Flawless Execution – Agility for your Business Team

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Agenda

Give your business team the highest value in the shortest time

- The Agility of a Fighter Pilot
- Plan to Build Buy-in
- Debrief Techniques
The Flawless Execution Cycle

- PLAN
- BRIEF
- EXECUTE
- DEBRIEF

WIN!
Companies achieve only 33% of expected results from their strategic plans. The Gap between expectation and performance is a failure of companies to execute strategy.

Markon Associates and the Economist Intelligence Unit
Agility of a Fighter Pilot

- West Point graduate, Jeff Sutherland, brings the discipline and process of a Fighter Pilot to Scrum
- Fighter Pilot processes are the foundation of the Agile and Flawless Execution Methodology
The Flawless Execution Advantage

Former Soviet Union 🇷🇺 United States 🇺🇸
Former Soviet Union  🇷🇺  United States  🇺🇸

Focus  

Technology  User

Culture  

Top-Down  Empowered Individual

Data  

Mother Russia  Collaborative Team
Organization Agility

• Culture of *trust* and *safety*
• Continuous improvement and accomplishment of Mission Objectives
• Measure the outcomes of the organization or department as a whole
Why Plan?

• Stay ahead of the rate of change in the marketplace.
  – “We are making a shift. We are no longer capable of just conducting ‘transactions’ in the marketplace – we need to provide transformative solutions. The value proposition that we must offer has to change.”
    » Vice President of Sales

• Create Alignment.
  – “It feels like we’ve got 3,000 CEOs in this company.”
    » Senior Vice President
Tactically Focused Organization
Strategically Aligned Organization
Two Choices

Tactical vs Strategic

Tactically Focused Organization

Strategically Focused Organization

Align the Team

- Create buy-in
- Create a roadmap for success ($100M of value created)
- Create clear roles and responsibilities
- Create accountability
- How? Create an aligned plan
Tips for Your Planning Session

• Ensure you have the right team in the room
• Strive to conduct the Planning session in-person
• Identify your Red Team up front
• Build HDD and draft Mission Objective first!
• Champion must articulate the “why”
• Plan for 4-6 hours (but it may be much less)
Planning Concepts

- Rapid Planning
- 80% Planning
- “Ace” Leadership / Decision Maker
- Open Planning – Many Minds
- Team Execution
Determine the Mission Objective

- Clear
- Measurable
- Achievable
- Aligned
Determine the Mission Objective

Make customers successful

Close $100M deal in FY2018

2 $100M deals in pipeline by 31 July
Red Team
Key Stakeholders

• Assure all key stakeholders are in the room
• Imperative to assure buy-in and support for the mission
Why Debrief?

• They moved your cheese.
  – “At EUC we had enjoyed a great sales run. Predictably, the market has changed and we now need to create a more transformational solution vs. a transactional one.”
    » Vice President of Sales

• Become a more agile organization that learns and adapts from the past.
  – “Success can hide 1,000 ills. Why did that product succeed? Why did that product fail? We never truly answer those questions.”
    » Senior Vice President
The Afterburner for your Retrospective

- The additional component added to provide a significant increase in thrust
- Debriefs are your afterburner
21-Year Client Average

- **PLANNING**: 6.85
- **BRIEFING**: 5.01
- **EXECUTING**: 7.93
- **DEBRIEFING**: 3.73
Debriefing

- Facilitated Debrief: +27%
- Structured Debriefing: 38%
- Unstructured Debriefing: 22%

The Numbers – *Without* a Debrief

- *Your* team achieves 60% success rate
- You don’t Debrief, but you do learn from the school of hard knocks, so you improve by 5% each time.
- After 3 iterations, your team has a 66% chance of success
The Numbers – *With a Debrief*

- Your team achieves 60% success rate
- You do Debrief, and you use the Structured Debrief format (38% improvement each time)
- After 3 iterations, your team has a 86% chance of success
STEALTH™ Debrief

Set the Time and Place

Tone

Execution vs. Objectives

Analyze Execution

Lessons Learned

Transfer Lessons Learned

High Note
Three Tips for Your First Debrief

   - “I never understood why this Mission was so important.”

2. Lesson Learned: Start with a clear Plan.
   - “We didn’t start with a clear plan, so you can’t hold me accountable!”

3. Debrief a Win first
Afterburner Flawless Execution Webinar Series

Contingency Plan Triggers: Managing Project Risk


Thank You for Attending
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