

# Process Enrichment<sup>SM</sup> Boot Camp

An intensive introduction to a generic, enterprise-wide, strategic communication and continuous improvement methodology

Presented to The National Defense Industrial Association

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# Process Enrichment<sup>SM</sup> Boot Camp

## Briefing Outline

### Strategic Communication

- Defined
- Themes of Performance
- A Thematic Strategic Management System
- Identifying Measurements of Strategic Performance

### The Art of Process Enrichment<sup>SM</sup> in Competitive Warfare

- Quality Excellence: A New Definition
- Case Studies: Assessing Competitive Position
- Case Study: Assessing Market Value

### Beyond Excellence: The Quest for Process Enrichment<sup>SM</sup>

- Reversing De-motivating Conditions
- Supporting an Innovative Culture
- Improving Your Customer's Products & Services
- Transformation to Serve Emergent Market Needs
- A Systems View of Continuous Improvement

### Conclusion / Q & A

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## Strategic Communication: *Defined*

“Focused **United States Government** efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of **United States Government** interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of **national** power.”

– Joint Chiefs of Staff  
JP 5-0

(For “**United States Government**” and “**national**” read “**Enterprise**”)

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## Strategic Communication: *The Message*



### We Shall Fight on the Beaches

June 4, 1940, House of Commons

“... We shall prove ourselves once more able to defend our Island home...

... We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our Island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender, and if, which I do not for a moment believe, this Island or a large part of it were subjugated and starving, then our Empire beyond the seas, armed and guarded by the British Fleet, would carry on the struggle, until, in God's good time, the New World, with all its power and might, steps forth to the rescue and the liberation of the old.”



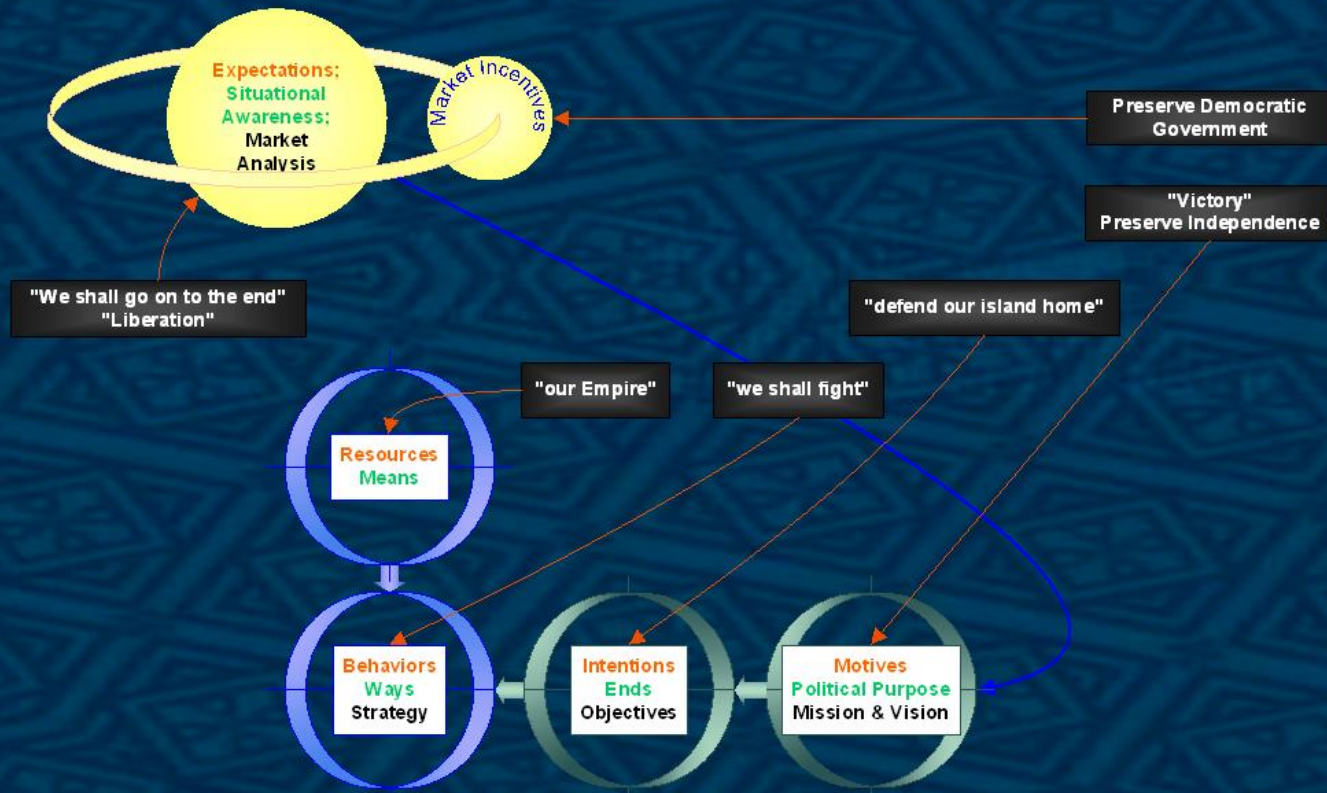
Listen To Speech

-- Winston Churchill

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## Strategic Communication: *The Structure*

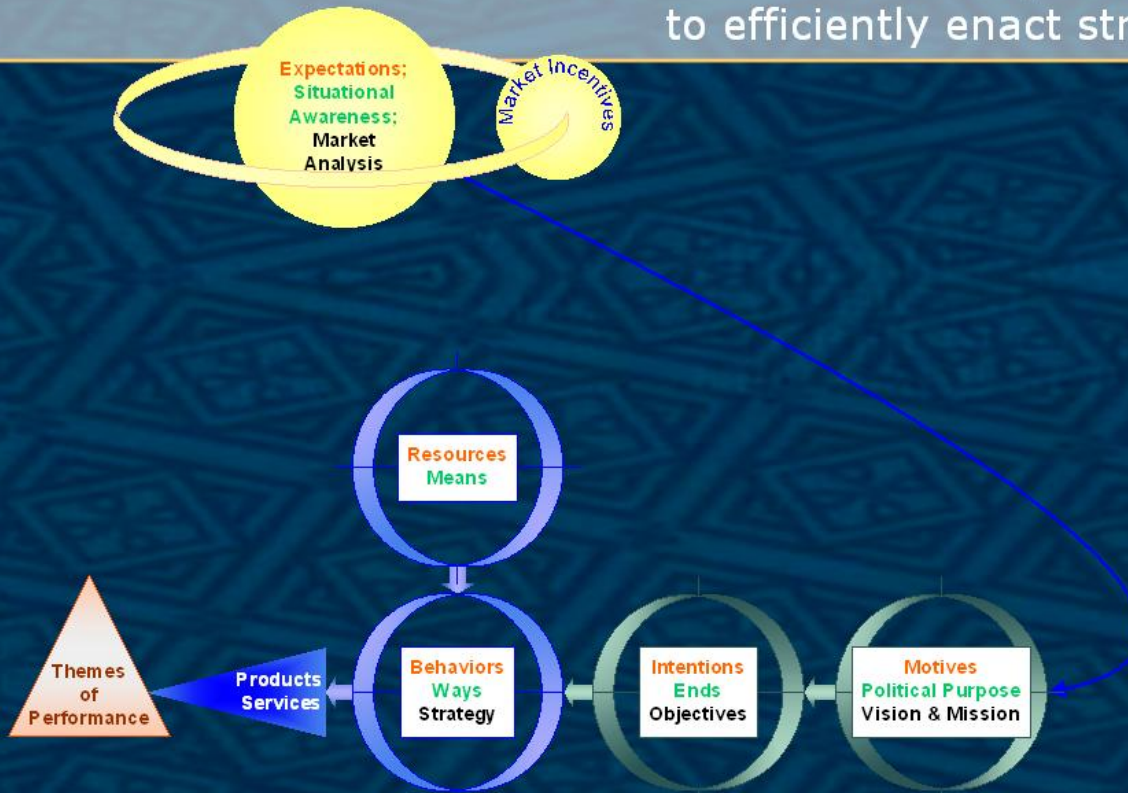
Conceptually, Market Incentives and Expectations regarding them produce Motives expressed as Intentions that are carried out through Behaviors using Resources.



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## Strategic Communication: *Operationalizing The Message*

Process Enrichments' concepts of **Performance Units** and **Themes of Performance** serve as a common language that enables a systems engineering process to efficiently enact strategic communication.

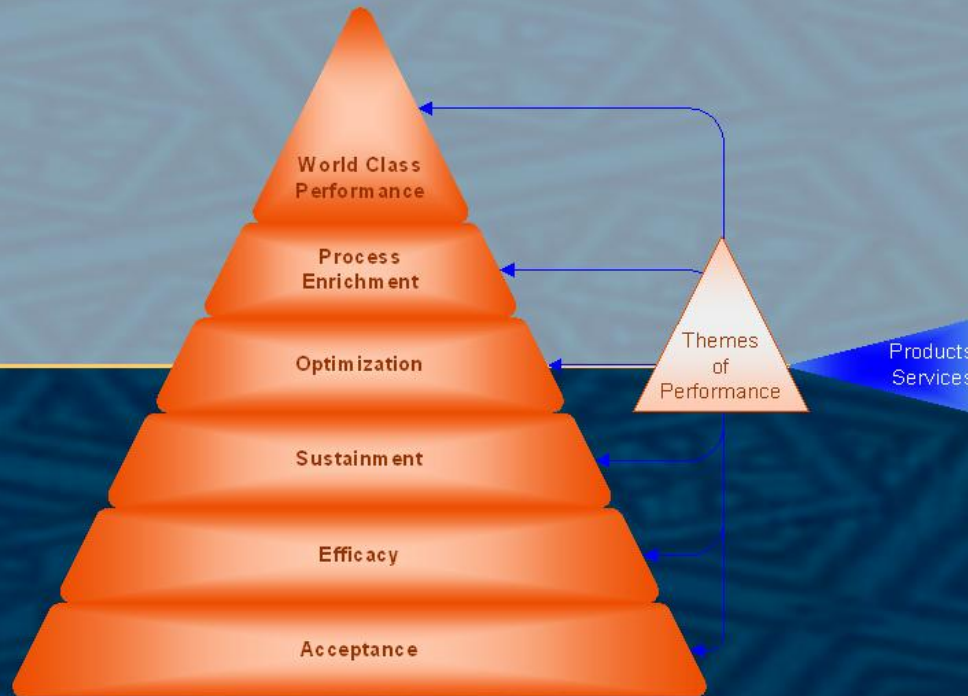


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## Strategic Communication: *The Enabling Concepts*

**Anything**  
considered in terms of its performance  
is a "Performance Unit."

- An Organization
  - A Project
  - A Service
  - A Product
  - A Process



**Themes of Performance**  
are a set of 6  
hierarchical, independent,  
"Themes<sup>1</sup>"  
that comprehensively describe  
the performance qualities  
of **any** Performance Unit.

(<sup>1</sup>Themes: implicit, recurring, and coalescent central concepts, principles, qualities and/or ideas)

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## Strategic Communication: *Themes of Performance*

If the Performance Unit is **A Product** - for example: **Projectile XYZ**

Acceptance

Efficacy

Sustainment

Optimization

Process  
Enrichment<sup>SM</sup>

World Class  
Performance



Does Projectile XYZ fit in the launcher?

Will Projectile XYZ destroy the target?

How many Projectile XYZ's can be made per month?

Can I make Projectile XYZ more dangerous to the target?

Can I transport Projectile XYZ without it exploding?

Can other allied troops use Projectile XYZ?



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## Strategic Communication: *Themes of Performance*

If the Performance Unit is **A Procedure** - for example: **Procedure XYZ**

Acceptance

Can Procedure XYZ be performed without “dropping the ball” with respect to stakeholder interests?

Efficacy

Does Procedure XYZ make a useful contribution to how we do things?

Sustainment

Can repetitive Procedure XYZ be repeated?

Optimization

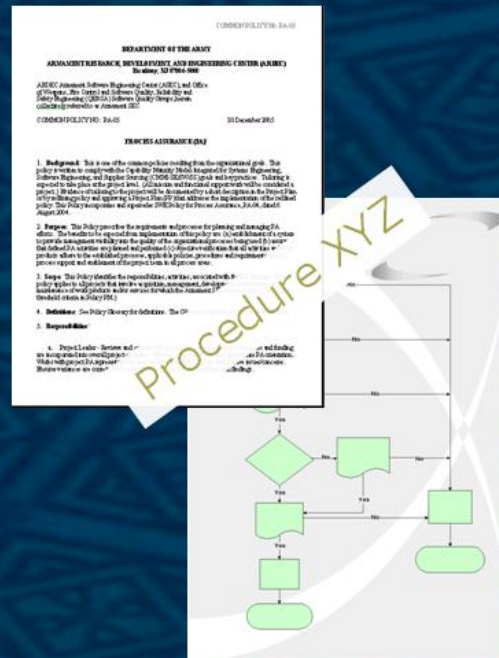
Is there One Best Way to perform Procedure XYZ?

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Are people working against each other?

World Class Performance

Is Procedure XYZ performed the same way everywhere it's performed?



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## Strategic Communication: *Themes of Performance*

If the Performance Unit is **An Organization** - for example, a Division responsible for Policies, Procedures, Templates, Tools & Training ("**guidance products**")

Acceptance

Are all necessary guidance products ready?

Efficacy

Are people using the guidance products?

Sustainment

Is the organization manageable?

Optimization

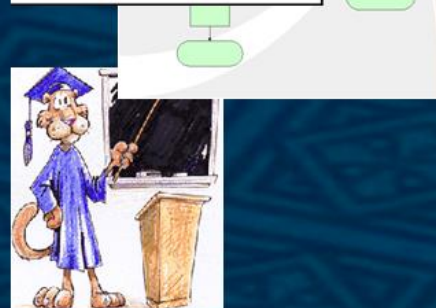
Are all practices Best Practices?

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Is the organization using the best ideas employees put forward?

World Class Performance

Does the organization have marketable competitive advantages in performance?



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## Strategic Communication: *Themes of Performance*



<b>Themes of Performance</b>	<b>Performance Unit : The Message - Expression of Strategic Motives &amp; Intentions</b>
<b>Acceptance</b> Focuses on adequacy of Performance Unit content	We shall go on to the end. We shall fight in France and on the seas and oceans;
<b>Efficacy</b> Focuses on the capacity of the Performance Unit to produce the desired results	we shall fight with growing confidence and growing strength in the air. We shall defend our island whatever the cost may be; we shall fight on beaches, landing grounds, in fields, in streets and on the hills.
<b>Sustainment</b> Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit	We shall never surrender
<b>Optimization</b> Focuses on engineering the Performance Unit to achieve its design-best implementation	and if, which I do not for the moment believe, this island or a large part of it were subjugated and starving,
<b>Process Enrichment</b> Focuses on optimizing Performance Unit behavioral impact (employee/customer motivation) and usage process implementation (ease of performance, satisfaction, etc.)	then our empire beyond the seas, armed and guarded by the British Fleet, will carry on the struggle until in God's good time the New World with all its power and might, sets forth
<b>World Class Performance</b> Focuses on interchangeability and aggregate benefit of the Performance Unit	to the liberation and rescue of the Old.

MOTIVES

Incentive:

Vision:

Mission:

# Preserve Parliamentary Democracy

## "Victory"

### "...a Government representing the united and inflexible resolve of the nation to prosecute the war with Germany to a victorious conclusion."

INTENTIONS

Themes

**World Class Performance**  
Focuses on interchangeability and aggregate benefit of the Performance Unit

**Process Enrichment<sup>SM</sup>**  
Focuses on optimizing Performance Unit behavioral impact and usage process implementation

**Optimization**  
Focuses on engineering the Performance Unit to achieve its design-best implementation

**Sustainment**  
Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit

**Efficacy**  
Focuses on the capacity of the Performance Unit to produce the desired results

**Acceptance**  
Focuses on adequacy of Performance Unit content

**Acceptance**  
We shall go on to the end. We shall fight in France and on the seas and oceans;

**Efficacy**  
we shall fight with growing confidence and growing strength in the air. We shall defend our island whatever the cost may be; we shall fight on beaches, landing grounds, in fields, in streets and on the hills.

**Sustainment**  
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**Optimization**  
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**Process Enrichment<sup>SM</sup>**  
then our empire beyond the seas, armed and guarded by the British Fleet, will carry on the struggle until in God's good time the New World with all its power and might, sets forth

**World Class Performance**  
to the liberation and rescue of the Old.

**WCP:** Resist & defend everywhere

**PE:** Apply Strategic Communication to Motivate resistance

**O:** Compose forces appropriately for battles

**S:** Supply/re-supply shall be effectuated

**E:** The armed forces will be equipped to fight as necessary

**A:** The armed forces shall be capable of operation in France and on the Oceans

**WCP:** Win all battles

**PE:** Destroy/disrupt enemy capabilities & enemy will to fight

**O:** Design & build specialized weaponry

**S:** Integrate lessons learned into plans & processes

**E:** Add/improve weaponry & soldiers in needed competencies

**A:** All zones of operation will be strongly defended

**WCP:** Win the war

**PE:** Communicate the rationale for not surrendering; rationale for new resistance

**O:** Allies commit resources to vision of victory

**S:** Protect supplies

**E:** Dominate the enemy's message; Communicate about successes

**A:** No negotiation with enemy combatant nations

**WCP:** Survive

**PE:** Employ rationing system for rare resources

**O:** Distribute resources efficiently by priority

**S:** Stretch resources; use alternatives

**E:** Allocate resources as needed; find new sources

**A:** Control resources

**WC:** Never give in

**PE:** Worldwide allied cooperation and aid

**O:** Integrate Shared resources

**S:** Use Strategic Communication to promote mutual aspirations

**E:** Gain active participation of allies in the war effort

**A:** Preserve the fleet to enable military assistance from allies

**WCP:** Liberate all territory; restore overthrown governments

**PE:** Eliminate enemy influence

**O:** Reduce time to liberation

**S:** Work with allies towards common goals

**E:** Gain unconditional surrender of all enemy combatant nations

**A:** Achieve liberation

BEHAVIORS

RESOURCES

ENDS / OBJECTIVES

WAYS / STRATEGY

MEANS

Our Empire

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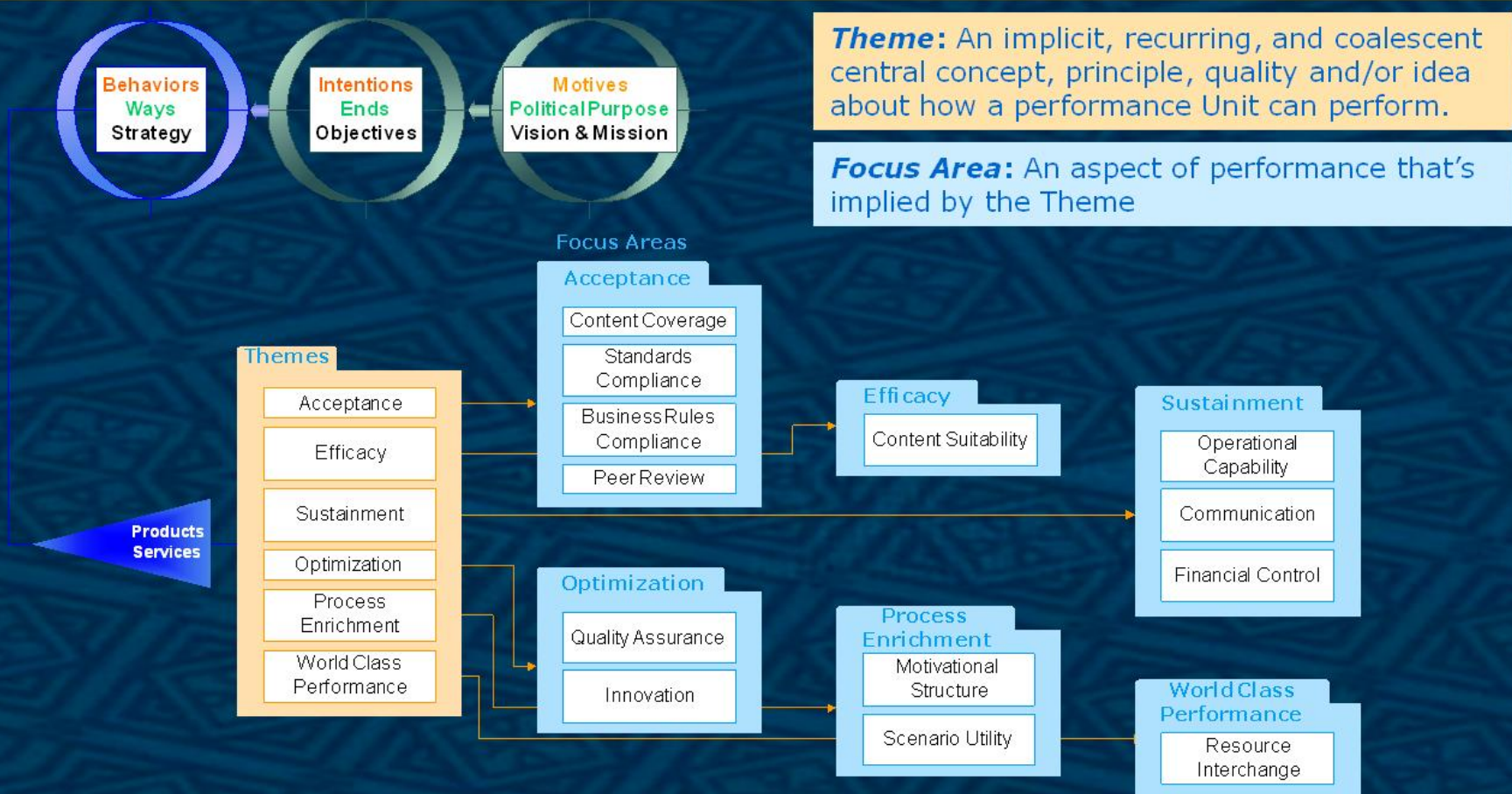
## Strategic Communication

“Strategic Communication is the active ingredient in a systems engineering process that integrates the essential innovative and creative direction of the enterprise’ guiding motives and creates enduring enterprise performance quality excellence.”

-- *Victor Elias*

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## Identifying Measurements of Strategic Performance



**Acceptance:** Focuses on adequacy of Performance Unit content

**Efficacy:** Focuses on the capacity of the Performance Unit to produce the desired results

**Sustainment:** Focuses on maintaining support of the ongoing operational capability covered by the Performance Unit

**Optimization:** Focuses on engineering the Performance Unit to achieve its design-best implementation

**Process Enrichment<sup>SM</sup>** Focuses on optimizing Performance Unit behavioral impact (employee/customer motivation) and usage process implementation (ease of performance, satisfaction, etc.)

**World-Class Performance:** Focuses on interchangeability and aggregate benefit of the Performance Unit

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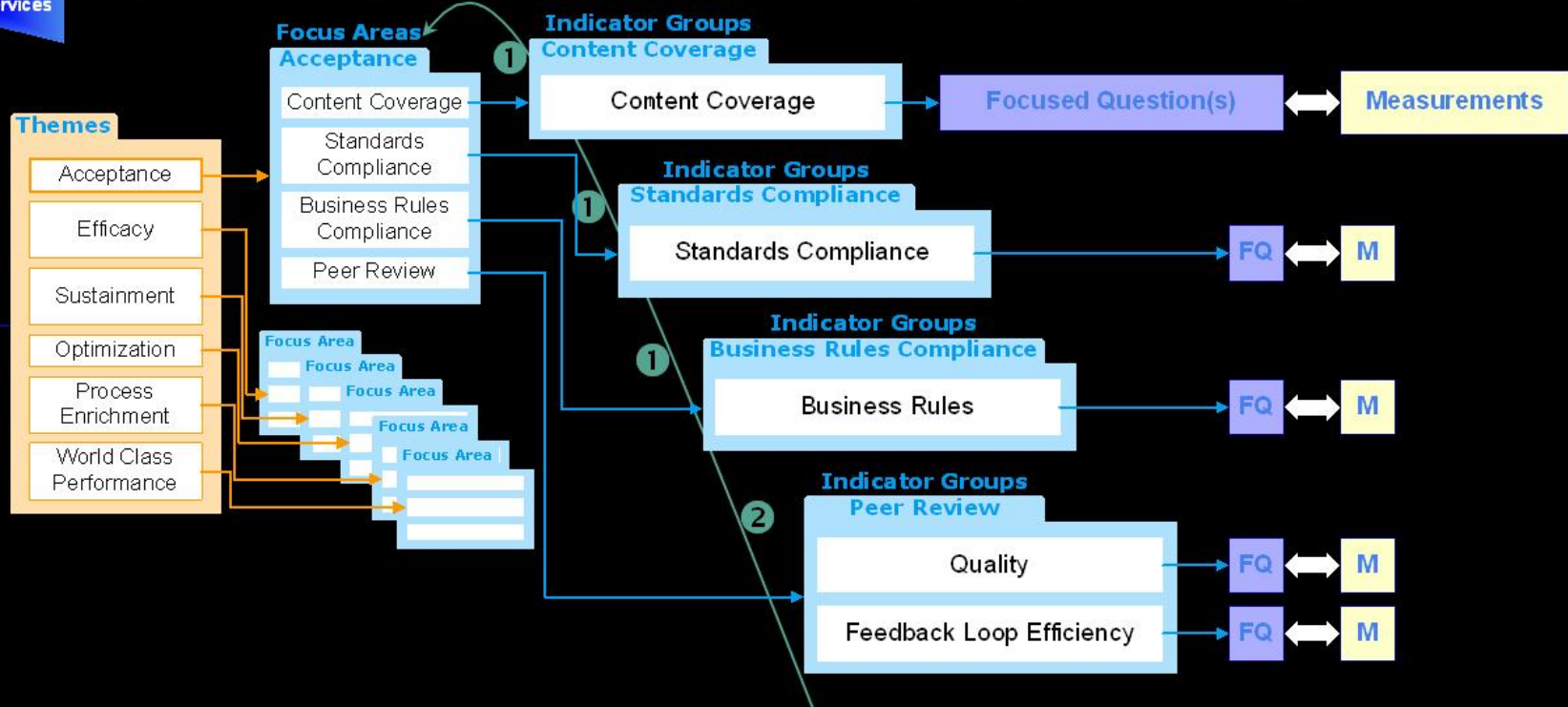
## Identifying Measurements of Strategic Performance



**Indicator Group:** A group of indicators implied by the Focus Area

**Focused Question:** A context-relevant question implied by the Vision & Mission, Objective, Strategy, Theme, Focus Area, and Indicator Group that can be answered by a measurement

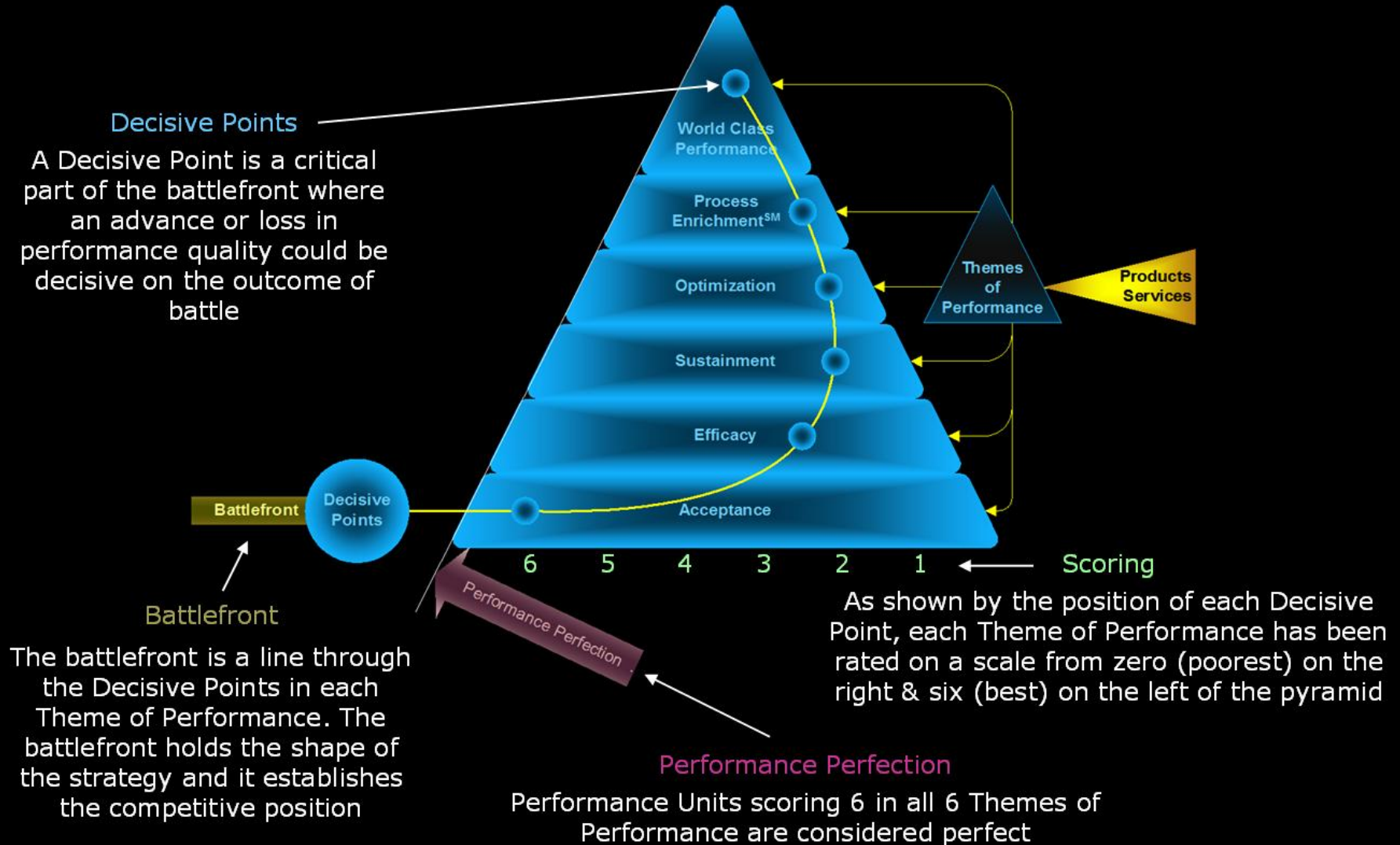
Products  
Services



**Note:** Some Focus Areas have only ① Indicator Group, other Focus Areas have up to ⑥.

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## The Art of Process Enrichment in Competitive Warfare





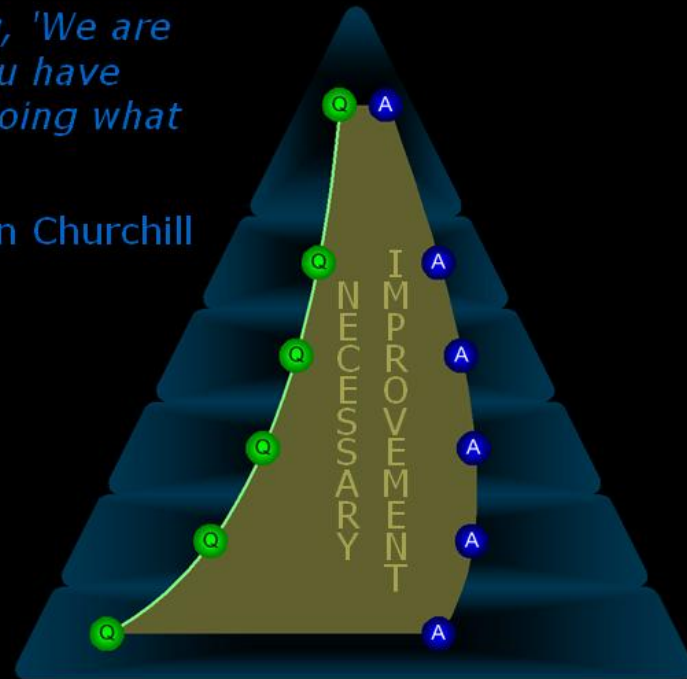
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## Quality Excellence: *Necessary Improvements*



*"It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary."*

-- Winston Churchill

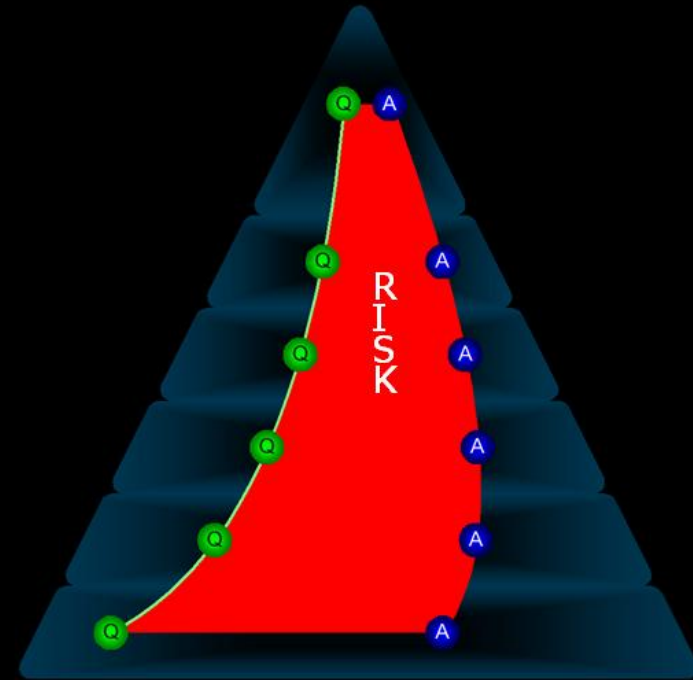
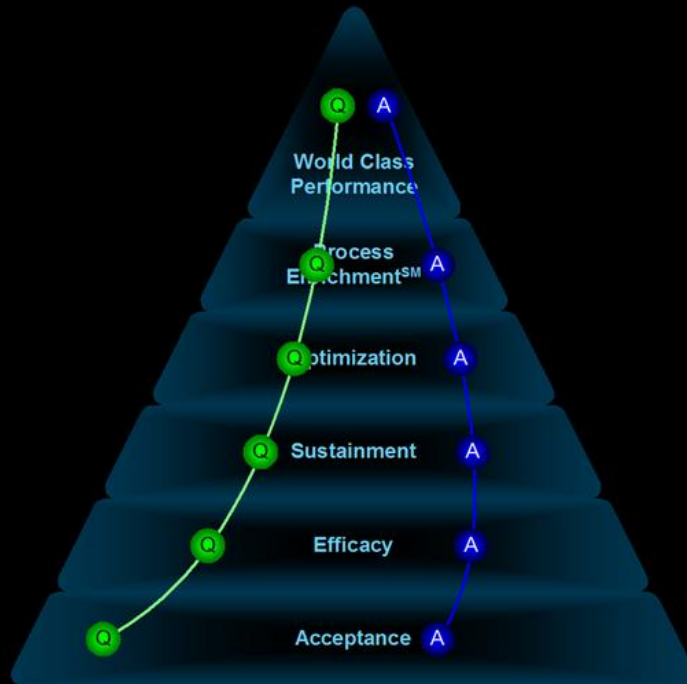


**Quality Excellence** (Q), as shown, is the highest level of performance quality – represented by the green curve through the decisive points in each Theme of Performance – that a majority of customers in the target market are ready, willing, and able to pay for.

The gap in performance quality rating from **Actual Performance** (A), as shown in Blue, to the **quality excellence** rating, should serve as a clear mandate to plan and implement **necessary improvements**, until the green rating is achieved.

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## Quality Excellence: *The Risk of Poor Performance*

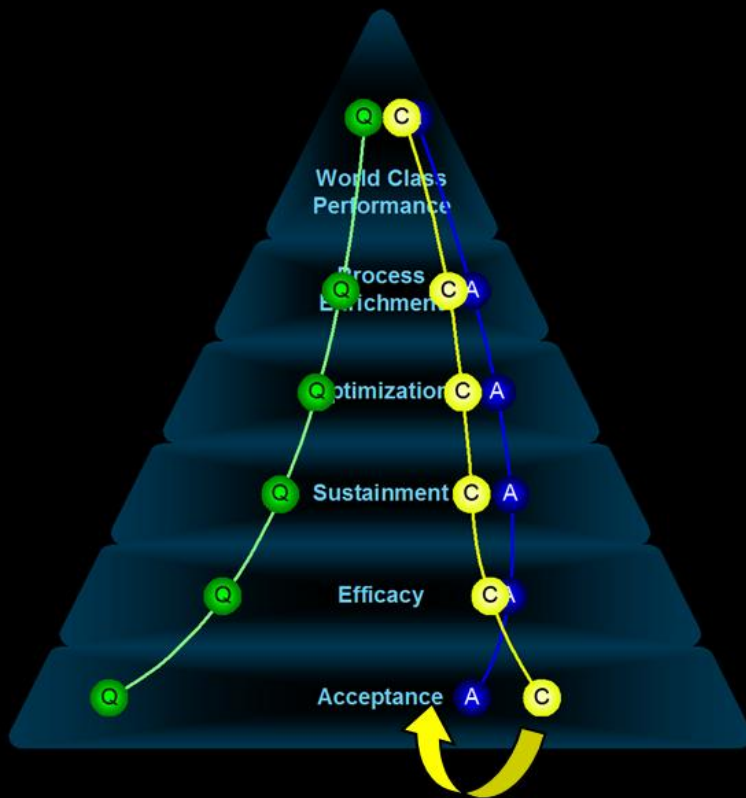


The deficit in performance quality in the zone between "A" and "Q" represents a competitive **risk** because it serves as an **incentive** to new entrants or other competitors who may find this gap in performance (failure to make **necessary improvements**) a challenge that they can fulfill.

This is **the risk of poor performance**.

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## Quality Excellence: *The Consequences of Poor Performance*



Product or Service (A) has 50% of the market share and new, Competing Product or Service (C) has the other 50%.

(A) has lost 50% of its market share to (C) as a **consequence** of the realized **risk of poor performance**. Poor performance was an **incentive** for (C) to enter the market.

The cost of quality for (A), so far, has been 50% of their market share.

If (C) improves its Acceptance Theme performance so it's better than (A), (C) should expect to secure 100% of the market share – putting (A) out of business.\*

For (C), if the value of the additional 50% of the market share is greater than the investment to exceed (A)'s performance – they should do it – and they should plan to continue improving up to (Q).

\*Assuming equivalent competitive circumstances for decision factors other than performance (i.e. convenience, loyalty, selling to relatives, etc.)

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Quality Excellence: *A New Definition*

“Quality Excellence  
is the absence of  
the risk of poor performance  
in each Theme of Performance”

– *Victor Elias*

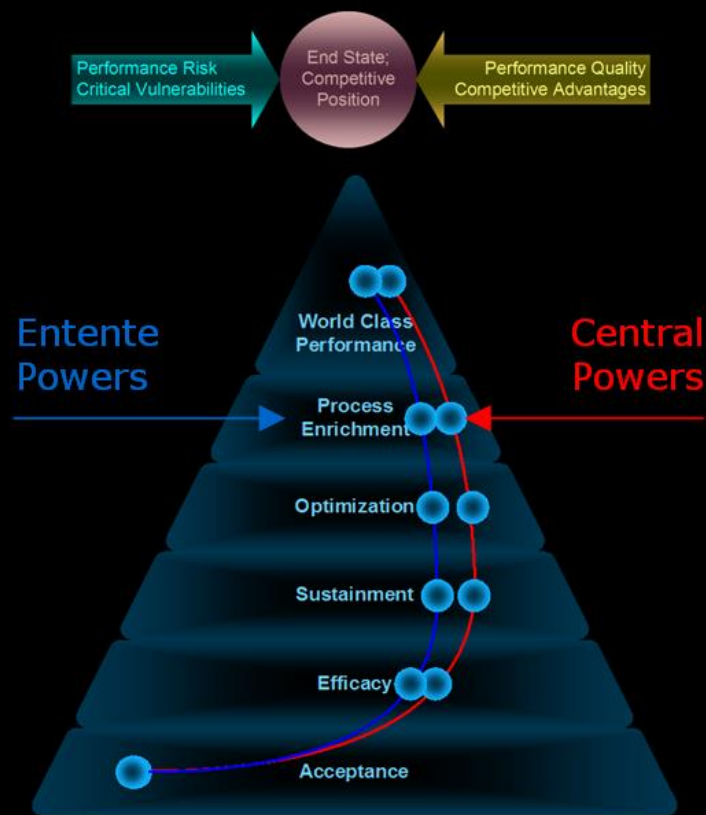


# The War To End All Wars (WWI) Assessing Competitive Position

*"There was no other point on any of the war fronts, extending over hundreds of miles, where an equal advance could achieve the same strategic result"*

– Winston Churchill

**Competitive Advantage:**  
use excess ships against coastal fortresses; land troops before coast is fortified by the enemy



## A Mutually Destructive Market

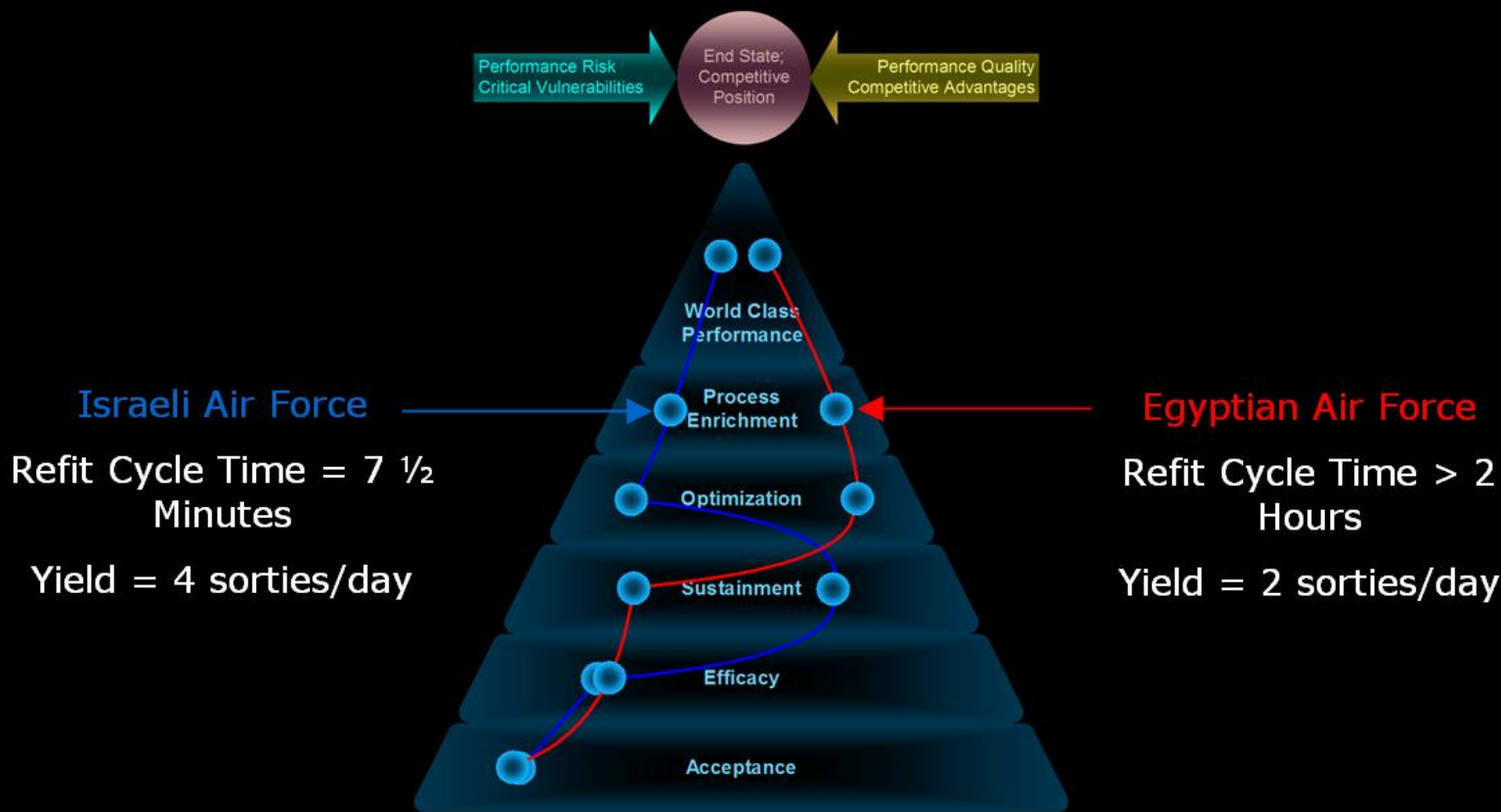
Each side became operationally efficient in trench warfare, but the stalemate wouldn't break. Losses on both sides were heavy.

## The British Fleet at the Dardanelles



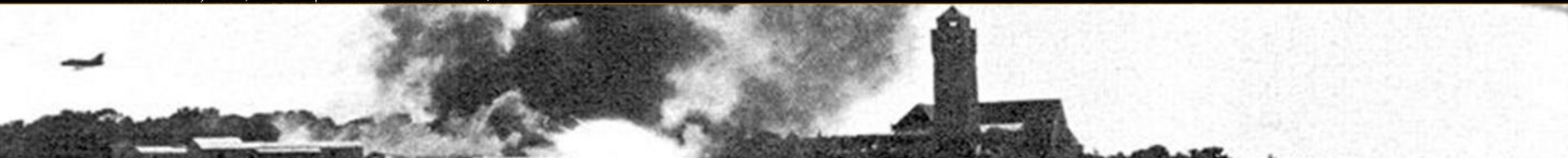
# The 1967 Six-Day War

## Assessing Competitive Position

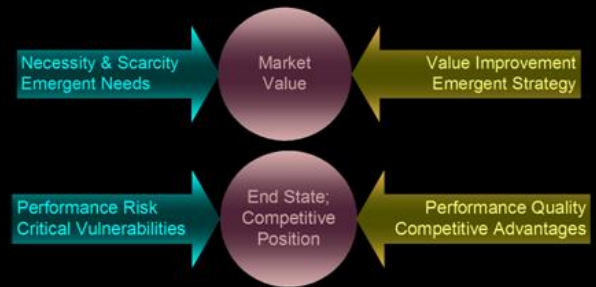


In the first 170 minutes, 300 out of 340 Egyptian aircraft were destroyed.\*  
By noon of the 2nd day, the Egyptian, Jordanian and Syrian Air Forces, with about 450 aircraft, were destroyed... As were most of the 18 airfields in Egypt. Israel lost 26 aircraft.

\* "The Six Day War," Randolph & Winston Churchill, 1967



# The 1967 Six-Day War Assessing Market Value

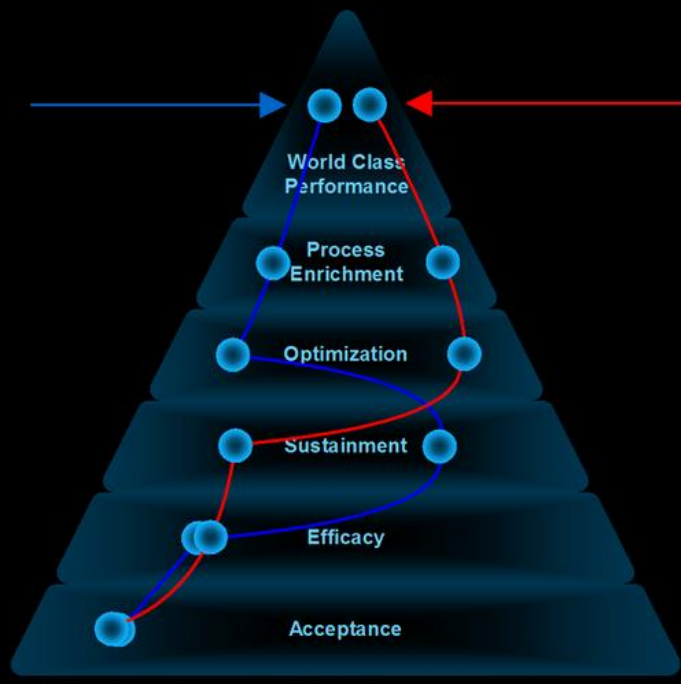


## Israeli Air Force Switches Targets

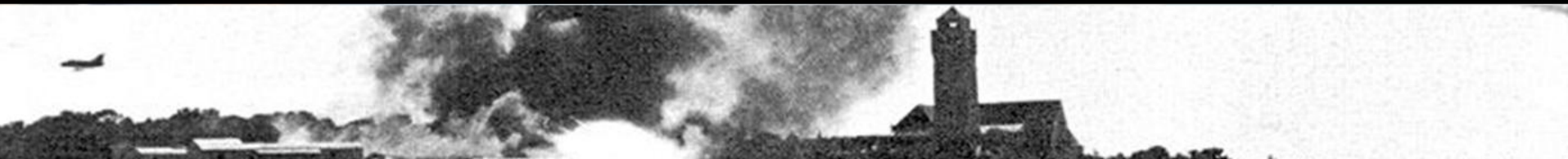
The *value* of Israel's superior strategy in refit cycle time demonstrated a World Class capability to switch targets and meet the *emergent need* to destroy the Jordanian Air Forces' capability to operate

## Jordan Attacks

Defective Strategic Communication



\* "The Six Day War," Randolph & Winston Churchill



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Class of 2008

## Congratulations Graduates!

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