

Continuous Performance Improvement for Multi-Level Strategic Transformation

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ISPI Tennessee Chapter

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About Me

Partial Resume

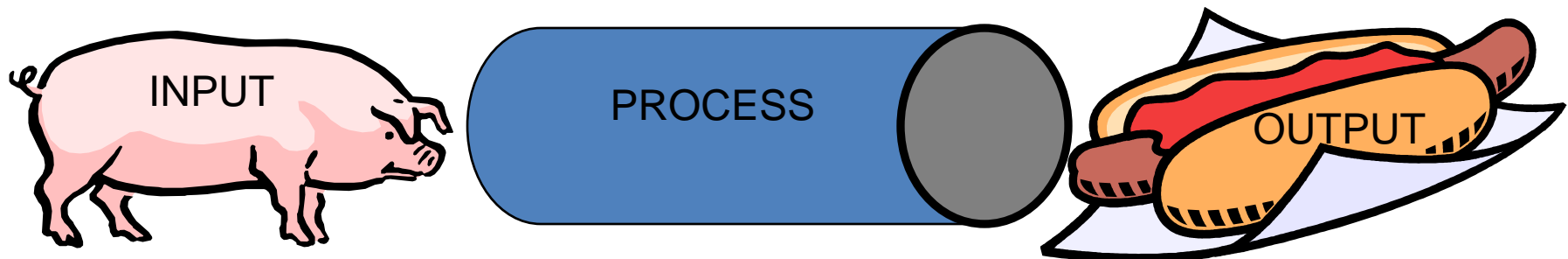
- 2002 Ph.D. in Industrial/Organizational Psychology from Northern Illinois University
- 2004-2011 Certified Performance Technologist
- 2007 Certified Lean Six Sigma Black Belt
- 2009 Senior Professional in Human Resources
- 2012 Project Management Professional
- 2006-07 ISPI Armed Forces Chapter President
- 30+ Performance Improvement Projects
- Currently serving as the Continuous Process Improvement Program Manager for U.S. Navy Recruiting Command

Partial Bibliography

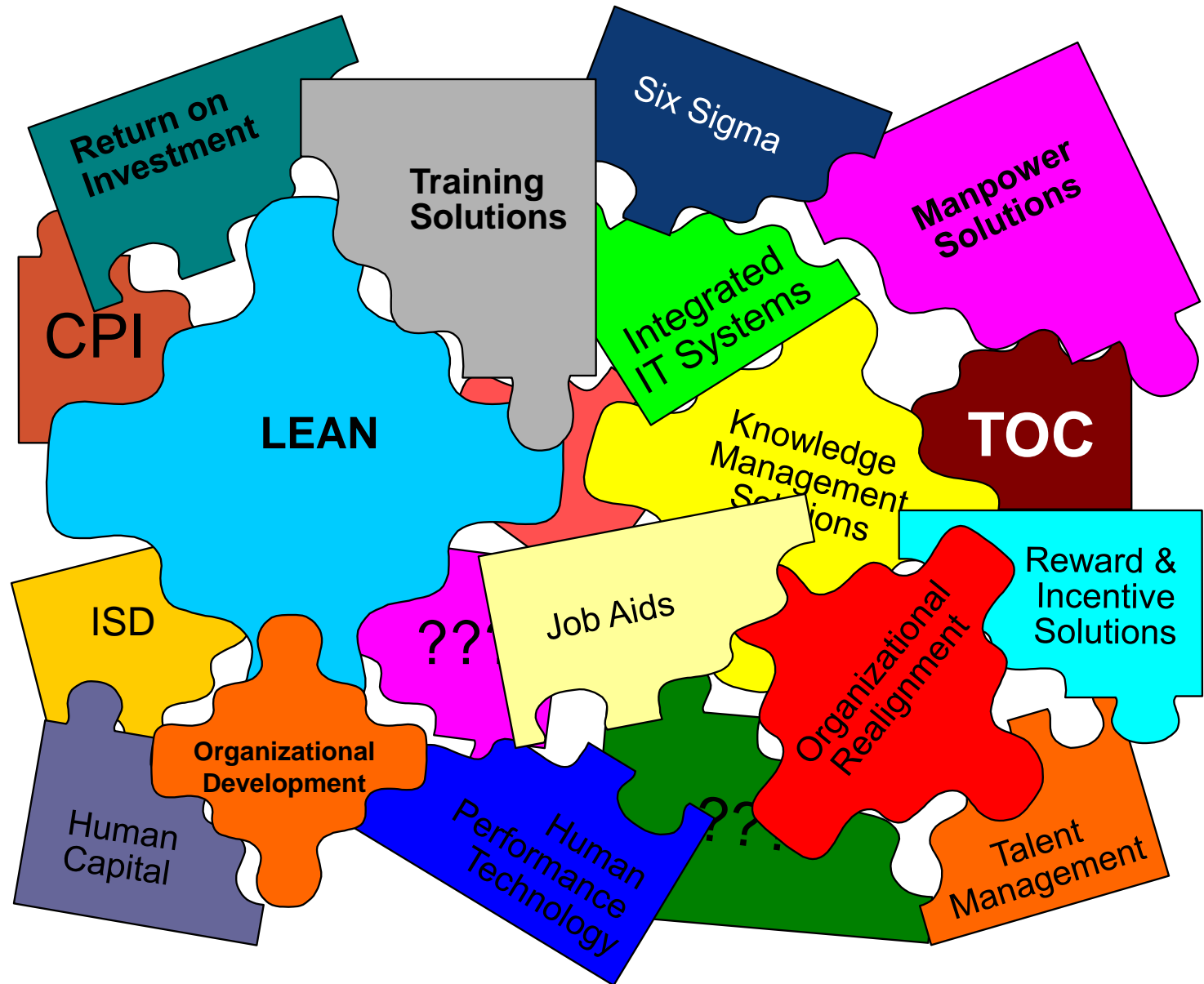
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Bolin's Hotdog Franchise

- **Which is better:**
 - Strategy or no strategy (butcher with a plan or without one)?
 - Fast or slow cycle time (5 min or 5 weeks from start to finish)?
 - Higher cost or lower cost for same product (would you pay more if you knew the pig got a funeral)?
 - Complete or incomplete (hotdog with or without bun)?
 - High quality or low quality (low vs. high e.coli bacteria count)?
- **How do we go about optimizing the business?**
- **Where should we focus our improvement efforts?**

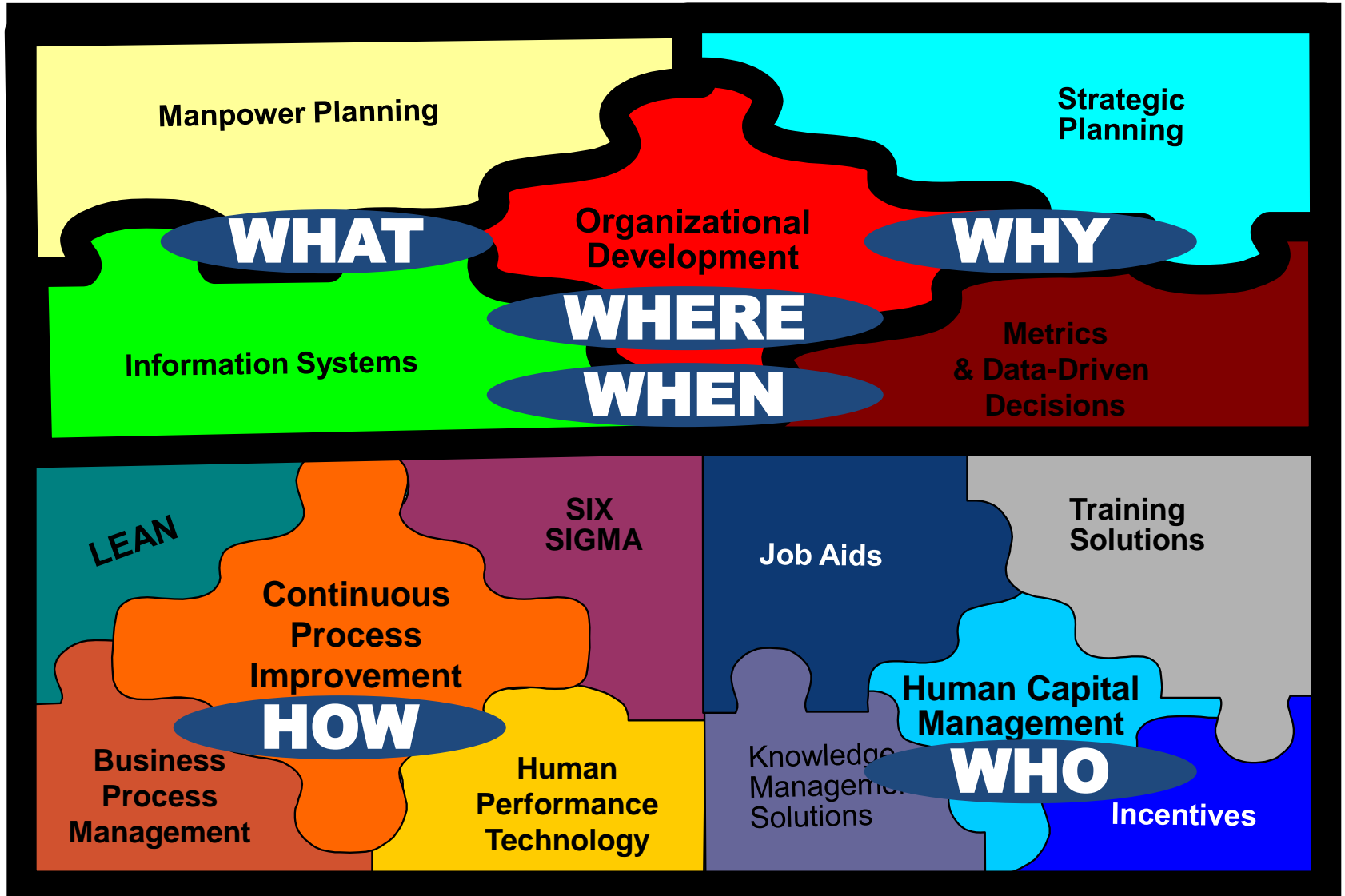


Approaches to Performance Improvement



Continuous Performance Improvement:

Complimentary Tools for the Business Optimization Toolbox

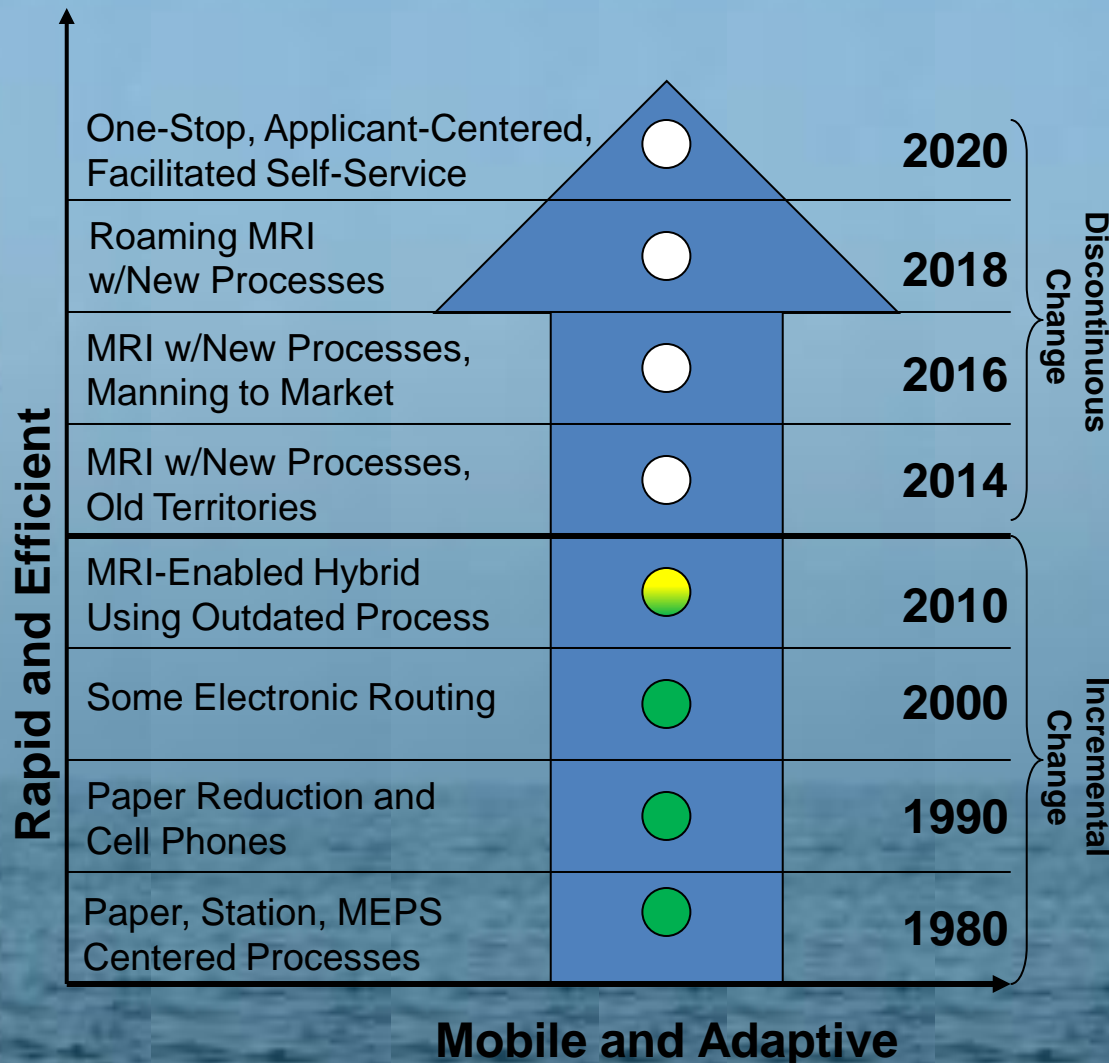


Strategic Transformation is a Business Process

(and can be subjected to CPI tools)



FY2012



Step 1: Visioneering

Anticipate and Plan for Long-term Needs
(plan your own rescue before trouble arrives!)

FY 2020

Rising Mission
Efficiency Expectations

2020

2016

2014

2012

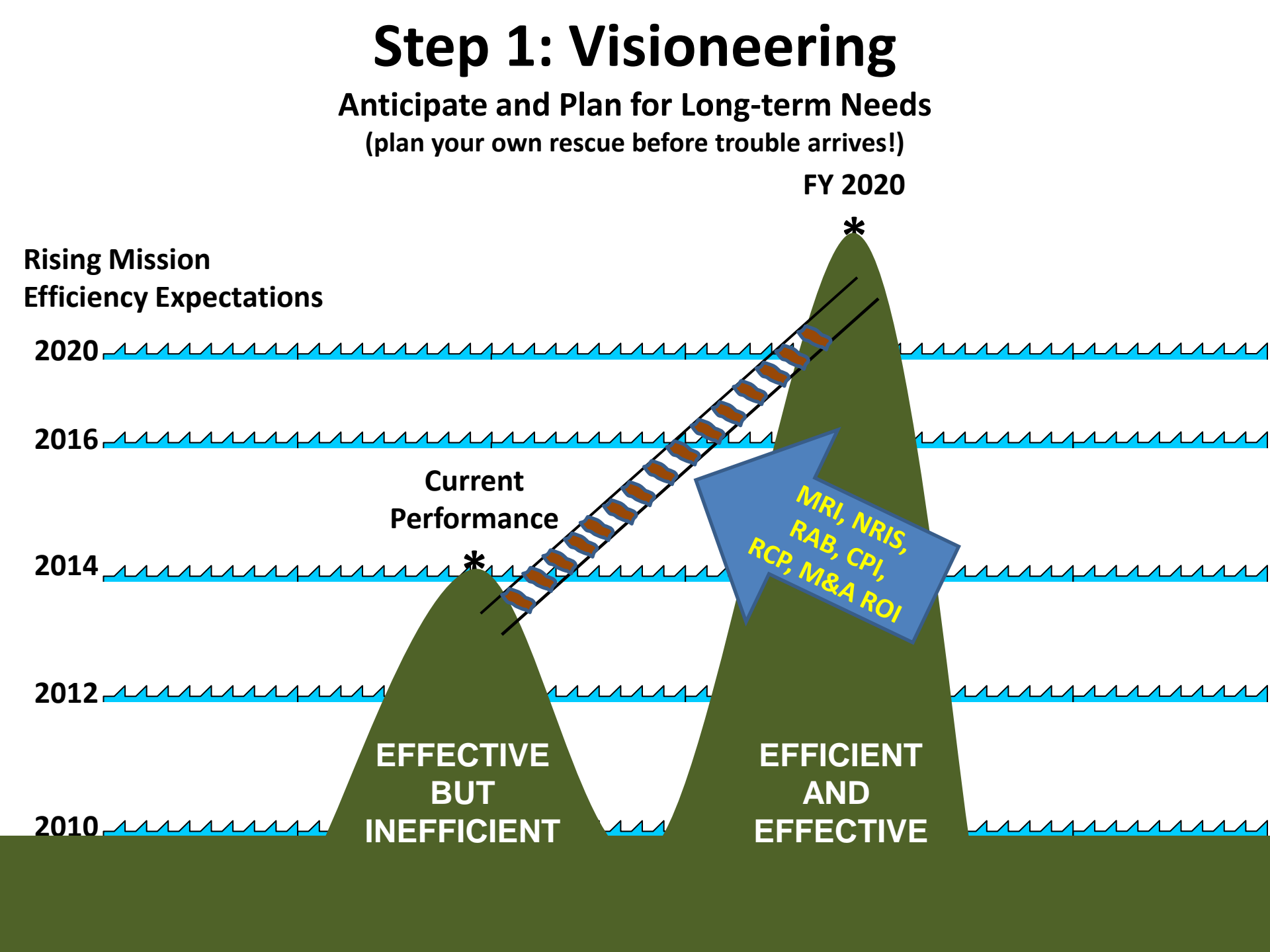
2010

Current
Performance

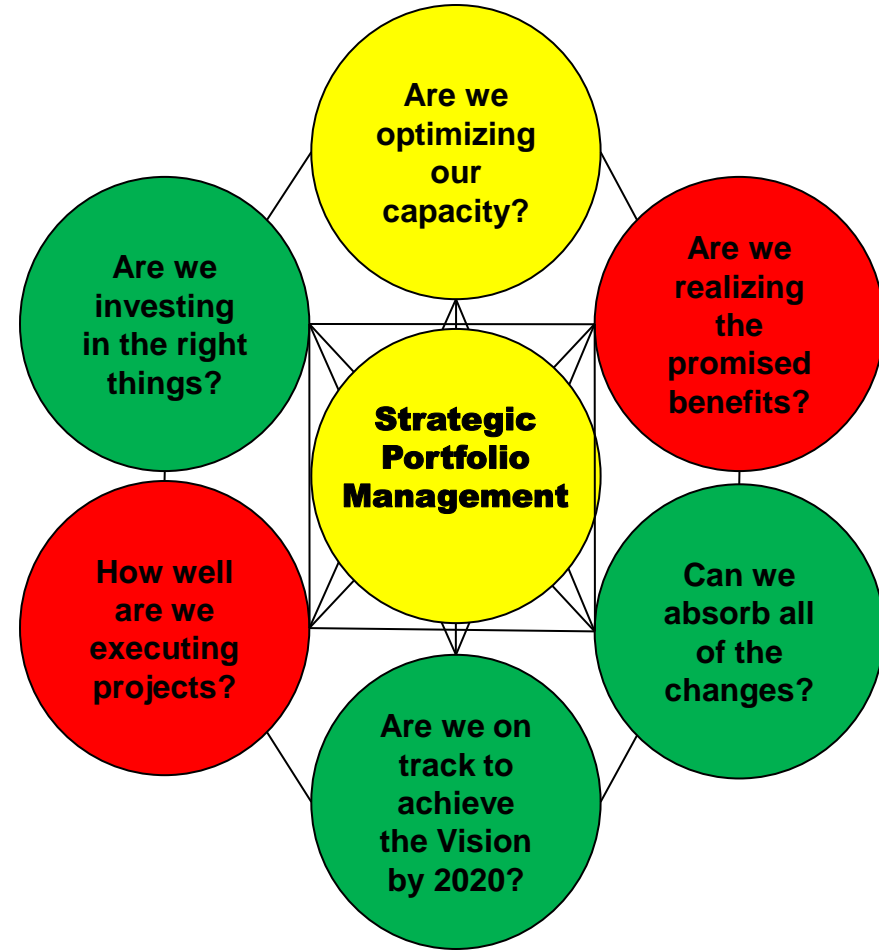
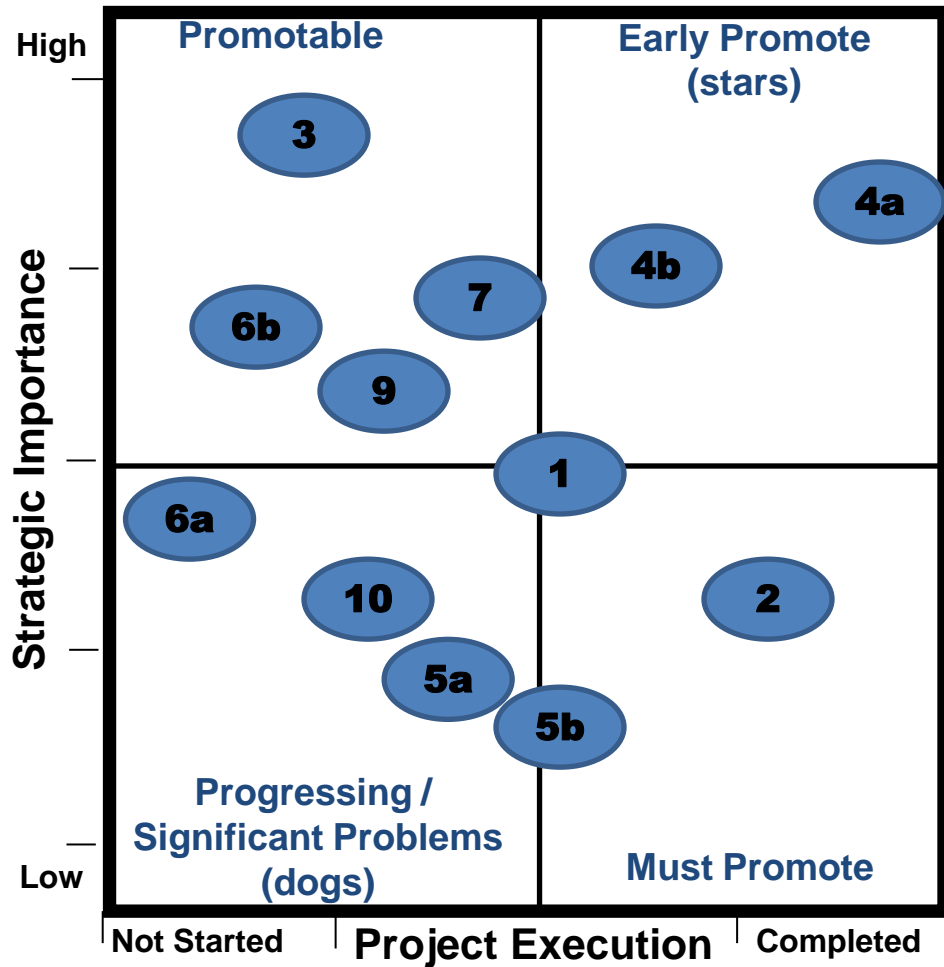
MRI, NRIS,
RAB, CPI,
RCP, M&A ROI

EFFECTIVE
BUT
INEFFICIENT

EFFICIENT
AND
EFFECTIVE



Step 2: Strategy Decomposition into Projects



- 1. Optimize NRD
- 2. Select for Success (Recruiters)
- 3. Recruiter-Classifer-Processor
- 4A. Pride I
- 4B. MRI
- 5A. Select for Success (Recruits) NCAPS

- 5B. Select for Success (Recruits) TAPAS
- 6A. Improve Future Sailor Quality
- 6B. Diversity
- 7. Improve Kit Processing
- 9. M&A ROI Tool and Process
- 10. Transform Training

Step 3: Portfolio Governance and Control

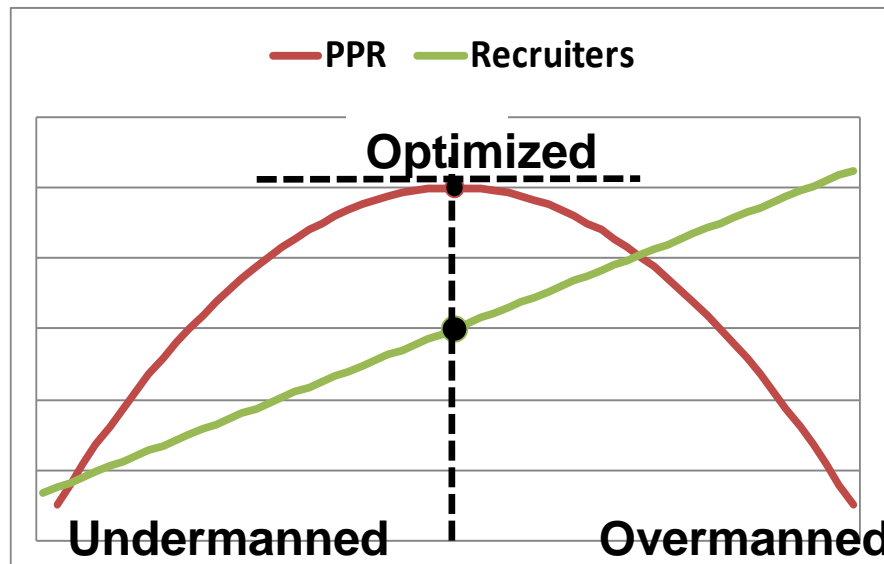
	Business Goals		Performance Goals	
	Completed Projects by EOY	Cost Reductions by EOY	Executive Steering Committee	Project Managers
Desired Performance	12	\$160M	???	100% milestones complete
Actual Performance	1-3	\$???M*	???	40% complete
Gap	9-11 projects	\$160M	???	60%

*Note. Cost savings are not “actual” until verified via the accounting systems.

Step 4: Execute Projects

#1. Recruiting District Optimization

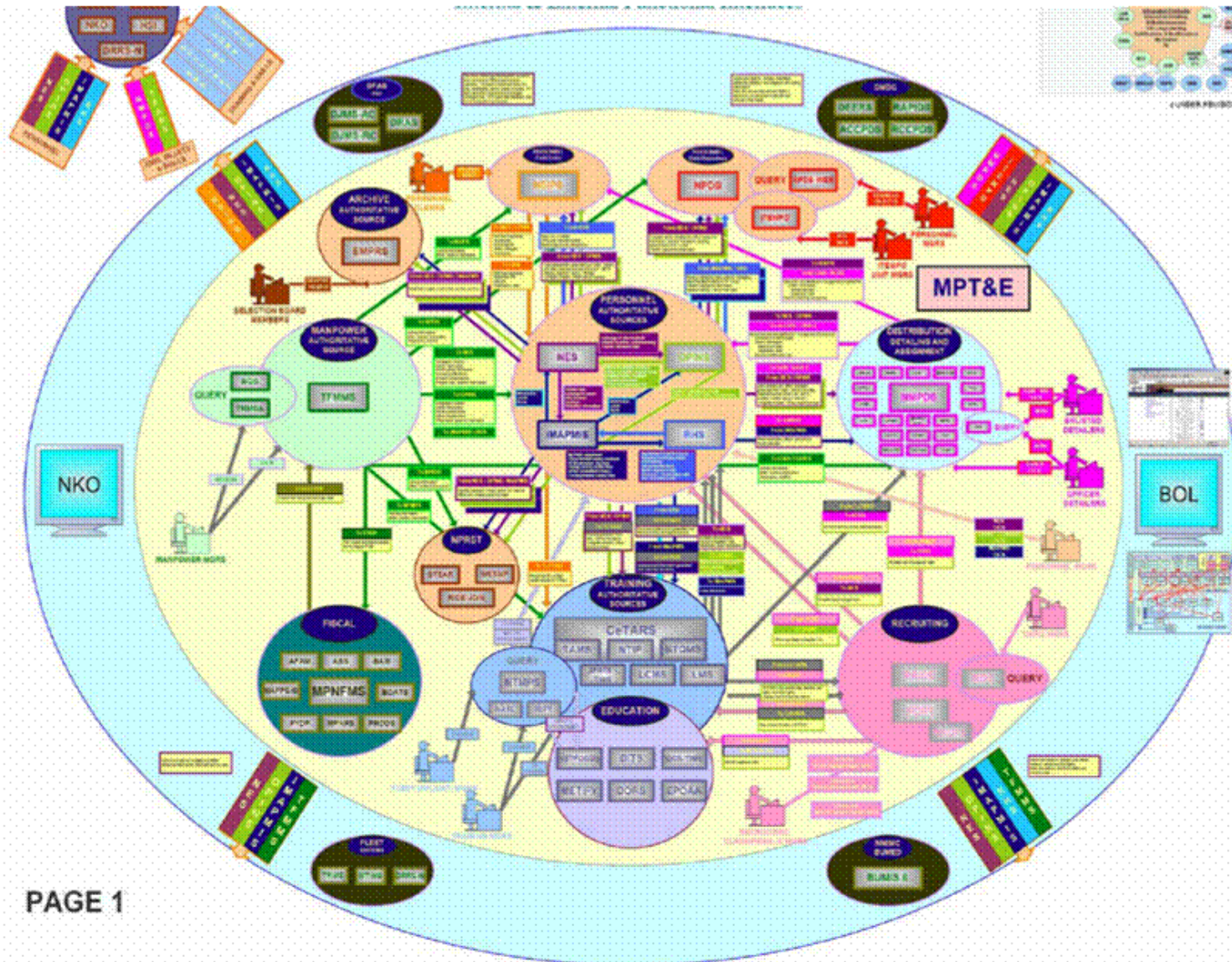
- Undermanned markets are inefficient
 - Resources are wasted buying leads that will never be converted to contracts
 - Recruiters are overwhelmed by excessive leads and administrative duties
- Overmanned markets are also inefficient
 - Recruiters waste resources competing with each other for a limited number of quality applicants
 - Recruiters spend a disproportionate amount of their time prospecting instead of writing contracts
- Optimized markets are most efficient
 - Recruiters spend the bulk of their time converting quality leads to contracts
 - Administrative duties can be level loaded
- Undermanned, overmanned and optimized market segments:
it is possible for all three types to exist in the same division



Note. PPR is Production Per Recruiter; it is a measure of efficiency.

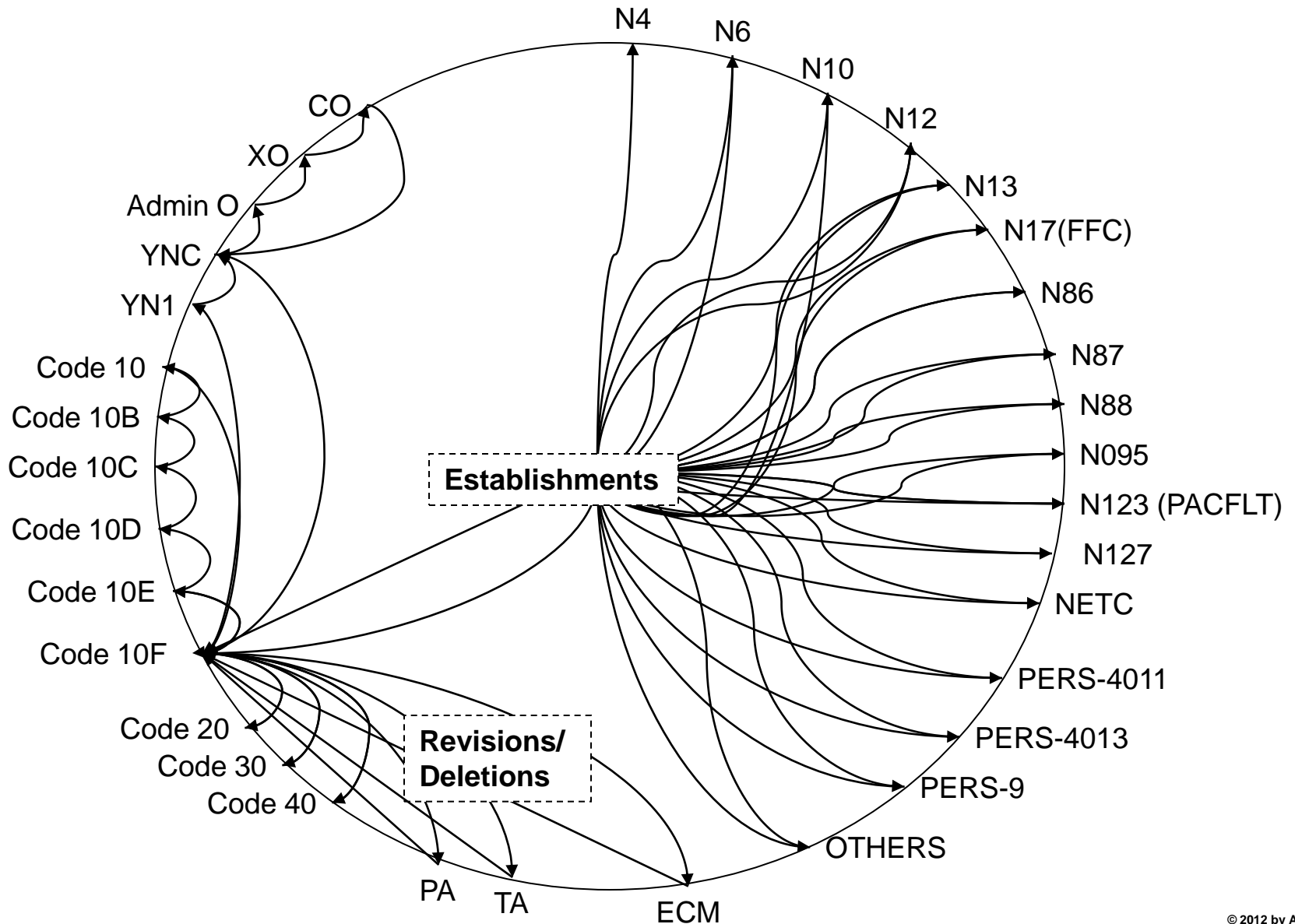
Step 4: Execute Projects

#4A: Legacy IT System Consolidation (PRIDE MOD I)



Step 4: Execute Projects

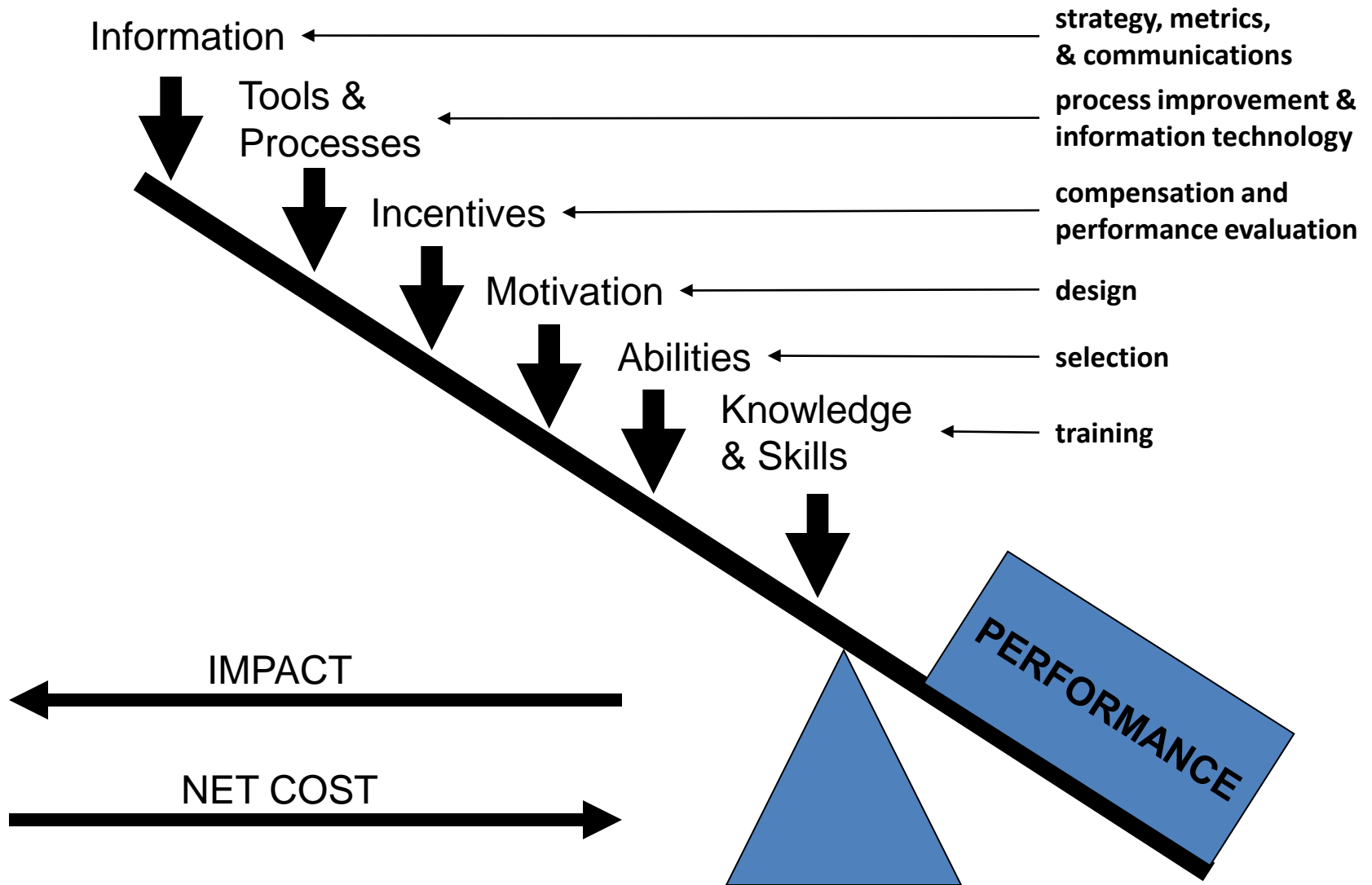
#4A₁: NEOCS Routing Diagram AS IS



Forces Affecting the Transformation

	Driving Forces				0	Restraining Forces		
	+3	+2	+1	-1		-2	-3	
Burning platform urgency								
Focused leadership attention								
Strategic communications								
Dedicated resources								
Project expectation clarity								
Project execution								
Strategy support infrastructure								
Competing interests / issues								
Resistance to change								

Leverage for Improvement



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