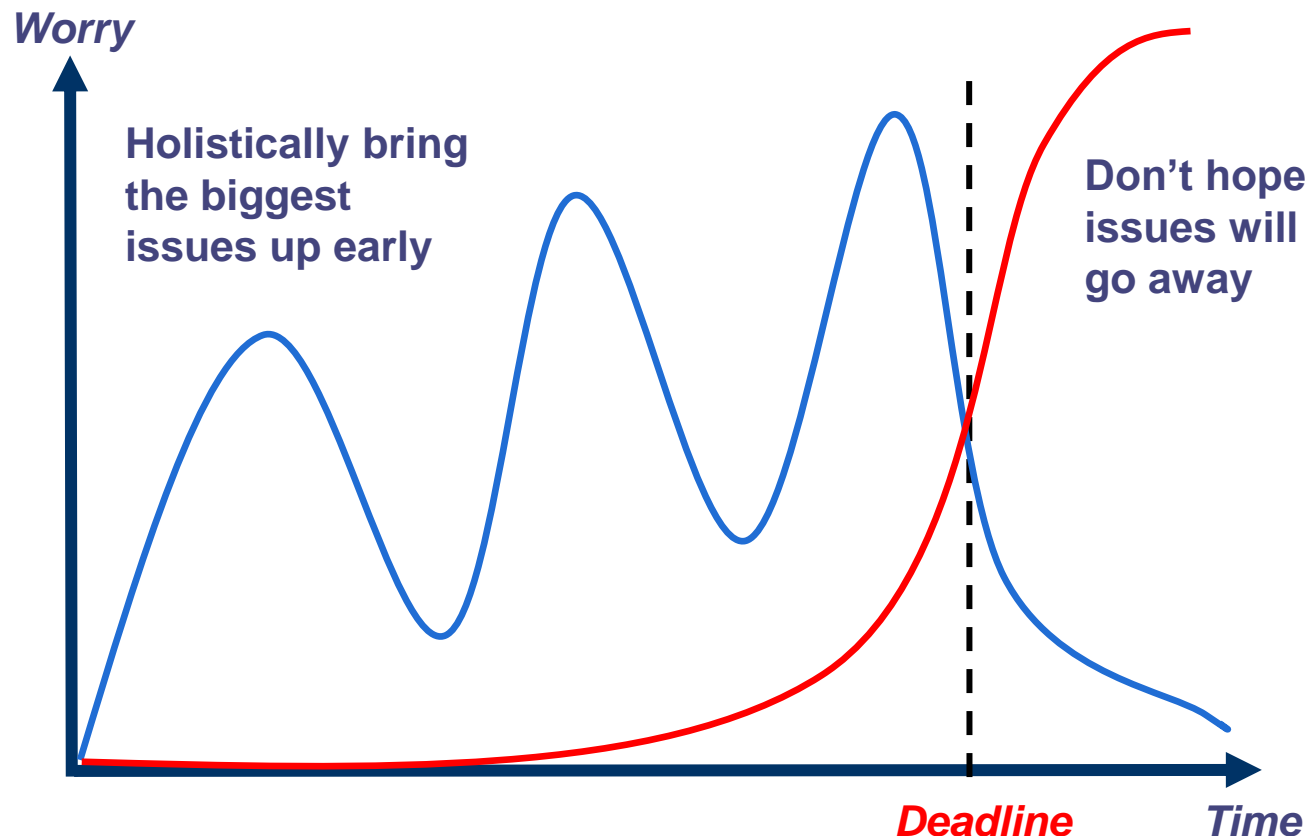
- **Activate Envision-Design-Build-Operate**
- **Strategic Profiling makes the invisible visible**
- **Action Planning turns planning into action**

How to move forward



How to move forward

Use the worry curve to your advantage



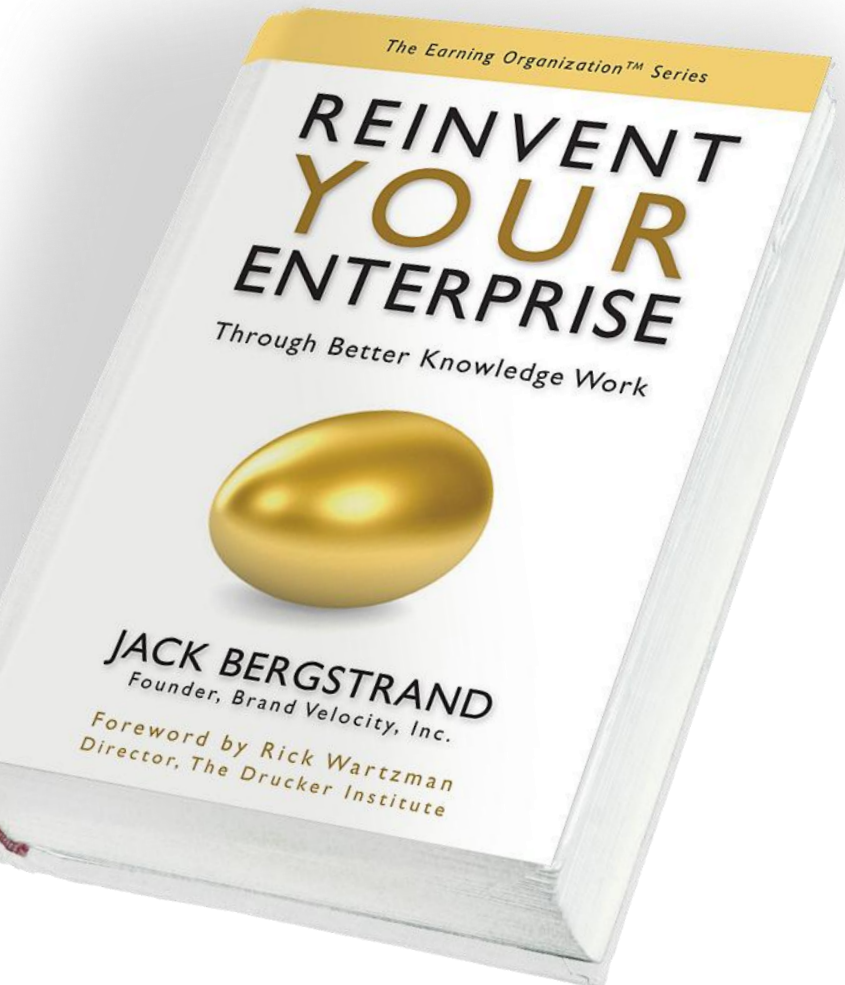
How to move forward

Birdseed, cats, and productive enterprise projects



- **Implement**
something new that's successful
- **Expand or improve**
something already successful
- **Stop**
something that's unsuccessful

How to move forward



- 1 Establish a shared and holistic picture for business
- 2 Share a single framework and process for working together
- 3 Use the four competing personality types to your advantage
- 4 Systematically turn planning into action across stakeholders
- 5 Integrate technology and non-technology activities

How to move forward



We aren't in the 50's anymore

Your enterprise is your **brand**

Accelerated enterprise projects
determine your **velocity**



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