

**MENKUS**  
**& ASSOCIATES**

***High Reliability Delivery***

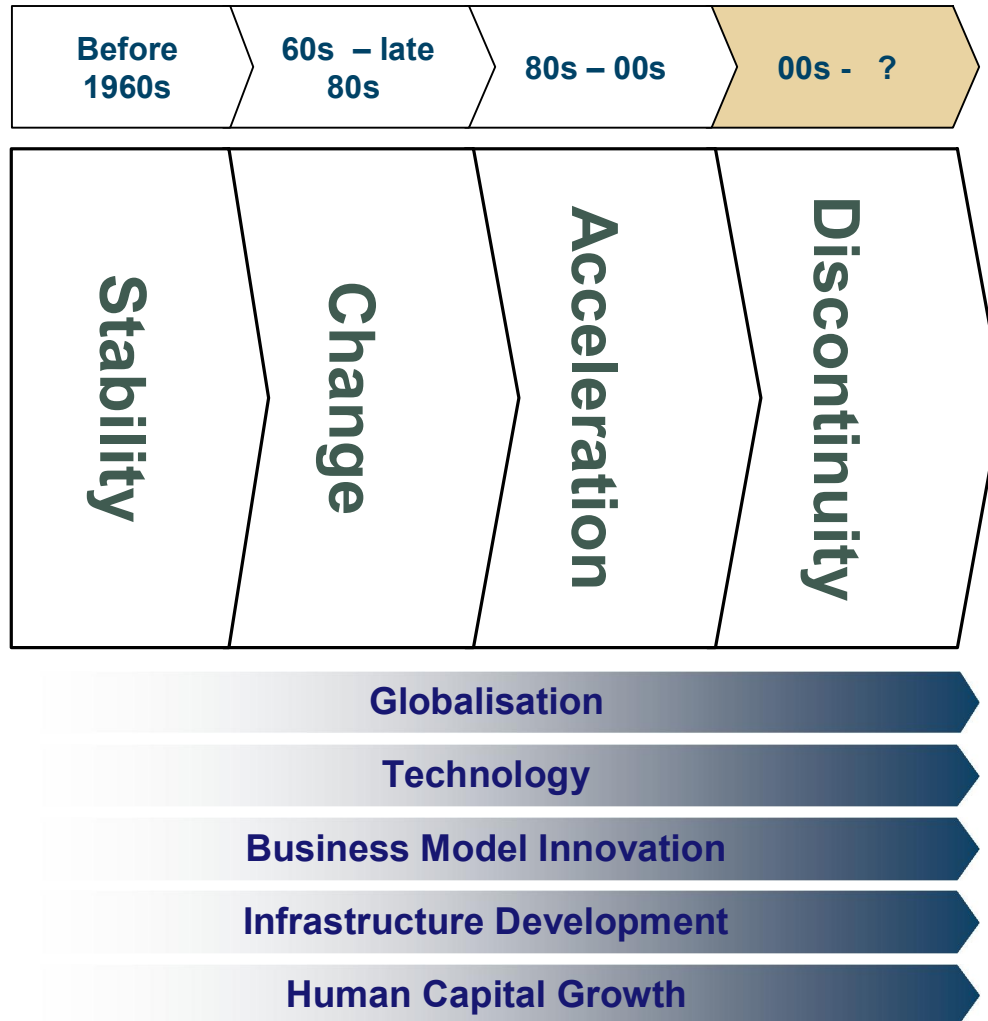
***15 November 2006***

# Opening thoughts

- Frank discussion
- Diversity
- Summary and contact list
- Introductions

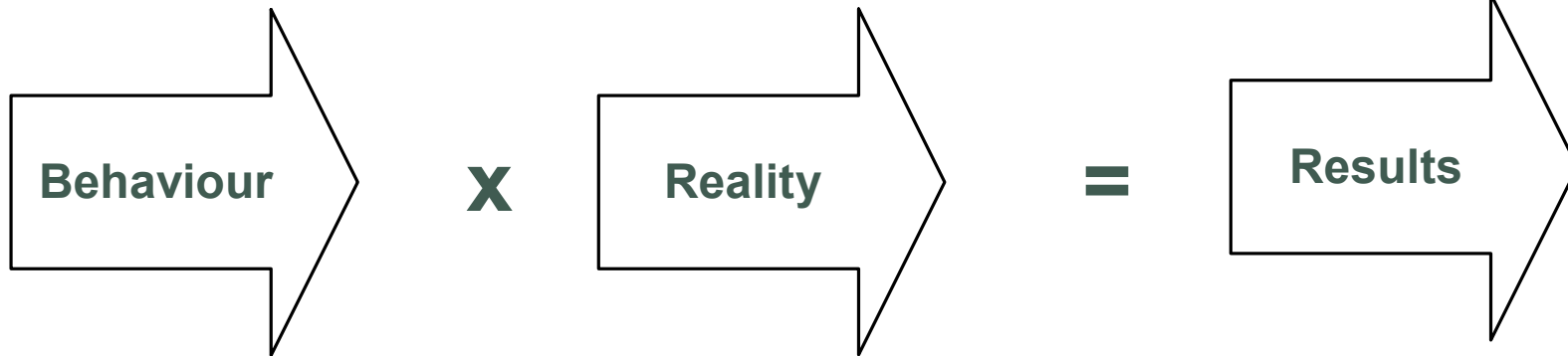
# Age of Discontinuity

## Historical Development



- Simultaneous multiple changes; shifting frames of reference
- Growing ambiguity; shrinking certainty
- Less time for decision and action
- Extended value chains: outsourcing, partnerships, etc.
- **Low margin for error, growing performance demands**

# What drives results?

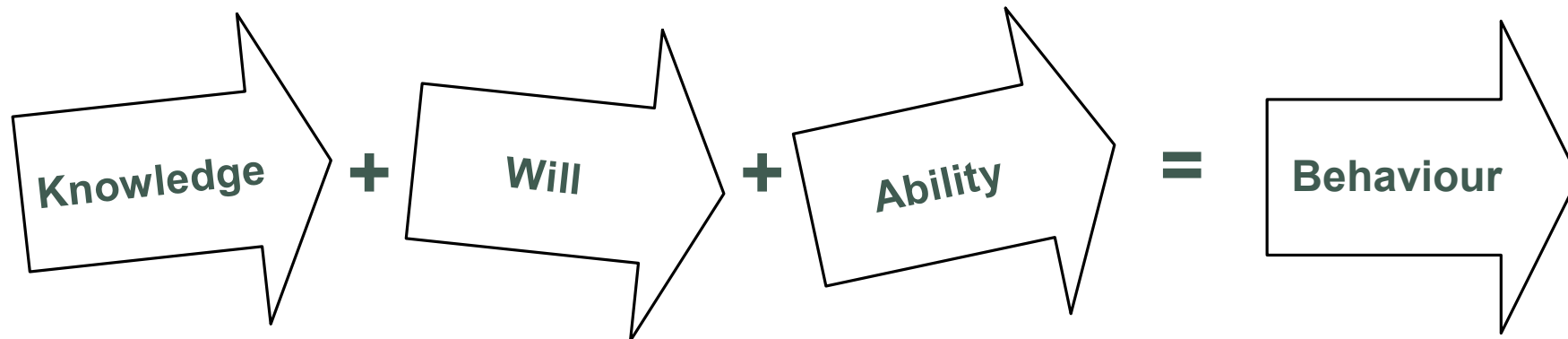


- What I actually do (and when)

- The way the world works
- Where I really am (resources I have, etc.)

- Outcomes I generate

# What drives behaviour?



- About the situation I'm in and the way the world works now

- What I must do / can't do

- What I can get others to do for and with me

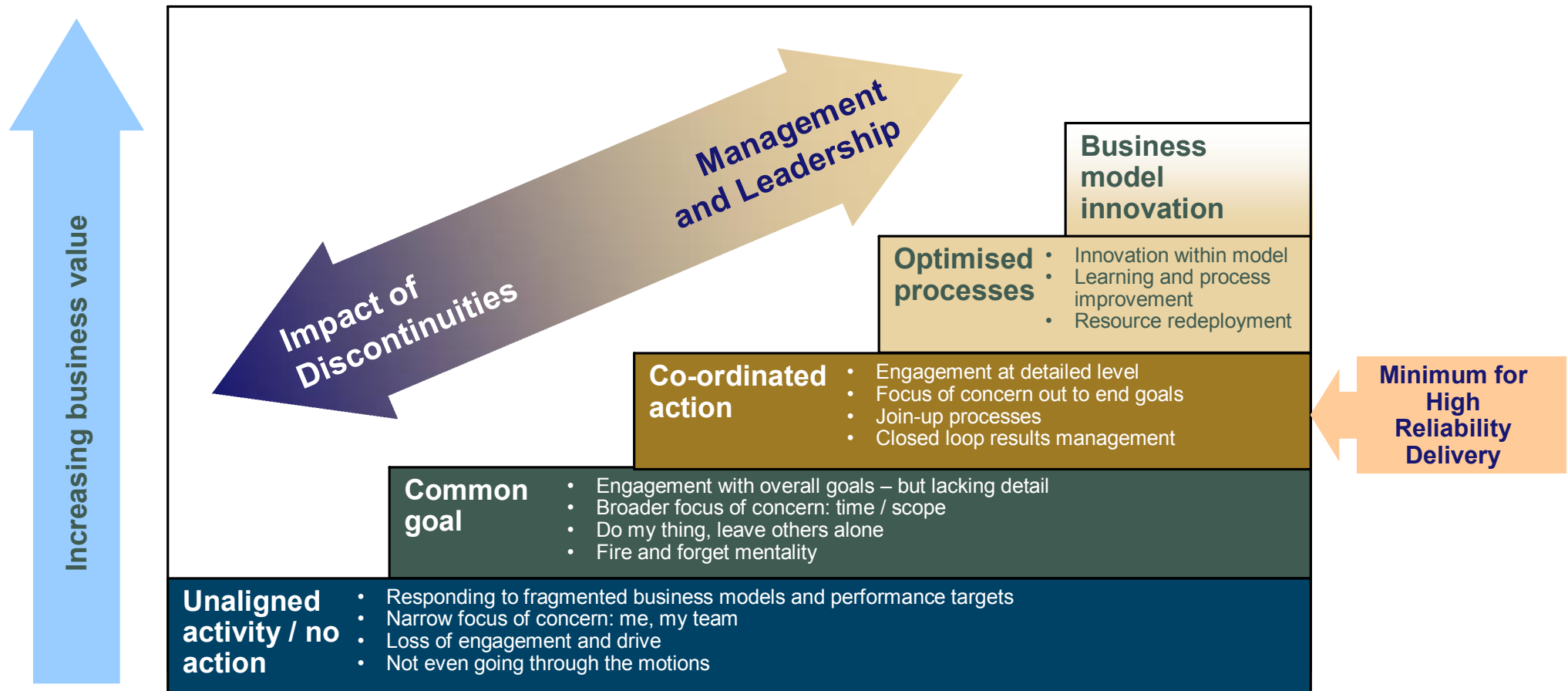
- What I actually do (and when)

- 
- Who I am (role, as a person)

- What I want to do / don't want to do

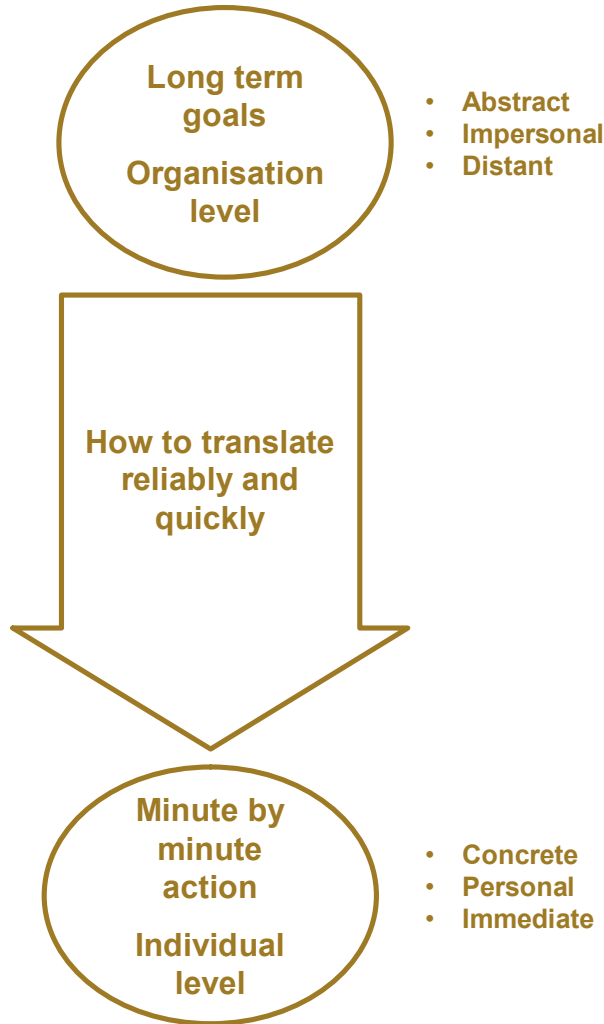
- The resources and skills I have

# Discontinuities: Organisational Impact

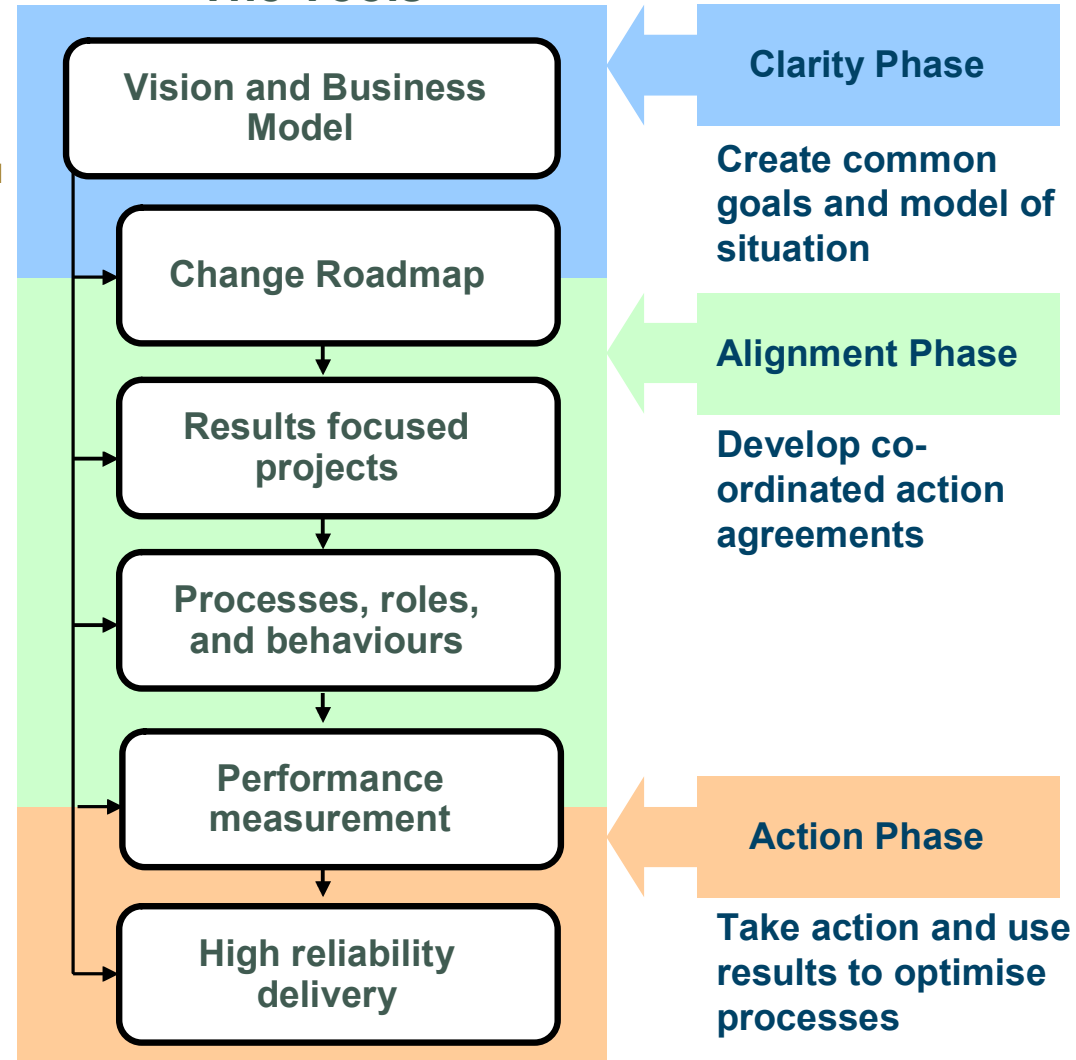


# Building Organisational High Reliability

## The Challenge



## The Tools



1. Publicly commit to what you are going to do, by when, and the results intended from that action; write it down and share it
2. If you say you are going to do something – do it
3. If you find out you aren't going to be able to complete an action, communicate that fact as soon as you know to those who might be affected
4. If you find that you no longer understand why you are doing something (what the intended larger result is) and how your actions fit with what others are doing, get that clarified before you continue
5. If someone makes a commitment to you, make sure you are equally certain with them about their knowledge, will and ability; nail things down around who, what actions, what intended results, and when



- What do you experience as different in today's business environment that makes execution more (or less) difficult?
- What obstacles do you see to high reliability delivery in your organisation? For you personally?
- What approaches have you taken recently to improve the reliability of delivery in your organisation? For you personally? What works, what doesn't?

## Contact Information

*Clarity. Alignment. Action.*

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