Delphi Group Presents The Premiere Event for Business Process Professionals:

BPX 2005
October 16-19, 2005
Hotel del Coronado
San Diego, California

Welcome

Jack Ring
Agile Enterprises
Demand Process Parsimony
Agenda

1. Situation
2. Triage
3. Examples
4. Outcomes

www.geomagic.com

Geomagic Software

Represent Confirm Prompt

CAD

Digital Models

Artisans

Make

Physical Artifacts

Scan

3D

Ping Fu

www.geomagic.com
Situation: Ping’s Things

- Accelerate Growth
  - Net Income,
  - Coverage (market, geographic),
  - Satisfaction (customer, employee, associates),
  - Image,
  - Knowledge Base
- Focus in on a Compelling Product
- Sustain Positive Employee Engagement
- Harmonize Management Mental Models
- Prepare for Enterprise “Mach 1”
Accelerate Growth: Financials

Management By Design Session

Year

$
Four Systems Principles

• Law of Requisite Variety:
  – Response Ability Must Exceed Variations.

• Agile:
  – The ability to thrive in an environment of unpredictable change.

• Parsimony:
  – Accomplishing a goal with the least resources.

• Law of Unintended Consequences
  – Causing effects opposite of the ones intended.
Management by Design

Intelligent Enterprise Model

Eight Managers

Current Problems/Issues

Ping’s Things

Employee Engagement

Principles Metaphors Archetypes

Market Opportunities

Coopetition Opportunities

Technology Opportunities

Triage

Staff Choices & Commitments

Geomagic Evolution Agenda
Third Trimester Outcomes

• Five business patterns implemented.
• Meaningful dialogue among management team about the growth agenda.
• Employees engaged.
• Development of new, compelling product is progressing.
• Market and industry image accelerating.
• CEO has more time to think.

“The difference between a good movie and a bad movie is getting everyone to make the same movie.”

Francis Ford Coppolla
A Deeper Look

• Process duration depends on situation and goals, not on “we’ve always done it that way” or even, “it worked fine yesterday.”
• Key factors include competency, enthusiasm, attitude.
• No process longer than 0.5 X ‘Expectation of Interrupt.’
• Negotiation and agreement by those who will then be accountable for results.
Example: Agile Business Patterns

- **Situation Assessment (SA):**
  - Purpose: Enterprise awareness of conflict and change, both external and internal.
  - Measures: No Big Surprises. Enterprise Model fidelity.

- **Co-Alignment (CA):**
  - Purpose: Maximize evolution of stakeholder value.

- **Business Development (BD):**
  - Purpose: Gains opportunities (including associates) to achieve plan.
Agile Business Patterns (con’t)

- ✔ **Product Development & Introduction (PI):**
  - **Purpose:** Generates stream of product designs that add customer value.
  - **Measures:** Value perceived by customer. New Opportunities. Cycle Time to Production Release, Quality. Return on PI resources. Enterprise Model fidelity.

- **Sales & Account Management (SM):**
  - **Purpose:** Customer value realization.
  - **Measures:** Sufficient customers, margins and sales productivity. Follow-through. Enterprise Model fidelity.

- ✔ **Production and Logistics (PL):**
  - **Purpose:** Responds to customer orders and PI test requests.
  - **Measures:** Quality. Return on production resources. Enterprise Model fidelity.
Agile Business Patterns (con’t)

- **Customer Contract Services (CS):**
  - **Purpose:** Maximize customer realized value.

- **✓ Staff Capability Development (CD):**
  - **Purpose:** Evolves staff capability to execute plans.
  - **Measures:** Cost of quality. ROI of Training. Work Climate. Enterprise learning curve. Enterprise Model fidelity.

- **Infrastructure Development (ID):**
  - **Purpose:** Create an agile framework for enterprise activities and decisions -- extendable to associates and customers.
  - **Measures:** Whole system of information, decision, issue, orchestration. Liquidity. Enterprise Model fidelity.
## Staff % Participation in Each Process

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L = Lead Accountability = 20% of staff member’s time  
Numeral = % of respective staff member time in each process.
Acknowledgements

• To the Geomagic staff for their insight and courage.

• To the Delphi Group staff for including this in the program.

• To You, for considering the implications in your domain.

• Questions?