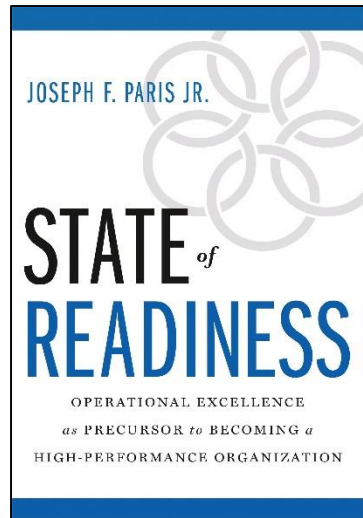




State of Readiness

Operational Excellence as Precursor to Becoming a
High-Performance Organization

Joseph Paris



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- Chairman; XONITEK Group of Companies
- Founder; Operational Excellence Society
 - Linked-In Group with 60,000+ members
 - *“Operational Excellence By Design”* eNewsletter; 25k subscribers
- Founder; The Readiness Institute
- Producer & Host of the Podcasts
 - *“The Outliers Inn”* & *“State of Readiness”*
- Editorial Board; Lean Management Journal
- Advisory Boards; Binghamton University, RV College of Engineering, Institute of Industrial and Systems Engineers (IISE), Association for Corporate Growth (ACG)
- Writer, Keynote Speaker, Lecturer, Mentor, Connector

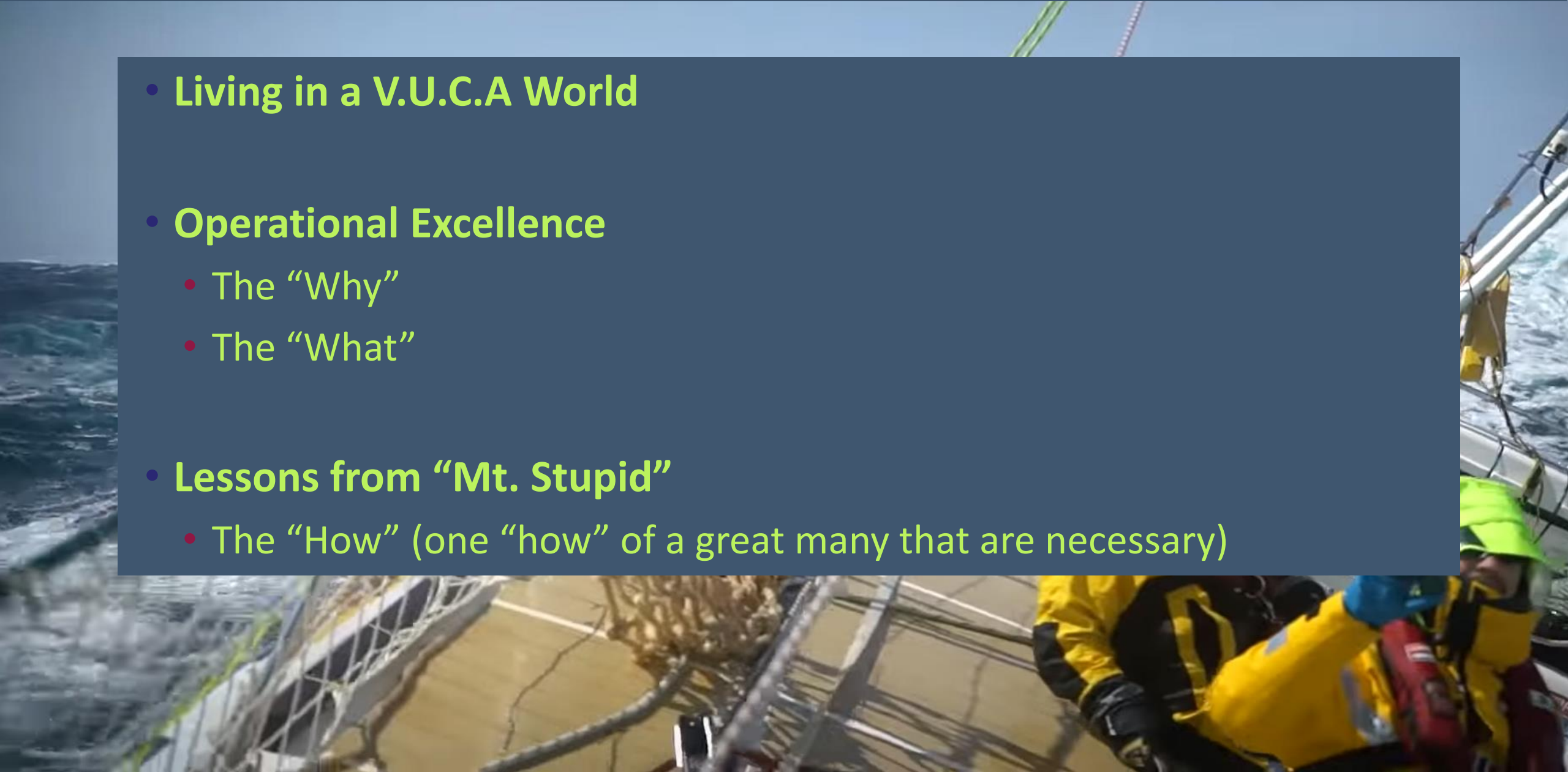
State of Readiness



Becoming the High-Performance Organization

Agenda

- **Living in a V.U.C.A World**
- **Operational Excellence**
 - The “Why”
 - The “What”
- **Lessons from “Mt. Stupid”**
 - The “How” (one “how” of a great many that are necessary)



Living in a V.U.C.A World

- Volatility
- Uncertainty
- Complexity
- Ambiguity



Operational Excellence – the “Why?”

The competitive advantage of the 20th Century company was found in Process Excellence – increasing the velocity of throughput and making near-perfect the quality of the processes.

But time is the enemy of the 21st Century company and the competitive advantage will be found in its operational capacities, capabilities, and readiness to engage such that success is as pre-ordained as possible

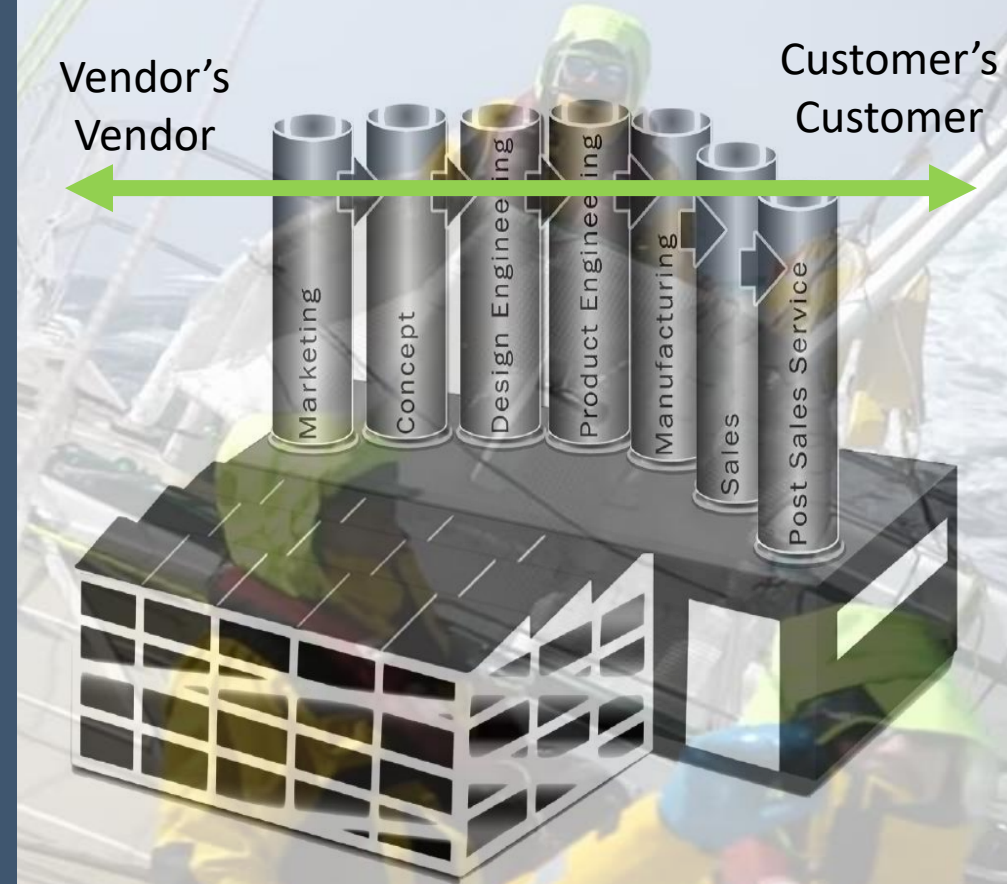
Operational Excellence – The “What” Defined

“Operational Excellence is a state of readiness attained as the efforts throughout the enterprise reach a state of alignment for pursuing its strategies; where the corporate culture is committed to the continuous and deliberate improvement of company performance AND the circumstances of those who work there – and is a precursor to becoming the high-performance organization.”

– Joseph F. Paris Jr.

Not just vertical optimization, but horizontal integration

- If time is the enemy of the 21st Century Company, then the Competitive Advantage will be found in Accelerated Decision Making
- To do this, we need our organizations to improve collaboration and sharing across the business smokestacks
- And we need to get the people who have information to the people who need



Operational Excellence – The “What” Defined

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Start to Finish

464 Days

1yr, 3mo, 9dy

Estimated/Actual

18mo / 15mo

\$41m / \$24.7m





Lessons from “Mt. Stupid”

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The “Conversation”

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Leadership: We need to drive another 5% EBIDTA over the next year
– can you do it?

OpEx: Absolutely it can be done.

Leadership: Super! What do you need?

OpEx: Resources, budget, time.

Leadership: There isn't any of that. Can you still do it?

OpEx: I can try.

Leadership: I don't feel comfortable with your telling me you will try.
– I can give it to Jones if you don't believe you can do it.

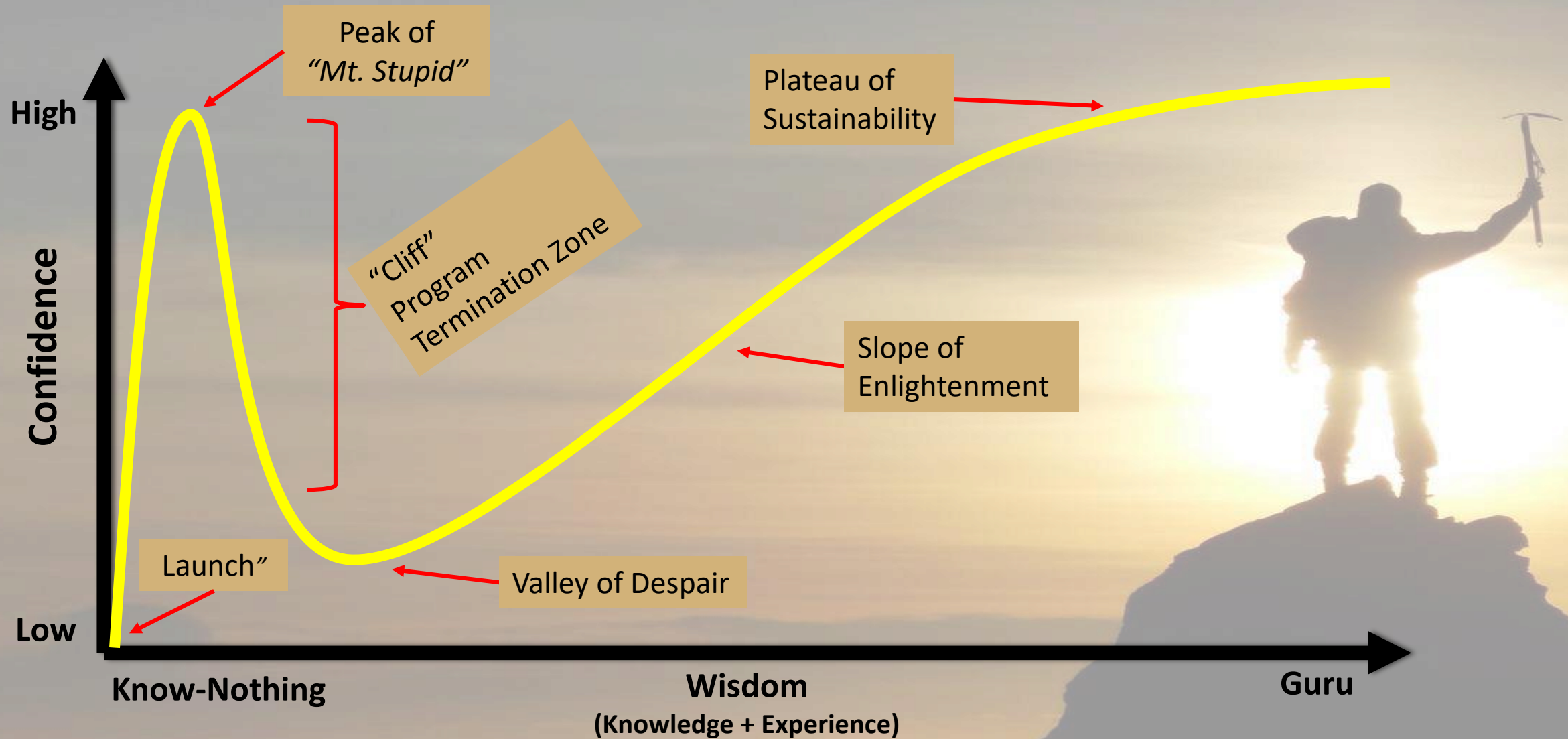
OpEx: Of course. I will get on it right away

Welcome to Mt. Stupid.



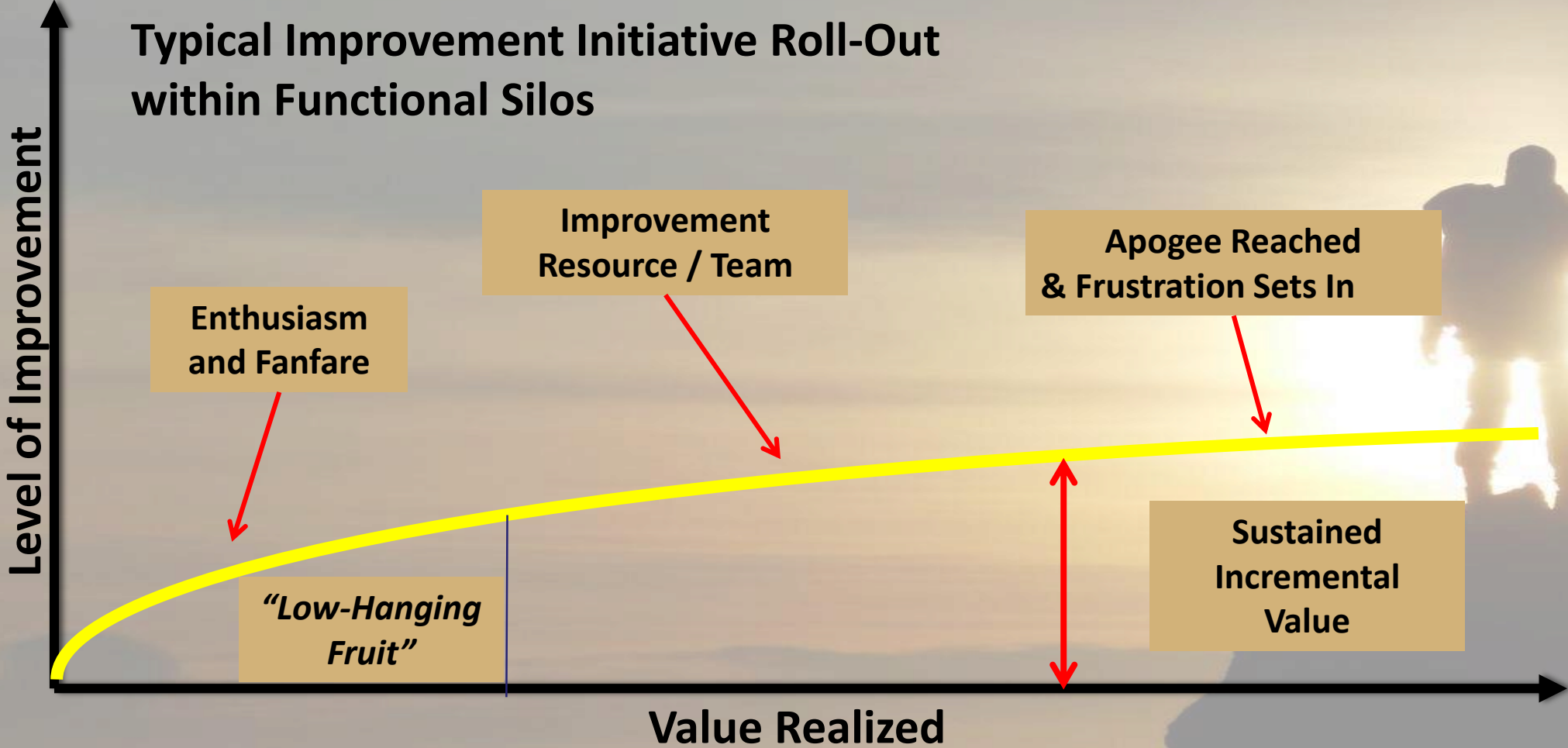
Dunning-Kruger Effect

David Dunning and Justin Kruger of Cornell University



Program Launch Phase

Typical Improvement Initiative Roll-Out within Functional Silos



What do I need to do?

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- Always remember, *"Pride goes before destruction, and a haughty spirit before a fall."* Proverbs 16:18
- Recognize that what you don't know is a lot – and always will be.
- Always question the wisdom when asked to engage in a significant undertaking, especially when it is non-core to your business.
- Never find yourself to be – or believe that you are – the smartest person in the room. If you do, or you are, you're in the wrong room.
- Change emphasis from "inputs" to "outputs"

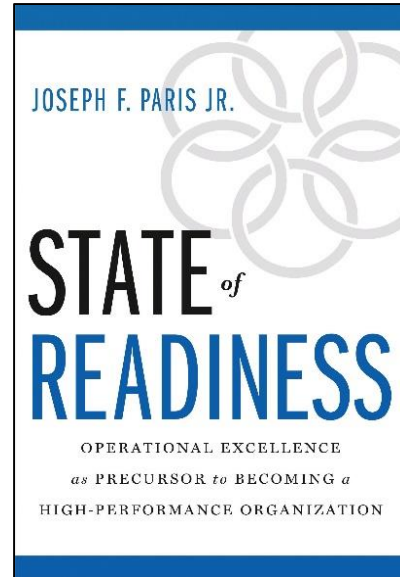


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