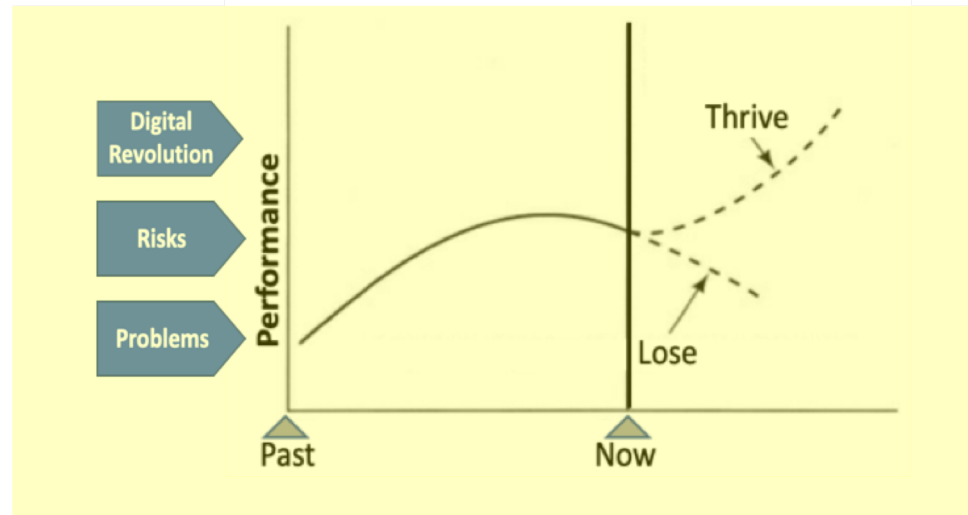


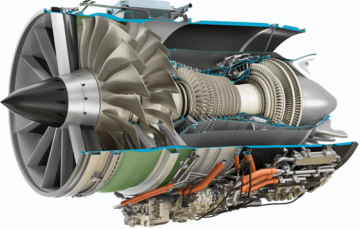
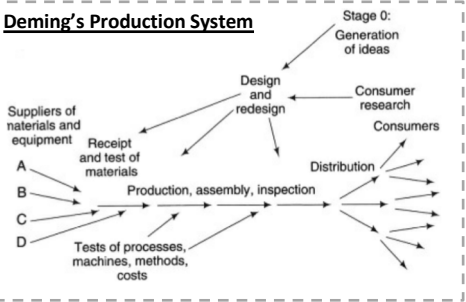
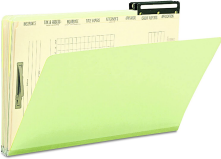

## Mastering Problem Solving In The Age Of Disruption



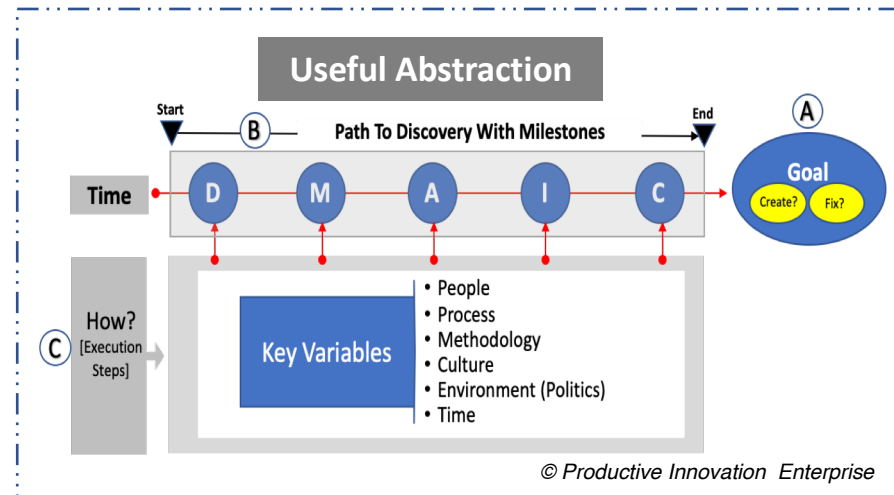
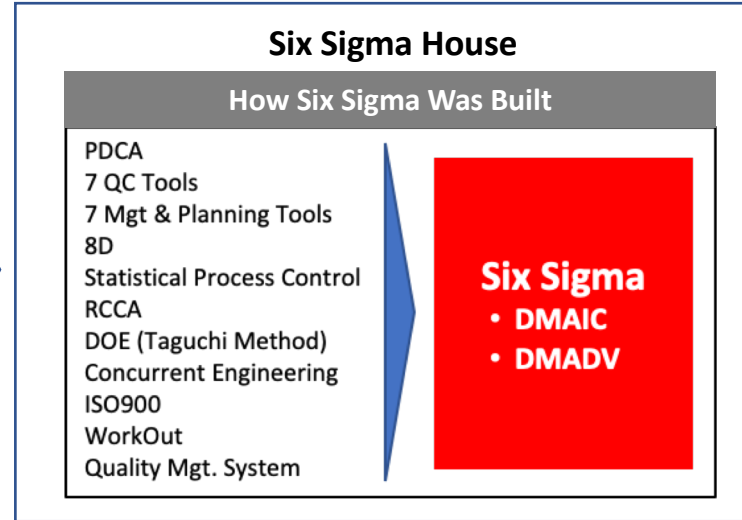
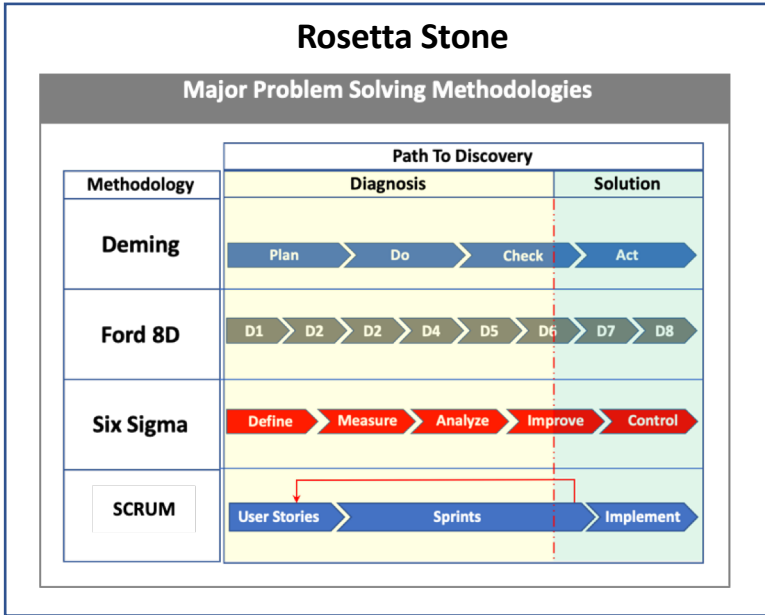
### Finding Solutions Across domains

**Lesly Regis**  
lesregis@icloud.com  
(203) 767-7521

# Useful Way To Deal With Complexity In Problem Solving

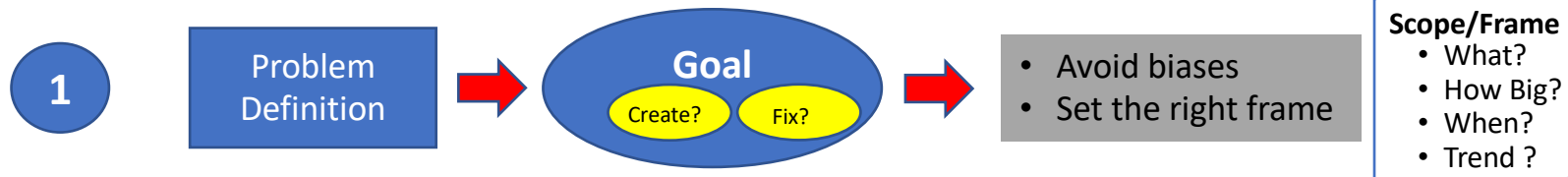
Products In Different Sectors	Approach
<p data-bbox="384 444 436 639">Manufacturing</p> <p data-bbox="541 402 764 431"><u>Supersonic Engine</u></p> 	<ul style="list-style-type: none"> <li data-bbox="940 402 1703 480">❑ Treat product as an output of a process within a system</li> </ul> <div data-bbox="1079 493 1556 792" style="border: 1px dashed gray; padding: 10px;"> <p data-bbox="1094 505 1346 524"><u>Deming's Production System</u></p>  </div> <ul style="list-style-type: none"> <li data-bbox="940 841 1703 967">❑ We can apply common problem solving methodology across a system e.g. Six Sigma's application across major industries</li> <li data-bbox="940 1016 1703 1143">❑ We can use a process centric approach to address problems or opportunities across domains</li> <li data-bbox="940 1192 1703 1230">❑ We can thrive in the Age of Disruption</li> </ul>
<p data-bbox="384 727 436 922">Financial Services</p> <p data-bbox="527 727 779 756"><u>Bill Gates' Mortgage</u></p> 	
<p data-bbox="384 1024 436 1219">Pharmaceutical</p> <p data-bbox="575 984 722 1013"><u>Vaccine Vial</u></p> 	

# Useful Guide / Insights Around Problem Methodologies

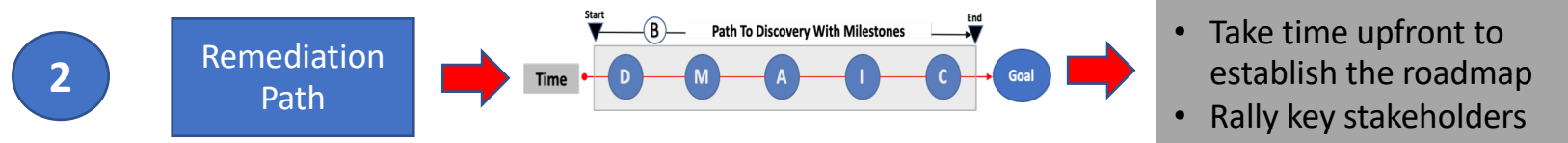


# Areas To Focus In Mastering Problem Solving

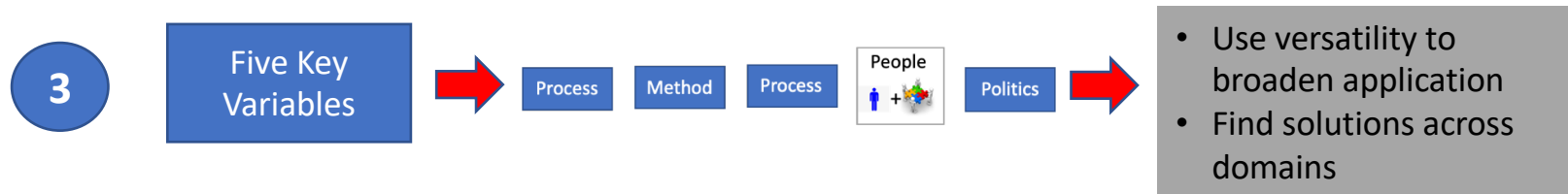
☐ Get good at defining problem



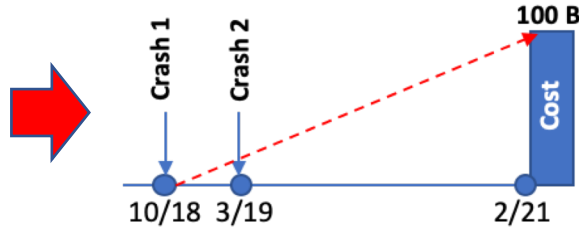
☐ Become proficient in planning



☐ Learn and apply the five key variables to drive change and thrive



# Kinds Of Problems / Issues

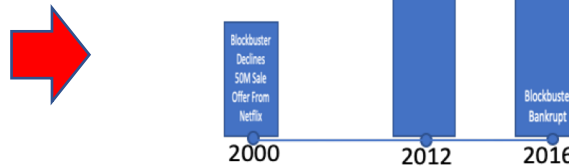
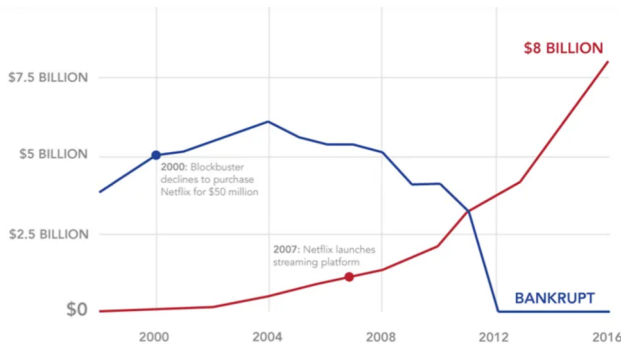


- Product failure
- Time to resolution
- Reputation
  - [note ineffective containment
  - D3: Develop Containment Plan:** containment actions to isolate the problem from any customer in the future.]

The stock plunged some 30 percent, wiping out more than \$150 billion in market value and obliterating the savings of thousands retirees.



- Poor execution over 16 years
- Over hundreds of deals
- Jury is still out

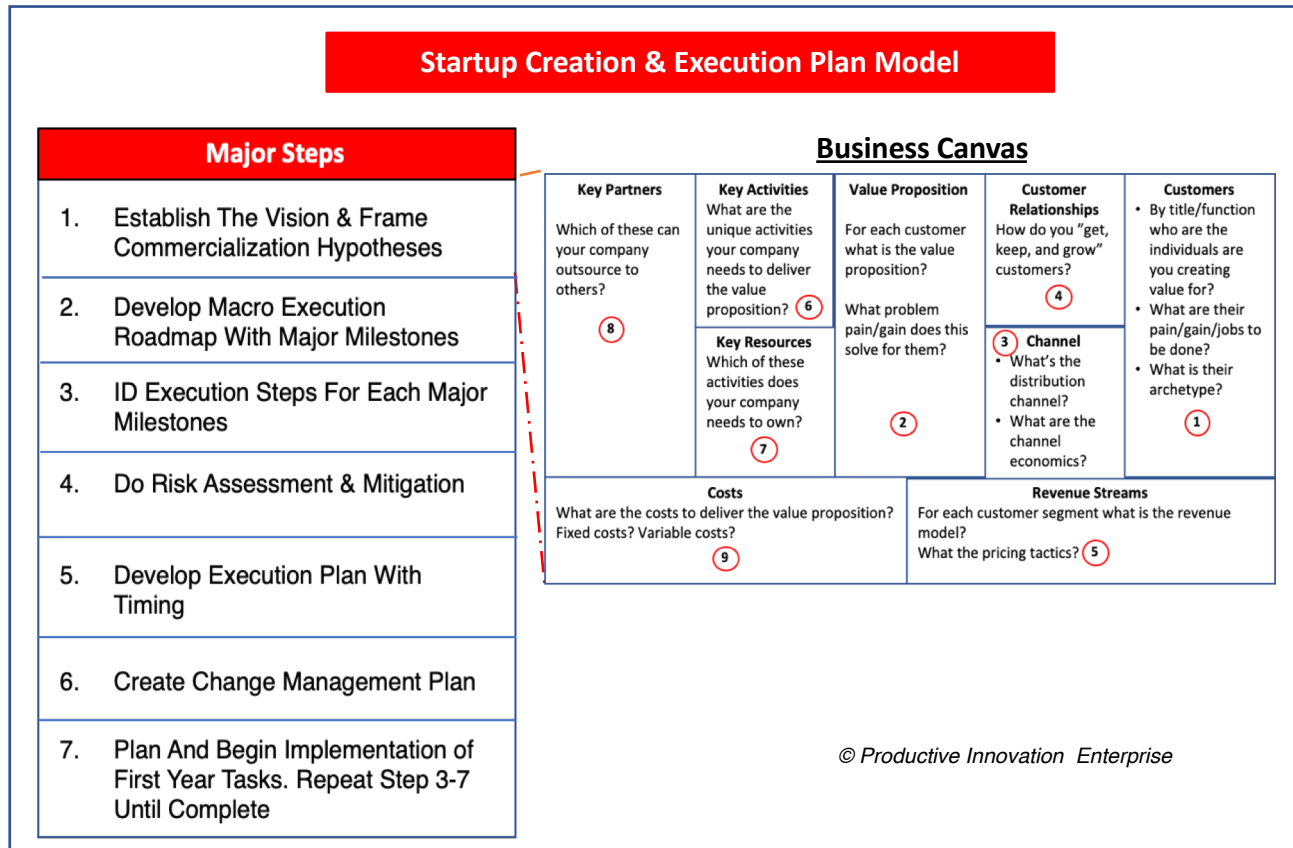


- Disruption
- Challenger prevailed
- Incumbent out of business

Source: Disrupted or Disrupter: Which One Will You Be? (Cloud Technology Partners, 2017)

# In Search Of Enterprise Wide Solutions ... Startup Creation

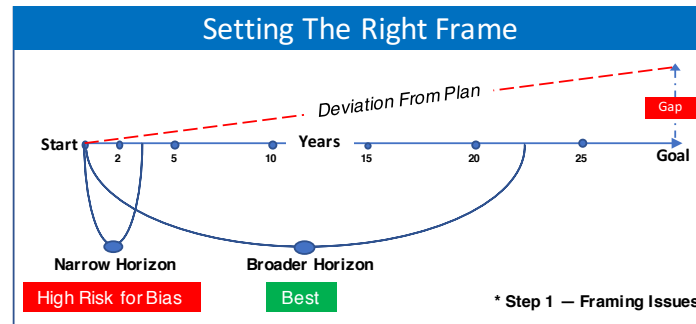
## The Startup Creation & Execution Model



# In Search Of Enterprise Wide Solutions ... Startup Creation

## □ Developing the Vision / Frame

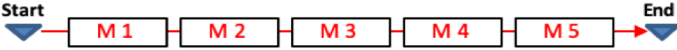

- **Wide frame is best.** Avoid unintended bias by narrow focus or assumed root cause. See below:



- **A good vision will have** the following components formulated factually: What? How big? When?
- **Avoid Narrow Framing**  
The human mind is not good at coping with great complexity; it uses mental frames to simplify and make sense of the world. **Frames guide our thinking, but they present a two-edged sword. While it makes complex reality more approachable, the frame of a problem or opportunity becomes the proverbial box that may limit thinking.** As much as we need that box, staying inside it can get us into trouble if we are not careful. Excerpt from "Decision Quality - Value Creation from Better Business Decisions" by Spetzler, Winter & Meyer

# In Search Of Enterprise Wide Solutions ... Startup Creation

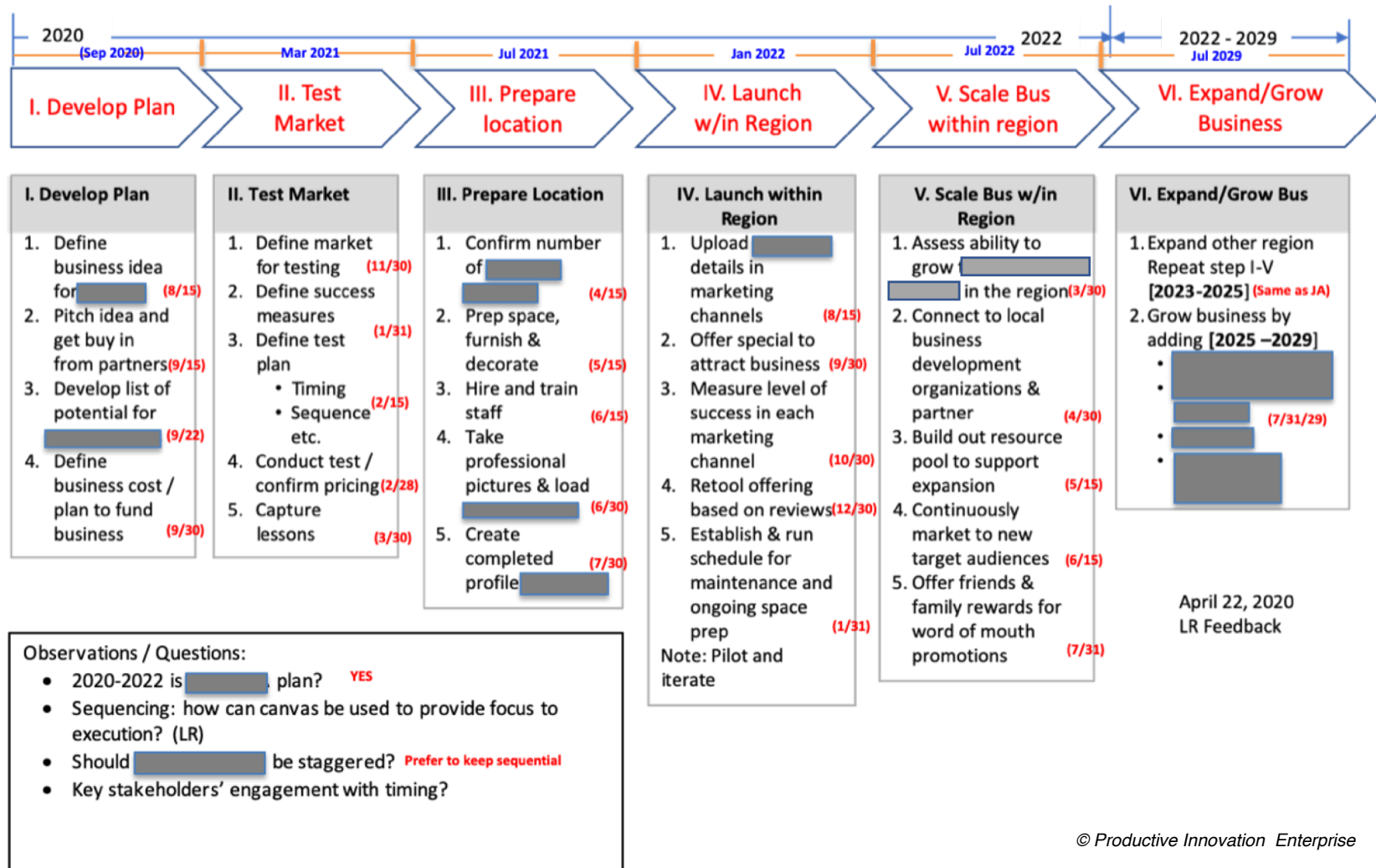
- How to develop macro roadmap & developing execution steps

Steps / Key Principles	Description
<p><b>Develop Macro Execution Roadmap</b></p>	<ul style="list-style-type: none"> <li>○ Establish Start &amp; End (using time horizon). Correct? Adjust as needed</li> <li>○ Build roadmap by placing major milestones in sequence with time</li> </ul>  <ul style="list-style-type: none"> <li>○ Keep major milestones to five or less (steps/phases) but up to seven if needed to maintain a macro level view</li> <li>○ It is an iterative process</li> <li>○ Test and establish the sequence. Correct?</li> </ul>
<p><b>Develop Execution Steps for Each Milestone</b></p>	<ul style="list-style-type: none"> <li>○ Develop execution steps for each milestone</li> </ul>  <ul style="list-style-type: none"> <li>○ Stay at high level. Can exceed, as needed, the upper limit of seven, in some cases as an exception</li> <li>○ Check to ensure sequential flow within each major milestone and between milestones</li> <li>○ Final check overall plan for gaps and major risks</li> </ul>
<p><b>Principles</b></p>	<ul style="list-style-type: none"> <li>○ Time delineates sequence between milestones or task</li> <li>○ Duration can be a good barometer of frame adequacy</li> </ul>



# In Search Of Enterprise Wide Solutions ... Startup Creation

Sample - Macro Roadmap With Execution Steps  
(some details Blurred to ensure confidentiality)



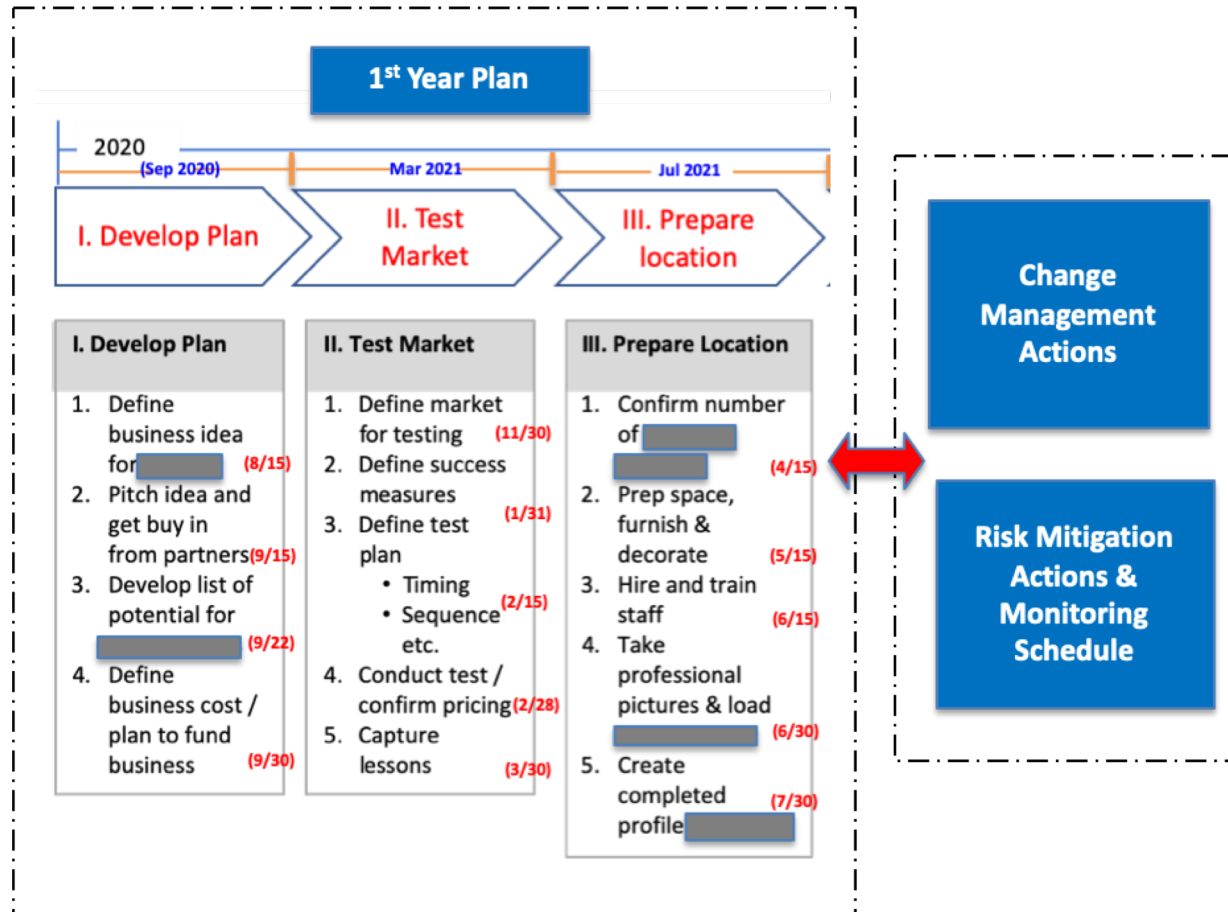
# In Search Of Enterprise Wide Solutions ... Startup Creation

- ❑ Using FMEA to address and mitigate risks

Category	Failure Types	Severity	Occurrence	Detectability	Mitigation Plan	Score
Resources	Not enough scheduled resources to meet customer demands	10	5	1	Consistently track resource demand level and invest in overflow/contingent resources while only accepting bookings where resources are available	50
	Scheduled resources become unavailable because of illness. Personal emergencies or poor work habits	10	1	10	Maintain a 30% overflow on-call resource pool to be able to cover unexpected emergencies and continually track unexpected resource situations	100
	Untrustworthy resources	5	5	5	Establish the right incentives for encouraging trust and be transparent and consistent about giving the right incentives/consequences	125
	Resources with poor quality work	10	5	1	Have processes in place to accurately assess the level of quality work done by resources	50
	Unavailable time					
Technical	Technology tools are not used correctly	5	10	1	Ensure training and tool handbooks are available for each resource prior to starting and during operations	50
	Available Technology doesn't meet needs of the clients	5	1	1	Ensure all possible tools are understood and clients are given the tools that are the best fit for their needs	5
	Technology tools do not work as designed	10	1	1	Have manual contingent plans to serve as backup when tools do not work (e.g., use phone for communication if website isn't working or have backup key if lockbox doesn't work)	10
	Insufficient knowledge					
	External disruption					
Project	Too much work planned in a short window of time (e.g., an overly aggressive schedule for getting the space ready for clients)	5	5	1	Establish detailed project plans that confirms the actual time needed to complete key business tasks and schedule workforce to	25
	Inadequate project tools to track work in all locations	5	1	1	Invest in project tracking tools that can be accessed globally by all resources	5
	Wrong skill set					
	Weak organization					
	Open unresolved issues					
Location	Clients are harassed by aggressive neighbors	10	5	1	Educate clients on how to interact with [redacted] Inform neighbors that guests will be staying at the properties	50
	Clients are robbed or assaulted by unknown	10	1	1		10
	[redacted] hard to get to with local transportation or hard to access during inclement weather	5	1	1	Establish transportation options for hard to reach areas (e.g., Taxi for hire or Uber); set up support to ensure access is easy during inclement weather	5
	Unsafe					
	Unrelated connections					
	Wrong channels					
	Wrong timing					
Funding	[redacted] costs a lot to run relative to what the market price is	10	5	5	Identify partnerships with family, business owners and partners for reducing costs [redacted]	250
	Initial market cost is good, but goes up unexpectedly after launch	5	1	10		50
	Unavailable capital					
	Wrong business model					
Bankruptcy	Cost to run business increases prohibitively and becomes unprofitable	5	1	10	Assess options to turn it around or find ways to seamlessly close down the business	50
	Markets selected do not work for AirBnB offering	5	1	10	Identify options to finding new markets and resources pools or close down the business	50
	Unavailable cash					
	Unable to compete					
	Lawsuits					

# In Search Of Enterprise Wide Solutions ... Startup Creation

- ❑ Building the first year plan and managing change



# In Search Of Enterprise Wide Solutions ... Startup Creation

☐ A cheat sheet

