

**MANAGER'S
GUIDE
FOR
ENSURING
SUCCESS**

James H. Saylor

This book was developed by James H. Saylor

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ISBN 978-0-557-05143-4

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FORWARD

This book is part of the VICTORY series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY™ is this system. MANAGING FOR VICTORY™ system includes:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

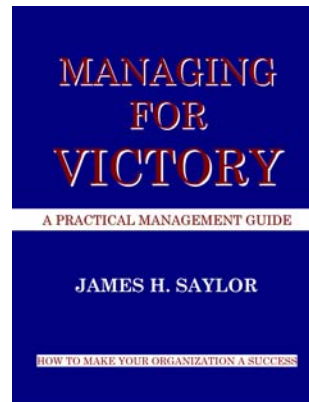
Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY



ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, an organization focusing on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of the *TQM Simplified*, and co-author of *Customer-Driven Project Management* published by McGraw-Hill. Jim's latest book is *MANAGING FOR VICTORY™*. For further information about Jim's books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org or email coachjim@thebusinesscoach.org.

ENSURING SUCCESS

POWER OF PASSION

You must want it to achieve it. This sounds self-evident. Many organizations and people say they want success. However, their actions do not support their words. As a start, the leadership must have an intense desire to win. In addition, the people in the organization must believe enough in their leaders to devote their energies toward victory. This requires both leaders and followers to make the personal commitment necessary for success.

For leaders, they must commit to long-term support. They must be willing to make an investment of their personal time and the organization's resources. They must understand that although some results will be quickly realized, permanent changes will take many years. Leaders must provide resources that include people, time, and money. They must provide direction, guidance, and support. Leader's long-term support involves many actions. First, leaders must be willing to makes changes. Second, leaders must display passion day after day. Third, leaders must deal with difficult issues. Fourth, leaders must think progressively. Fifth, leaders must study and learn from success and failure. Sixth, leaders must seek optimum technology. In summary, leadership must be an active, enthusiastic, highly visible participant for victory.

For followers, they must commit to a belief in their leaders. They must be willing to trust leadership. They must understand that it will take a different way of thinking. It will require going beyond "just doing the job." They must know it will not be easy and there will be some hardships, mistakes, and frustration. They must maintain a positive attitude. They must also realize that the potential for

personal and organizational benefits is great. The ensuring success considerations include:

Support change

Use passion

Choose to deal with difficult issues

Create progressive thinking

Encourage calculated risk

Study and learn from success and failure

Seek optimum technology

Success - Support Change

Change is the only constant.

As everyone is acutely aware of today, change is part of the everyday environment in any organization. The drive for success increases the intensity of change in the organization. Therefore, it is important for every organization to learn to deal with change.

A foundation of ethics, integrity, and trust provides a safe environment for change. The presence of a solid foundation is critical during change. The foundation not only supports but it also protects. It supports the business's systems. At the same time, the foundation protects the organization from an adverse environment.

In all organizations, change is a constant for success. Success requires both the individual in the organization and the entire organization to constantly change. As seen in chapter one, today and tomorrow's world demands change. Chapter one outlines some of the changes your organization may be experiencing. In addition, individuals in the

organization may experience many changes. These may include:

- different roles
- working in groups or on teams
- empowering others
- self-inspection or self-autonomy
- sharing decision-making
- delegating or taking more responsibility
- learning new skills
- constant pressure to perform and improve processes
- leading toward a common purpose
- becoming more customer oriented
- developing creativity
- building flexibility and adaptability
- balancing many priorities
- managing conflict
- maintaining relationships

Change must start with the leadership in the organization and then target achieving a critical mass to be successful. Change should never be allowed to just happen. Simply announcing a change will not make it happen. Guiding change using proven leadership and management techniques is a necessity to achieve desired outcomes. First, change must be lead using specific direction and communication. Second, coaching instills the desired change. Third, the change must be supported through a formal system. Finally, change is part of the organization that continues to be monitored for possible continuous improvement.

Change must always be viewed within a time reference. Today, more than ever, time is always a deciding factor. The speed of the change depends on the situation and the organization. Some organizations can afford to take their time and they may use an evolutionary approach to change. Other organization's survival depends on rapid change. These organizations may use a more radical approach.

In addition, the organizations' change performance depends on its ability and willingness for the particular change. The ability to make a change depends on the resources of the organization. The organization must make the necessary investment to give change a chance. The willingness of the organization is related to the sense of urgency or common purpose. The more the people in the organization relate to the need for change, the better the potential for the desired change.

Change focuses on improvement. The change process demonstrates to people in the organization that the change does work. Also, it proves that it is better for them and the organization than the old way.

Success - Support Change Action Process

Communicate

Have structured activities

Acknowledge people's concerns

Nurture individual differences

Get focused on real issues by setting priorities

Encourage creativity and innovation

Set a positive example

Changes - Communicate

Communication is the key to success in most human endeavors. Communication allows people to understand and deal with change

During change people often feel stress, insecurity, awkwardness, embarrassment, frustration, confusion, anger, joy, happiness, etc. It is critical that each person understand how the change affects him or her personally. In the early stages of change, people are not interested in the benefits to the organization. It is critical to communicate early on with the people undergoing change to allow them to discover what's in it for them. Communication helps each person to understand the impact of the change on him or her personally.

Each person in the organization must determine the effect of the change in their own terms since various people are motivated differently. Some people look at the positive aspects of change. They see the opportunities for growth and the challenges of striving for excellence. Others only see the possible negative consequences; they might be roused by the possibility of losing their job as a result of change.

As the change effort continues, it is essential to communicate by every means possible, verbally and written specifically, about what is happening and what is expected of the people in the organization. In all communications, try to be at ground level as much as possible, especially in the early stages. Lofty or vague communication only makes things worse. For instance, statements such as: "you are empowered," "be a team player," "focus on the customer," may not be understood by people in the organization. Therefore, instead of rallying the people to action, these statements usually freeze people into little or no action. The organization must communicate the operational definition in specific terms to produce results and overcome resistance.

Once the organization is comfortable with change, communications can be done at a higher level to create a challenge and foster innovation.

Changes - Have Structured Activities

Even when everyone in the organization is undergoing change, people frequently feel alone. Structured activities allow people not only to discover that they have a lot of concerns in common, but it also provides a forum for positively dealing with the change.

In any organizational development effort, it is essential to use an organization-wide, systematic, integrated structured approach. This allows people in the organization to see how each piece contributes to the success of the whole. It also helps create the synergy necessary to focus everyone together for one common purpose. This prevents the islands of failure or success.

In the beginning of any change effort, it is absolutely necessary to bring all the stakeholders together to get support and commitment. This leads to ownership for the change. Once stakeholders accept ownership for the change, they will do whatever is necessary to ensure success.

During change, ensure that support groups are available to help various people in the organization deal with the change. Everyone in the organization is affected by change in a different way. It would be appropriate to have structured activities for executives, middle managers, supervisors, and workers to help each group deal with changes. In some organizations this may also include a formal support structure that facilitates the change process. In addition, systematic education, training, facilitating, coaching and mentoring activities supports the change.

Changes - Acknowledge People's Concerns

People have various concerns in any change effort. They are worried about jobs, finances, routine, relationships, etc. These personal concerns must be dealt with immediately and directly. It is imperative to deal with people's concerns and provide as much support and assistance as possible.

Although you must deal with people's legitimate concerns, do not become distracted by resistance tactics. Since most people know that many change efforts go away after a short period of time, usually less than six months, resistant people will use many tactics to stop or delay the change. Some examples of the many resistance tactics used are:

- Endless discussion
- It won't work here
- Same old way
- Not invented here
- Shoot the messenger
- I'm too busy or I've got too many important things to do
- Marching in place
- Analysis paralysis
- Agreeing but not committing
- Finger pointing
- Emotional displays
- Saying one thing, doing another
- I don't understand
- Just another program or fad
- Management tool of the month

Resistance must be met with a firm reaffirmation of the change in a pleasant and positive manner. Repeated resistance to the change should be met first with an ultimatum. If the person doesn't take some positive action, then the person will have a consequence. If the person then doesn't meet the request, appropriate actions must be taken against the person.

Any change effort requires the support of people's legitimate concerns, but it also should have a positive straightforward focus on doing what is necessary for the overall good of the organization.

Changes - Nurture Individual Differences

Each person, as well as the organization, has his or her own capacity for change. Therefore, each person reacts differently to change. Some people welcome change. They need change to be excited, enthusiastic, motivated, feel a sense of accomplishment, etc. Others are overwhelmed by even a minor change in their routine. Still others can accept some change up to a certain limit.

Individual differences and the organizational capacity for change require management of change at the optimum organizational and individual levels. The organization as a whole cannot allow some people to move ahead while others are slow or immobile. These reactions to change have an adverse affect on the change effort. Ideally, the organization needs to move slow and steady to win the race. Some of the more successful organizations take from six to eighteen months preparing for the implementation by developing an understanding, building the foundation and creating the framework. However, it is important once any change effort is initiated into the organization that some positive, visible, practical small wins are achieved early in the process. In all organizations, the pace of the change efforts should be geared to the urgency for the change and the organization's capacity to make the necessary changes.

Individual differences for change can be optimized to support the overall change effort. People in the organization with the ability and willingness to deal with a large amount or rapid speed of change should be looked to for the champion roles in the change effort. They can be used to coach, train, facilitate, or mentor others in the organization. This allows

them to contribute to effective change. In addition, this slows the overall organizational rate for change, while increasing the limits of change for others in the organization. Overall, this helps maintain a steady pace for the organizational change.

Changes - Get Focused On Real Issues by Setting Priorities

During a change effort, people can become disoriented and overwhelmed. This is because sometimes the emphasis's shifts to the changes necessary for success while at the same time the daily work continues. Leadership must establish a common focus to help everyone in the organization know what is important.

Changes - Encourage Creativity and Innovation

In every organization, people are already doing the best they can with the resources available. During change, both the organization and individual are expected to do more, frequently with the same or less resources. If they continue to do things the same old way, they can only get the same output. Therefore, the organization must encourage creativity and innovation to find new or different ways to do things.

In any change effort, creativity and innovation are especially critical. Traditional approaches no longer work. People need to do things differently. They need new systems, processes, methods, tools, and techniques. Most important the organization needs to mine the diversity of the workforce for ideas.

As part of encouraging creativity and innovation, the organization must promote risk-taking. Without a tolerance

for failure, people will not take the necessary risk to be creative or innovative.

Changes - Set a Positive Example

It is essential during any change effort to set a positive example. This is especially vital for the leadership. However, it is also important for everyone in the organization to provide examples for peers. Pressure to maintain a change effort comes from leadership commitment and peer pressure. During any change effort, once people sense any wavering of focus or commitment, they try to return to what was comfortable for them. Depending on the length of time that the change effort has been operational, at the least people will go back to doing exactly what they did before starting the change effort, and at the worst people will have forgotten how to do it exactly as they did before, and the result is that it is lower than before the change effort. Therefore, it is critical that once a change effort is started, pressure is maintained until people learn the new way of doing things.

Success - Use Passion

Light a fire in the belly of everyone.

Passion is essential for VICTORY. The organization must be committed, enthusiastic, loving, sparkling, zealous, positive, and fervent to achieve success. Passion is a major factor in determining the climate in the organization. People in the organization, especially leaders, must demonstrate appropriate passion. Passion gets more passion. Passion inspires others to work toward a common purpose. Passion involves people in the vision. Passion induces others to act with enthusiasm toward common principles. Passion stimulates love of customers. Passion strengthens the spirit

to keep growing. Passion instills zeal for perfection. Passion with a positive attitude influences an obsession with the positive. Passion nurtures success.

Success - Use Passion Considerations

Pursue commitment

Act with enthusiasm

Stimulate love of customers

Spark the spirit for progress

Instill zeal for perfection

Obsess with a positive attitude

Nurture fervor for success

Passion - Pursue Commitment

An organization that has people pursuing a passion becomes committed to achieving the passion. The organization committed to a passion naturally becomes the best at the passion. If the passion is embodied in the common purpose of the organization, the organization is committed to achieve the vision and mission. In addition, people in the organization become faithful to organizational values.

Passion - Act with Enthusiasm

Act with enthusiasm and others will act enthusiastically. This is the one simple truth as to why to act with enthusiasm. People like to be part of an enthusiastic

organization. People like to work with enthusiastic people. Customers like to deal with enthusiastic people.

Passion - Stimulate Love of Customers

People that love their customers take care of their customers. A passionate loving attitude has definitive impact on care for customers. It has been proven that a negative organization cannot have a positive outcome with customers. Attitude has the most impact on the customer experiencing total customer satisfaction. Customers may value your organization, but they will go elsewhere over a negative interaction. Therefore, a passionate loving attitude is very important to success for any organization.

Passion - Spark the Spirit of Progress

Passion sparks the spirit of progress. Without passion, there is no impetus for progress. With passion, people have interest, concern and desire. They have the interest to invent, innovate and improve. They are concerned about the performance of their work. They desire to satisfy more customers.

Passion - Instill Zeal for Perfection

Perfection requires a relentless pursuit. Perfection can only be obtained by a real zeal for perfection. The zeal for perfection leads to desire to be the best, constantly raising standards, and the never-ending development of people. Zeal for perfection provides the refusal to accept “within specifications” or “good enough.”

Passion - Obsess with a Positive Attitude

A positive, “can do,” enthusiastic, helping, caring, empathic, “do anything,” mindset makes a winning organization. The attitude of the organization starts with the leaders. The attitude must be demonstrated by leaders for the whole organization to follow. A positive attitude shows failure is not an option. In addition, customers will respond to your positive attitude by being positive, too. That way, you both are satisfied with the total experience.

Passion - Nurture Fervor for Success

Many organizations preach success. However, success is felt only by the select few. Sharing success with as many as possible fosters the fervor for success. Fervor for success gives the extra energy for going beyond the ordinary to be the best, beat the competition and win customers.

Success - Choose to Deal with Difficult Issues

Winners accept the challenge of difficult situations.

Dealing with difficult issues separates the winners from the losers. Winners see difficult issues as opportunities. Losers view difficult issues as problems. The organization that faces its difficult issues instills the confidence in the organization to face an ever changing environment. Difficult issues are worked out with individuals and teams. Figure 1 shows a worksheet to deal with difficult issues.

Success – Choose to Deal With Difficult Issues Action Process

Define the difficult issue

Envision the outcomes you expect to achieve

Action plan

Lead to resolve the issue

Deal - Define the Difficult Issue

In this step, define the “real” issue. As with many issues, the symptom usually provides an indication of something wrong. It is important to find the “real” issue. During this step, you analyze the situation to determine the “real” issue. Once the issue is defined, the stakeholders must agree on the issue statement.

Deal - Envision the Outcomes Expected to Achieve

In this step, you determine: "What will it look like when the issue is resolved?" This must be in terms of metrics, measurements, results, observable behaviors, attitude, action, or other visible indicators.

Deal - Action Plan

Step 3 is your assessment of the courses of action to deal with the issue. This is the "how." Review the processes in this book and use your experience to determine your action plan.

Deal - Lead to Resolve the Issues

Step 4 is guiding the individual or the team to resolve the issue. This is where the individual or the team determines the solution facilitated by the leader.

DEALING WITH DIFFICULT ISSUES WORKSHEET	
1. Define the difficult issue. What is the "real" issue?	<hr/>
2. Envision the outcomes you expect to achieve. How will you know the issue is resolved?	<hr/>
3. Action plan. How do you plan to deal with the issue?	<hr/> <hr/> <hr/>
4. Lead the individual/team to resolve the issue. What is the recommended solution to deal with the issue?	<hr/> <hr/> <hr/>

Figure 1 Dealing with difficult issues worksheet.

Success - Create Progressive Thinking

If you always think the same, you will always be the same.

Progressive thinking organizations constantly move forward. Today organizations must be forward thinkers. This requires the top leaders and all the other leaders in the organization to be constantly thinking about the state of the changing organizational environment, and the progress required within the organization to advance.

Success - Create Progressive Thinking Action Process

Take time to regularly monitor the environment

Have structured activities for systematic progress

Involve all key stakeholders

Nurture the need progressive thinking

Know the status of progress

Think - Take Time to Regularly Monitor the Environment

In order to think progressively, the organization requires a process to regularly monitor the organizational environment. The following process will help the organization regularly monitor the environment:

1. Decide what to monitor
2. Develop an instrument to survey the climate.
3. Conduct a survey of the environment.
4. Analyze the results of the survey.

5. Determine organizational changes to make progress.

Think - Have Structured Activities for Systematic Progress

A progressive thinking organization has structured activities to ensure progress. The following steps create structured activities for systematic changes.

1. Decide what activities or interventions are appropriate.
2. Perform project management planning for progress.

Think - Involve All Key Stakeholders

Progressive thinking needs to involve as many people in the organization as possible. The following steps help involve all key stakeholders.

1. Establish progressive thinking champions.
2. Make a case for progressive thinking.
3. Form teams for actions that promote progressive thinking.

Think - Nurture the Need for Progressive Thinking

Progressive thinking is not always natural in an organization. The following steps nurture the need for progressive thinking.

1. Create an appropriate sense of urgency for progress.
2. Provide appropriate recognition and rewards for progressive ideas.

Think - Know the Status of Progress

Progressive thinking must lead to results. The organization needs to know the status of progress. The following steps provide status of progress.

1. Establish a process to evaluate the status of progress.
2. Celebrate accomplishments.
3. Communicate lessons learned.

Success - Encourage Calculated Risk

No guts, no glory--risk means opportunity.

Winners take chances. They do not let fear of failing control them. Therefore, they take calculated risks. Calculated risk taking is taking risks where possible consequences are well considered and evaluated, with the potential rewards greater than acceptable and affordable losses. Calculated risk taking is systematic, reasonable, informed risk taking.

Most definitions of risk highlight the exposure to loss; risk also involves the potential for reward.

There are two kinds of possible outcomes of risk:

1. Real reward or loss that leaves the decision maker better or worse than before the decision, i.e., closer or farther from the objective.
2. Opportunity reward or loss which is an outcome that is more or less favorable than it could have been, i.e., maybe another approach would have yielded a better or worse result.

Risk can be frightening, but usually when the risk is the greatest, the potential for reward is also the greatest. Many of us focus on the exposure to loss; it is no wonder

many of us decide to take the path of least resistance, choosing risk avoidance to fulfill a perception of safety and security. Many people choose to act to avoid failure as opposed to seeking success. Some people live in the past and others in constant hope for the future. In the present they simply live by the motto "don't rock the boat." In the workplace, traditional management practices foster fear--leading to unwillingness to take risk. When this persists over a long time, comfort seeking actions become the habit.

Risk taking has many rewards. It offers the opportunity for organizational success and personal satisfaction. It creates breakthroughs, innovation, and invention. Risk seeking behaviors lead to success.

There is no "best" technique for risk taking. This section provides a calculated risk taking "process." The calculated risk taking process involves using a systematic, disciplined four-phase approach to making decisions in high risk situations. The risk taker(s) must determine the appropriate content of the process for each particular situation. This content depends on the event and the outcome, the probability of an event occurring, and the significance of the outcome.

Success – Encourage Calculated Risk Taking Action Process

Recognize the risk

Investigate the risk issue

Seek actions to manage the risk

Keep track of progress toward achieving a plan

Risk - Recognize the Risk

Risk is present in some form and degree in most activities. It is critical to success to recognize and manage risk. The first phase of the calculated risk taking process, recognizing the risk, involves two steps.

Step 1 Identify the risk situation. The identification of risk can come from many sources. Some potential sources of risk identification include:

- Output from technical, environmental, and relationship assessments
- Results of understanding the process
- Analysis of performance measurements
- Evaluation of plans
- Views of people
- Indication of a problem

Once a potential risk situation is identified, the next activity involves determining if you in fact have a risk situation. A simple decision tree will help you with this activity.

First, state the risk situation. Determine if the situation is certain or uncertain (risky). If certain, there is no risk. Stop the process. If there is any uncertainty, continue to next item.

Second, estimate the potential reward/loss ratio. Ask, "Are there possible significant rewards and losses in the risk situation?" "Significant" varies by the situation. The decision maker(s) must determine "Significant". This can be highly objective using statistical methods, totally subjective, or a combination of objective and subjective methods. Normally, a subjective criterion is used during this step. If no possible significant rewards or losses, stop the process. If there is possibility of "significant" reward or loss, go to step 2.

Step 2 Review mission/objectives as relates to the risk

Once you recognize a potential risk situation, you need to revisit the organization's and team's mission and objectives to understand the really important elements in regards to the risk situation.

Again, there is an evaluation of the risk situation. Is the risk situation acceptable or unacceptable in regards to achieving mission/objectives? Again, acceptable and unacceptable will vary by the situation. The decision maker(s) determine the criteria. Again, this can be highly objective using statistical methods, totally subjective, or a combination of objective and subjective methods. Normally, a subjective criterion is used during this step. If the risk situation is acceptable, stop the process. If the risk situation is unacceptable, continue to process 3.

Risk - Investigate the Risk Issue

During the second phase of the calculated risk taking process, the investigation to find the risk issue involves two more steps.

Step 3 Define the risk issue(s) criteria.

Once you determine, that there is a risk worth investigating, develop a consistent scheme for rating the risk. Make it quantitative with qualitative backup. The risk issue must be described and documented sufficiently to provide some criteria for prioritization of risks for the analysis step. For instance in a program, there could be a risk rating for cost, schedule, performance, and/or some other measurable factor. Again, this can be highly objective using statistical methods, totally subjective, or a combination of objective and subjective methods. Normally, a subjective criterion is used during this step. Heavy mathematical treatment is not necessary at this step. For example, the following method could be used:

A rating scheme provides a framework for eliminating some of the ambiguity associated with many people looking at a risk situation. The rating system should be as simple as possible--such as High, Medium, and Low.

Expert interviews provide information from technical experts to set-up a gauge for analyzing the risk issues.

Analogy comparisons provide criterion from other similar, existing, or past programs.

Step 4 Analyze the risk issue.

Risk analysis involves an examination of the change in consequences caused by changes in risk input variables. Sensitivity and "what-if" analysis are examples of activities that should take place during analysis of the risk situation. During this step use an analysis tool designed to meet your specific objectives.

The results of analysis could be examined depending on your objectives in terms of the following:

- Cost/schedule/performance/customer satisfaction
- System/subsystem
- Funding profiles
- Criticality
- Consistency with analogous systems
- What-if scenarios
- Task risk facets
- Relationship factors

During this step, the "as is" reward/loss ratio is quantified. In addition, goals are set to specify outcomes. The "as is" reward/loss ratio is evaluated in regards to meeting goals.

Risk - Seek Actions to Manage Risk

The third phase of the calculated risk taking process involves seeking actions to manage risk involves identify alternatives, evaluate alternatives, select a course of action, gain support from others and develop a plan of action.

Step 5 Identify alternatives.

For each risk-taking situation, the team must decide a risk strategy to drive actions. Calculated risk-taking strategy includes several options as follows:

- Avoid risk
- Assume risk
- Control risk
- Transfer risk
- Share risk
- Study risk

Alternative actions are generated based on the calculated risk taking strategy.

During this step, first look at the process causing the risk situation to determine if there is something obvious that can be done with the process to make the risk acceptable. ASK: Can the process be changed to make the risk situation acceptable? Are there any non-value added tasks? Can the process be simplified? Can activities be combined? Is there another method available? Can people be trained? Would written procedures help? Will the alternative action produce your objectives?

In addition to the obvious alternatives, the team should explore "breakthrough" alternatives. For example, challenge the old "rules." ASK: Does the process need to be reengineered? Can information technology provide a better process? Are as few people as possible involved in the process? Does the process eliminate as many non-value-added activities as possible?

Step 6 Evaluate alternatives.

During this step evaluate alternatives based on the selection criteria developed during step 3 in process 2.

ASK: Which of the alternatives will get you closest to your objectives?

Step 7 Select a course of action.

In this step, the team decides on the "best" course of action that does the following:

- is consistent with mission/objectives
- meets risk criteria and strategy
- uses all relevant, available information

It is important to use consensus decision making to make this decision.

Step 8 Gain support from stakeholders.

In order to implement the selected course of action, it is critical to get the support of key stakeholders. The stakeholders can help ensure all consequences of a decision are weighed properly. This may involve preparing and conducting a presentation.

Step 9 Develop a plan of action.

One essential step in ensuring the risk is managed properly is the development of a plan of action.

Risk - Keep Track of Progress

The last step is the ongoing process of continuous evaluation of progress. This step may lead to a return to action process 1 and the looping through the calculated risk process again and again.

Step 10 Track progress against plan and adjust.

During this step, the progress and success is measured against the plan to ensure the risk is managed properly.

Success - Study and Learn From Success and Failure

Failure can breed success, as well as, success breed's success.

Organizations and people learn from failure and success. Although success in any organization cannot be guaranteed, sometimes it helps to learn from the failure, as well as, success. It is important not to be too encouraged by success or discouraged by some failure, but it is critical to do everything possible to avoid fatal errors.

The organization will find it useful to create a system to learn from others when studying success and failure. Find other organizations to team with your organization to research other organizations. Use information from as many sources as possible. Discover lessons from your own organization. Finally, it may be a good idea to mine for gems that may be appropriate for your organization.

Success - Study and Learn From Success and Failure Considerations

Systemize a process to learn from others

Team with other organizations

Use information from various sources

Discover lessons from your organization

Yearn to mine for gems in success and failures

Study - Systemize a Process to Learn from Others

Learning from others is valuable to most organizations. Therefore, the organization should consider developing a system to learn from others. The system process includes the following:

Investigate

Name

Talk

Examine

Learn

Investigate other organizations that your organization could learn from. The organization looks for organizations with success and failures in like organizations or dissimilar organizations with the potential for benchmarking. The organization could also seek lessons from professional, research and/or educational organizations.

Name organizations on a list that you want to develop a learning relationship.

Talk to people at every level in the organization. People at different levels in the organization have various perspectives. This will impact their view of success and failures. It is important to get as much information as possible about the real situation. People remember the high points. They must frequently be questioned to bring out the pain. The organization needs to understand both the good and bad.

Examine the organization. In this process, you should use factual tools and techniques to conduct a through analysis.

Learn from the information. The most important part of the process is applying the lessons to your specific organization. The organization must decide continuously, based upon their situation, what specific information to include or actions to take. The organization needs to determine:

1. Apply as is
2. Modify
3. Does not apply

Study - Team with Other Organizations

It makes sense to team with other organizations. Besides the obvious economic benefit of sharing resources and expenses, the other organization can provide valuable feedback on your organization, and different insights into the success and failure of others. They can also be used as a “devil’s advocate” or “disinterested party” to help study a specific aspect of your organization.

Study - Use Information from Various Sources

There are many sources of information on best practices. The organization can gain a lot from other organizations. However, the study should not be limited to other organizations. There are books, magazines, professional journals, educational articles, case studies, and so on. There are films, video, CDs and DVDs with large amounts of information. There are conferences, seminars, workshops, educational courses and training sessions. One major source of information today is the Internet. This is an excellent source of information. However, the information is not screened. Therefore, the organization should validate the information.

Study - Discover Lessons from Your Organization

It is important to look for success and failure within your own organization. The organization has already paid for the lessons within the organization. These are sometimes the most beneficial. The organization needs to pay attention to not only success and failure but it should look at action and inaction.

Study - Yearn To Mine For Gems in Success and Failures

The following are some gems learned over the years from success and failure.

Lesson #1: Thinking Top Management Support Is Not Critical

Top-management support is critical for success in any initiative. Top-management commitment is absolutely necessary for the long-term success. Top management has a major influence on the methods used to conduct the organization's business, organizational culture, and individual and organizational performance. Therefore, top management must believe in the initiative as a way for organizational success.

Lesson #2: Expecting Results Too Quickly

There are some immediate results from implementing any organizational development activity. However, the big payoff requires commitment and support for many years. The greatest benefits come when change is institutionalized. This may take many years to achieve.

Lesson #3: Copying From Other Organizations

There are many benefits from learning from the successes and failures of other organizations. However, the real success comes from the persistent application in each organization's specific environment. Success is different for

each organization. It cannot be achieved by simply copying others.

Lesson #4: Starting With Insufficient Resources

Organizational success requires the full support and commitment of the entire organization. This requires resources to include funds, manpower, facilities, training, support structure, and in some cases technology.

Lesson #5: Thinking Training Is All That Is Required

Training and education are important elements of any successful organization, but training and education alone will not give success. Success requires a system approach. All the elements of system are needed for success.

Lesson #6: Setting Goals That Are Not Attainable

Goals are essential to focus the organization. People strive to achieve challenging goals, but no one wants to pursue unrealistic goals. Frequently, organizations set goals beyond their reach, especially at first. The organization should set realistic goals and build on their successes. Remember, small successes repeated over and over build to big victories.

Lesson #7: Trying To Solve the Biggest Problem All At Once

Success is based on achieving many small successes over time. Many of the problems of organizations evolved over many years; they cannot be all solved at once. Although it is important to focus improvement efforts on critical issues, make improvements little by little until the major issues are resolved. Trying to solve the biggest problem all at once will only result in frustration and failure.

Lesson #8: Installing a Program

Organizational success is a way of life; it is not a program. In many cases, there are many changes in behavior required that cannot be demanded. The goal is to institutionalize the successful philosophy and guiding principles into the organization. This can only be

accomplished by continuous actions focused on reinforcing appropriate behaviors and actions.

Lesson #9: Implementing Only Some of the Elements of VICTORY

All of the elements of VICTORY are necessary. Some organizations pick and choose certain elements, expecting results. This will not work. The VICTORY model is a holistic system. Organizations can find some results by using some of the tools and techniques. However, dramatic results require the entire system.

Lesson #10: Lacking Integrity, Ethics, and Trust

Integrity, ethics, and trust are the underlying foundation of any successful organization. Integrity, ethics, and trust must be ingrained into the organization environment.

Lesson #11: Lacking a Clear Vision Purpose or Purpose That Cannot Be Made Real

A clear vision that can be made real by the organization is of primary importance. Without a mission, the organization cannot start toward success. Also, the people who must make it happen must understand the vision. Everyone in the organization must see how he/she contributes to success.

Lesson #12: Lacking an Overall Plan

An overall plan is required for any successful initiative. Success does not just happen. It needs a systematic, integrated, consistent, organization-wide approach. This can only be achieved through complete planning.

Lesson #13: Paying Lip Service to Improvement Efforts

Customer driven management must be a way of life to achieve success. This takes more than words; it requires action. Action is needed to ensure the necessary organization environment for success.

Lesson #14: Practicing Policies and Procedures That Do Not Support Success

All of the policies and procedures in the organization must reinforce the organization's success environment as the way of life in the organization. For instance, compensation policies should reward appropriate customer-driven behavior. Procedures should allow people ownership of their work.

Lesson #15: Failing To Communicate Successes

Success spreads by word of mouth. Success should be constantly visible to everyone in the organization. This helps the organization build on success for the future.

Lesson #16: Preaching One Thing but Doing Another

Winning can only be established and maintained by action of the leadership. The leadership must consistently display the behaviors expected in a winning environment.

Lesson #17: Failing To Provide Timely Training

Training is needed to accomplish any successful improvement effort. Training should be geared to the specific improvement effort. All personnel on the team should go through training together for each specific improvement effort. In addition, training must be given to provide the skills for the improvement effort. These skills must be given just in time to accomplish necessary actions.

Lesson #18: Thinking Once Trained, Always Trained

Training must be continuously pursued.

Lesson #19: Failing to Train, Not Simply Educate, Top Leadership

Top leadership must thoroughly understand the principles for success, and the application of these, and continuous improvement system, and tools and techniques, before attempting to start organization-wide training for other members of the organization.

Lesson #20: Feeling You Cannot Do Anything; It Is Not Under My Control

You can make many improvements within your organization, department, function, section, team, and anywhere you have control. Do whatever you can do; fix what you can. Remember, success breeds success. Your little improvements will lead to other little improvements, which will start others making improvements.

Lesson #21: Failing To Communicate the Meaning Ownership

People require an understanding of the meaning of ownership in their organization. Frequently, management suddenly announces that all people in the organization now have ownership of their work. Most people have no idea what this means. Ownership must be defined by the amount of responsibility and authority given to the people.

Lesson #22: Implementing Continuous Improvement in Only One Area

Many organizations focus their improvement effort on one or two areas without involvement of other essential functions. For instance, the improvement effort typically starts in the manufacturing, engineering, or human resources areas. Success requires the involvement of all areas in the organization.

Lesson #23: Failing To Balance Short-Term Goals with Long-Term Objectives

Success requires a long-term perspective. Strive for short-term success focused on the long-term future of the organization. Many organizations are geared to the short-term gains or profits of the organization.

Lesson #24: Thinking Technology Will Do It without People

Technology and people must be balanced in a successful organization. Although there are definite advantages of technology, people adding value is a primary principle. People are the most important resource.

Lesson #25: Failing To Listen

Listening is the key to success in any endeavor. This is one of the major lessons learned. Success requires listening to people in the organization, suppliers and especially customers.

Success - Seek Optimum Technology

Technology is a great enabler, but technology for technology sake is a waste.

Technology can enhance all the elements of VICTORY. Today, technology is everywhere. Technology includes any scientific advancement that can be used to assist an organization. This includes information processing systems, telecommunication systems, personal data assistants, phone systems, the Internet, and so on. It encompasses enterprise solutions, customer resource management, interactive relationship management and supply chain management systems, computer-aided software for design, manufacturing, engineering, electronic data interchange, incentive management, and strategic planning programs to name a few. There are wireless, broadband and satellite communications. In addition, the Internet plays an enormous role in the success of any organization. There is web-based information flow, chat, email, instant messaging and virtual representatives. These technologies only touch the surface of available products and many more technologies are brought to market every day. Today, there is a technology alternative for every element of an organization.

Technology helps us expand our breadth of knowledge, allows communication almost anywhere to anyone instantly, synergies our organization, integrates organization systems, assists with performing work processes, makes processes easier, more reliable, and consistent, improves service quality and product quality, manages work effectively, and builds efficiencies and productivity.

With all this technology, the temptation is to view technology as the ultimate solution. Technology assists with the solution. In today's world, technology is a necessity for success. Every organization must embrace technology. However, you cannot be a slave to technology. In the final analysis, technology helps the organization achieve victory.

Of all the technology available, the Internet provides great potential for assisting in achieving victory. The Internet is one system in the total system. Again even the Internet is not an end all solution, it will not make up for bad leadership, ineffective management, lack of communication skills, inadequate people competencies, weak business processes, or deficient logistics systems. However, technology, especially the Internet can help any organization achieve success.

Success - Seek To Optimize Technology Considerations

Target the right customers

Expand into global markets

Capture customer needs and expectations

Have customer or customer's voice as driver

Nurture total view of customer

Own total customer satisfaction

Listen to customers

Operate business processes

Guide operation excellence

Yield results



Figure 2 Technology enables total customer satisfaction.

Technology - Target the Right Customers

Technology provides a way to target the right customers. It allows creation of large databases of information that can be analyzed almost limitlessly to find the right customers. These customers can be targeted instantly. In addition, technology provides the ability to run real time studies and analysis of primary and secondary research to assist in targeting the right customers.

Technology - Expand into Global Markets

Technology allows any organization access to global markets. Today, any organization can act locally and think globally. The mom and pop store can reach any market in the world. Any organization can connect to anywhere in the world for communication, interaction and to conduct business.

Technology - Capture the Customer's Needs and Expectations

Technology can be used to capture real-time customer needs and expectations. The Internet can capture endless information on customers. Also, customers have instant communication with the organization via the Internet, on-line chat, email, phone and so on.

Technology - Have Customer or Customer's Voice as Driver

Technology can be used to create a relationship between the organization and the customers for a customer driven organization. Organizations can develop a real-time

collaborative relationship with the customer to assure that the customer or customer's voice drives the organization. Through constant communication and access to key information, the customer needs and expectations can be met. Technology makes your organization more accessible for your customers, increasing the quantity and quality of interaction with your customer or customer's voice.

Technology - Nurture Total View of Customer

Technology allows an organization to have a total view of the customer. The organization can view all information about a customer instantly. Further, technology adds the ability to create a knowledge base of your customers with real-time access. This helps integrate all business processes from sales, marketing, customer service, operations, logistics, and so on.

Technology - Own Total Customer Satisfaction

Technology provides a means for an organization to take ownership for total customer satisfaction. It facilitates synergy of the complete organization from marketing to sales, to customer service, to manufacturing, to distribution, to supply chain, to customers. It can focus the entire organization toward achieving total customer satisfaction. Technology makes it easier to control the complete customer experience.

Technology - Listen to Customers

Technology gets the organization to listen to customers. It can provide immediate feedback from the customer and to the customer. Technology makes virtual customer representatives possible. Technology can also aid research to better understand the customer, or discover ways to make it

easier for the customer to do business with you. Technology empowers the customer.

Technology - Operate Business Processes

Technology can help operate any or all of the business processes in the organization. Specifically, technology can help perform and improve business processes. Technology offers many options for keeping focus, sharing information, organizing by process and knowing the score. In addition, many processes can be completely performed by technology applications.

Technology - Guide Operation Excellence

Technology can be used to guide operational excellence. Technology can aid in the communication of a common vision. It certainly can be used to involve everyone and everything. Continuous improvement can be enhanced with the use of technology. Training can be effectively accomplished using technology. Technology can even help establish and maintain recognition and reward system. Finally, technology can be used for communication to build the “fire in the belly” for yearning for success.

Technology is a major contributor to communication not only with external customers but it improves communication with internal customers. With technology, the organization can constantly communicate the common vision.

Technology allows up-to-the-minute communication on policies, specifications, procedures, pricing, shipping rates and status, account and order status, and so on. Technology can connect the right people to the right information, all the time and do it immediately.

Technology can link everyone in the organization with customers. The organization can better manage and communicate expectations, updates and changes within the organization, and back and forth to customers.

Technology can provide real-time access to service quality and product quality issues. It can automate metrics and measures for instant feedback of the performance of the organization, a system and processes.

Technology can also facilitate scalability within the organization. Technology is easily scalable with an organization as it adds employees and other organizations.

Technology - Yield Results

Technology's major impact comes from the ability to take a holistic approach to achieving strategic objectives. Without technology, a holistic approach becomes more difficult as the organization becomes larger. Technology allows the organization to take a constant view of all the systems in the organization. They can also observe the interrelations of all systems. This is important to focusing the total system on achieving results.

ACTION PROCESS

This guide highlights the major areas an organization displays that it yearns for victory. An organization must support change, use passion, choose to deal with difficult issues, create progressive thinking, encourage calculated risk, study and learn from success and failure, and seek to optimize technology to achieve success.

The action process that follows provides you with a process for yearning for victory. As part of this action process you audit your organization. Armed with this understanding of your practices, you can focus on actions to achieve success.

Yearning for victory depends on the success practices of the organization. The action process for producing success practices follows:

Assess organization

Understand failure practices

Determine success practices

Institute action plan to start success practice

Teach success practices

1. **A**ssess Organization

Use the following audit worksheet to assess your organization. As an initial step, check yes or no in the appropriate column. If the item can be answered with somewhat or sometime, mark the no column.

**YEARNING FOR VICTORY
AUDIT**

Supporting Change	YES	NO
Change is recognized as part of everyday environment.		
A solid foundation of trust is present in organization.		
Top leadership in organization supports change.		
The organization has the ability to change.		
The organization has the willingness to change.		
The organization understands the dynamics of change.		
There is an effective communication system in the organization.		
The organization uses structured activities to help people deal with change.		
The organization acknowledges people's concern with change.		
The organization nurtures individual differences during change.		
The organization gets focused on real issues by setting priorities during change.		
The organization encourages creativity and innovation to deal with change.		
The leadership sets a positive example to others in the organization to maintain		

pressure on change.		
Using Passion	YES	NO
The leadership has passion for success.		
The organization has passion for victory.		
The organization pursues a commitment to being the best.		
People in the organization act with enthusiasm.		
People in the organization love customers.		
The organization has a spirit of progress displayed by invention, improvement, or innovation.		
The organization pursues perfection with zeal.		
People in the organization have a positive attitude.		
People in the organization fervor for success.		
Choosing To Deal With Difficult Issues	YES	NO
The organization deals with difficult issues as a normal day-to-day process.		
The organization uses a common process for dealing with difficult issues.		
The process defines the “real” issue.		
During the process, the expected outcomes are determined with visible indicators.		
The stakeholders develop an action plan to deal with the issue.		
The leader or facilitator leads the individual or team to resolve the difficult		

issue.		
The organization documents the difficult issue process.		
Creating Progressive Thinking	YES	NO
The organization regularly monitors the environment.		
The organization has structured activities to provide systematic progress.		
The organization forces all stakeholders to create progressive thinking.		
The organization identifies champions of progressive thinking.		
The organization establishes teams to make progress.		
The organization nurtures the required progressive thinking.		
The organization has a sense of urgency for making progress.		
The organization has a system for everyone to know the status of progress in the organization.		
The organization celebrates progress.		
The organization communicates progress.		
Encouraging Calculated Risk	YES	NO
The organization encourages risk taking.		
The organization promotes calculated risk taking that is systematic, reasonable and informed.		
The organization is bias toward success rather than avoiding failure.		
The organization uses a calculated risk taking process.		

The organization uses the process to recognize the risk.		
The organization has a process to investigate the risk.		
The organization seeks actions to manage risk.		
The organization keeps track of progress toward achieving the plan.		
Studying Success And Failure	YES	NO
The organization has a system to study success and failure to learn from others for own improvement.		
The organization teams with others to gain insight into success and failure.		
The organization uses a variety of sources for information.		
The organization studies own success and failure.		
The organization gains lessons from success and failures		
The organization documents lessons from success and failure.		
Seek Optimum Technology	YES	NO
The organization seeks to optimum technology to achieve victory.		
The organization uses available technology to include: telecommunications systems, information processing systems, personal data assistants, Internet, and so on.		
The organization uses technology to target the right customers.		
The organization uses technology to expand into global markets.		

The organization uses technology to capture customer needs and expectations.		
The organization uses technology to have the customer or customer's voice as driver.		
The organization uses technology to nurture total view of customer.		
The organization uses technology to own total customer satisfaction.		
The organization uses technology to listen to customers.		
The organization uses technology to operate business processes.		
The organization uses technology guide operational excellence.		
The organization uses technology to yield results to top a bottom line.		

2. Understand Failure Practices

Organizations have many practices that contribute to failure. These are the opposite of the success factors in this chapter. For each of the success areas of change, passion, dealing with difficult issues, progressive thinking, risk taking, learning from success and failure and technology complete the worksheet. In column on left, list the failure practice. For instance, an organization is stuck in same old ways. As a consequence, they will never be able to become better.

Failure Practice	Consequences

3. **D**etermine Success Practices

Looking at the failure practices you have listed above. Determine one or more success practices. List the success practices in the left column. In the right column, state the reward or benefits of the successful practice.

Success Practice	Reward

4. **I**nstitute Action Plan to Start Success Practice

The next step is to create an action plan. For each success practice listed determine actions, establish start state and monitor progress.

Action	Start	Status

5. **T**each Success Practices

Besides taking specific actions to institute success practices, many of the success practices must be first taught before they can become part of everyday behaviors. It is simply not sufficient to tell people to change practices. They must know the new practices. For instance, calculated risk taking requires knowledge of specific tools and techniques. Make a list of practices that require education, training, coaching or facilitating to become success practices in the organization.
