

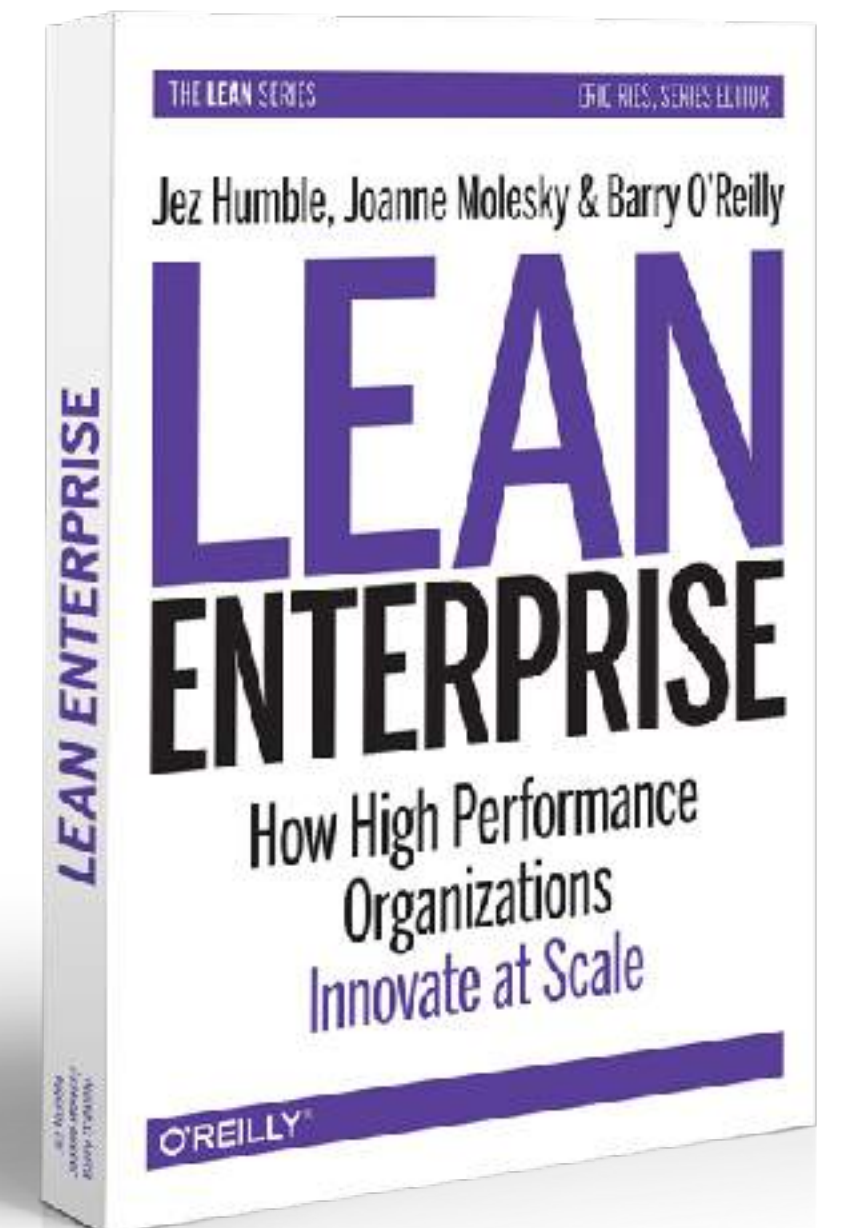


LESSONS DEPLOYING LEAN ENTERPRISE AT SCALE

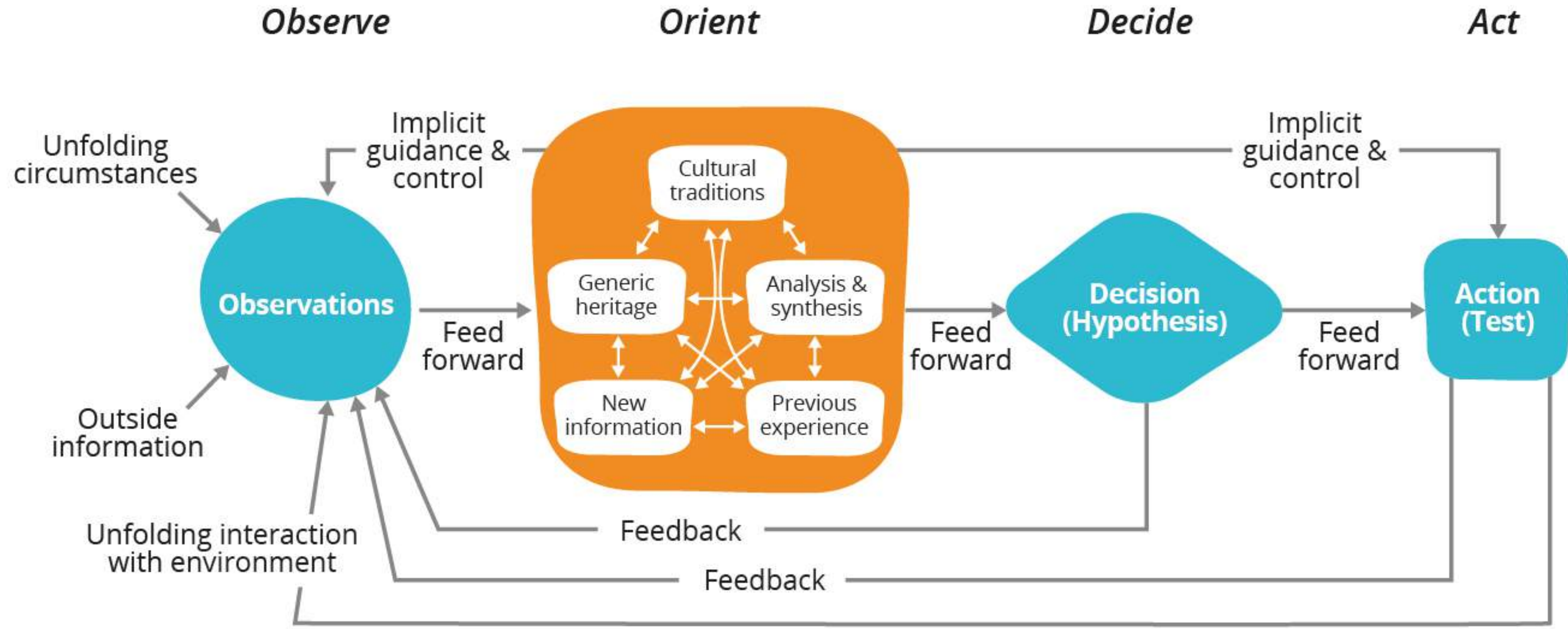
How High Performance Organizations Innovate At Scale



@barryoreilly @execcamp #leanenterprise



COLONEL JOHN BOYD'S OODA LOOP





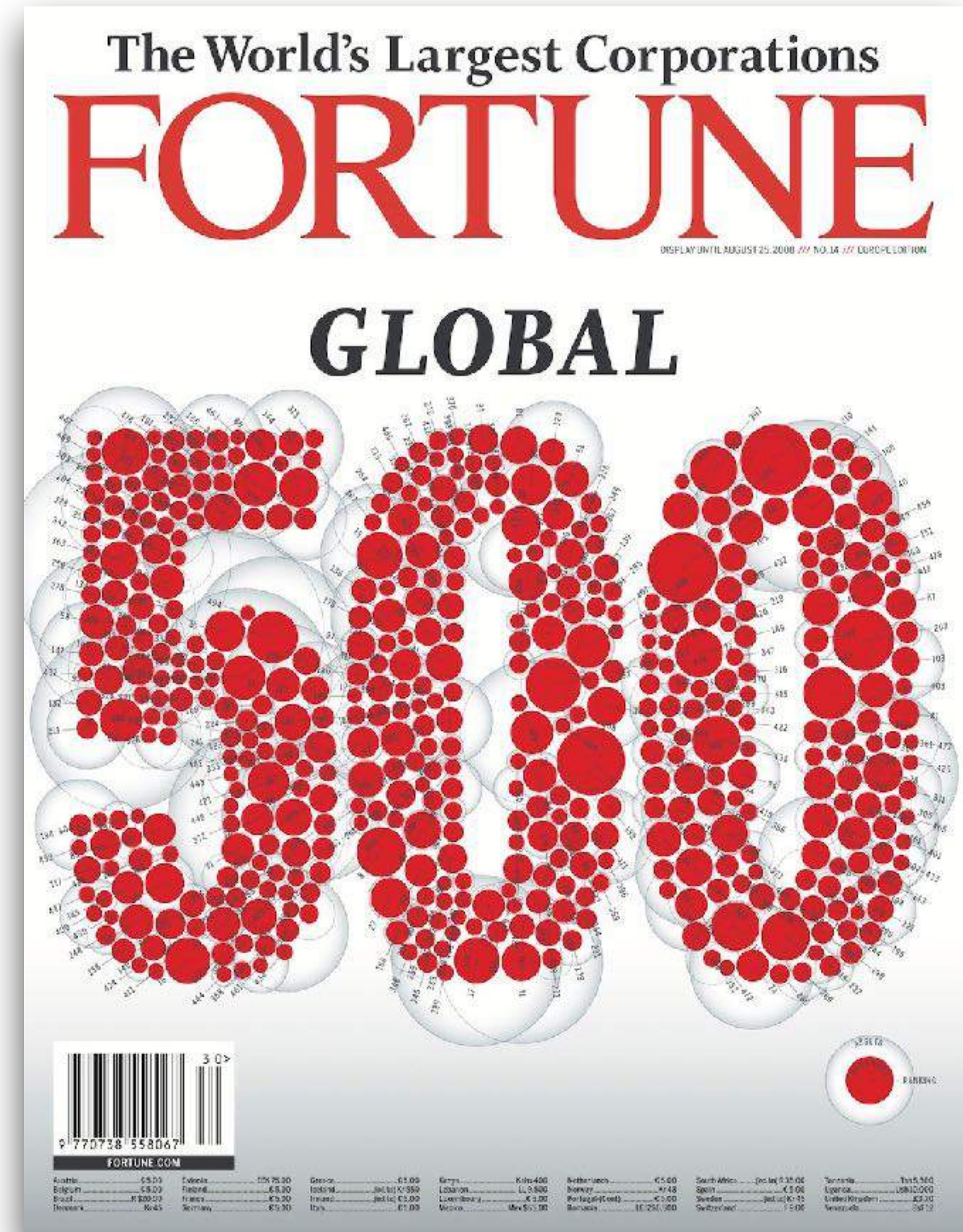
**THE PRIMARY DETERMINANT TO WINNING
DOGFIGHTS WAS OBSERVING, ORIENTING,
PLANNING AND ACTING FASTER. IN OTHER WORDS,
HOW QUICKLY ONE COULD ITERATE.**



Colonel John Boyd

CREATIVE DESTRUCTION

- **57%** of Fortune 500 in 1995 did not make the cut in 2015
- **49%** of organizations have initiatives to grow via *cost reduction*
- **29%** of organizations have initiatives to grow via *new product and services*



CMO TODAY



'Modern Family'
Teams Up with
National Association
of ...



Former Yahoo CMO
Kathy Savitt
Departing STX
Entertainment



Time Inc. to ...



Omnicom Health
Group Buys
BioPharm
Communications



CMO To
Media P

OUR NEW APP WILL SAVE US!

[BUSINESS](#) | [MEDIA & MARKETING](#) | [CMO](#)

Google Tests Feature That Lets Media Companies, Marketers Publish Directly to Search Results

HBO's 'Silicon Valley' put a spotlight on the new feature this week by posting news stories to Google



Jimmy Kimmel Live
on Google



Recommended Videos

1. Is Eating the Wrong
Kind of Protein
Killing You?

2. Humpback Whale
Nearly Docks at
Alaska Marina

3. Addiction Specialist
Sheds Light on
Prince's Death

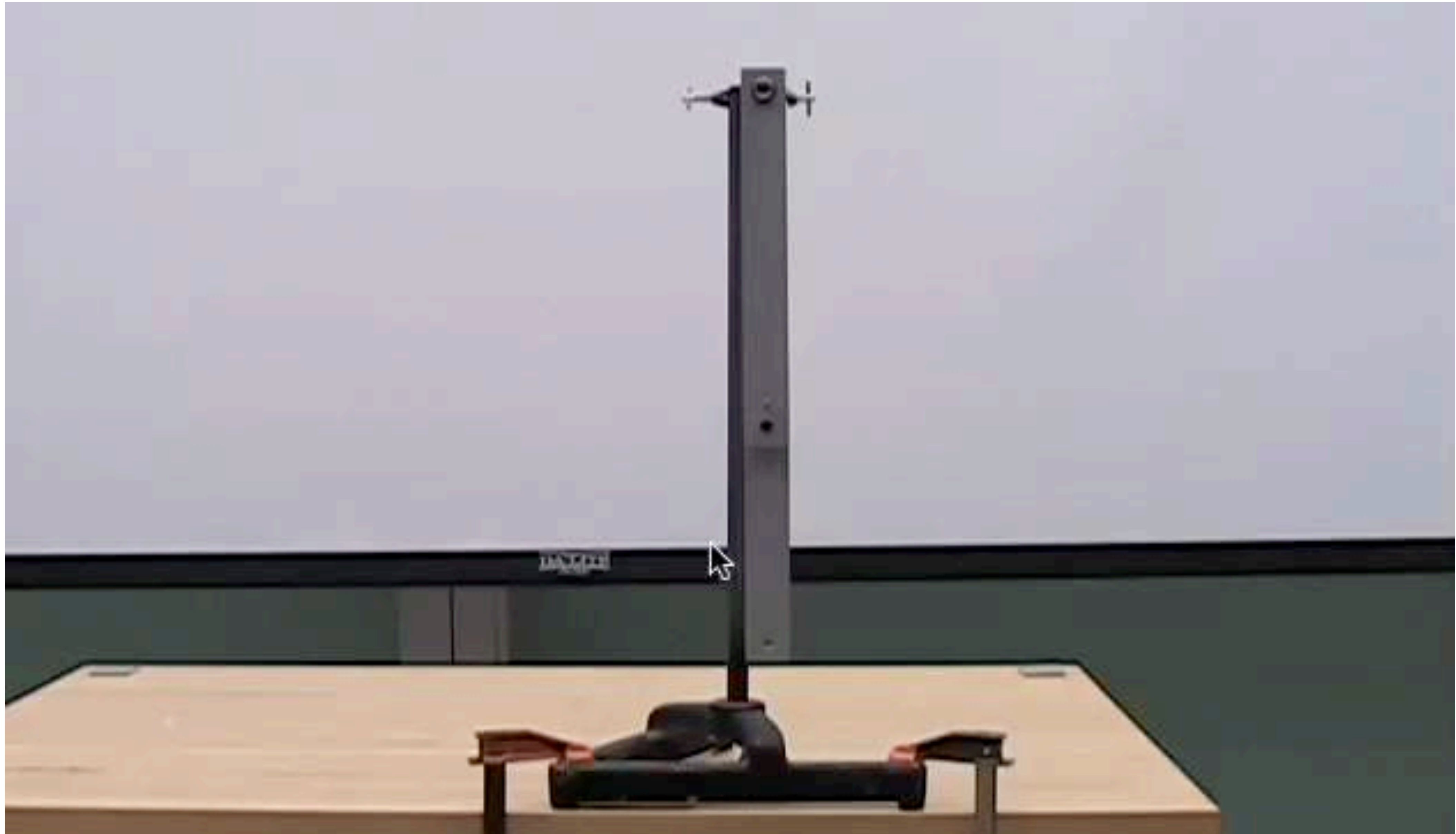
No. Sorry. No one uses APPs anymore.

A man with white hair and glasses, wearing a dark suit and a patterned tie, is speaking. He has his right hand raised with fingers spread. The background is a solid blue color. In the top left corner, the word "Inspiring" is written in a large, white, serif font. The main text is in a bold, white, sans-serif font, centered on the right side of the image.

**Right now, your company has 21st century Internet
enabled business processes,
mid 20th century management processes,
all built atop 19th century management principles.**

Gary Hamel, American Management Expert

DYNAMICS OF COMPLEX ADAPTIVE SYSTEMS



MEANWHILE BACK AT BASE

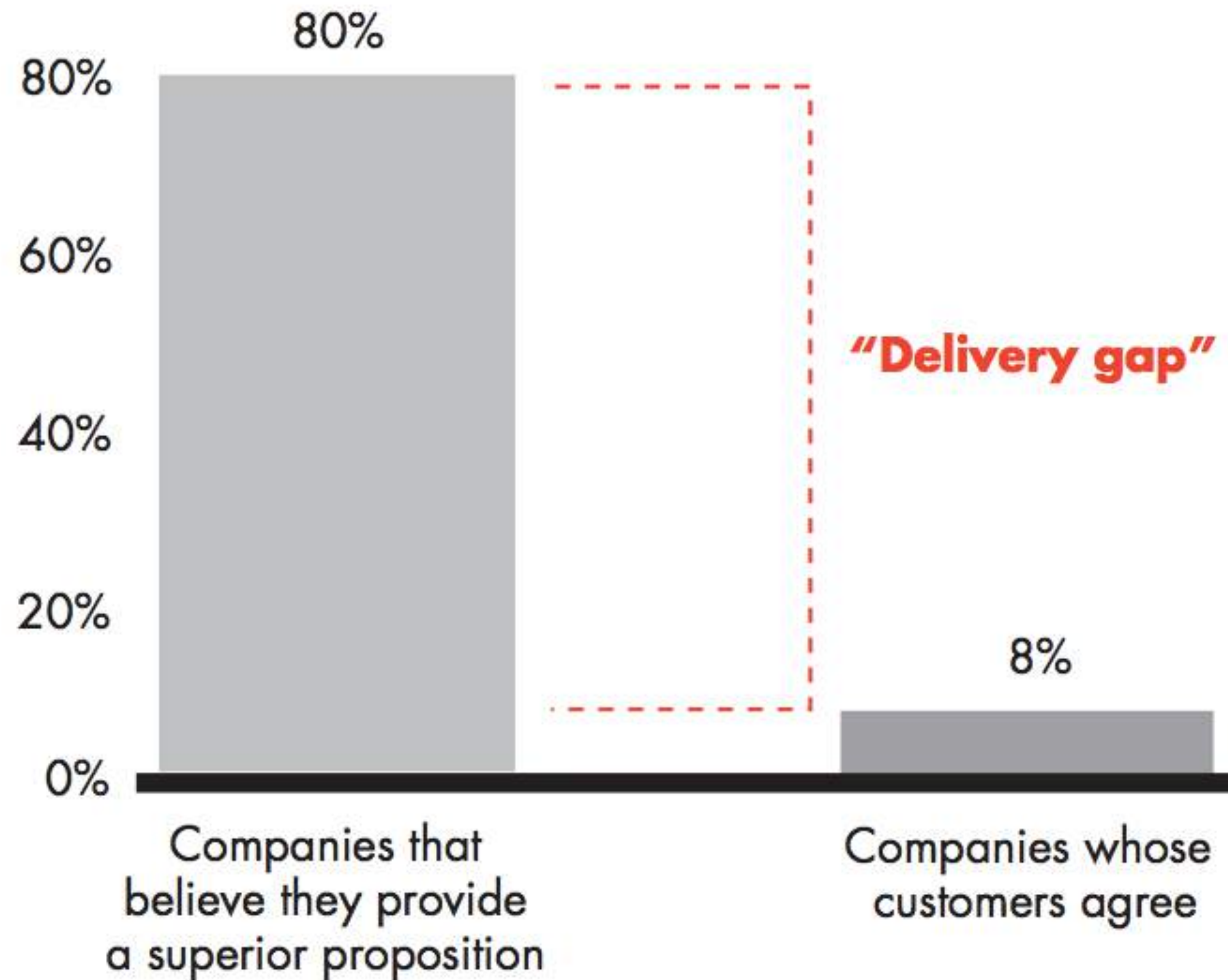


How do you expect to enable high performance while individuals, functions and beliefs misaligned?



Percentage of companies

100%



Source: Bain Customer-Led Growth diagnostic questionnaire, n = 362;
Satmetrix Net Promoter database, n = 375

WHAT COMPANIES THINK VS. WHAT CUSTOMERS SAY

Cognitive bias impede our ability to
identify knowledge gaps

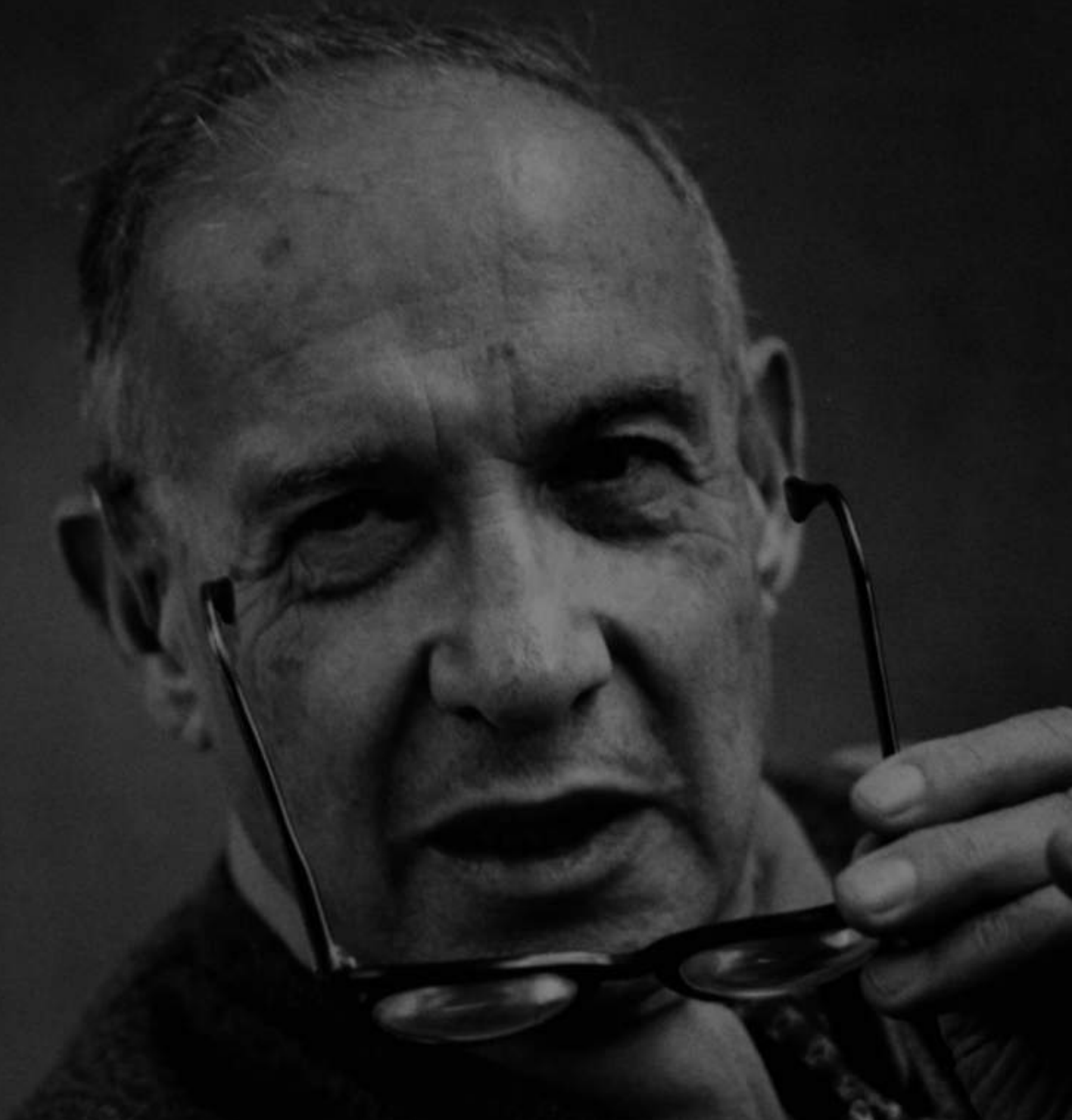
Bain and Company Closing The Delivery Gap
<http://bain.com/bainweb/pdfs/cms/hotTopics/closingdeliverygap.pdf>

USE PURPOSE TO EMPOWER

Purposeful organizations, mission-led and highly aligned at scale

**The purpose of an organization
is to enable ordinary humans
to do extraordinary things**

Peter Drucker, Management Educator, and Author



COMMAND AND CONTROL

13



HOW DO YOU GET ALIGNMENT AT SCALE

Principle of Mission

What are we aiming for?

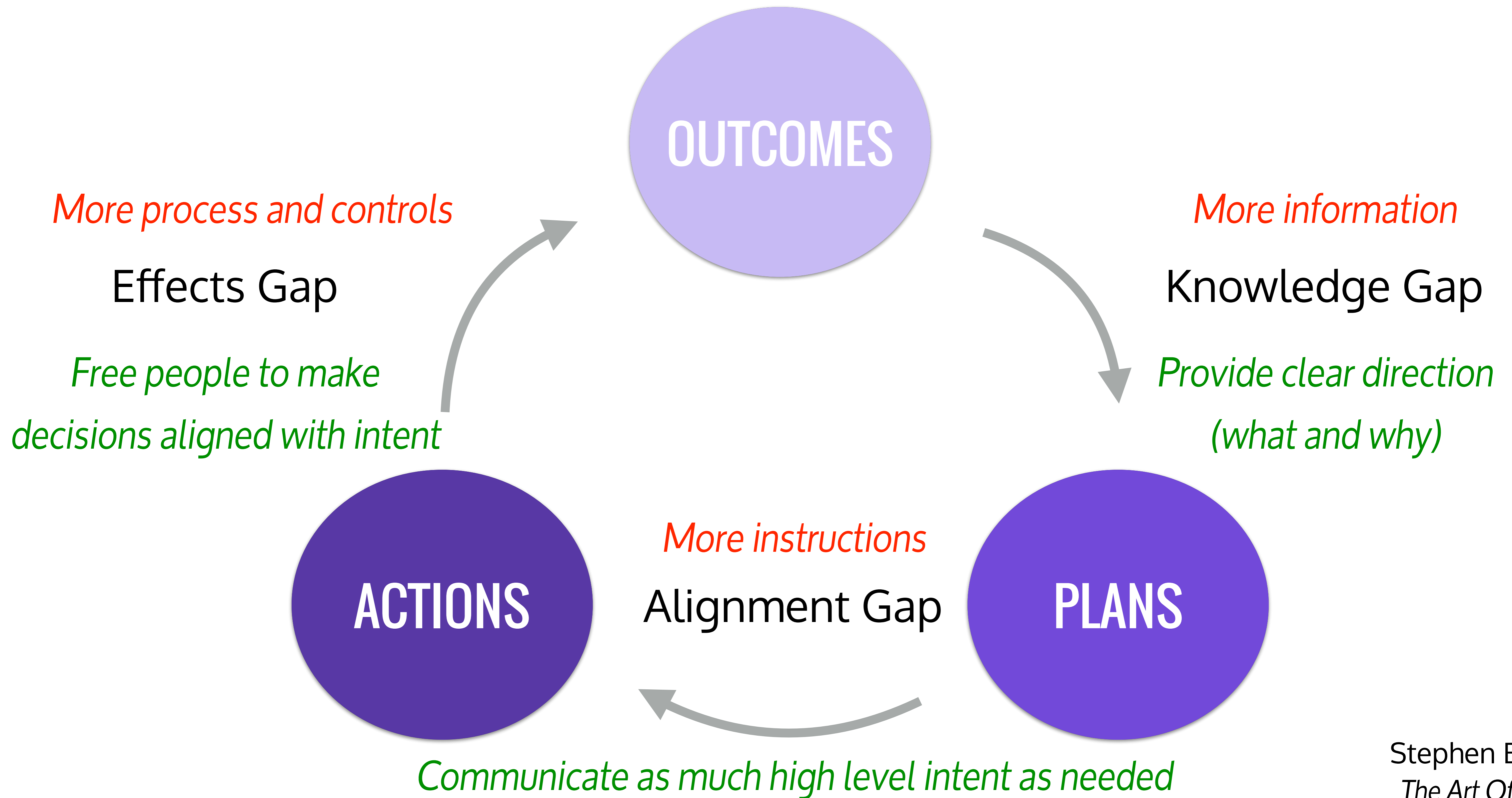


What are we trying to achieve?

Stephen Bungay, *The Art Of Action*

MISSION COMMAND: AN ALTERNATIVE TO COMMAND AND CONTROL

BARRY O'REILLY 15



Stephen Bungay
The Art Of Action

TRANSFORMATIONAL TARGET CONDITIONS

WE BELIEVE THAT < *performing this experiment* >

THEN WE WILL < *achieve this outcome* >

WE WILL KNOW THIS IS TRUE WHEN < *measurable outcomes not outputs* >

TRANSFORMATIONAL TARGET CONDITIONS

WE BELIEVE THAT by leading business agility

THEN WE WILL increase adaptability and resilience

WE WILL KNOW THIS IS TRUE WHEN
CUSTOMER

- ▶ 80% of our customers agree that we have improved our quality of service
- ▶ 80% of our customers agree that we solved their issue first time
- ▶ 80% of our customers score as supporters on Net Promoter Scores

TRANSFORMATIONAL TARGET CONDITIONS

WE BELIEVE THAT by leading business agility

THEN WE WILL increase adaptability and resilience

WE WILL KNOW THIS IS TRUE WHEN

HEALTH

- ▶ 80% of our teams agree collaboration has improved
- ▶ 80% of our teams agree transparency has improved
- ▶ 80% of our teams agree they have all the tools they need to perform their work to a high standard

TRANSFORMATIONAL TARGET CONDITIONS

WE BELIEVE THAT by leading business agility

THEN WE WILL increase adaptability and resilience

WE WILL KNOW THIS IS TRUE WHEN
PERFORMANCE

- ▶ 80% of our teams can demonstrate meaningful progress for feedback in a timely manner
- ▶ 80% of our teams aim to achieve outcomes over output as a measure of progress
- ▶ 80% of a teams customers agree they have increased their effectiveness in serving their needs

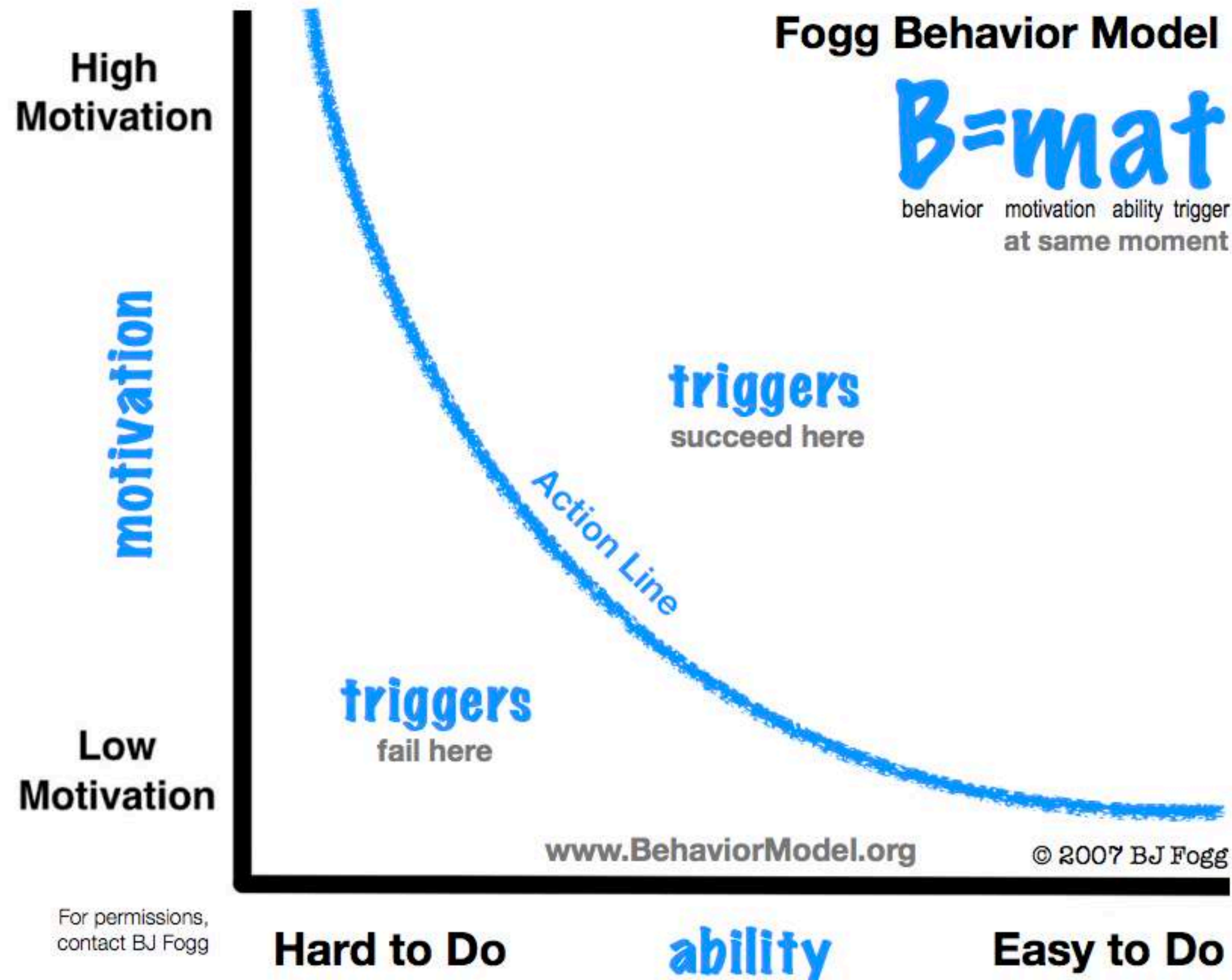
BIG CHANGE START SMALL

Make behavior design a tiny habit, easy to do and safe-to-fail

BJ FOGG BEHAVIOR DESIGN



FOGG BEHAVIOR MODEL



©2017 BJ Fogg
For permissions, contact BJ
<http://www.behaviormodel.org/>

CHECK THE TRIGGER

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CHECK THE TRIGGER... KEEP CHECKING, AND CHECKING...

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BJ FOGG'S TINY HABITS

AFTER < *this event* >

I WILL < *take this tiny action* >

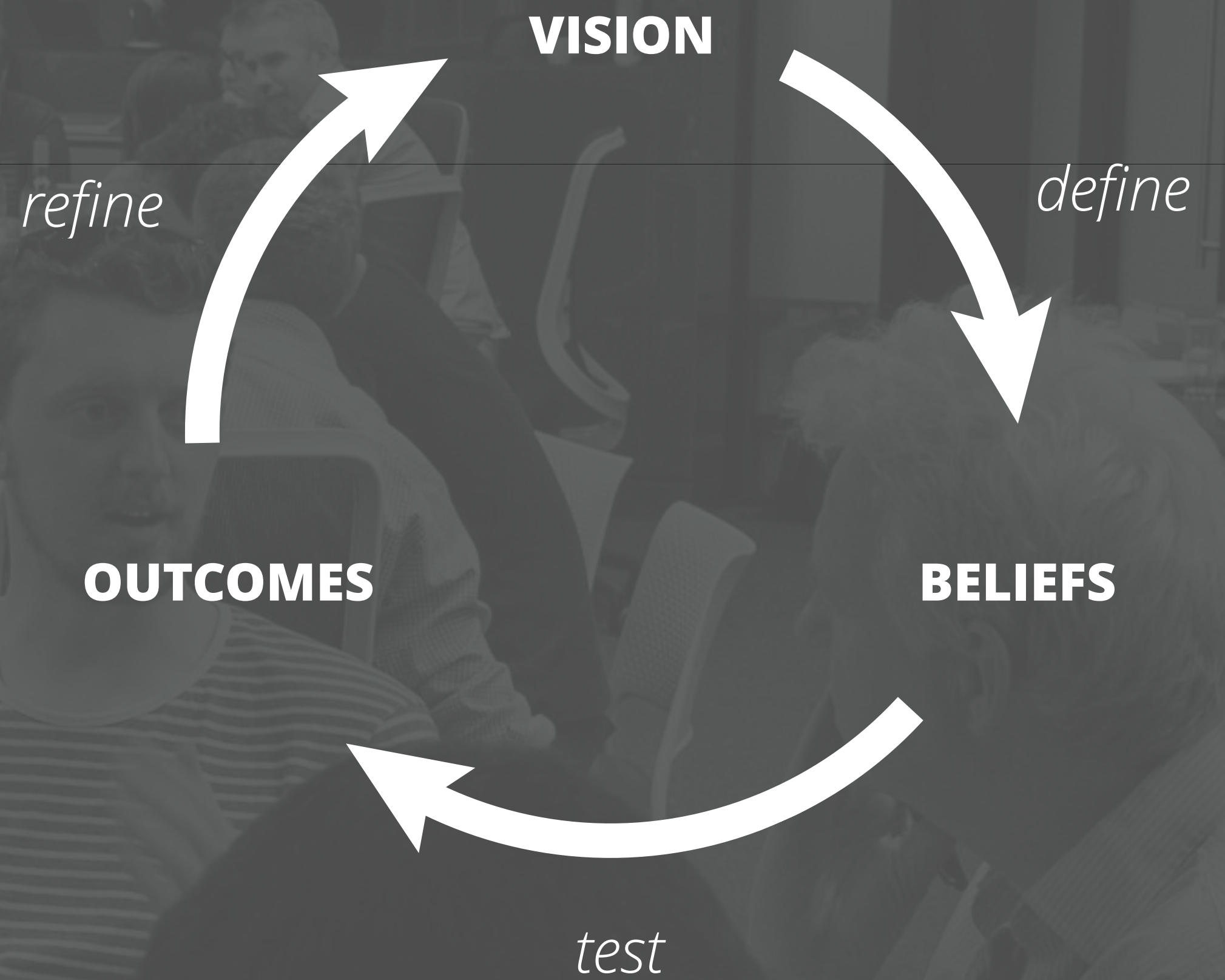


*Go and See
where the work happens*

*Humble enquiry to
build trust and relationships*

*Scale leadership, autonomy and
reduce cognitive load
with the Coaching Kata questions*

SPEAK WITH REAL CUSTOMERS



learn fast, succeed faster

*refine the vision through
validated learning*

TRANSFORM YOURSELF NOT OTHERS

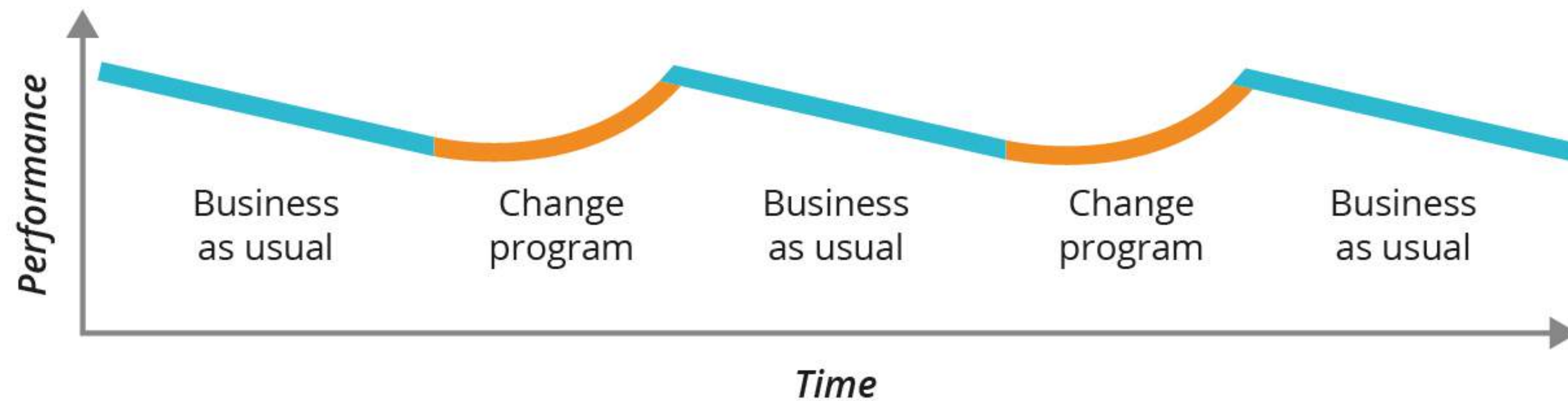
Grow a high velocity organization by creating a culture of experimentation and learning

EVERY CXO BRIEFING... EVER

WE NEED TO TRANSFORM

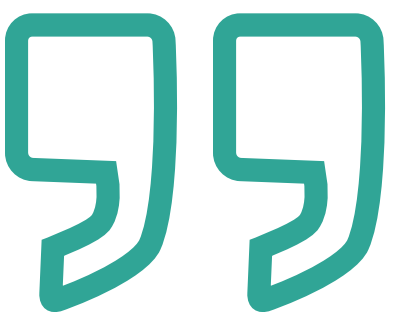
Meaning everyone else needs to transform, **not** the executive themselves

CHANGE THE SYSTEM OF THINKING





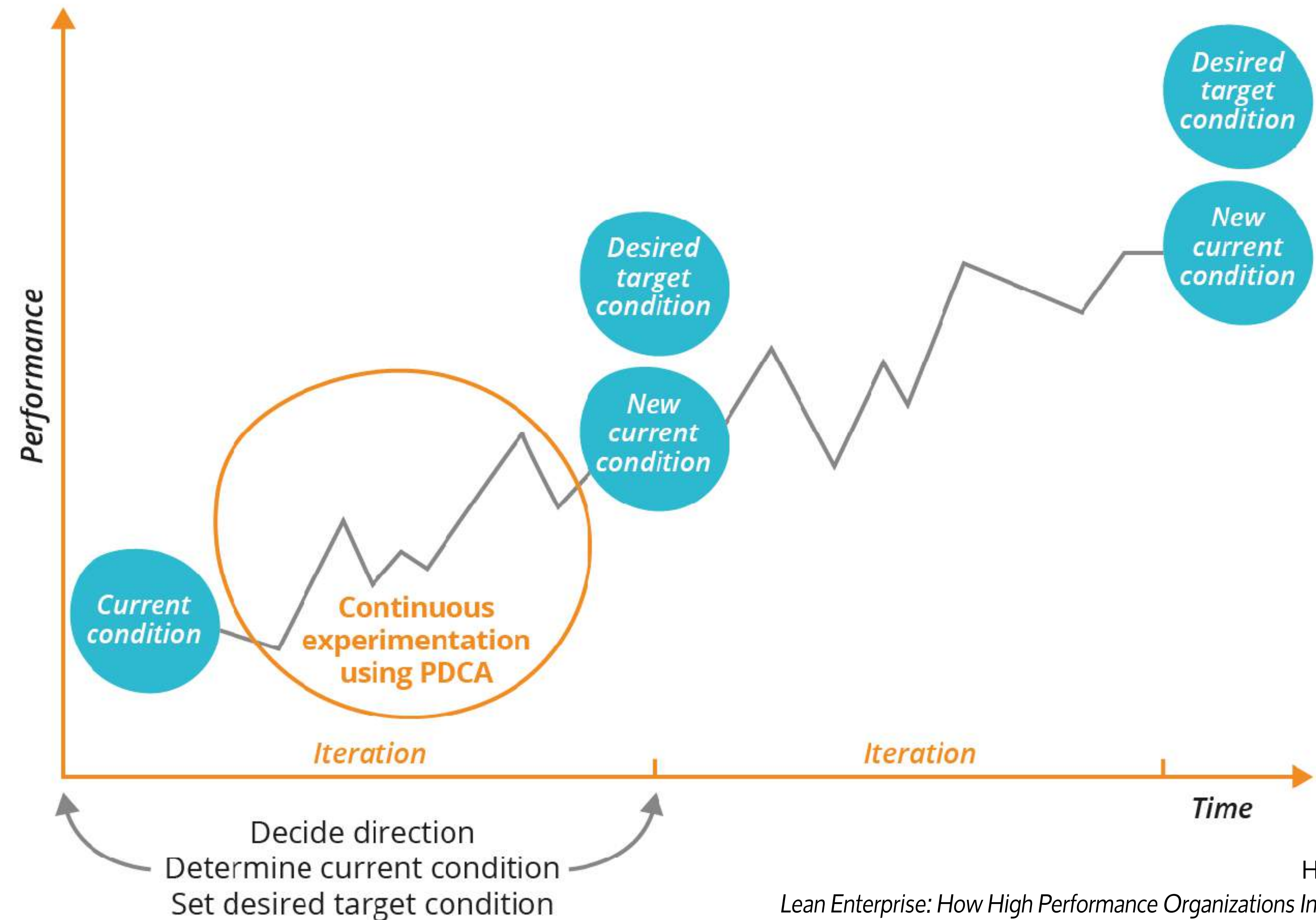
...agility is hard...



CEO, of a very big bank



CHANGE THE SYSTEM OF WORK





GREAT LEADERS

DON'T HAVE BETTER ANSWERS...

THEY ASK BETTER QUESTIONS 

@barryoreilly

The background image shows a workshop environment with several whiteboards. The leftmost whiteboard has a hand-drawn diagram titled 'GAME PLAN' with a central box containing small squares and arrows pointing towards it. Other whiteboards in the background are covered with numerous sticky notes and hand-drawn flowcharts or diagrams. In the distance, several people are standing and looking at the whiteboards. The entire image has a purple tint.

ExecCamp

Break The Model. Reinvent The Business

<http://www.execcamp.com>

the world's **5th** *largest airline*

cargo company **\$5B** *annual revenue*

city airport with **56m** *travelers yearly*



CONCLUSION

“

DON'T DO TRANSFORMATIONAL

CHANGE PROGRAMS...

DO CONTINUOUS TRANSFORMATION

”

@barryoreilly

“

USE PURPOSE TO EMPOWER

BIG CHANGE START SMALL

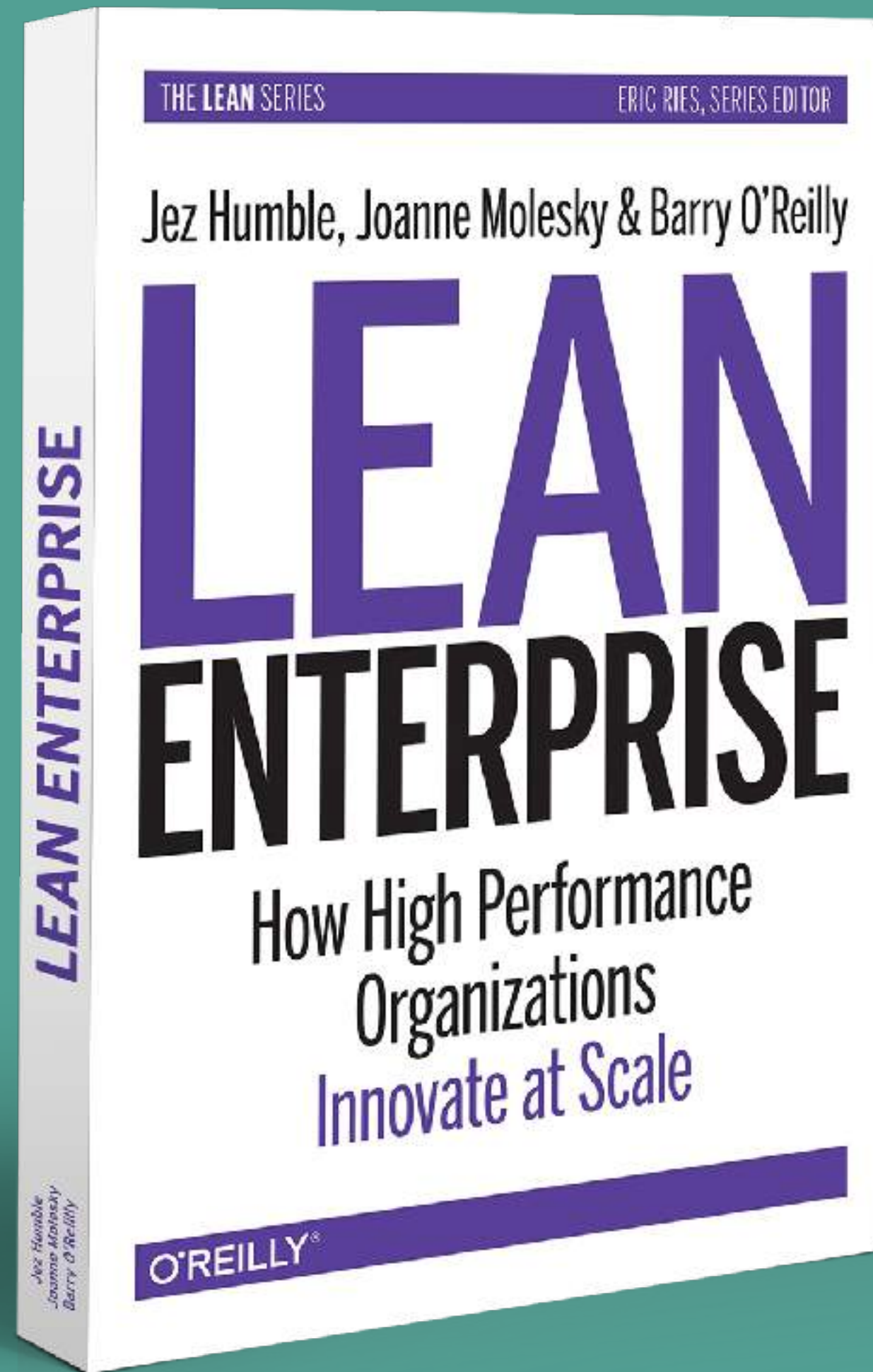
TRANSFORM YOURSELF NOT OTHERS

”

@barryoreilly



THANK YOU



Barry O'Reilly

Entrepreneur and Business Advisor

Author of Lean Enterprise:

How High Performance Organization Innovate At Scale

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[linkedin](#) | [twitter](#) | [blog](#)

Email info@execcamp.com for slides and 3 sample chapters of Lean Enterprise