

*Delphi Group Presents The Premiere Event for Business Process Professionals:*

**BP  
2005** **X**  
October 16-19, 2005

*Hotel del Coronado  
San Diego, California*

*Welcome*

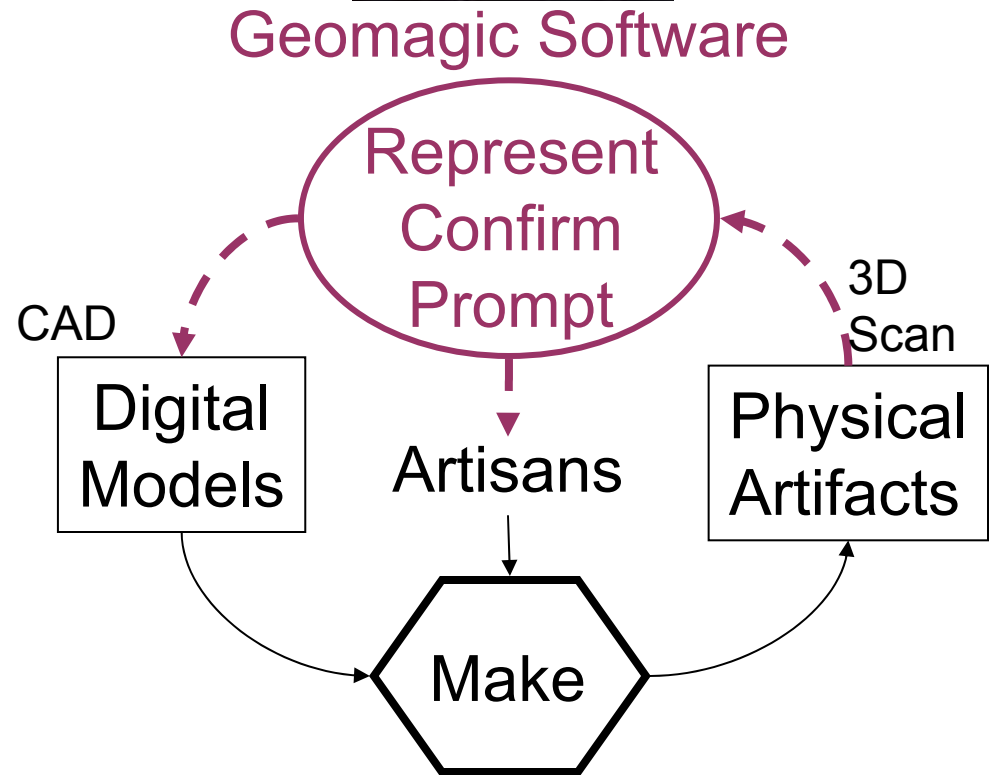
**Jack Ring**  
**Agile Enterprises**  
**Demand Process Parsimony**

# Agenda

[www.geomagic.com](http://www.geomagic.com)



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



# Situation: Ping's Things

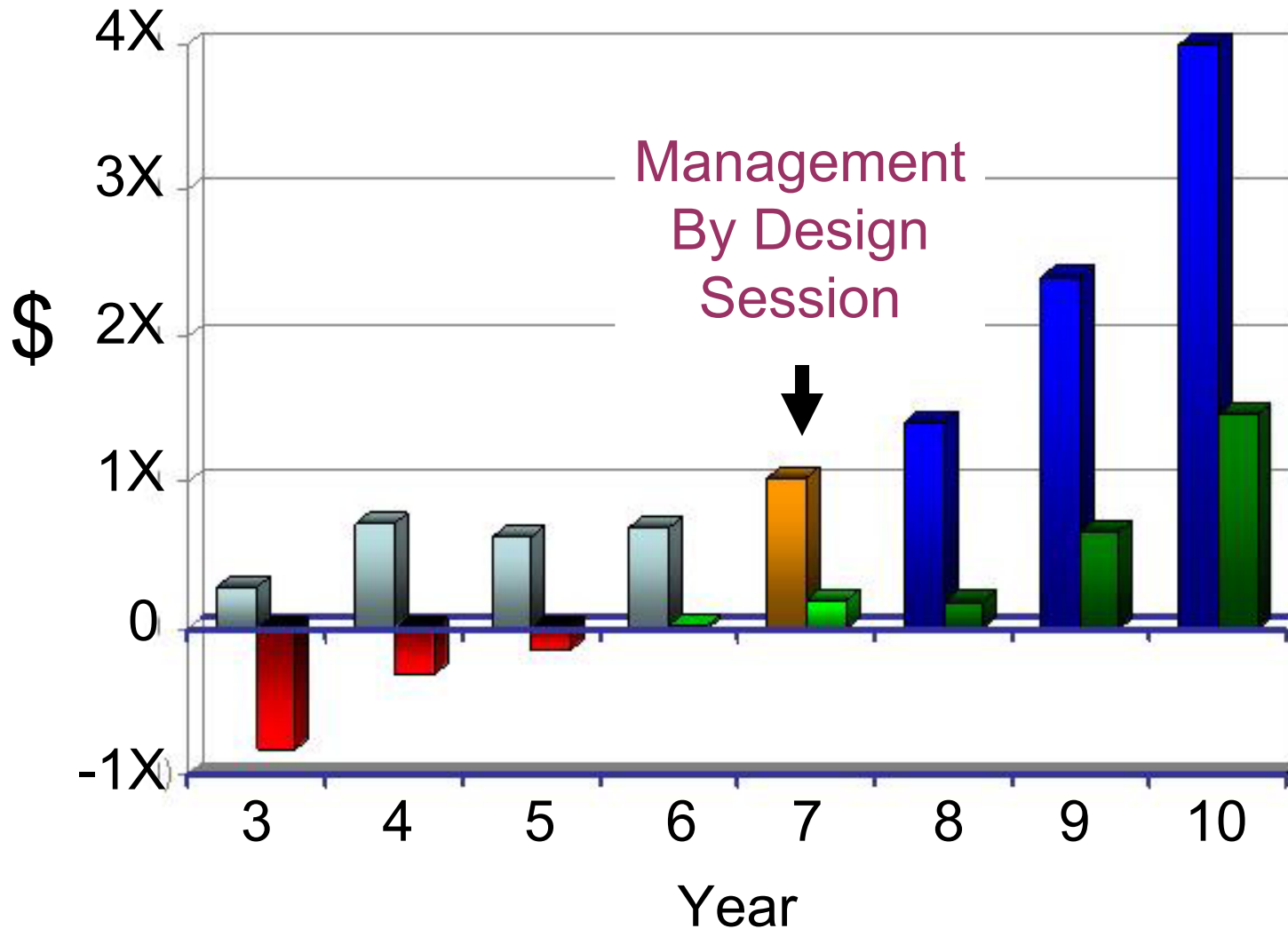
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*INNOV8*

- 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

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# Four Systems Principles

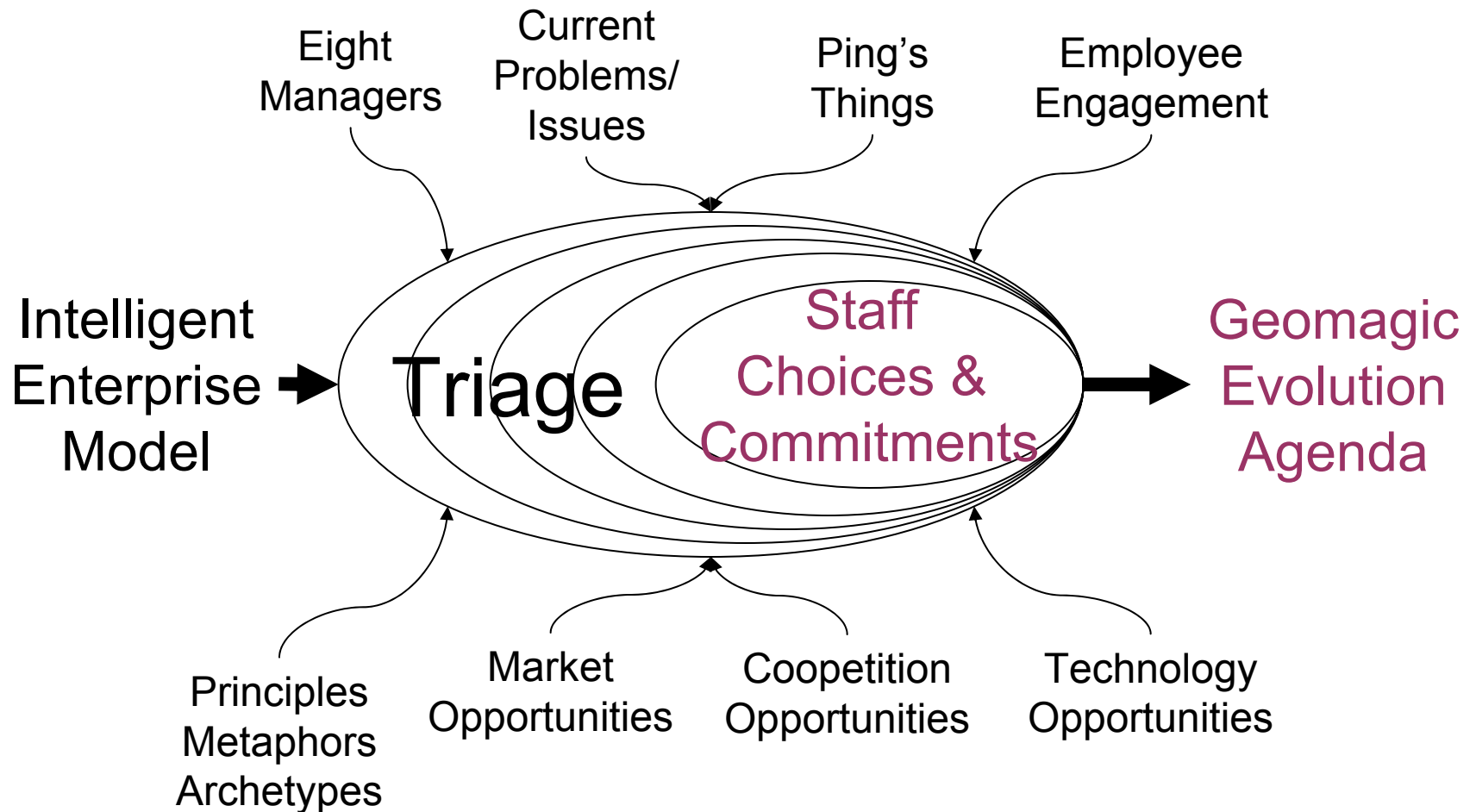
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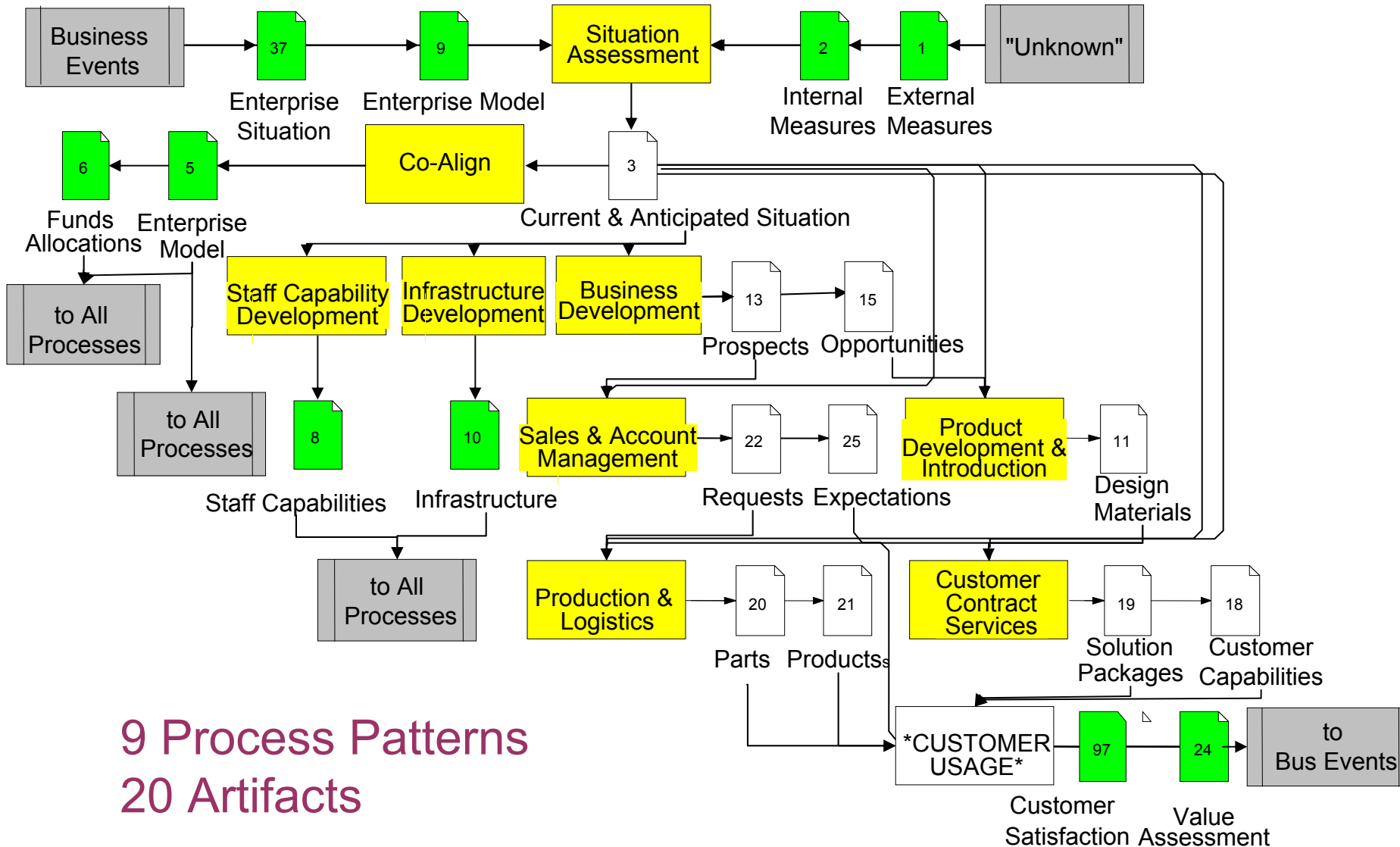
- Law of Requisite Variety:
  - Response Ability Must Exceed Variations.
- Agile:
  - The ability to thrive in an environment of unpredictable change.
- Parsimony:
  - Accomplishing a goal with the least resources.
- Law of Unintended Consequences
  - Causing effects opposite of the ones intended.

# Management by Design

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# Operate while Improving while Evolving



# Third Trimester Outcomes *INNOV8*

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- 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 Coppola

# A Deeper Look

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- 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

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- ✓ **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.
  - Measures: Funds sufficient. Competitors outpaced. Stakeholder enthusiasm. Plan achieved. Goals sufficient and non-conflicting. Enterprise Model fidelity.
- **Business Development (BD):**
  - Purpose: Gains opportunities (including associates) to achieve plan.
  - Measures: Market standing. Image. Enterprise Model fidelity.

# Agile Business Patterns (con't)

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- ✓ **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.

- **Customer Contract Services (CS):**
- **Purpose:** Maximize customer realized value.
- **Measures:** Value perceived by customer. Image. Customer-funded selling. Enterprise Model fidelity.
- ✓ **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 *INNOV8*

		Process Number								
		1	2	3	4	5	6	7	8	9
Staff Member	A	L	L	5	5	15	5	5	15	10
	B	10	5	L	5	15	5	10	10	20
	C		10	5	L	5	10	25	10	15
	D	etc.	etc.	etc.	etc.	L	etc.	etc.	etc.	etc.
	E	etc.	etc.	etc.	etc.	etc.	L	etc.	etc.	etc.
	F	etc.	etc.	etc.	etc.	etc.	etc.	L	etc.	etc.
	G	etc.	etc.	etc.	etc.	etc.	etc.	etc.	L	etc.
	H	etc.	etc.	etc.	etc.	etc.	etc.	etc.	etc.	L

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

# Acknowledgements

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- **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?**