Gap Filling Organizations

Responding at speed and scale to the unanticipated
Key Point 1:

Greatness is discovered, not decided.
Question 1: Your firm’s discoveries

- Break through innovations/discoveries that makes you competitive?
  - __________________
  - __________________
Key Point 2:

Problem Solving Key to Discovered Greatness
Competing at Speed

- Δ Climb rate
- Altitude
- Know something
- Δ Discovery rate

- Great
- Okay
- Know a lot
- Don’t know

- Learner
- Leader

- Spread ✓ ✓ ✓
- Solve ✓ ✓ ✓
- See ✓ ✓ ✓
- Spread x ✓ ✓
- Solve x ✓ ✓
- See x ✓ ✓

© Steven J. Spear 2014
Question 2: Your problems

- **Big projects**
  - Lead time
  - Delivery time

- **Unanticipated**
  - Warning time
  - Response time
Key Point 3:

Matching Problem Size and Speed to Problem Solving System
Educational Example

http://www.service-innovation.org/the-importance-of-the-big-idea/
http://www.assortedstuff.com/?p=4033

http://blog.sysomos.com/2010/05/19/twitter-as-a-resource-tool/question-mark/
http://aspiringdocsdiaries.org/2012/11/14/learning-in-med-school/

© Steven J. Spear 2014
Cells versus Systems

Molecular Construction of Glucose

- Hydrogen
- Carbon
- Oxygen

http://www.annekeckler.com/nutrition-carbohydrates/
http://healthandfashion.us/the-tempting-pizza/

© Steven J. Spear 2014
Making the Leap vs. Getting Them Home

http://history.nasa.gov/SP-4105/p313.jpg

NASA FACILITIES

1961-1969

http://www.universetoday.com/62663/13-things-that-saved-apollo-13-part-4-using-the-lm-for-propulsion/

14 April-17 April 1970

© Steven J. Spear 2014
Mercury
Apollo
Explorer Program

Explorer 6 on a Thor-Able III
August 1959

Explorer 10 Satellite
1961

Explorer 9
February 1961

© Steven J. Spear 2014
Question 3: Your systems

- **Big projects**
  - Staffing
  - Funding

- **Unanticipated**
  - Staffing
  - Funding
Key Point 4:

Proximity for speed and scale
Structure and Dynamics

Internal Processes
- Resource light
- Fast
- Expanded capacity
Rapid Equipping Force

Decade(s) long effort

Month(s) long effort
Proximity to problem:
- In theater
- Liaison officers and NCOs

Proximity to solution:
- Downrange engineers
- Connectivity to experts

http://www.exponent.com/Rapid-Solutions-Improve-Soldiers-Capabilities-05-17-2013/
Question 4: Your gap-filling

- **Staffing:**
  - What functions and disciplines?
    - __________
    - __________
    - __________
  - Structure
    - ☐ Silos or
    - ☐ “skunk works”
  - Proximity
    - ☐ On site
    - ☐ At a distance
Key Point 5:

Vertical Connectivity
Toyota OMCD

Production Organization

Corporate Leadership

Guardians

1st time

2nd time

3rd time

- Experience
- Amplification
- Influence

© Steven J. Spear 2014
Question 5: Your champion

- Who?
- What level?
- What role?
Summary

1. **Greatness:**
   Discovered, not decided.

2. **Competitive Advantage:**
   Problem solving: everywhere about everything

3. **Problems come in different sizes and speeds**
   → structure and dynamics have to match

4. **Proximity:**
   → key to generating speed at scale

5. **Connection to top:**
   → Promote/protect existence and influence

© Steven J. Spear 2014
Additional resources...

• *The High Velocity Edge* @ Amazon  
  [http://goo.gl/XJCMzU](http://goo.gl/XJCMzU)
• “First Do No Harm Video,” Partnership for Patient Safety, P4PS.org  
  -- DVD version for live facilitation (ask Steve for teaching plan)  
  -- web-based version with inserted commentary for individuals and small groups
• “Creating High Velocity Organizations,”  
  MIT Sloan School two day, open enrollment program: [http://sloanm.it/w2G5yv](http://sloanm.it/w2G5yv)
• “Achieving Breakthrough Quality, Access, and Affordability,”  
  IHI Open School Course,  
  [http://www.ittybittyurl.com/ihi_spear_course](http://www.ittybittyurl.com/ihi_spear_course)
• MIT System Design and Management Webinars  
  -- “Leadership innovation and operational excellence,” March 14, 2011,  
  -- “Anomalies or Leading Indicators? Recent System Failures in IT Security, Manufacturing, and Natural Resource Extraction,” August 8, 2011,  
  -- “Creative Experimentation: Developing a Skill Critical for Managing Complex Operating Systems,” January 9, 2011,  

© Steven J. Spear 2014