

Wiring the Organization to Win

Engaging Distributed Genius to Accomplish Great Things

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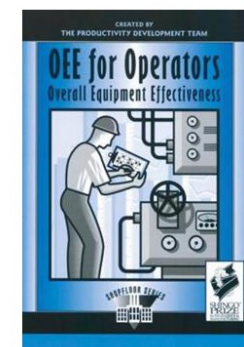
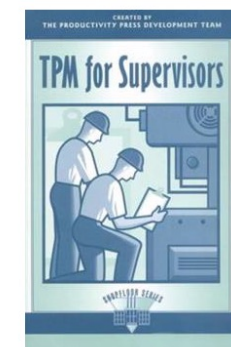
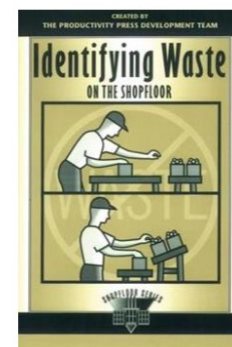
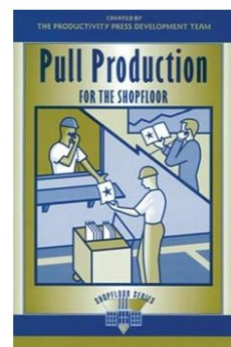
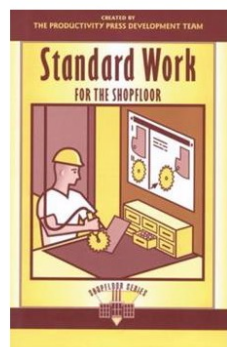
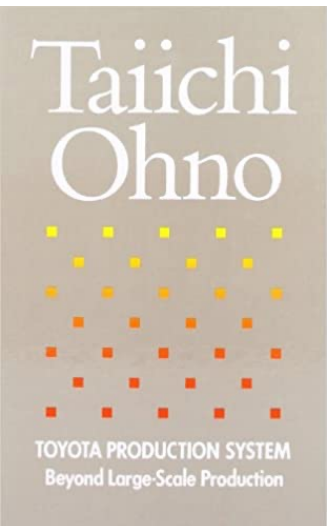
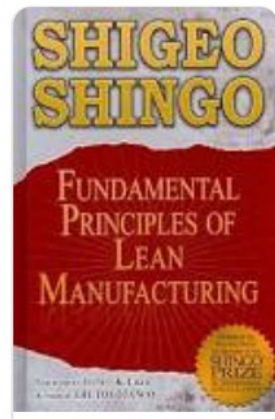
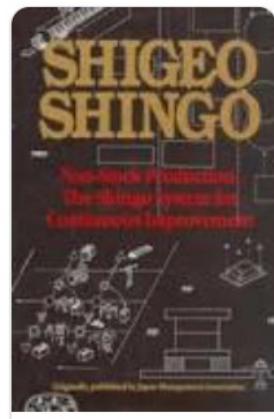
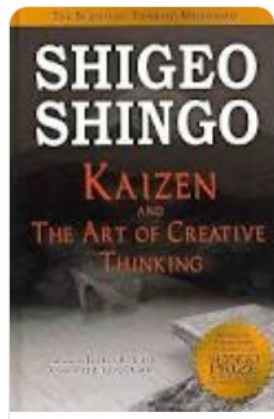
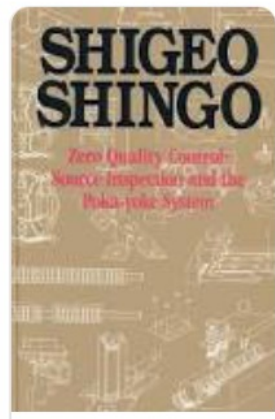
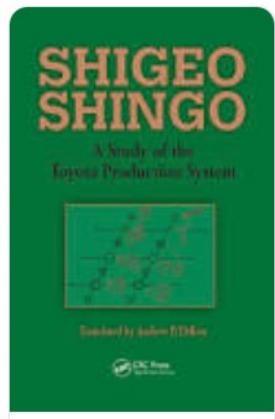
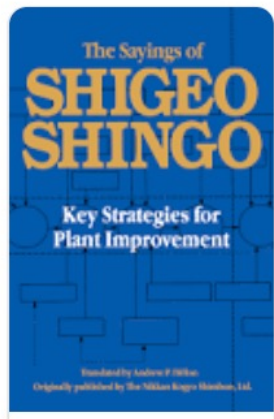
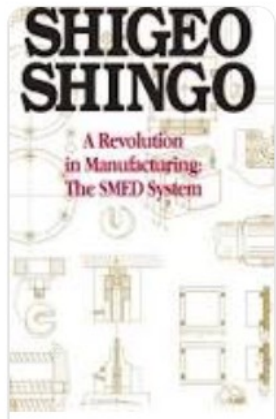
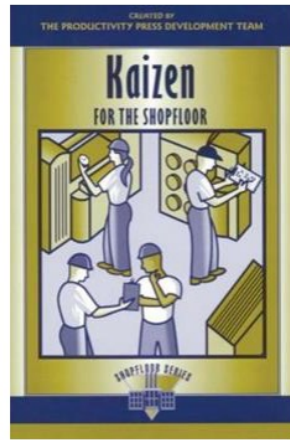
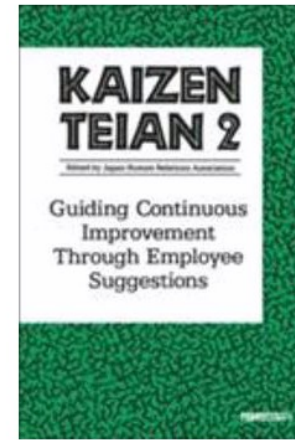
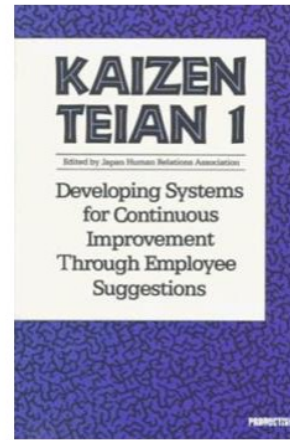
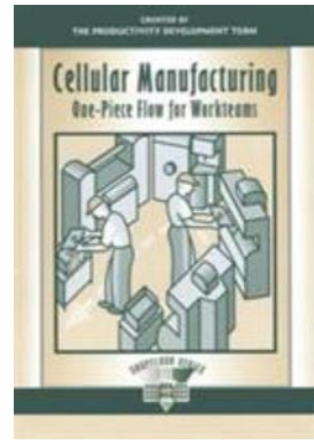
MIT Sloan School of Management, Senior Lecturer

Institute for Healthcare Improvement, Senior Fellow

See to Solve LLC, Founder and patent holder

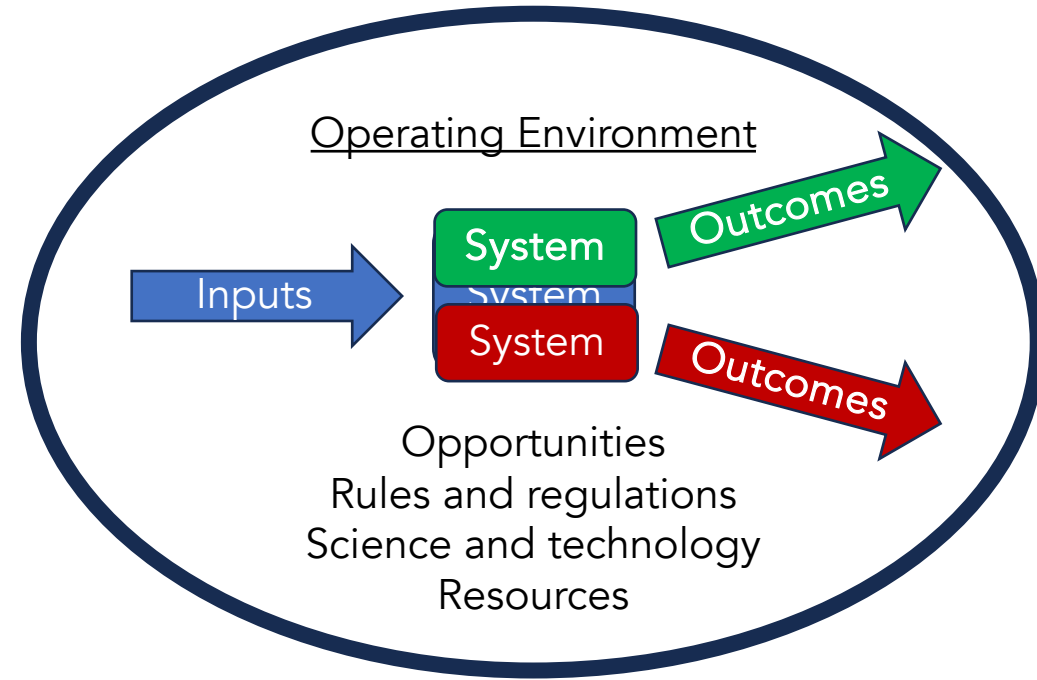
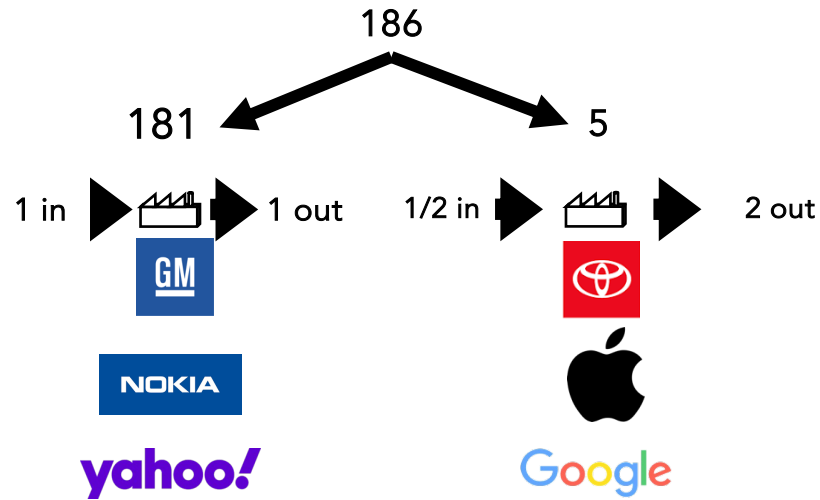
SeeToSolve.com/Resources









In appreciation: Norman Bodek

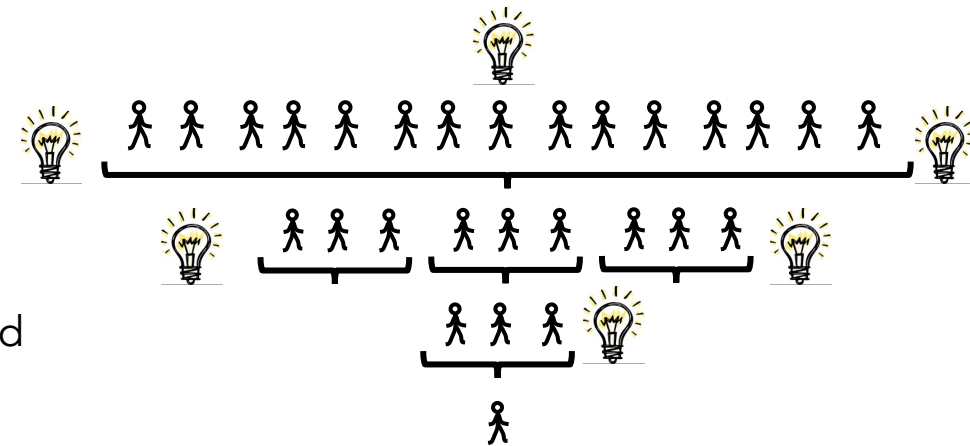


Everything the same but for outcomes...

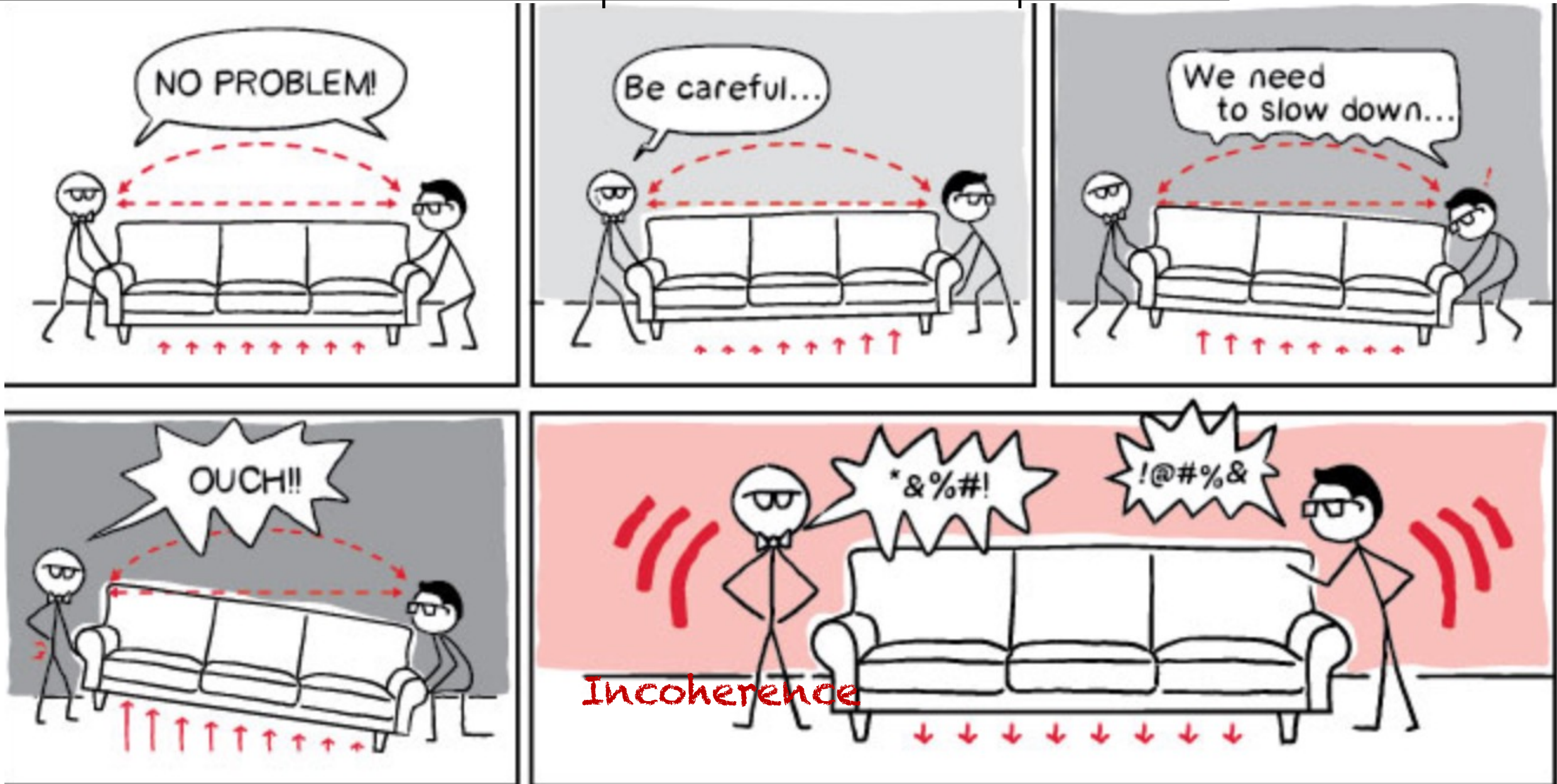
4



	<u>Before</u>	<u>After</u>	
High hazard			Perfect workplace safety +
Contest loser			F-35 winner
Long wait, High risk			Perfect care, for more, at speed
Shut down list			Fastest in world

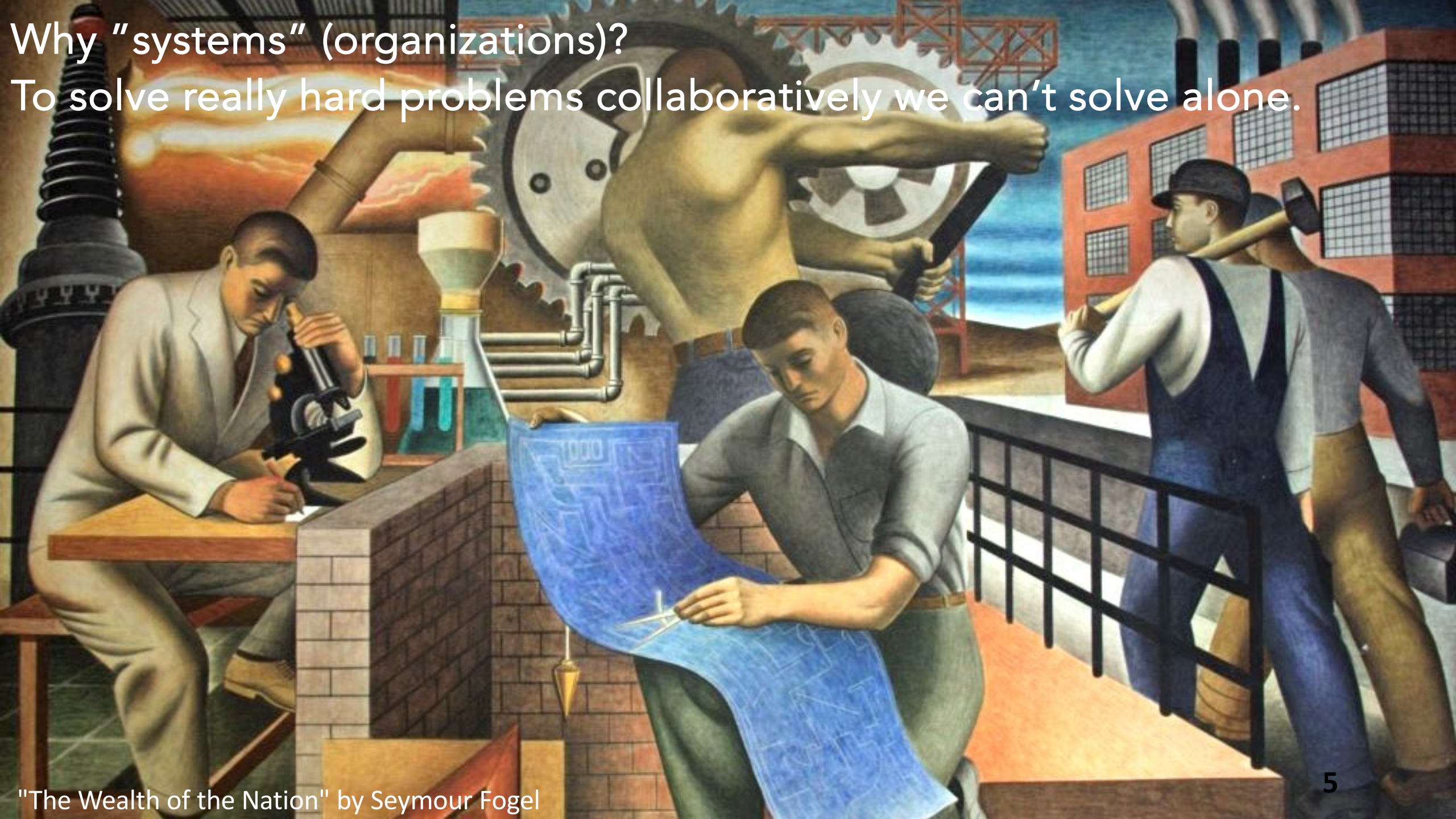


WHY WE HAVE SYSTEMS: All problems are "brain problems"



Why "systems" (organizations)?

To solve really hard problems collaboratively we can't solve alone.

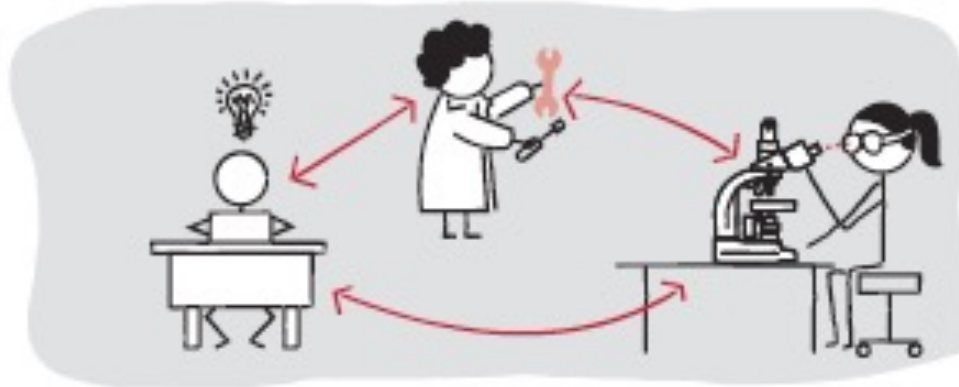


"The Wealth of the Nation" by Seymour Fogel

Engineering the "social circuitry" overlay of processes and procedures

All these require engineering skill in design, operation and improvement

LAYER 3
SOCIAL CIRCUITRY
FOR FLOW OF IDEAS
AND INFORMATION



Few deliberately engineer this

LAYER 2
TOOLS AND
INSTRUMENTATION

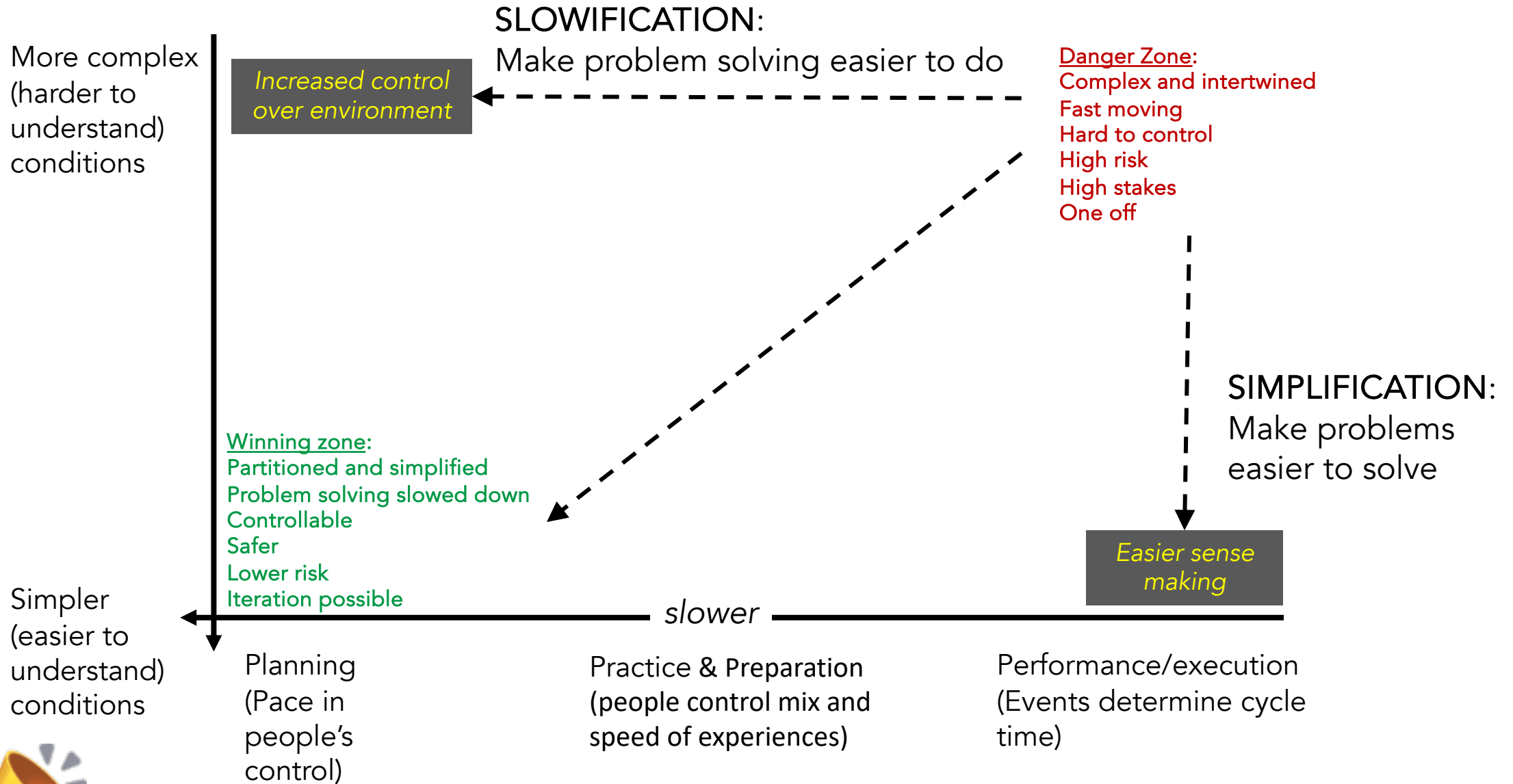


Many engineer these

LAYER 1
TECHNICAL OBJECT



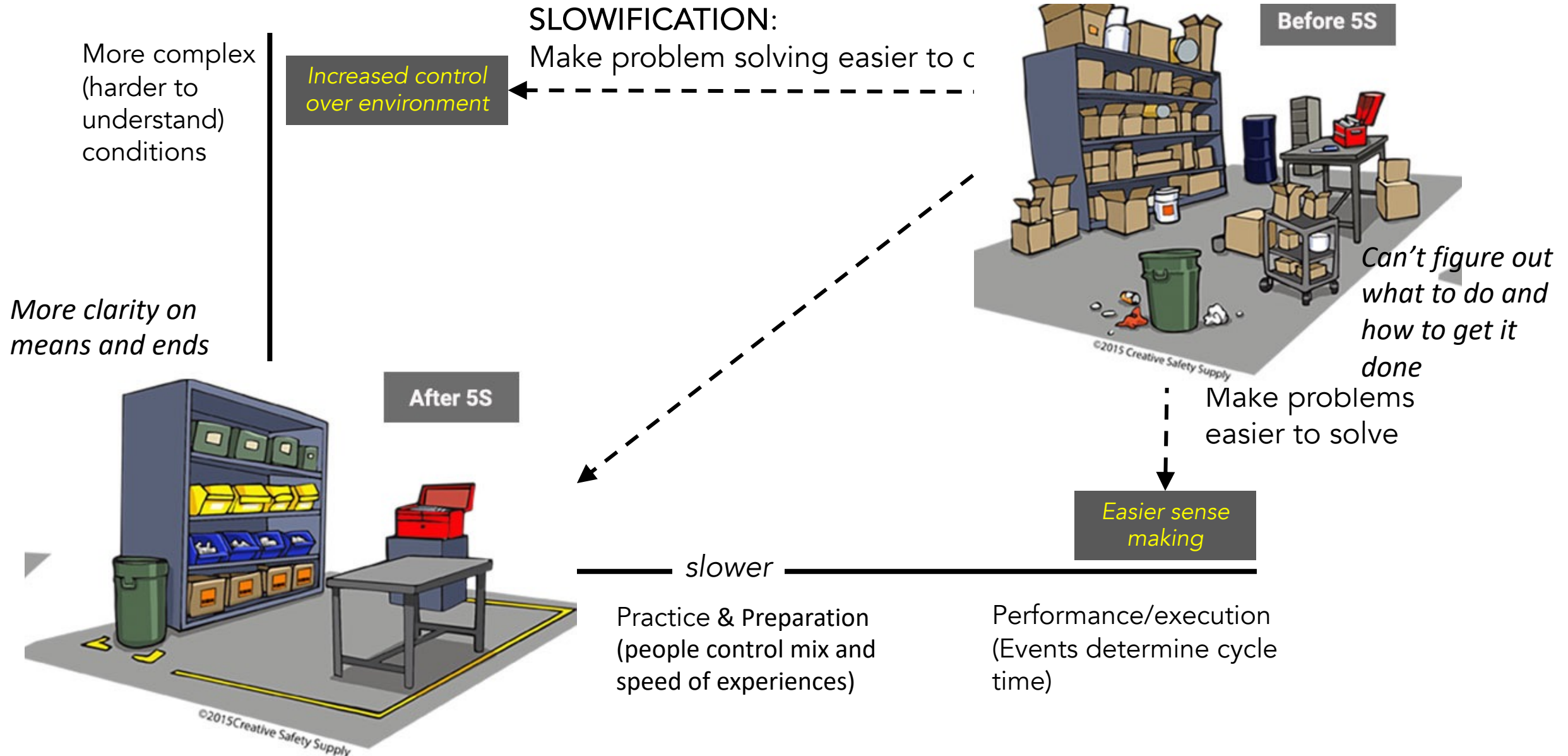
Shaping the problem solving space: "Danger zone" vs. "Winning Zone"



AMPLIFICATION: Make problems more obvious that need solving



Reducing confusion by fixing layer 3 so focus can be on layer 1 and 2 problems



AMPLIFICATION: Make problems more obvious that need solving

Shaping the problem solving space: "Danger zone" vs. "Winning Zone"

More complex
(harder to understand)
conditions

*Increased control
over environment*

SLOWIFICATION:

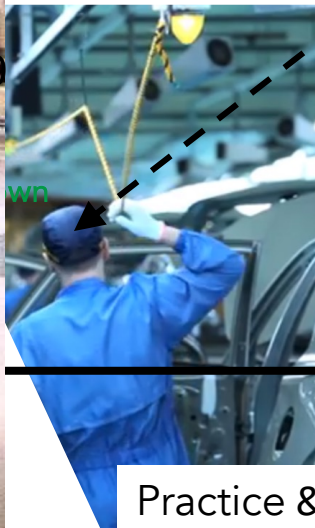
Make problem solving easier to do

Danger Zone:
Complex and intertwined
Fast moving
Hard to control
High risk
High stakes
One off

Jidoka and Andon: Amplify little problems before they come big



INC0092009



Practice & Preparation
(people control mix and
speed of experiences)

slower

SIMPLIFICATION:
Make problems
easier to solve

*Easier sense
making*

Simpler
(easier to understand)
conditions

Performance/execution
(Events determine cycle
time)

AMPLIFICATION: Make problems more obvious that need solving



Managing around the human mind: "Danger zone" vs. "Winning Zone"

WHY SIMPLIFIED

SLOWIFICATION:

More complex
(harder to understand)
conditions

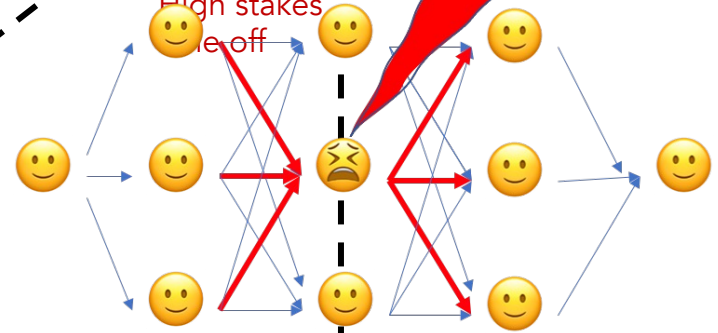
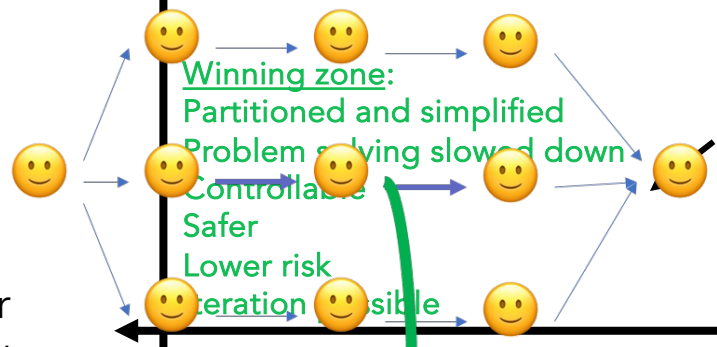
Increased control over environment

Danger Zone:
Complex and intricate
Fast moving
Hard to control
High risk
High stakes
Leaving

Where and how do I even fit it? @\$*!

Start

Finish



SIMPLIFICATION:

Easier sense making

Simpler
(easier to understand)
conditions

Easy to figure out with who and how to collaborate... control)

Practice & Preparation
(people control mix and speed of experiences)

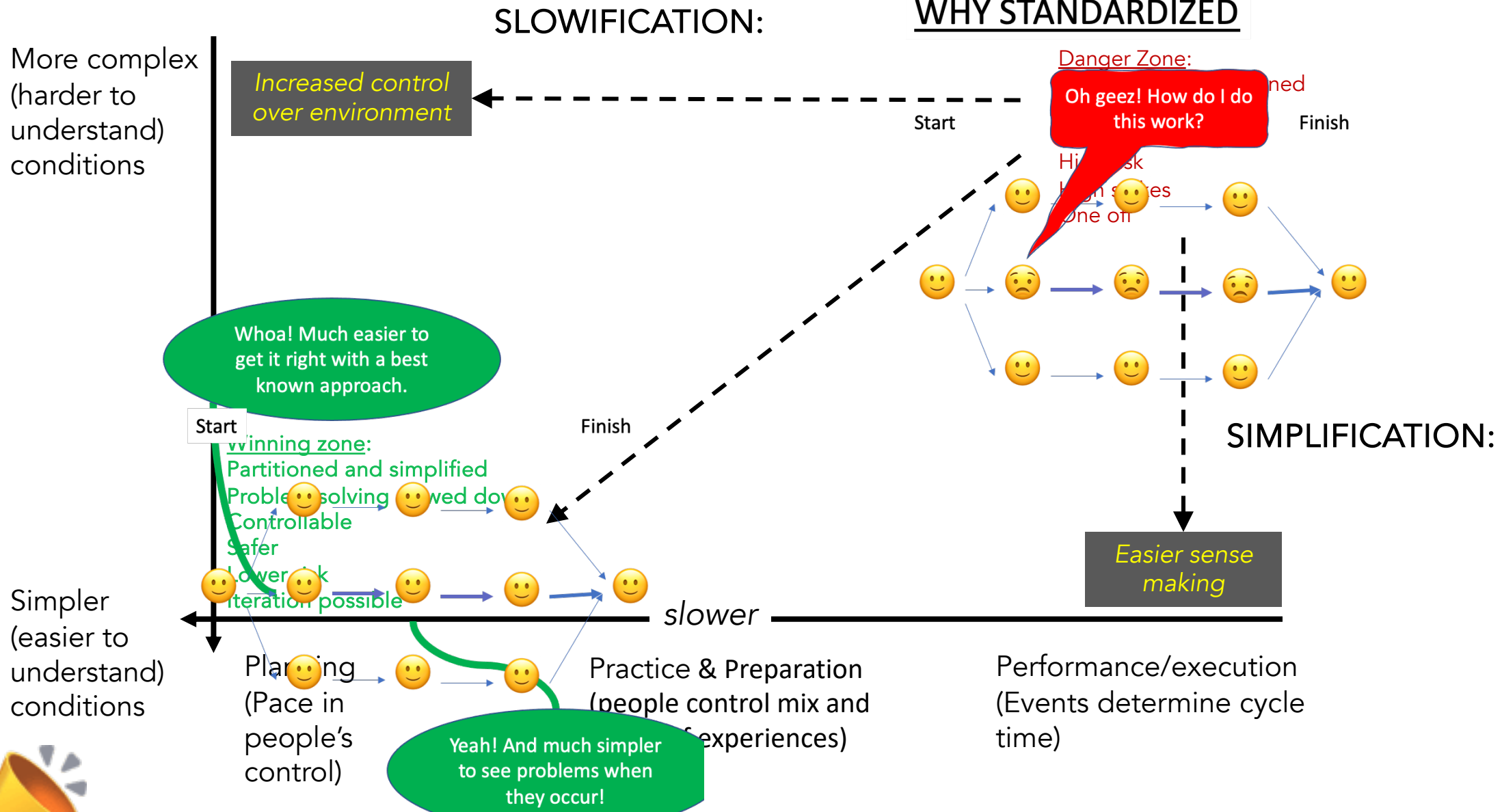
Performance/execution
(Events determine cycle time)

slower

AMPLIFICATION: Make problems more obvious that need solving



Managing around the human mind: "Danger zone" vs. "Winning Zone"

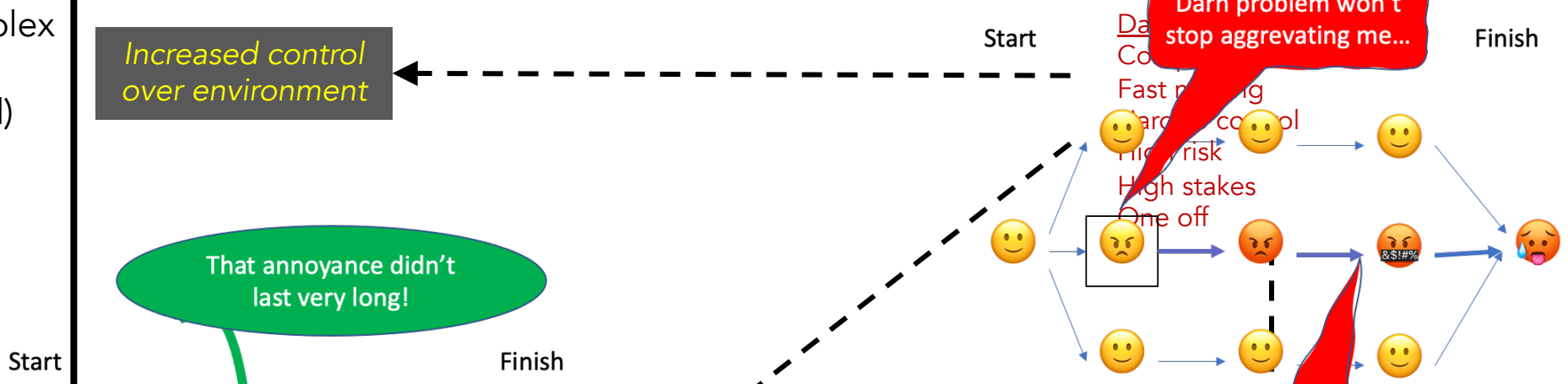


Managing around the human mind: "Danger WHY STABILIZED /inning Zone"

SLOWIFICATION:

More complex
(harder to understand)
conditions

Increased control over environment



That annoyance didn't last very long!

Winning zone:
Partitioned and simplified
Problem solving slowed down
Controllable
Safer
Lower risk
Iteration possible

Yeah. And didn't affect me at all!

Simpler
(easier to understand)
conditions

Start

Finish

slower

Planning
(Pace in people's control)

Practice & Preparation
(people control mix and speed of experiences)

Performance/execution
(Events determine cycle time)

Easier sense making

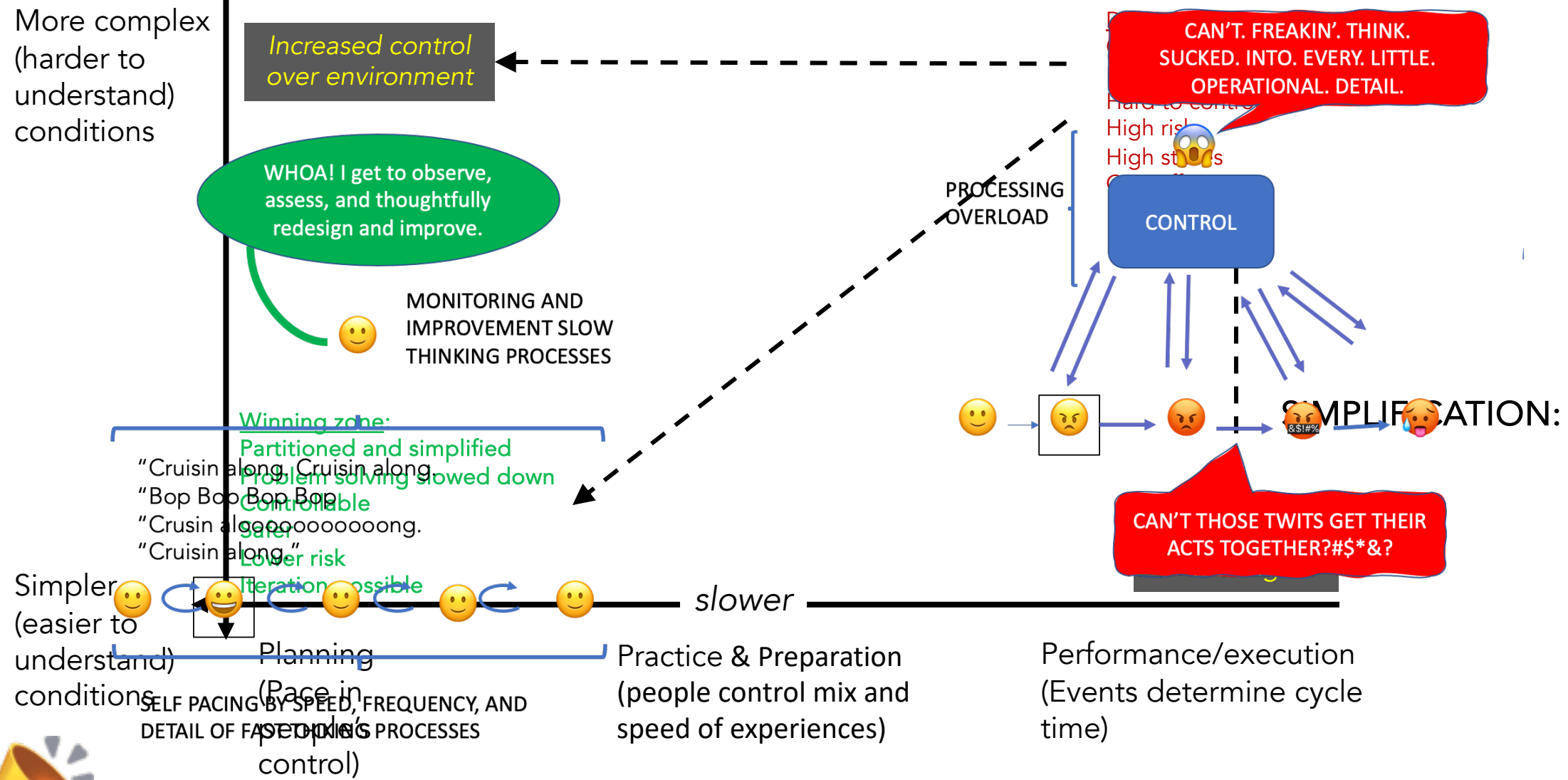
AMPLIFICATION: Make problems more obvious that need solving



Managing around the human mind: "Danger zone" vs. "Winning Zone"

WHY SYNCHRONIZED

SLOWIFICATION:



AMPLIFICATION: Make problems more obvious that need solving



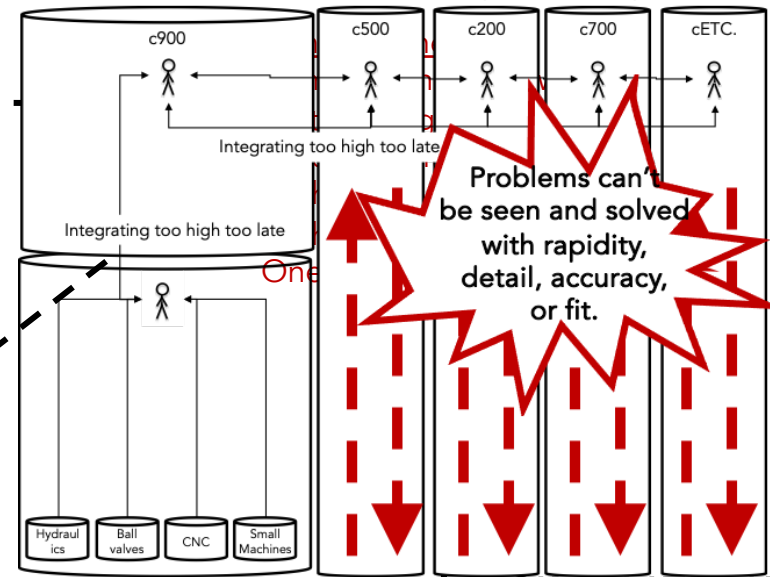
Managing around the human mind: "Danger zone" vs. "Winning Zone"

SLOWIFICATION:

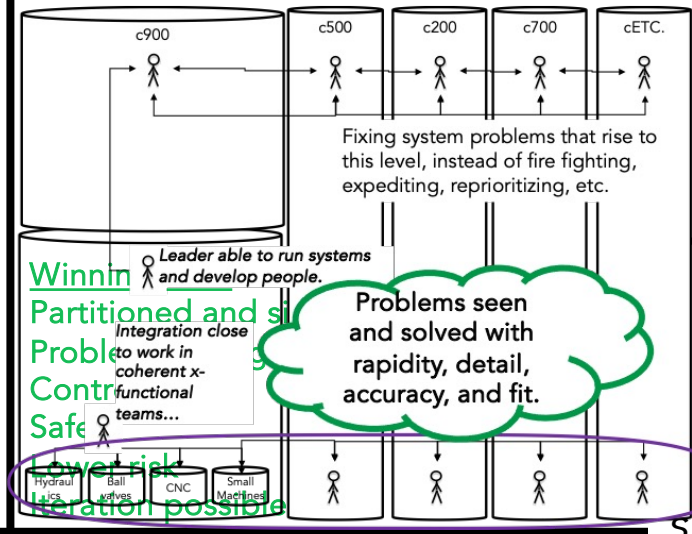
Current condition

More complex
(harder to understand)
conditions

Increased control over environment



Target condition



SIMPLIFICATION:

Easier sense making

Simpler
(easier to understand)
conditions

Planning
(Pace in people's control)

Practice & Preparation
(people control mix and speed of experiences)

Performance/execution
(Events determine cycle time)

AMPLIFICATION: Make problems more obvious that need solving



Large scale wiring the winning organization

Problem-Amplification to trigger slowification and allow simplification

Shaping the problem solving space : "Danger zone" vs. "Winning Zone"

More complex
(harder to understand)
conditions

Increased control over environment

SLOWIFICATION:

Make problem solving easier to do

Danger Zone:
Complex and intertwined
Fast moving
Hard to control
High risk
High stakes
One off



SIMPLIFICATION:
Make problems easier to solve

Winning zone:
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Easier sense making

Simpler
(easier to understand)
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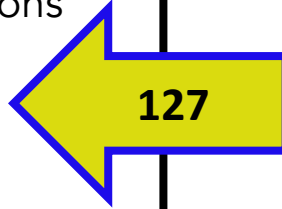
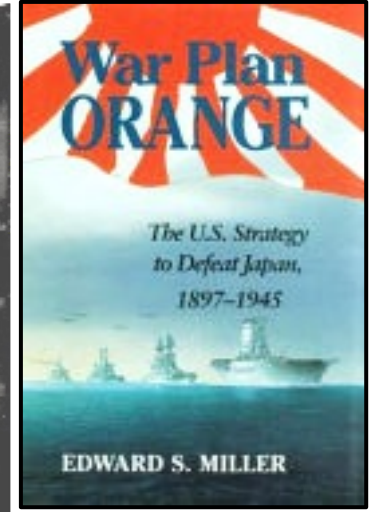
Shaping the problem solving space: "Danger zone" vs. "Winning Zone"

SLOWIFICATION

More complex
(harder to understand)
conditions

Increase over

"The war with Japan had been reenacted in the game rooms at the Naval War College by so many people and in so many different ways, that nothing that happened during the war was a surprise . . . absolutely nothing except the kamikaze tactics toward the end of the war; we had not visualized these."
— ADM Chester Nimitz



SIMPLIFICATION:
Make problems easier to solve

Winning zone:
Partitioned and simplified
Problem solving slowed down
Controllable
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Iteration possible

Easier sense making

Simpler
(easier to understand)
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Planning
(Pace in people's control)

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Performance/execution
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AMPLIFICATION: Make problems more obvious that need solving

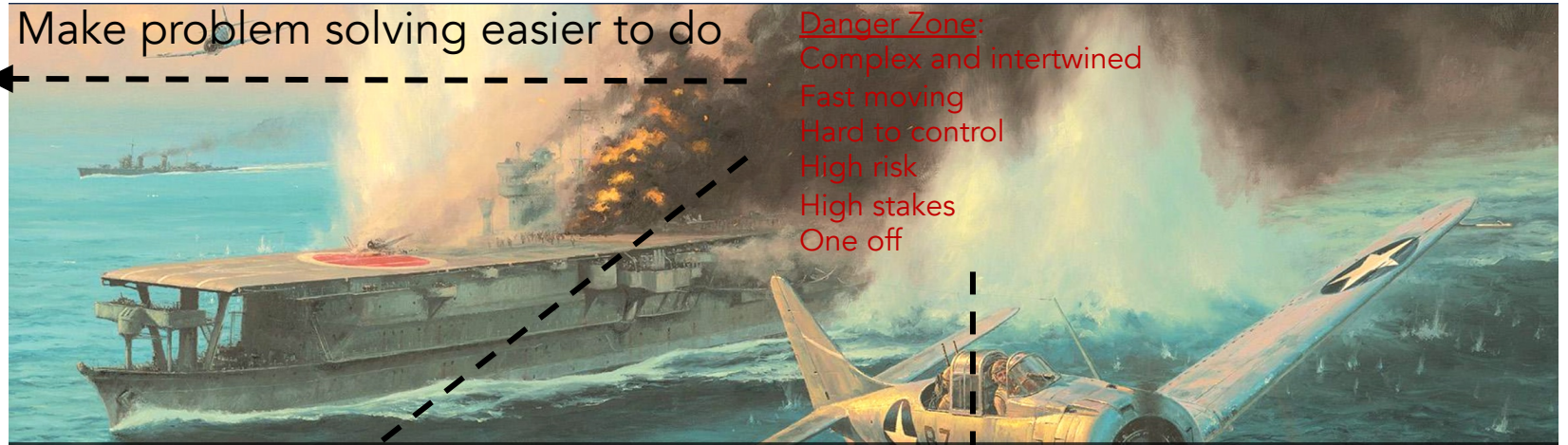


Shaping the problem solving space: "Danger zone" vs. "Winning Zone"

SLOWIFICATION:

Make problem solving easier to do

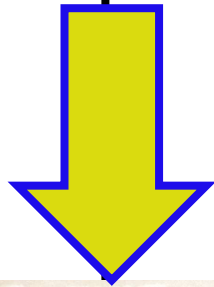
Danger Zone:
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Increased control over environment

More complex (harder to understand) conditions

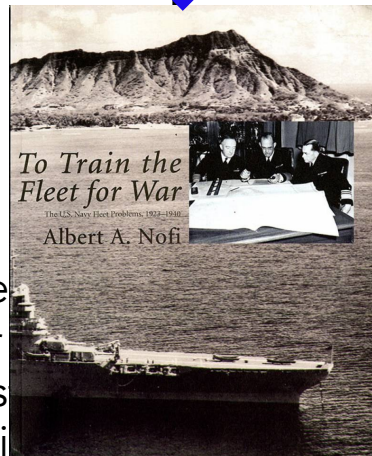
Simplify



SIMPLIFICATION:

Make problems easier to solve

Easier sense making



Fleet Problems		
I:	Defend the Panama Canal	1923
II-IV:	Simulate Pacific battles	1924
V:	Fight at Hawaii	1925
VI:	Move across Pacific to relieve Army garrison	1926
VII:	Attack/defend Panama Canal	1927
VIII:	Convoy search, anti-submarines	1928
IX:	Panama Canal	1929
X:	Surprise air attack	1930
XI:	Tactical exercises on fleet formations	1930
XII:	Amphibious landings	1931
XIII:	Invade enemy ports	1932
XIV:	West coast air attack	1933
XV:	Land and sea combined	1934
XVI:	Coordinated offensive over large areas	1935
XVII:	Task force battles	1936
XVIII:	Amphibious (Island hop Alaska and Hawaii)	1937
XIX:	Search tactics	1938
XX:	Defend East coast	1939
XXI:	Dispersed fleet (US) vs concentrated one (Japan)	1940
XXII:	Several proposals developed, not run	1941
XXII-XXVIII...		

Simple (easier understood) conditions

people's control)

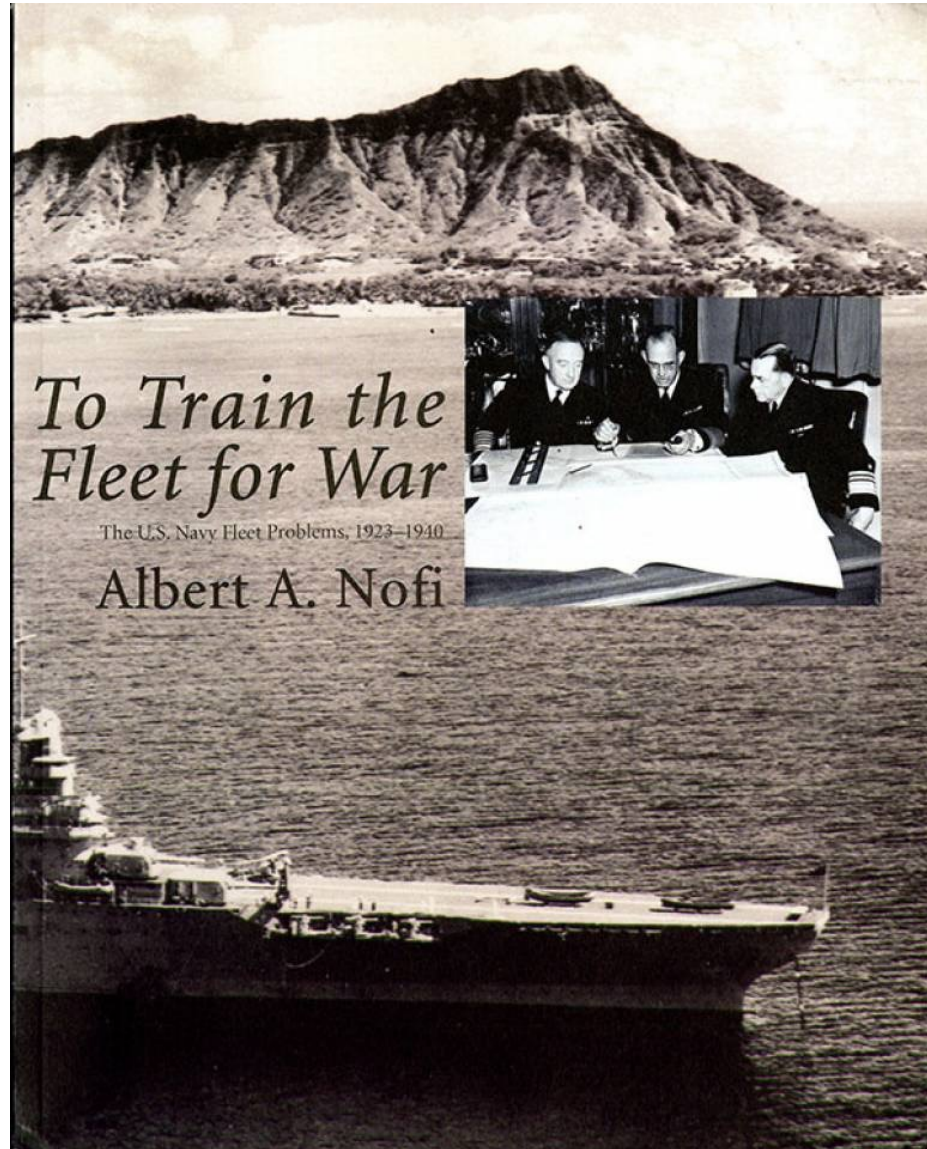
lower
 e & Preparation control mix and of experiences)

Performance/execution (Events determine cycle time)

AMPLIFICATION: Make problems more obvious that need solving



Decomposition: Giant leaps into small steps...



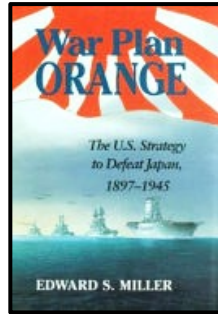
Fleet Problems

- | | | |
|----------------|---|------|
| I: | Defend the Panama Canal | 1923 |
| II-IV: | Simulate Pacific battles | 1924 |
| V: | Fight at Hawaii | 1925 |
| VI: | Move across Pacific to relieve Army garrison | 1926 |
| VII: | Attack/defend Panama Canal | 1927 |
| VIII: | Convoy search, anti-submarines | 1928 |
| IX: | Panama Canal | 1929 |
| X: | Surprise air attack | 1930 |
| XI: | Tactical exercises on fleet formations | 1930 |
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| XXII-XXVIII... | | |

Managing around the human mind: "Danger zone" vs. "Winning Zone"

More complex
(harder to understand)
conditions

Increased control
over environment



SLOWIFICATION:

Make problem solving easier to do

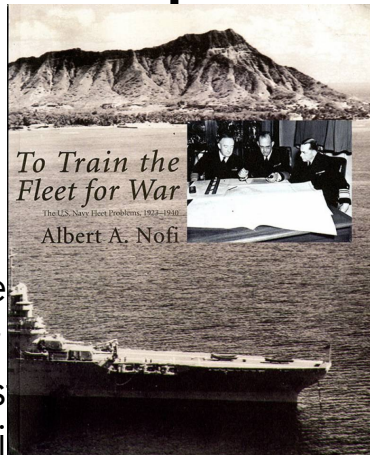


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SIMPLIFICATION:

Make problems
easier to solve

Easier sense
making



Simple
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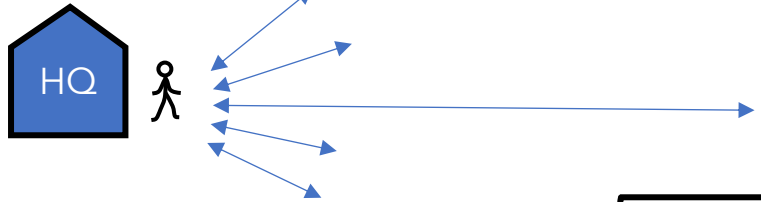
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Preparation
control mix and
of experiences)

Performance/execution
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AMPLIFICATION: Make problems more obvious that need solving





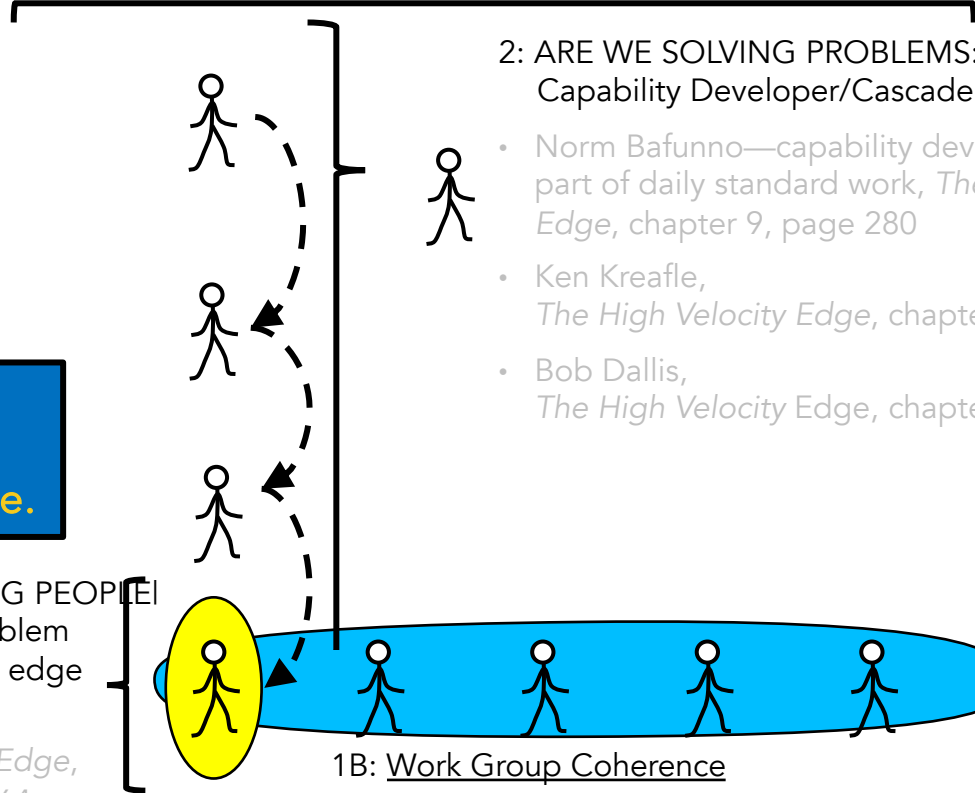
1: DO WE HAVE SYSTEMS: Leader as capable system designer, operator, and improver

- Gary Convis, *The High Velocity Edge*, chapter 9, page 289
- senior-leader lead system overhaul at Toyota supplier Aisin, *The High Velocity Edge*, chapter 7, page 206

2B + 3B: HQ in support of high-speed learning on the operating edge.

- School re opening case in *Wiring the Winning Organization*, page 165
- Knowledge sharing cases in chapter 8, page 225 of *The High Velocity Edge*

Creating great systems by developing great capability perfused through the enterprise.



2: ARE WE SOLVING PROBLEMS: Leader as Capability Developer/Cascader

- Norm Bafunno—capability development as part of daily standard work, *The High Velocity Edge*, chapter 9, page 280
- Ken Kreaflle, *The High Velocity Edge*, chapter 9, page 282.
- Bob Dallis, *The High Velocity Edge*, chapter 9, page 264.

3: ARE WE DEVELOPING PEOPLE? Everyone a great problem solver as competitive edge

- Bob Dallis case, *The High Velocity Edge*, chapter 9, page 264
- Quality circles at Toyota suppliers, in Chapter 7, from page 198

1B: Work Group Coherence

- complete, with all needed resources, so work is logical and predictable, versus
- incoherent, lacking needed resources, so work is unpredictable and illogical

Wiring the Winning Organization, chapter 2, vignette 1 (carrying a couch) and vignette 2 ("hotel refurbishment").

6: Exemplar case: Great system structure, great system dynamics
 "Bringing slowification, simplification, and amplification together at Toyota, TX"
Wiring the Winning Organization, page 257

Helping to create a positive impact on people, society, and the environment.



**“To be ...
respected and
successful,
delight
customers ...
with the best
people and
the best
technology.”**

