

# A State of Readiness

## Workshop

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**Introduction:** The TPS and Lean were developed between 1945 and 1990, which makes them roughly 25 to 70 years old, and Six-Sigma is roughly 30 to 40 years old. And whilst they might have been transformational in their day, it is obvious by the experiences of the last 20 years that they fail to meet the needs of the 21<sup>st</sup> Century organization. In fact, Continuous Improvement is in dire need of transformation itself to remain effective and even relevant. After all, even the TPS and Lean Six Sigma should be subject to Kaizen.

### **Part-1: Lessons from Mt. Stupid**

Continuous Improvement Programs continue to fail – and they fail at such a rate that the sound of the successes are drowned-out by the din of the failures. They fail at such an alarming rate as to challenge the very credibility of the premise of Continuous Improvement. Yet the methodologies that are leveraged (Lean, Six-Sigma, ToC, TQM, etc...) and the associated tools (5-S, VSM, Kaizen, Statistical Analysis, etc...) are all tried and proven.

In this session, we will explore the deployment of a Continuous Improvement Program from the perspective of the people responsible and the people involved. We will discuss the psychology of the “Dunning-Kruger Effect” and its parallels to the “Hegelian Dialectic” – and how understanding this can help minimize the negative impact of that first (inevitable) failure by enabling you to see its approach, and how a successful program might be built as a result of the experiences gained.

#### Learning Objectives:

Why do Lean / Continuous Improvement Programs fail to achieve their potential?

What is the psychology behind failure and success?

How can we work towards becoming Stewards and being the servant-leader?

### **Part-2: Guerilla Transformation – Turning an Insurgency into a Movement**

Each of us belongs to a community, or network. The individual members of a network have a shared commitment and affinity to the kernel. As such, they will behave in a predictable manner since there is nothing to gain by any individual changing their position unilaterally. In reality, to disturb the predictability never even crosses the mind of the members.

*"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things." — Niccolo Machiavelli*

In essence, a Nash Equilibrium exists – named after John Forbes Nash, who proposed it. A Nash Equilibrium basically states that each member of a network is supposed to know the natural objectives of the other members of the community, and no member is able to gain by deviating from a predicted behavior on their own. If all the members of a network share these common beliefs and no member of the network can gain an advantage by changing their behavior while the other members continue on as they always have, then the existing state perpetuates and constitutes a Nash Equilibrium.

*"Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got." — Peter Drucker*

As such, the equilibrium that exists in a community will not be disrupted by a threat originating from within the community – but rather a disruption that is introduced to the community from the outside. Some examples of such a disruptor might include; a merger, change in the “C-Suite”, a surprise competitor, the loss of a key customer, and a near global economic melt-down. When such an external disruptor is introduced, the resultant transformational change that occurs in an organization happens nearly lightning-fast. So how can an internal disruptor be engineered and deployed in a controlled manner so that

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transformational change can occur when YOU want it to occur?

Applying Game Theory and the Nash Equilibrium, this session will investigate the circumstances under which change takes place – and when it does not. And finally, we will discuss the creation of an effective disruptor and how it can be deployed in a controlled and sustainable fashion.

Learning Objectives:

Why is there resistance to change?

How can a credible threat / a disruptor be engineered and properly deployed?

How can the acceleration of the disruptor be controlled?

What can go wrong and how can it be avoided?

**Part-3: The Operational Excellence Enterprise Readiness Model"**

Who are we? What are our values? Who is our customer? How do we best serve them? What about tomorrow? What are the opportunities and what are the threats? When we close our eyes, who do we see ourselves as? Where are we now? How do I get from here to there? What do I need? How long will it take? Where do I start? How do I get everyone else aligned with the vision? Do they understand? Do they even care? Are you ready for the change?

In the pursuit of Operational Excellence, we need to understand the circumstances in context. We need to learn to Observe the parameters of a situation. We need to Orient ourselves and the resources at our disposal to engage. We have to condition ourselves to assess a situation and Decide the course of action quickly and decisively. And we need to Act.

... All the while building wisdom, which is the sum of all applied knowledge.

Learning Objectives:

In this talk we will discuss what is needed to cut-across the corporate silos and become a cohesive unit. We will show how to define, then communicate the goals (future state). We will explore a model for creating the necessary state of readiness to pursue those goals. And we will discuss how to achieve a condition of preparedness to effectively and efficiently address opportunities and threats that might present themselves during the journey.

**Part-4: Enterprise Readiness and the "High-Performance Organization"**

Is there ever enough objective data available to ensure that the decision you make is the perfect decision with an outcome that is guaranteed? If so, how much data is that? If not, how can the decision be made? If the data is objective, then are all decisions also objective? If not, where is the border between objective and subjective? And if some decisions are subjective, at what point do we make that "leap of faith" and under what circumstances?

In this workshop, we will investigate the decision-making process cycle from inception to execution. We will learn the appropriate use and interoperabilities of OODA-Loop, PDCA, and DMAIC. And, most importantly, we will simulate ways of becoming a "High-Performance Organization" by accelerating the decision-making process cycle to achieve and maintain a competitive advantage by being to recognize opportunities and threats earlier and take effective action in a meaningful manner.

Learning Objectives:

How to recognize opportunities and threats sooner

How to evaluate situations in-context and make strategic decisions more quickly

How to recognize when there is enough information (data in context) to make a decision

What to do when things go wrong – and things always go wrong.



**Joseph F. Paris Jr.**  
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*“Operational Excellence is a state of readiness that is attained as the efforts throughout the organization reach a state of alignment for achieving its strategies; and where the corporate culture is committed to the continuous and deliberate improvement of company performance AND the circumstances of those who work there – to pursue **Operational Excellence by Design**<sup>SM</sup>, and not by coincidence.” – Joseph Paris*

Paris is first and foremost an adventurer, explorer and **empath of the human endeavor**. He is forever seeking ways to improve the circumstances of others – trying to accomplish this always from their perspective and in their context; considering their dreams and aspirations, their nostalgia, culture, conditions and life-experience.

With a focus on **improving the performance of companies and the conditions of those who work there**, Paris is regularly sought by companies to help analyze and formulate their strategic vision, to design the tactics necessary to achieve their goals, to identify and organize the logistics necessary to support the plan, and to lead the execution phase. He is sought by companies and academia to explore and address the challenges and opportunities of today and illuminate and predict those of tomorrow. He is **highly valued** for his ability to provide strategic analysis and tactical insight leading to effective deployment.

Leveraging these passions and his talents and training, Paris **founded XONITEK** in 1985 as an Operations Management Consultancy Firm **specializing in Operational Excellence** (Leadership, Culture and Culture Change, Continuous and Deliberate Improvement, and the disciplines and tools of Lean / Six-Sigma) – with an emphasis on creating a corporate environment where; true transformational change is pervasive and innovation embraced, sustainable results shall be achieved, the human condition will be elevated, and the significant benefit to the company for attaining this will be realized.

Paris is also the **creator and owner** of the **Operational Excellence Group on Linked-In**. With more than **40,000 members** from around the world – and where all manner of open discussion and opportunities related to the improvement in the circumstances of the human endeavor, and the companies for which they work, are welcome.

Born of the success of this group and seeing a need to take the discussions from cyberspace and making them face-to-face, in 2011, **Paris Founded the Operational Excellence Society** – which is a “**Think Tank**” for companies who have the desire to achieve peak-performance across the entire ecosystem of their enterprise and which now has thousands of members belonging to Chapters in several cities around the world. In addition to his responsibilities as Chairman of the XONITEK Group of Companies; Paris is a **thought-leader and a prolific writer** on all aspects related to the subject of Operational Excellence. In addition to the **publishing on his Blog** ([www.JosephParis.me](http://www.JosephParis.me)),

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in the Operational Excellence Group on Linked-In, and the publishing the “*Operational Excellence by Design*” monthly eNewsletter; he is a routine contributor to “*EuroLogistics Magazine*” based in Poland and the “*Lean Management Journal*” based in the United Kingdom.

Paris is a **routine lecturer for professionals and graduate students** with select engagements at; the Lally School of Management at *Rensselaer Polytechnic Institute (RPI)*, the Watson School of Engineering and School of Management at *Binghamton University*, and the School of Management at the *University at Albany*, and the *University of Monterrey* in Monterrey Mexico.

He has also **delivered nearly countless speaking engagements** internationally in various roles including as; Keynote Speaker • Workshop Leader • Lecturer • Panel Moderator • Panelist • and Conference Chairperson. Such engagements include (but not limited to):

- Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) in Monterrey and in Puebla, Mexico and at the University of Monterrey in Monterrey, Mexico • multiple engagements as **Keynote Speaker** at several Industrial Congresses.
- Institute of Industrial Engineers (IIE) • Repeat **Lecturer** in Applied Solutions on a wide variety of topics at the IIE Annual Conferences at the various venues where it is held.
- R.V. College of Engineering in Bangalore, India • **Workshop Leader** and **Keynote Speaker** at the Operational Excellence for Global Competitiveness Conference.
- International Society for Pharmaceutical Engineering (ISPE) in Frankfurt, Germany • where he was a **Lecture** on Radio Frequency Identification (RFID) and Supply Chain Operational Reference-model (SCOR).
- EuroLogistics in Warsaw, Poland • delivered multiple **Keynote Addresses** at several conferences dealing with Operational Excellence in Supply Chain and Logistics.
- United Arab Emirates • Participated in **several conferences** for the Oil, Gas and Petrochemical Industries for Operational Excellence and Change Management and delivered on many roles including; **Keynote Speaker, Workshop Leader, Lecturer, Panel Moderator, Panelist, and Conference Chairperson.**
- **Keynote Address, Panel Moderator, and Conference Chairperson**
  - Sustainable Operational Excellence Strategies Conference, Prague, Czech Republic.
  - Operational Excellence by Design, Binghamton University, Binghamton, New York.

Paris currently serves on: the **Editorial Board** of the Lean Management Journal • the **Advisory Board** of the Systems Science and Industrial Engineering (SSIE) Department at the Watson School of Engineering at Binghamton University • and the **Advisory Board** of the Institute of Industrial Engineers (IIE) Process Industries Division (PID). He previously served as a **Board Member** of Association for Corporate Growth (ACG) in New York – and is still a member of the Chapters there and in Frankfurt, Germany. And he was previously an **Adjunct Professor** at Cornell University’s Johnson School of Management.