Process Enrichment℠ Boot Camp

An intensive introduction to a generic, enterprise-wide, strategic communication and continuous improvement methodology

Presented to The National Defense Industrial Association

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Process Enrichment℠ Boot Camp

Briefing Outline

Strategic Communication
- Defined
- Themes of Performance
- A Thematic Strategic Management System
- Identifying Measurements of Strategic Performance

The Art of Process Enrichment℠ in Competitive Warfare
- Quality Excellence: A New Definition
- Case Studies: Assessing Competitive Position
- Case Study: Assessing Market Value

Beyond Excellence: The Quest for Process Enrichment℠
- Reversing De-motivating Conditions
- Supporting an Innovative Culture
- Improving Your Customer’s Products & Services
- Transformation to Serve Emergent Market Needs
- A Systems View of Continuous Improvement

Conclusion / Q & A
"Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power."

– Joint Chiefs of Staff
  JP 5-0

(For “United States Government” and “national” read “Enterprise”)

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We Shall Fight on the Beaches

June 4, 1940, House of Commons

“... We shall prove ourselves once more able to defend our Island home...

... We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our Island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender, and if, which I do not for a moment believe, this Island or a large part of it were subjugated and starving, then our Empire beyond the seas, armed and guarded by the British Fleet, would carry on the struggle, until, in God’s good time, the New World, with all its power and might, steps forth to the rescue and the liberation of the old.”

-- Winston Churchill

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Strategic Communication: The Structure

Conceptually, Market Incentives and Expectations regarding them produce Motives expressed as Intentions that are carried out through Behaviors using Resources.

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Strategic Communication: Operationalizing The Message

Process Enrichments’ concepts of **Performance Units** and **Themes of Performance** serve as a common language that enables a systems engineering process to efficiently enact strategic communication.

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Strategic Communication: The Enabling Concepts

Anything considered in terms of its performance is a "Performance Unit."
- An Organization
- A Project
- A Service
- A Product
- A Process

Themes of Performance are a set of 6 hierarchical, independent, "Themes¹" that comprehensively describe the performance qualities of any Performance Unit.

¹Themes: implicit, recurring, and coalescent central concepts, principles, qualities and/or ideas

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Strategic Communication: Themes of Performance

If the Performance Unit is **A Product** - for example: **Projectile XYZ**

- **Acceptance**
  - Does Projectile XYZ fit in the launcher?

- **Efficacy**
  - Will Projectile XYZ destroy the target?

- **Sustainment**
  - How many Projectile XYZ’s can be made per month?

- **Optimization**
  - Can I make Projectile XYZ more dangerous to the target?

- **Process EnrichmentSM**
  - Can I transport Projectile XYZ without it exploding?

- **World Class Performance**
  - Can other allied troops use Projectile XYZ?

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Strategic Communication: Themes of Performance

If the Performance Unit is **A Procedure** - for example: **Procedure XYZ**

**Acceptance**

Can Procedure XYZ be performed without “dropping the ball” with respect to stakeholder interests?

**Efficacy**

Does Procedure XYZ make a useful contribution to how we do things?

**Sustainment**

Can repetitive Procedure XYZ be repeated?

**Optimization**

Is there One Best Way to perform Procedure XYZ?

**Process Enrichment℠**

Are people working against each other?

**World Class Performance**

Is Procedure XYZ performed the same way everywhere it’s performed?

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Strategic Communication: Themes of Performance

If the Performance Unit is An Organization - for example, a Division responsible for Policies, Procedures, Templates, Tools & Training ("guidance products")

Acceptance
- Are all necessary guidance products ready?

Efficacy
- Are people using the guidance products?

Sustainment
- Is the organization manageable?

Optimization
- Are all practices Best Practices?

Process Enrichment℠
- Is the organization using the best ideas employees put forward?

World Class Performance
- Does the organization have marketable competitive advantages in performance?
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**Strategic Communication: Themes of Performance**

<table>
<thead>
<tr>
<th>Themes of Performance</th>
<th>Performance Unit: The Message - Expression of Strategic Motives &amp; Intentions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acceptance</strong></td>
<td>We shall go on to the end. We shall fight in France and on the seas and oceans;</td>
</tr>
<tr>
<td>Focuses on adequacy of Performance Unit content</td>
<td></td>
</tr>
<tr>
<td><strong>Efficacy</strong></td>
<td>we shall fight with growing confidence and growing strength in the air. We shall defend our island whatever the cost may be; we shall fight on beaches, landing grounds, in fields, in streets and on the hills.</td>
</tr>
<tr>
<td>Focuses on the capacity of the Performance Unit to produce the desired results</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainment</strong></td>
<td>We shall never surrender</td>
</tr>
<tr>
<td>Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit</td>
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<td><strong>Optimization</strong></td>
<td>and if, which I do not for the moment believe, this island or a large part of it were subjugated and starving,</td>
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<td>Focuses on engineering the Performance Unit to achieve its design-best implementation</td>
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<td>then our empire beyond the seas, armed and guarded by the British Fleet, will carry on the struggle until in God's good time the New World with all its power and might, sets forth</td>
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<td>Focuses on optimizing Performance Unit behavioral impact (employee/customer motivation) and usage process implementation (ease of performance, satisfaction, etc.)</td>
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</tr>
<tr>
<td><strong>World Class Performance</strong></td>
<td>to the liberation and rescue of the Old.</td>
</tr>
<tr>
<td>Focuses on interchangeability and aggregate benefit of the Performance Unit</td>
<td></td>
</tr>
</tbody>
</table>
Preserve Parliamentary Democracy

“Victory”

“...a Government representing the united and inflexible resolve of the nation to prosecute the war with Germany to a victorious conclusion.”

Themes
- World Class Performance
  - Focuses on interchangeability and the aggregate benefit of the Performance Unit
- Process Enrichment
  - Focuses on optimizing the Performance Unit behavioral impact and usage process implementation
- Optimization
  - Focuses on engineering the Performance Unit to achieve its design-best implementation
- Sustainment
  - Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit
- Efficacy
  - Focuses on the capacity of the Performance Unit to produce the desired results
- Acceptance
  - Focuses on adequacy of Performance Unit content

INGS/OBJECTIVES
- WCP: Win the war
  - Win all battles
  - Resist & defend everywhere
- PE: Apply Strategic Communication to Motivate resistance
  - Compose forces appropriately for battles
  - Supply-line supply shall be effectuated
- O: Design & build specialized weaponry
  - Add/move weapons & soldiers in needed competencies
- A: The armed forces shall be capable of operation in France and on the Oceans

WAYS/STRATEGY
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Our Empire
“Strategic Communication is the active ingredient in a systems engineering process that integrates the essential innovative and creative direction of the enterprise’ guiding motives and creates enduring enterprise performance quality excellence.”

-- Victor Elias
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Identifying Measurements of Strategic Performance

**Theme:** An implicit, recurring, and coalescent central concept, principle, quality and/or idea about how a performance Unit can perform.

**Focus Area:** An aspect of performance that’s implied by the Theme

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**Acceptance:** Focuses on adequacy of Performance Unit content

**Efficacy:** Focuses on the capacity of the Performance Unit to produce the desired results

**Sustainment:** Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit

**Optimization:** Focuses on engineering the Performance Unit to achieve its design-best implementation

**Process Enrichment℠:** Focuses on optimizing Performance Unit behavioral impact (employee/customer motivation) and usage process implementation (ease of performance, satisfaction, etc.)

**World-Class Performance:** Focuses on interchangeability and aggregate benefit of the Performance Unit
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Identifying Measurements of Strategic Performance

**Indicator Group:** A group of indicators implied by the Focus Area

**Focused Question:** A context-relevant question implied by the Vision & Mission, Objective, Strategy, Theme, Focus Area, and Indicator Group that can be answered by a measurement.

**Focus Areas:**
- Acceptance
- Efficacy
- Sustainment
- Optimization
- Process Enrichment
- World Class Performance

**Indicator Groups:**
- Content Coverage
  - Standards Compliance
  - Business Rules Compliance
  - Peer Review
- Standards Compliance
- Business Rules Compliance
- Quality
  - Feedback Loop Efficiency

**Note:** Some Focus Areas have only 1 Indicator Group, other Focus Areas have up to 6.
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The Art of Process Enrichment in Competitive Warfare

Decisive Points
A Decisive Point is a critical part of the battlefront where an advance or loss in performance quality could be decisive on the outcome of battle.

Battlefront
The battlefront is a line through the Decisive Points in each Theme of Performance. The battlefront holds the shape of the strategy and it establishes the competitive position.

Performance Perfection
Performance Units scoring 6 in all 6 Themes of Performance are considered perfect.

As shown by the position of each Decisive Point, each Theme of Performance has been rated on a scale from zero (poorest) on the right & six (best) on the left of the pyramid.
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Quality Excellence: Necessary Improvements

“It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary.”

-- Winston Churchill

Quality Excellence, as shown, is the highest level of performance quality – represented by the green curve through the decisive points in each Theme of Performance – that a majority of customers in the target market are ready, willing, and able to pay for.

The gap in performance quality rating from Actual Performance, as shown in Blue, to the quality excellence rating, should serve as a clear mandate to plan and implement necessary improvements, until the green rating is achieved.

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Quality Excellence: The Risk of Poor Performance

The deficit in performance quality in the zone between “A” and “O” represents a competitive risk because it serves as an incentive to new entrants or other competitors who may find this gap in performance (failure to make necessary improvements) a challenge that they can fulfill.

This is the risk of poor performance.
Product or Service (A) has 50% of the market share and new, Competing Product or Service (C) has the other 50%.

(A) has lost 50% of its market share to (C) as a consequence of the realized risk of poor performance. Poor performance was an incentive for (C) to enter the market.

The cost of quality for (A), so far, has been 50% of their market share.

If (C) improves it’s Acceptance Theme performance so it’s better than (A), (C) should expect to secure 100% of the market share – putting (A) out of business.*

For (C), if the value of the additional 50% of the market share is greater than the investment to exceed (A)’s performance – they should do it – and they should plan to continue improving up to (Q).

*Assuming equivalent competitive circumstances for decision factors other than performance (i.e. convenience, loyalty, selling to relatives, etc.)
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Quality Excellence: A New Definition

“Quality Excellence is the absence of the risk of poor performance in each Theme of Performance”

– Victor Elias

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Case Study

The War To End All Wars (WWI)
Assessing Competitive Position

“There was no other point on any of the war fronts, extending over hundreds of miles, where an equal advance could achieve the same strategic result”
– Winston Churchill

Competitive Advantage:
use excess ships against coastal fortresses; land troops before coast is fortified by the enemy

Critical Vulnerability:
light defenses in the Turkish Dardanelles

A Mutually Destructive Market
Each side became operationally efficient in trench warfare, but the stalemate wouldn’t break. Losses on both sides were heavy.

The British Fleet at the Dardanelles
Case Study

The 1967 Six-Day War
Assessing Competitive Position

In the first 170 minutes, 300 out of 340 Egyptian aircraft were destroyed.*
By noon of the 2nd day, the Egyptian, Jordanian and Syrian Air Forces, with about 450 aircraft, were destroyed... As were most of the 18 airfields in Egypt. Israel lost 26 aircraft.

The 1967 Six-Day War
Assessing Market Value

The value of Israel’s superior strategy in refit cycle time demonstrated a World Class capability to switch targets and meet the emergent need to destroy the Jordanian Air Forces’ capability to operate.

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* “The Six Day War,” Randolph & Winston Churchill*
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Class of 2008

Congratulations Graduates!

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