



Visualize, Describe, Direct

The Art of Business Command

Presentation Intent

Purpose:

- ❑ Provide leaders a framework to gain situational understanding, communicate purpose and direction, and maintain control of an implementation effort.

What this model is:

- ❑ A method for providing guidance and leading a:
 - ❑ Transformation effort
 - ❑ Change Initiative
 - ❑ Strategic Initiative
 - ❑ Project

What this model is not:

- ❑ A method for creating an Organizational “Vision”



Fog & Friction

War

- ❑ Severe weather
- ❑ Loss of key leader
- ❑ Enemy actions
- ❑ Degraded communications system
- ❑ Lack of supplies and support

Business

- ❑ Regulatory requirements
- ❑ Use of new technology
- ❑ Personnel shortages
- ❑ Multiple commitments
- ❑ Vendor fails to deliver on promise

Fog and Friction – Increased levels of difficulty that degrade an organization’s ability to function and respond efficiently in a volatile, uncertain, complex, ambiguous environment.



Decision Making Models



Silent Killers of Implementation

Leadership

Ineffective Senior Management Team

Unclear Strategies & Conflicting Priorities

Top-Down or Laissez-Faire Management Style

Communication

Poor Vertical Communication

Poor Coordination Across Functional Areas

Inadequate Mid-Level Leader Development

"The Silent Killers of Strategy Implementation"
Michael Beer & Russell Eisenstat, Sloan Management Review, Summer 2000

✓ = Visualize, Describe, Direct Model will help address



Attributes of the Ideal Leader *

Attribute	Survey Groups**	360 Feedback Rating***
Communication	224 / 69%	High
Vision / Strategy	203 / 62%	Low
Delegation / Empowerment	151 / 46%	Low

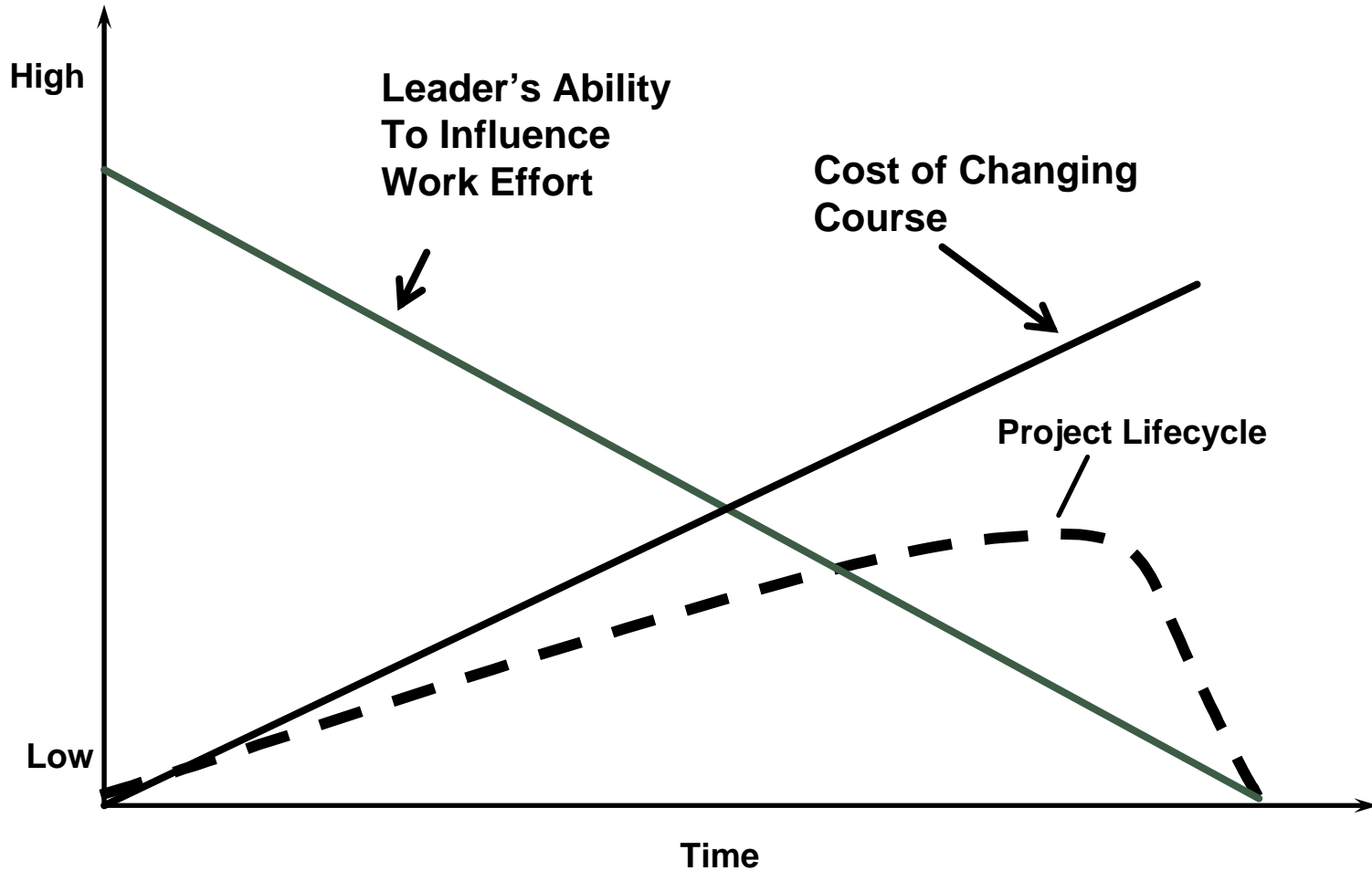
*** Survey and performance rating conducting with Advanced Program Management Students at the Defense Acquisition University**

**** 1, 956 students in 326 Survey Groups from 1999-2002**

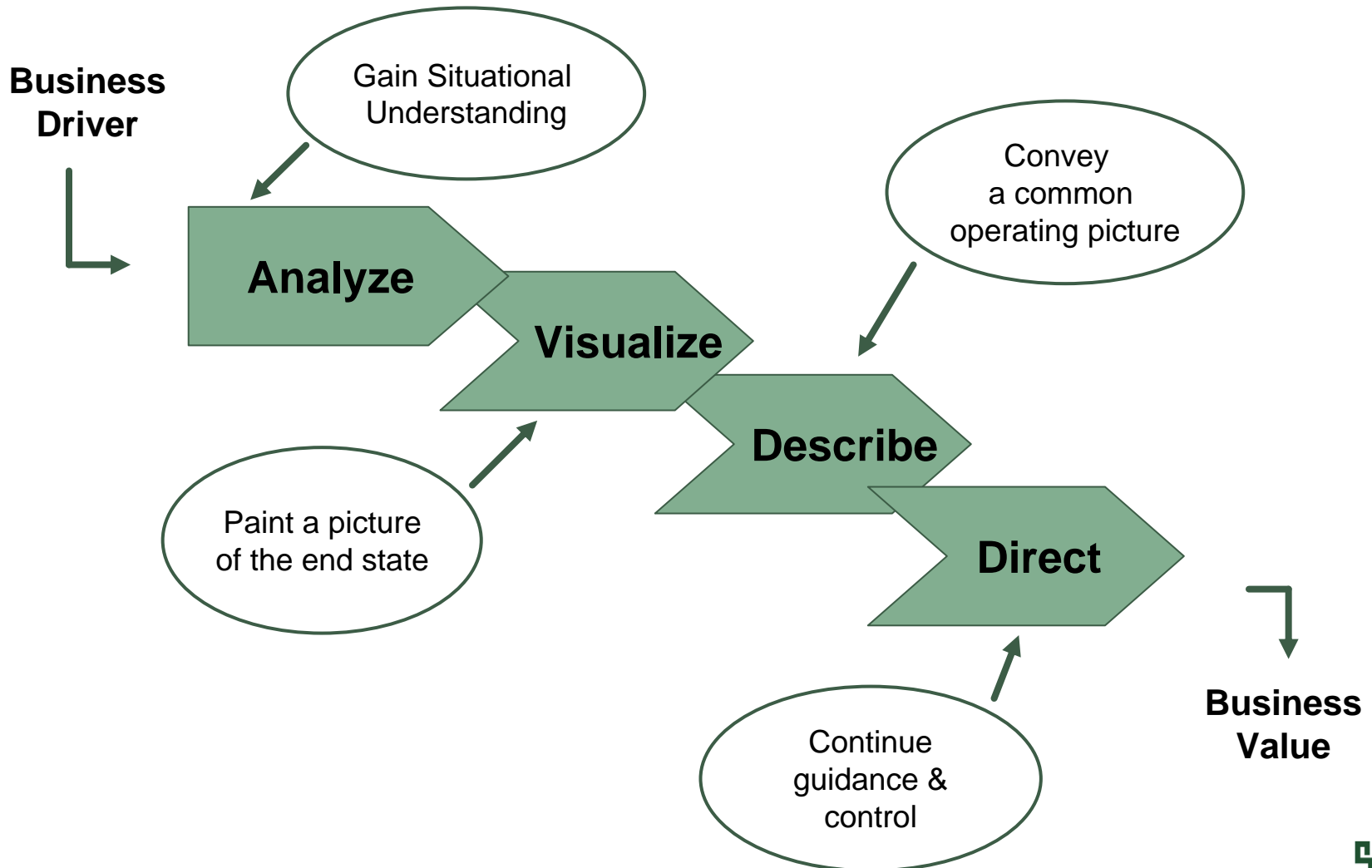
***** 7,796 students from 1995 - 2002**



Leader's Impact On Implementation Over Time



The Art & Science of Leading Implementation Efforts



Analyze

Visualize

Describe

Direct

Conduct Leader's Analysis of a Proposed Initiative

- ❑ **Business need, business driver, business requirements (Opportunities)**
- ❑ **Identify the customer**
- ❑ **Identify risks**
- ❑ **Resource requirements**
- ❑ **Specified & Implied Tasks**
- ❑ **Leader's own definition of success**

Identify The Objective

... what you need to do and why you need to do it

Analyze

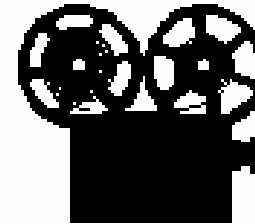
Visualize

Describe

Direct

1. Current State

- History (where have we come from?)
- Our organization's capabilities / capacity
- The competitive climate
- External forces



2. Where do we want to go

- Purpose – Why we are doing this
- End State – Define what success looks like

3. What must we do to get there

- See business process end-to-end
- Level of effort required to reach goals
- Strategy for anchoring the initiative
- Key success factors



1. Objective

- What must happen

2. Leader's Intent

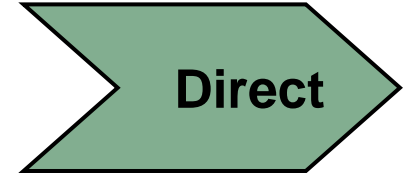
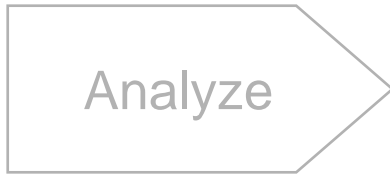
- Broad purpose – The “Why”
- Key tasks
- End State – conditions that must be met

3. Provide Guidance

- Risk
- Time
- Priorities

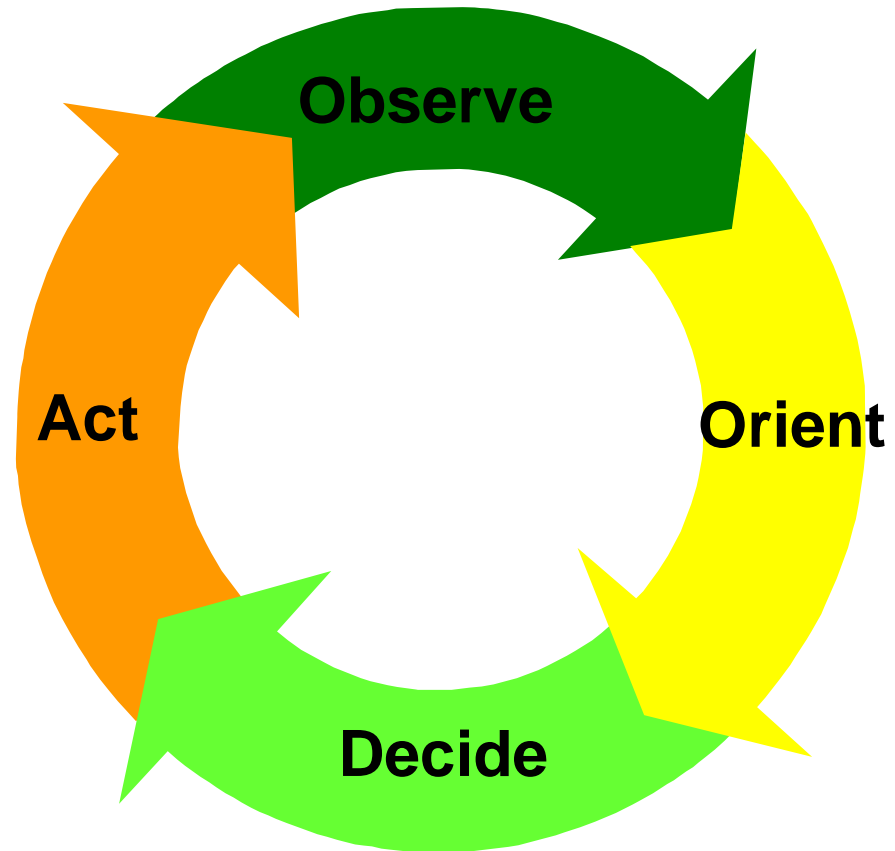
4. Critical Information Requirements

- Identify what information you need that is not currently available



***“You can’t lead a Panzer
Brigade from behind an office
desk”***

*COL Kurt Meyer
German Commander*

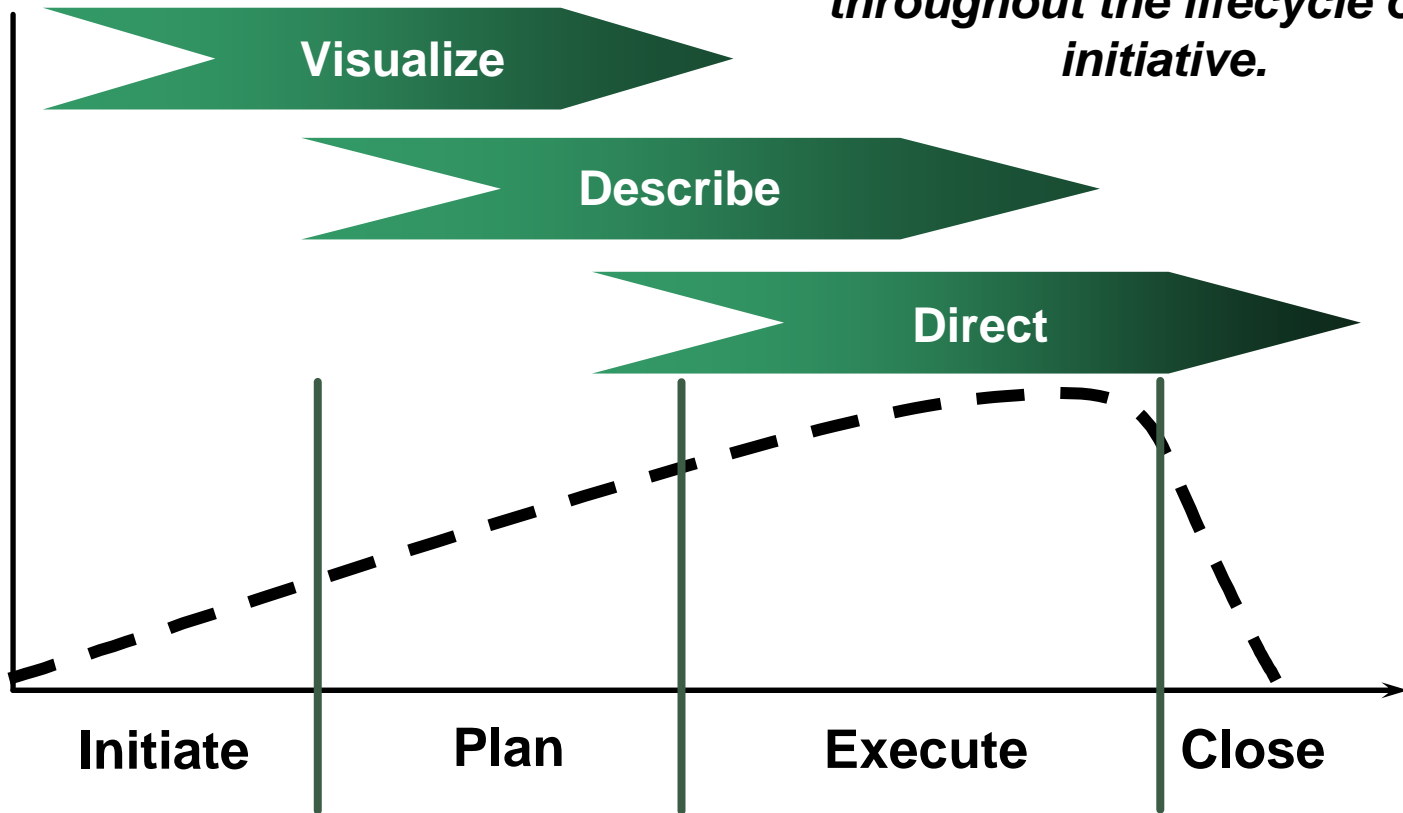


**If you simply “throw
something over the wall”
don’t expect it to get done.**



When To Apply

The visualize, describe, and direct model is applied throughout the lifecycle of an initiative.



Take Aways

Visualize

You have to have an understanding of where it is you want to go before you could lead others there.

People want to know what the boss wants so they could do the right thing.

Describe

Leaders have greatest impact and it is less costly to influence work at the beginning rather than at the end.

Direct

Leaders must stay engaged throughout the lifecycle of an initiative to provide support and make decisions.