



High-Velocity Productivity (HVP)

Individual, Team, and Organizational Productivity Frameworks
for your Journey of On-Going Professional Development

Adam P. Cherrill, President
CHERRILL CONSULTING GROUP (CCG)
cherrillconsulting.com

ENTERPRISE GUIDANCE, NAVIGATION, AND CONTROL™

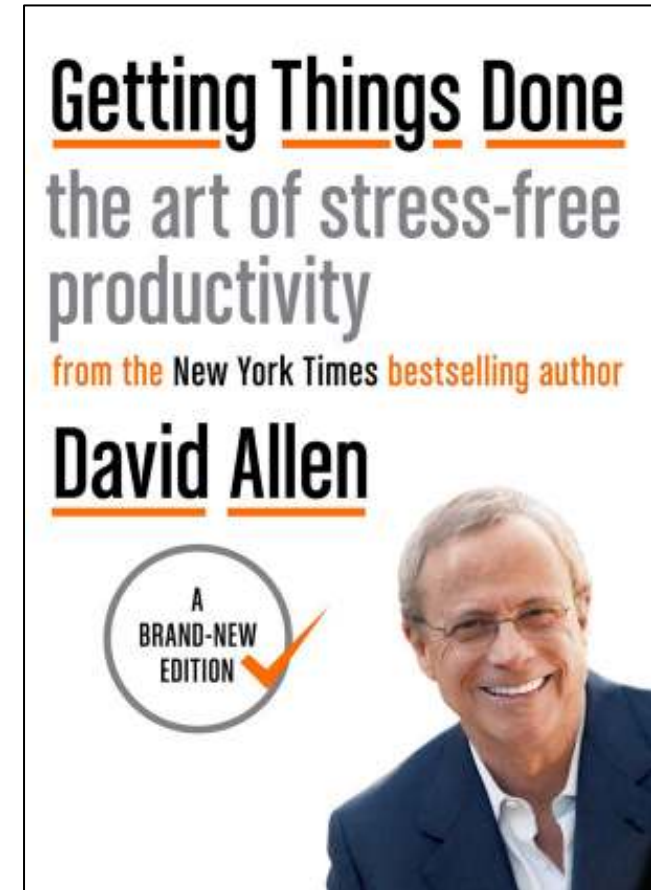
Rationale

A Journey of On-Going Professional Development



"The catch-22 of Professional Development is that the better you get, the better you'd better get."

- David Allen, *Getting Things Done*





Adam P. Cherrill
President, Cherrill Consulting Group (CCG)

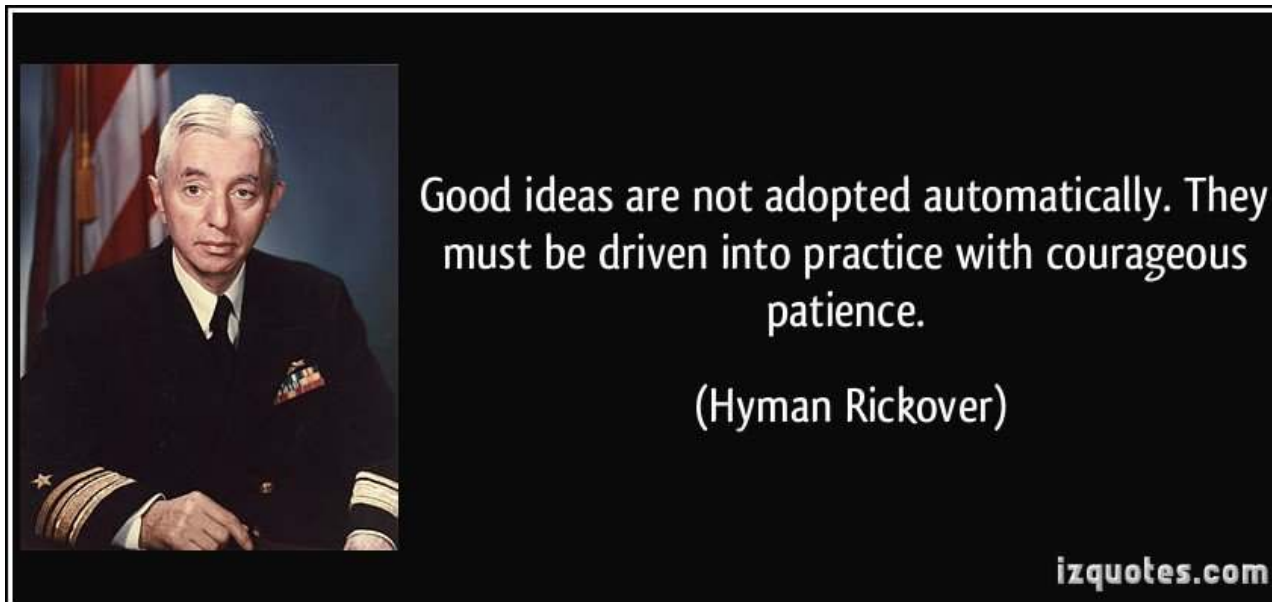
CCG's network of independent aerospace & defense professionals delivers expert solutions to *maximize situational awareness, transform operational capability, and sustain competitive advantage.*

- **2019-2021 Institute of Management Consultants USA (IMC-USA) Board of Directors**
- **2019 PMI-MN Board of Directors (Director of Finance)**
- **Portfolio Management Professional (PFMP) – apex credential offered by PMI**
- **24+ Years of Project/Program/Portfolio Management in the U.S. Defense Industry**
- **BS, MS, MBA, and Executive Continuing Education**

Describe Individual, Team, and Organizational Productivity Frameworks

- Well-established and well-understood
- Sound theoretical foundations
- Practical implementation and transformational results

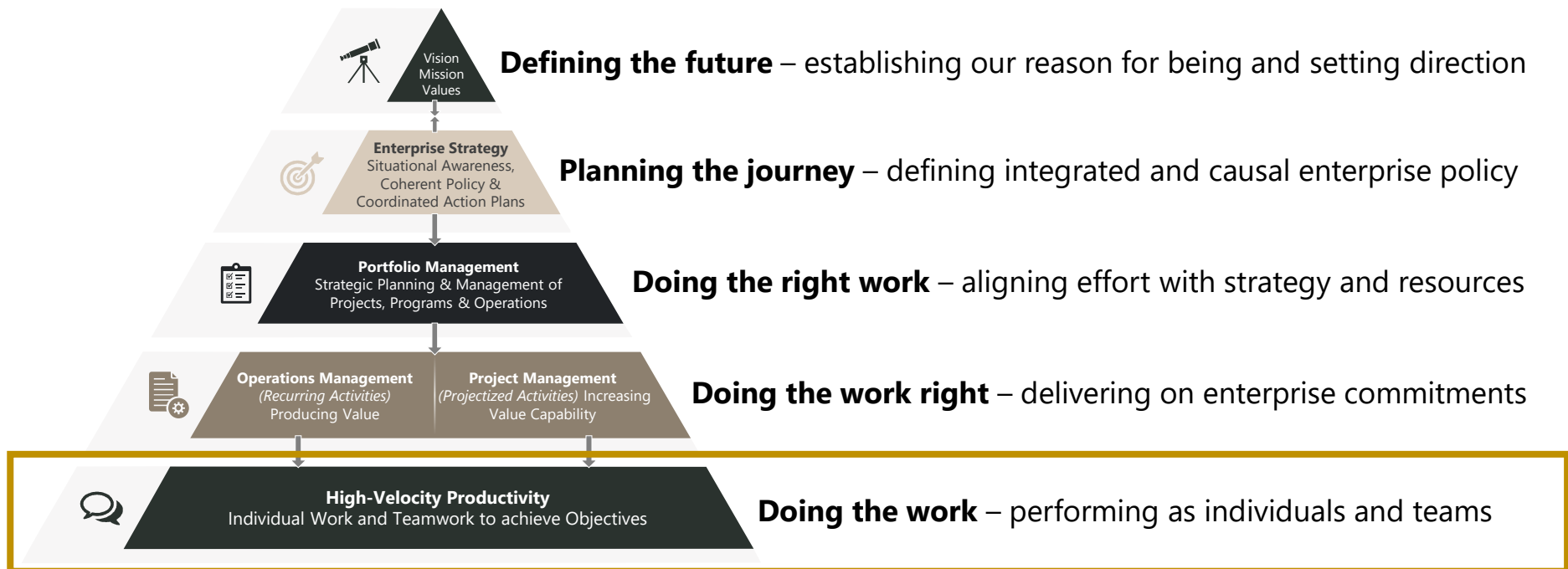
Provide references for your own HVP Journey



5/18/2021

The Horizons of Focus

HVP in context of Enterprise Strategy



Productivity is foundational to all Horizons of Focus

Velocity denotes both magnitude and direction (a vector)

HVP is about aligning and maintaining speed (magnitude) and focus (direction):

- Focusing on desired end-states and achievements (Guidance)
- Tracking progress through markers and waypoints (Navigation)
- Moving fast amidst uncertainty and disturbances (Control)

Three Productivity Perspectives:

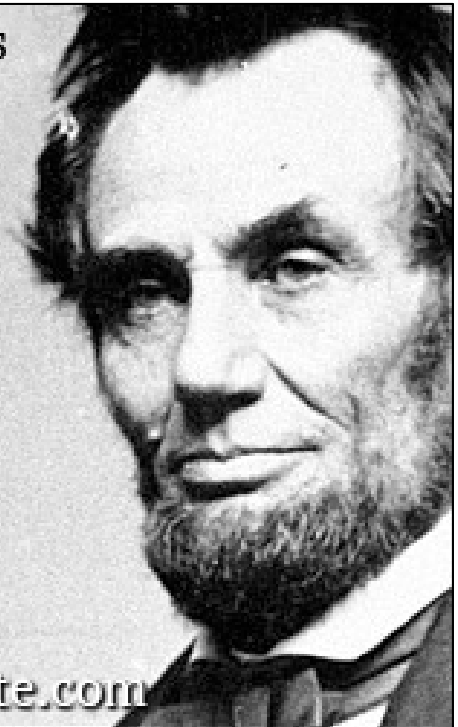
- Individual
- Team
- Organizational

HVP is a never-ending Journey of On-Going Improvement

Individual Productivity

Getting Inputs under Control
Getting Actions under Control
Getting Projects Under Control
Beware the Failure Modes!

Give me six hours
to chop down a
tree and I will
spend the first
four sharpening
the axe.



Abraham Lincoln

www.quote-coyote.com

Individual productivity is foundational to Professional Development

Getting Inputs Under Control

Convert Inputs into Actions (The GTD Methodology)



We are continuously bombarded with "Stuff"...
GTD is a powerful approach to process all of it consistently.

FIVE STEPS



FIVE SIMPLE STEPS THAT APPLY ORDER TO CHAOS

1. Capture—collect what has your attention
2. Clarify—process what it means
3. Organize—put it where it belongs
4. Reflect—review frequently
5. Engage—simply do

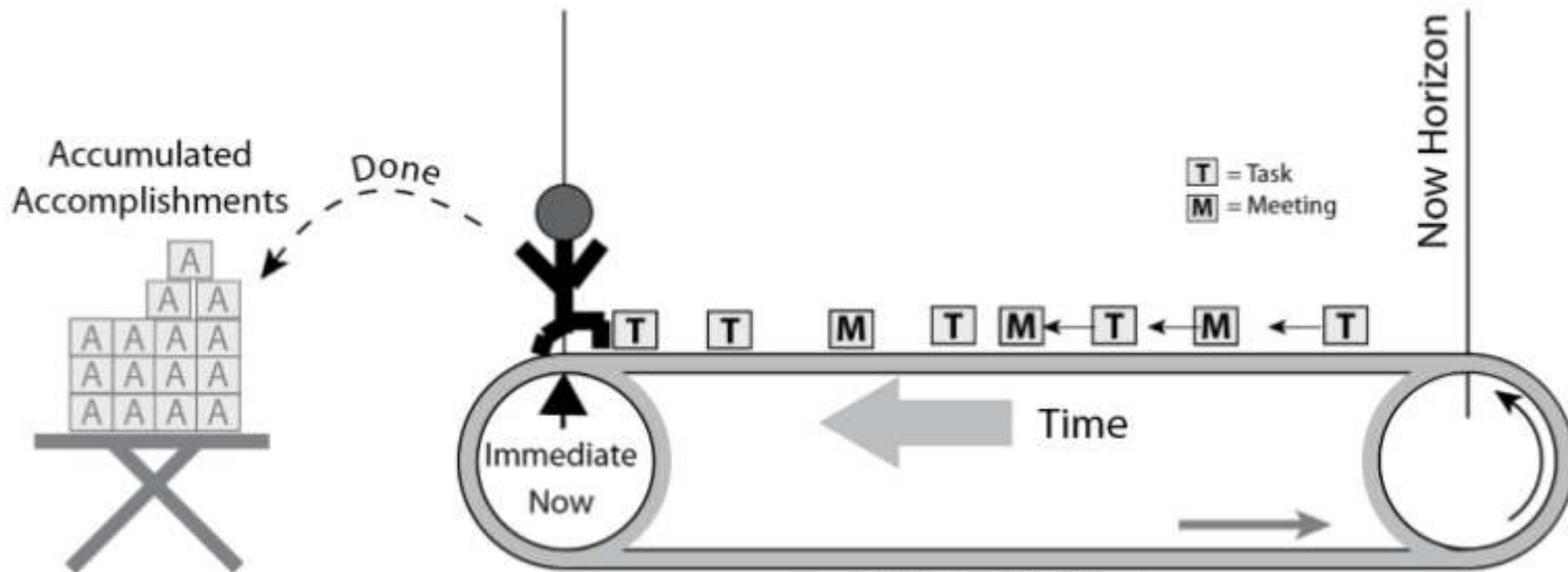
The Mind is for having ideas, not holding them (David Allen)

Getting Actions Under Control

Ideal State



*In the ideal state, the ~~knowledge professional~~ **Project Manager** converts Tasks and Meetings into Accumulated Accomplishments*



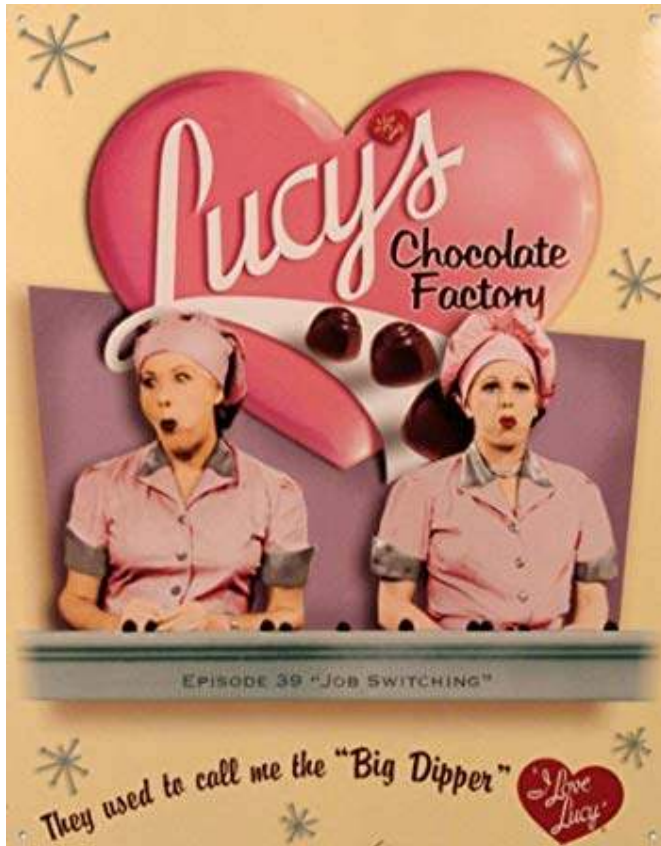
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Case Study

Lucy's Chocolate Factory



<https://youtu.be/K3axU2b0dDk>



Try to identify some of these management concepts...

- *Management style*
- *Push vs. Pull Flow*
- *Work Stress*
- *Quality Control and Waste*
- *Process Variability*

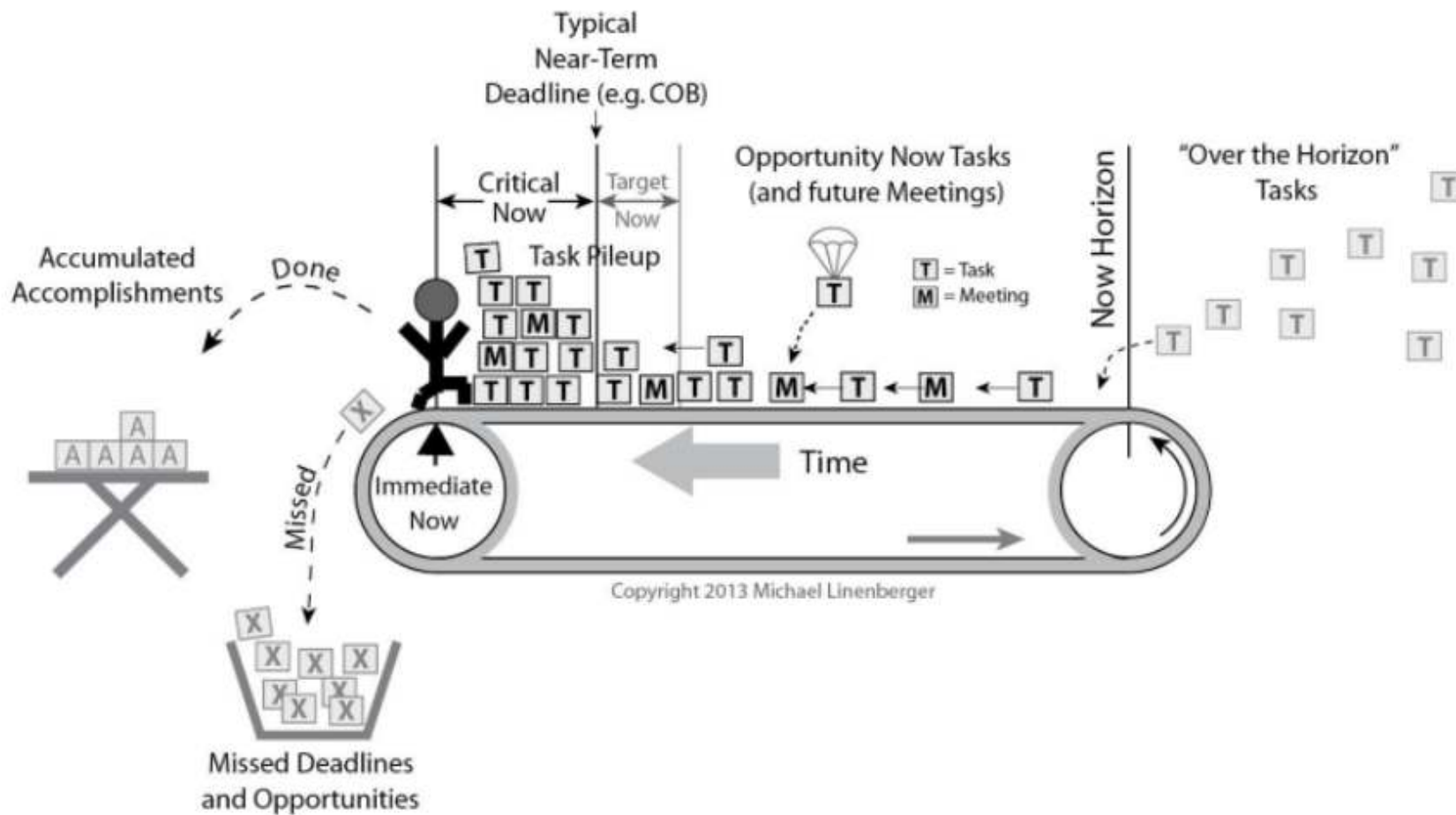
A classic case study of multiple different management concepts

Getting Actions Under Control

Overloaded State



In the overloaded state, the ~~knowledge professional~~ Project Manager misses Deadlines and Opportunities...



We are busy professionals who cannot possibly get it all done...

Some remedies for consideration:

- Standardize Work (more about this subject to follow...)
- Automate processes
- Auto-File Email
- Use Keyboard Shortcuts
- Limit Meetings
- Clarify Expectations
- Don't let the Perfect be the enemy of the efficient Good
- Remember the Pareto Principle (80/20 rule)
- Apply Selective Negligence

We must manage urgency in addition to our goal-driven actions

In Productivity jargon, a "Project" is anything that requires more than one action step to complete...

1. Maintain Project Lists

- In Progress
- Not Started
- Someday/Maybe

2. Ensure each active project has a Next Action, or next physical step that advances progress towards completion

- Creates positive energy, direction, and motivation
- Does not create unrealistic overload with artificial due dates

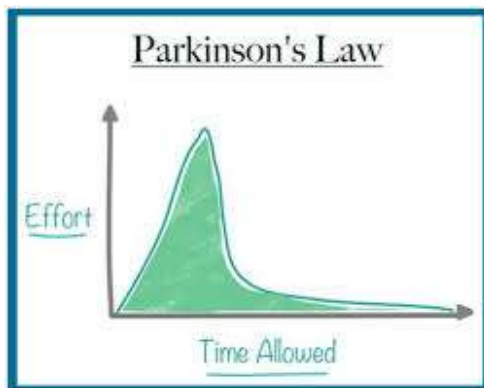
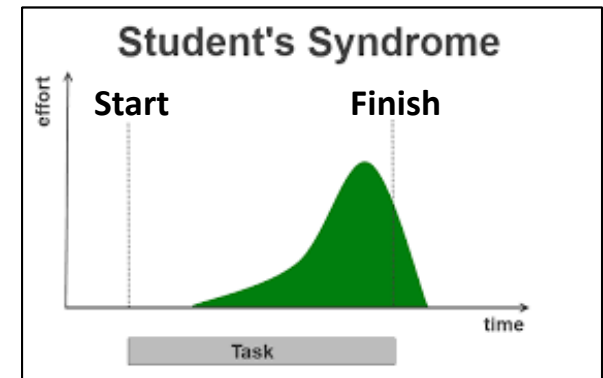
Remember that we "Do" the Actions, not the Projects!

Beware the Failure Modes!

Realities and Remedies



Student's Syndrome (planned procrastination to induce a sense of urgency) – *eliminates schedule margin and creates unnecessary stress*



Parkinson's Law (work expands as to fill the time available for its completion) – *adapted from the "Law of Bureaucracy"*

Crying Wolf (setting too many artificial due dates or deadlines) – *a "Guilt-Based" approach to action management*



Team Productivity

Not even Toyota could articulate what differentiated it so substantively and significantly from its competition...

A Harvard Business School Ph.D student "figured it out"...

The Four Rules-in-Use:

1. Simple Flow Paths
2. Binary Communications
3. Highly-Specified Work
4. Continuous Improvement



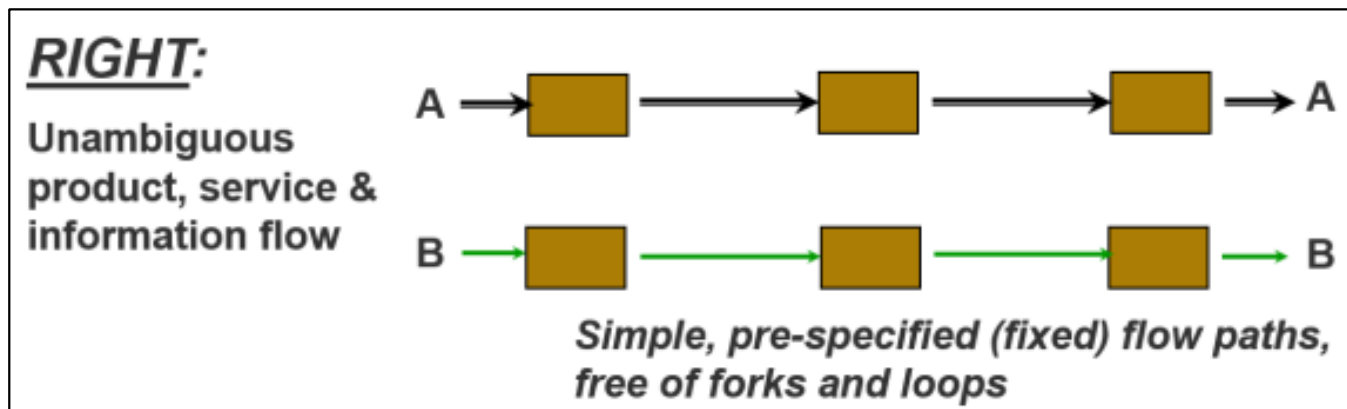
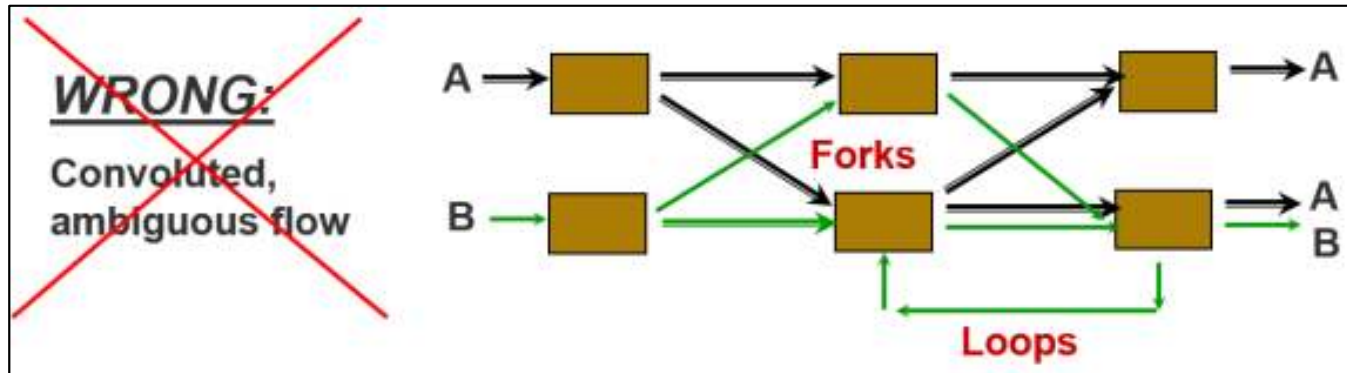
Early observers confused tools & practices with systems & culture

Rule 1:

Simple Flow Paths



Flow Paths of Information and Deliverables are simple and specified:

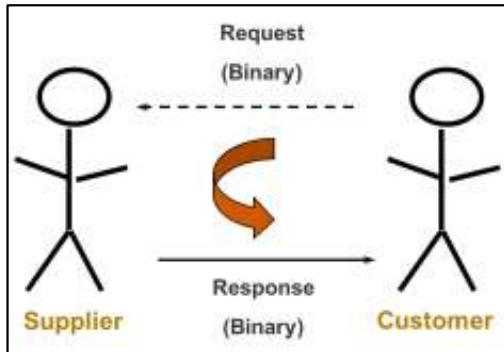


Rule 2: Binary Communications

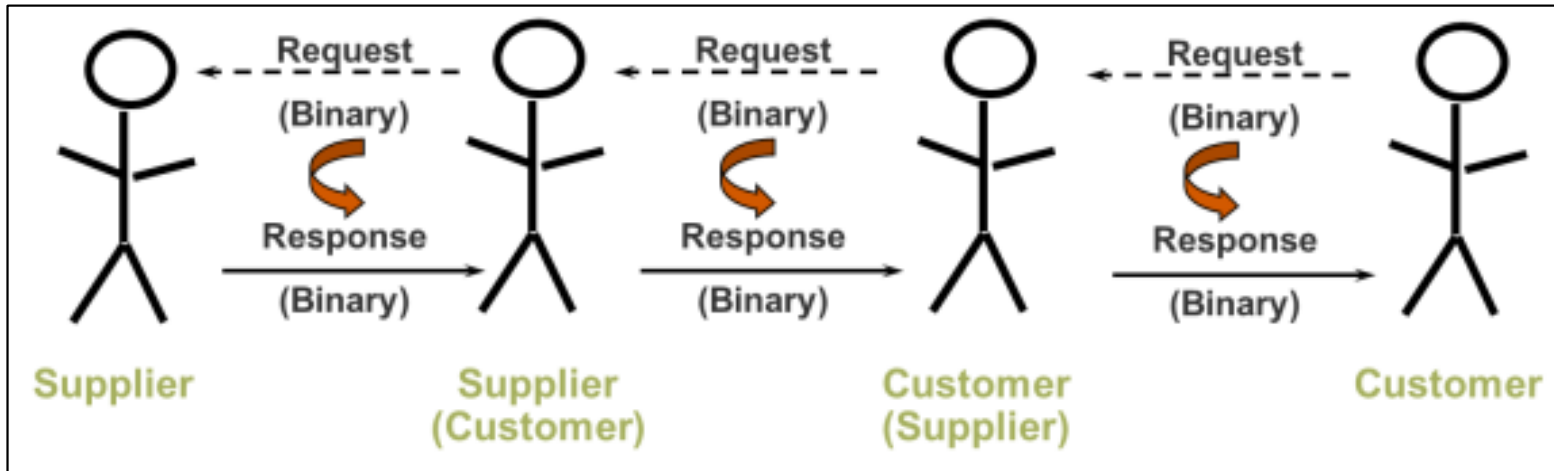


Connections between Supplier(s) and Customer(s) are unambiguous:

The Ideal State



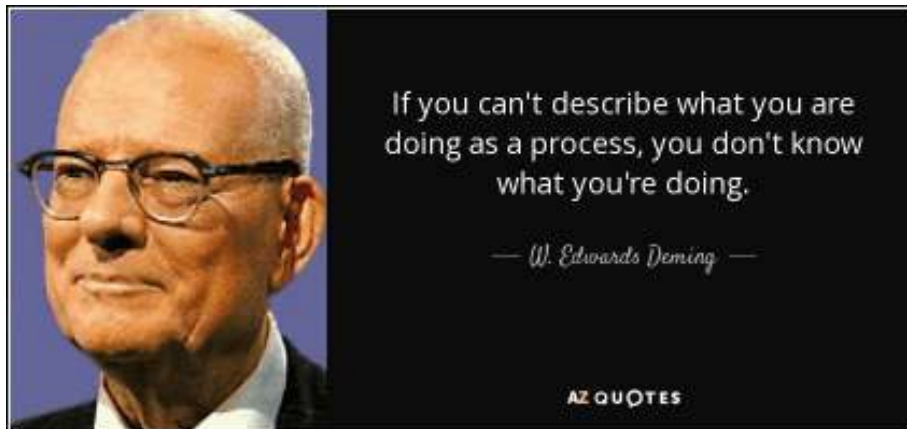
- Binary exchange
- On demand
- Defect free
- No waste
- Immediate



All work is highly-Specified (i.e. Standard Work):

Specified in terms of

- Content
- Sequence
- Timing
- Frequency
- Outcome



Embrace Checklists!

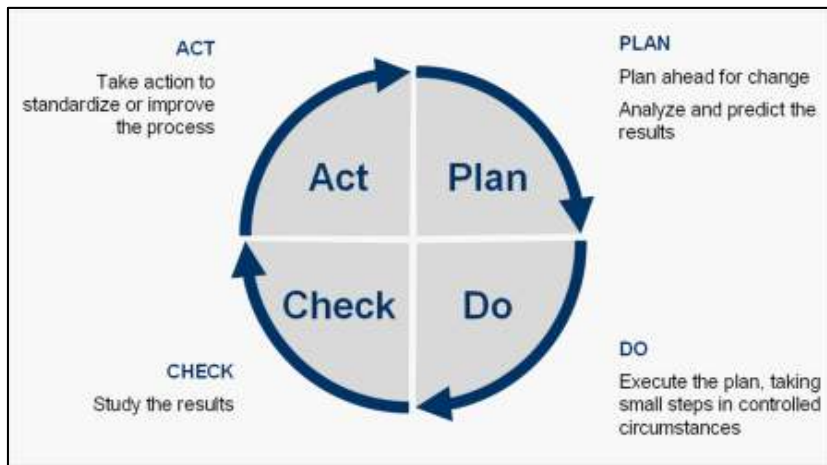
- Even experts need help...
...and must have the humility to concede that they need help
- Specificity enables quick issue identification and corrective action
- Would you want to fly on a commercial aircraft if the pilots didn't complete their pre-flight checklist?

Rule 4: Continuous Improvement

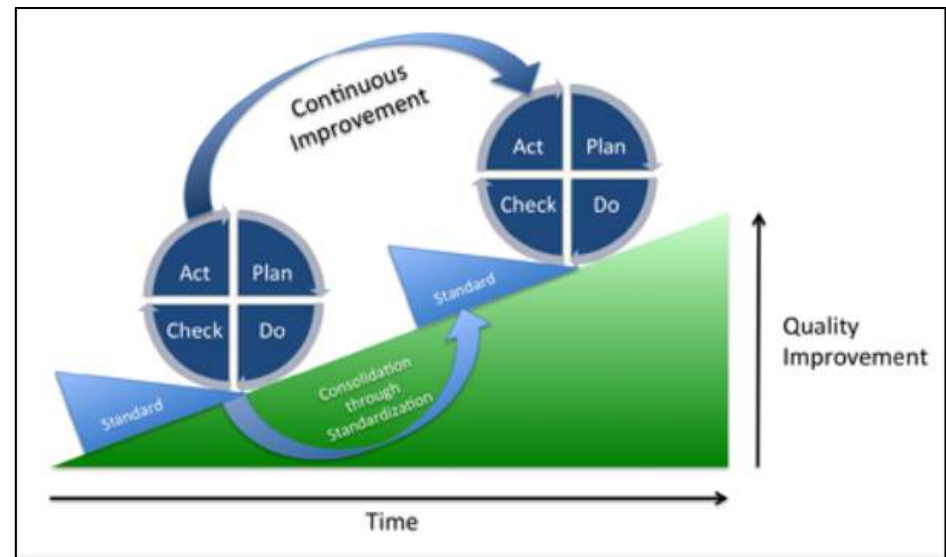


Continuous Improvement is achieved using the scientific method

The Deming Cycle for Continuous Improvement governs the Process



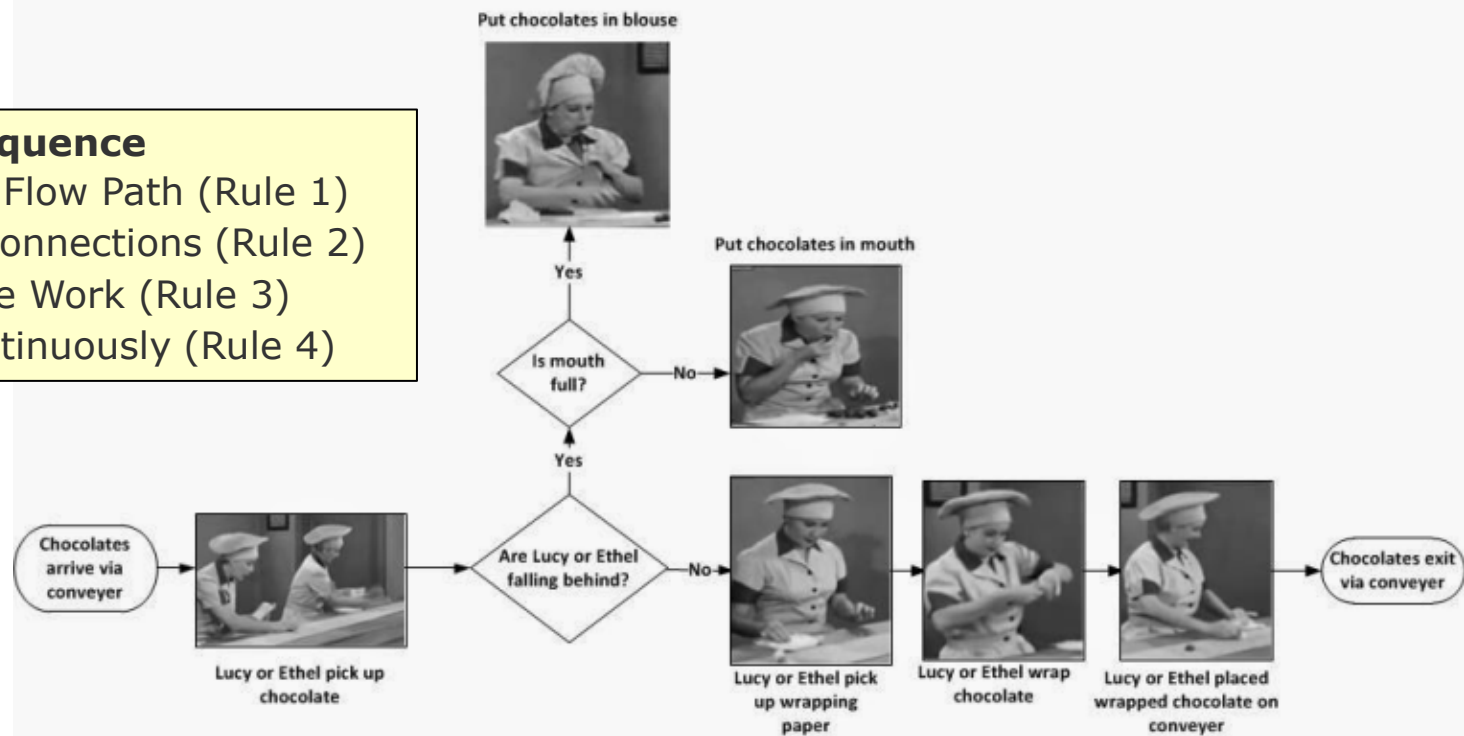
The new standard becomes the baseline for further improvements, and so on...



I love Lucy Chocolate Wrapping Process

Application Sequence

- Begin with the Flow Path (Rule 1)
- Establish the Connections (Rule 2)
- Standardize the Work (Rule 3)
- Improve it Continuously (Rule 4)



The exercise to Improve this process is left to the student...

Organizational Productivity

Organizational Productivity Framework

Theory of Constraints (TOC)



The Goal is to maximize the Performance of the "System", i.e. the Organization, and not individual departments or functions...

Organizations are Complex, Human-Engineered Systems...

- People
- Processes
- Systems
- Equipment
- Materials
- Measures

...subject to Dynamic External Uncertainties

- Customers
- Competitors
- Suppliers
- Regulations
- Technology
- Other "disturbances"

Identify the limiting factor (constraint) and focus effort to eliminate it!

The Chain Link Metaphor

The Organizational Goal



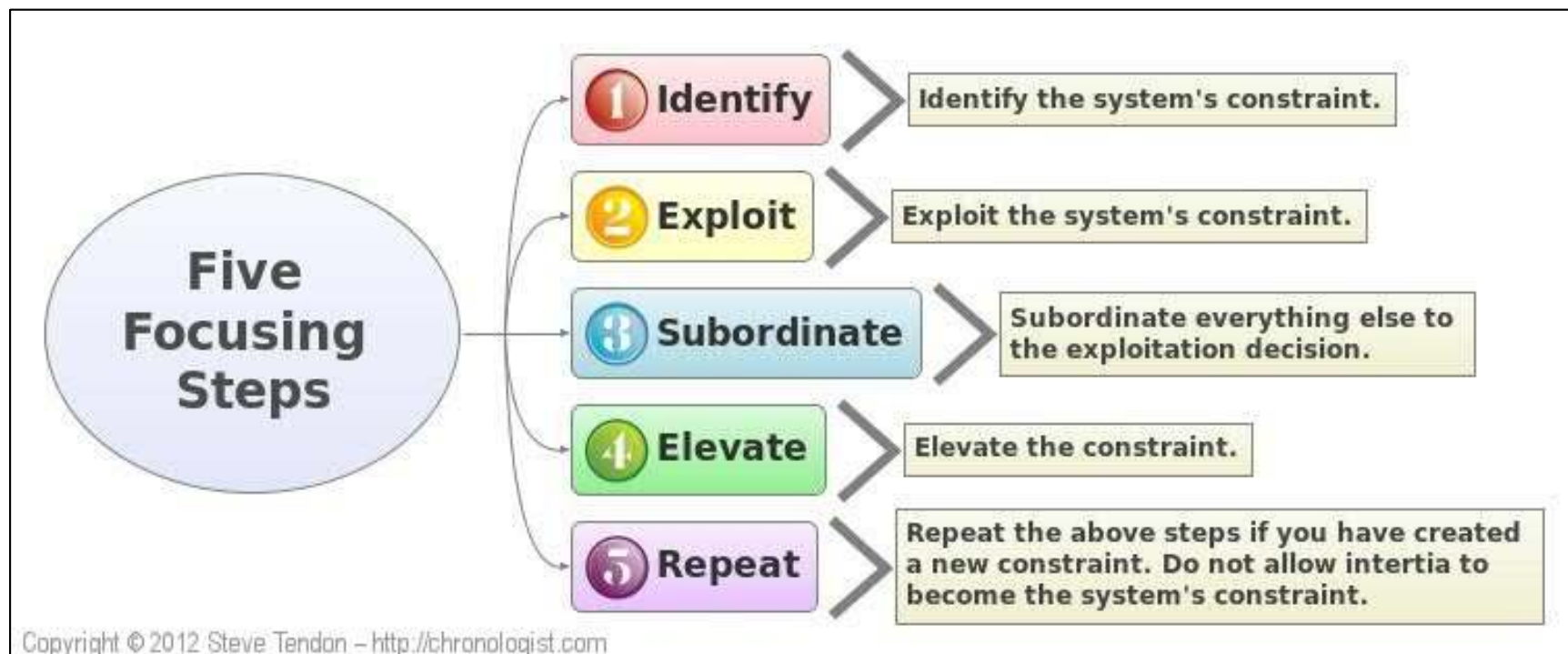
The Goal is to maximize the Performance of the entire chain, not simply a single link!



1. Identify the most important limiting factor (i.e. constraint) that stands in the way of achieving the goal
2. Systematically improve this constraint until it is no longer the limiting factor
3. Repeat the process

Pointless to focus on other links as long as the weakest remains!

TOC is a rigorous body of knowledge on the identification of cause and effect in complex systems.



The Five Focusing Steps are a Process of On-Going Improvement

Summary

Three Productivity Process Frameworks:

- The Five GTD Process Steps (Individual)
- The Four TPS Rules-in-Use (Team)
- The Five TOC Focusing Steps (Organizational)

A Journey of On-Going Improvement:

- Invest in yourself, your team(s), and your organization(s)
- Experiment with processes, systems, and tools
- Transformation requires “bandwidth” for staff to learn and develop
- Stay the course amidst uncertainty, ambiguity, and change

HVP is a never-ending Journey of On-Going Improvement!

Contact Info



Adam P. Cherrill
President, Cherrill Consulting Group (CCG)

adam@cherrillconsulting.com

<https://www.cherrillconsulting.com/>

<https://www.linkedin.com/in/adamcherrill/>

THANK YOU!