From the Book Review   "Agenda by Michael Hammer"

Paving the cow paths
From a student's point of view, a school exists only to create value for them, to provide them with results.

Item #	Items … Business	Schools … Comments
1 Make It Easy for the students to learn with You	*1. **Make yourself easy to do business with**. Your customers' biggest gripes aren't about your products or services per se; they center on what a royal pain your products are to order, receive, and pay for. Take a long hard look at yourself from your customers' point of view, and then redesign how you work to save them time, money, and frustration. • Present a single face to your customers. • Work in different ways for different classes of customers. • Know what your customers will ask for before they do. • Make your customers' experience a seamless one. • Let customers do more for themselves. • Measure the things that customers really care about.	• Create a leaning environment • Make thinking visible • Give students sense of control over their learning • Recognize all children can learn but at different times and ways **Run your business for your customers Become ETDBW .. easy to do business with.**
2 Add more value to our students education. Add More Value for Your Customers	*2. **Add more value for your customers**. To avoid the trap of commoditization, in which you fight for a minuscule margin against a horde of look-alike competitors, you need to do more for your customers. Don't drop your product or service at the customer's door. Go through the door, see what the customer does next, and do it for him. • Think of yourself as a provider of solutions, rather than of products or services. • Distinguish between what you are selling and what your customer is buying. • Take a broad view of your customers' underlying problems that go beyond you and your products. • See what your customers do with what you give them, and either do it for them or help them with it. • Price in terms of value rather than cost.	We must teach in a holistic way with cross functional learning as in the real whole In today's age, with the half lives of content knowledge so short, we must get our students to be life long learners. We must model how to thrive in an organization using collaboration, process skills, and thinking skills. **Give your customers what they really want** **Drive MVA (More Value Added)** **Your business is " to improve their lives and business"** **Picture a ladder with your product or service at the bottom and the solution to your customers' problem at the top.** **The more you ADD, the better you separate your self with your competitors.**
3 **Create a Process Enterprise**	*3. **Obsess about your processes**. Customers care only about results, and results come only from end-to-end processes. Manage them,	In our schools, we need to develop processes that focus on achieving the end goals . Using concepts from

	improve them, appoint owners for them, and make everyone aware of them. It's the only way to achieve the performance that customers demand.
	
	• Obsess about the end-to-end processes that create all value for your customers.
	
	• Ensure that every person understands processes and his or her role in them.
	
	• Appoint senior process owners to measure, manage, and improve the processes.
	
	• Create a process-friendly company by aligning facilities, compensation, and structure around processes.
	
	• Develop a culture of teamwork and shared responsibility.
	
	• Set up a process council so that you don't replace functional silos with process sewers.
	
	• Manage in process terms everything you do to make your company better.
	
	• Make process into a way of life.
	New way of thinking
	  • Processes focus on outcome
	  • Processes are customer-focused
	  • Processes are holistic
	  • Business success flows from well-designed ways of working. Team work
		"Understanding by Design" by Grant Wiggins and Jay McTighe we need to backward design our lesson plans for our students.
		
		Our focus on higher order Thinking Skills need to be integrated in all subject learning such as:
		  • Problem solving
		  • Decision Making
		  • Root cause analysis
		  • Cause and effect analysis
		  • Creative and critical Thinking
		
		Process is defined as " an <u>organized</u> group of <u>related</u> activities that together create a results of value to customers.
		
		The Iron Triangle (Customer, Results, Process) are bound together. You can't be serious about one without the other two.
		How do you recognize a process organization?
		  • There is a s much allegiance to processes as to functions
		  • Employees internalize process goals.
		  • Employees understand how the process is performing.
		  • Everyone knows customer requirements and strives to meet them.
		  • Employees help manage each other instead of escalation conflict.
		  • Processes are measured objectively – and frequently.

4 Systematic Creativity	4. ***Turn creative work into process work**. Innovation doesn't have to be chaotic. Bring the power of discipline and structure to sales, product development, and other creative work. Make success in these areas the result of design and management, not luck; luck has a nasty habit of giving out when you need it most.
	
	  • **Recognize champions and heroics for what they are: signs of dysfunction.**
	  • **Leverage your people's creativity with the power of process**
	  • **Make innovation and repeatable through detailed process design**
	  • **Don't let people tell you that creativity conflicts with process**
	  • **Be resolutely committed to disciple and teamwork**
	  • **Accept the fact that not everyone will get it**
		Process isn't bureaucracy: it is clarity. The absence of process isn't freedom; it is anarchy. It's not a hard choice to make

5 Base	5. *Use measurement for improving, not*	We need to build into the learning,

| Managing on Measuring

The purpose of measurement is not to know how the business is performing but to improve. | *accounting*. Most of your measurements are worthless; they tell you what has happened but give you no clue as to what to do for the future. Create a model of your business that ties overall goals to things you control; measure the items that really make a difference; and embed measurement in a serious program of managed improvement.

- Take measurement out of accounting and make it part of every manager's job.
- Abandon the measures you have inherited from the past.
- Develop a model of your business that links your overall goals to specific things you control.
- Put in place measures and targets for the key items in this model.
- Design measures that are objective, timely, easy to calculate, and easy to understand.
- Make ongoing performance improvement inevitable by incorporating it into a disciplined measurement-based process.
- Let facts and measurement triumph over intuition and opinion.

Contemporary measurement system should provide no data without a rationale and purpose: people must know why things are being measured and, more importantly, what they are supposed to do about them. | visible feedback for the students as defined by Maria Montessori. Students need to feel in control of their learning and feedback should come through their efforts. The students should develop their own rubrics to determine how they are doing against a project.

Make measuring part of managing, not accounting.

Using financial measurement only is like driving your company with the rear view mirror.

Need to connect measurements to controllable devices to change results.

Company set up goals for people that are unrelated to what the customer wants or needs.

Its building a mathematical model of the business and creating the feedback elements to measure the required results. |
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| **6** End the Tyranny of the Organizational Chart Corporate can no longer afford the independent structure of multitude SBU serving the customers. | 6. *Loosen up your organizational structure*. The days of the proudly independent manager running a sharply defined unit are over. Collaboration and teamwork are now as necessary in the executive suite as on the front lines. Teach your managers how to work together for the good of the enterprise rather than stab each other in the back for narrow gain.

- Get over the idea of sharply defined business units with autonomous managers.
- Redefine managers as representing markets, products, or processes, rather than as having total control over them.
- Make managerial teamwork and cooperation the rule rather than the exception.
- Teach managers to put the needs of the enterprise as a whole first.
- Employ rewards that emphasize the group over the individual. | **Manage without structure**

SBU were created to avoid complexity, inflexibility but then what is the purpose of the parent company. GE provides a uniformed management structure process.

Corporations created "shared services center" to get economy of scale for back room operations.
Moved to a Matrix management with shared common goals . (process owner and regional manager.) |

	• Substitute inspirational leadership for formal structure. **This new kind of nonstructural needs a different kind of manager … "influence" In the absent of strict hierarchies and absolute authority, managers can accomplish things only by working with others, not by issuing orders.**	
7 Distribute for, Not to, the Final Customer	7. *Sell through, not to, your distribution channels*. Don't let your distribution channels blind you to your final customer, the one who pays everyone's salaries. Change distribution from a series of resellers into a community that works together to serve that final customer. Be ready to redefine the roles of everyone involved in order to achieve that end. • Make maximizing value and minimizing cost for the final customer your number-one priority. • Turn your distribution channels into communities that work together for common goals. • Use the Internet to share information and streamline transactions. • Ensure that each community participant is doing what it does best. • Drive out redundant work, especially the repetitive buying and reselling of product. • Be prepared to redefine traditional roles in unconventional ways.	**Focus of the final customer** **How do you deal with customers who are hidden by the distribution chain?** **Set up locations where potential customers of your product can find information and names of resellers to serve them.** **Need to focus on how the manufacture and distributor can make the customers' process for acquiring and using a product easier and better.**
8 Redesign and Streamline Inter-enterprise Processes	8. *Push past your boundaries in pursuit of efficiency*. The last vestiges of overhead lurk, not deep in your company, but at its edges. Exploit the real power of the Internet to streamline the processes that connect you with customers and suppliers. Collaborate with everyone you can to drive out cost and overhead. • Root out the remaining sources of overhead, cost, and inventory by redesigning inter-enterprise processes. • Streamline the connections between your processes and those of your customers and suppliers. • Relocate work between companies so that it is done by whoever can do it best. • Coordinate through open sharing of data between companies. • Exploit the opportunity of collaborating with co-customers	**Knock down your outer walls** **Collaborate wherever you can** **Working at the boundaries of your suppliers, customers and distributor to get rid of the waste and non value added activities**

	and co-suppliers. • Face head-on the deep cultural challenges of inter-company cooperation and information sharing.	
9 Embrace the Radical Vision of Virtual Integration	9. Lose your identity in an extended enterprise. Get past the idea of being a self-contained company that delivers a complete product. Get used to the notion that you can achieve something only when you virtually integrate with others. Focus on what you do best, get rid of the rest, and encourage others to do the same. • See your business not as a self-contained company but as part of an extended enterprise of companies that work together to create customer value. • Define your company in terms of the processes you perform, not the products or services you create. • Identify and strengthen the key processes at which you excel. • Outsource everything else to someone better equipped to do it. • Learn to work closely with others, not just on your own. • Be prepared to rethink your company's identity and strategy in fundamental ways.	**Extend your enterprise** **Integrate virtually, not vertically** **A virtually integrated business focuses on doing only certain things, those that it does better than anyone else. It works in close partners with other organizations that also focus on what they do best, thus providing the final customer with the best results that a group of collaborating companies can achieve.**

How do you make this happen?

Successful Implementation:

THESE ARE the six critical ingredients for successfully implementing the agenda:

Focus your efforts under a single umbrella theme; concentrate on people issues; recognize that different people will react differently and so need to be managed differently; display committed executive leadership; learn to communicate effectively; and structure implementation to deliver early payback.

If you follow these steps diligently, your success, if not guaranteed, becomes highly likely. You will be following in the footsteps of many companies that learned the hard way that these steps lead to triumph. Earlier, I referred to these six elements as a toolkit for change. Actually, there is another word that describes them, a word with which by now you should be very familiar:

process. If you turn change implementation from the random thrashing about that it too often is into a systematic process based on these half-dozen elements, you are well on your way to success