




Management Concepts Series – 2010

** Common-Sense Guidelines for Successful Organizations **

	Management Concept #8 <i>Dynamic Tension</i> <i>Operations vs. Change: Survival and Growth</i>
<p style="text-align: center;">Active Management Pillar Applicability</p> <div style="text-align: center;">  </div>	<p>All planning requires objectives for the future <i>and</i> operational requirements for the present. Executive planning is frequently about only the future. You must live both in the present <i>and</i> the future.</p> <p>Lack of planning for tomorrow can lead to irrelevancy and failure. Lack of solid operations today can eliminate the need to plan for tomorrow. You must understand and account for operational performance today as well as achievement and growth for tomorrow.</p> <p>Organizations do two primary things. Everything your business, nonprofit, or school does falls into one of two categories:</p> <ol style="list-style-type: none"> 1. Operations: Your organization lives and breathes on a day-to-day basis. It produces goods, products, or services and serves its customers within a current defined state. You have certain levels of productivity, quality, responsiveness, sales, etc. that are based upon your current state of existence. 2. Change: Successful organizations continually prepare for the future. Planning and executing for the next life phase of the enterprise is the key to ongoing and repeatable success. Static organizations have a limited life span. Products, services, or operational capabilities, if unchanged, experience a bell curve of: <ol style="list-style-type: none"> a. Introduction b. Acceptance and growth c. Peak performance d. Decline e. Expiration <p>Plan for both Operations and Change. Be accountable for both.</p> <p style="text-align: center;"><i>Today and tomorrow are not separate tracks. They are two points on the same track.</i></p> <p><i>Note: Organizationally, some areas are dedicated to operations. Some areas are dedicated to change. Some must perform both. Changes must eventually be operationalized. Production acceptance of change (new systems, products, processes) can generate tension and strain within the organization. Production departments will claim inadequate testing and preparation. Change departments will claim lax management and inability to follow procedures. Integration of changes into production requires team work, hard work, leadership, and sometimes the wisdom of Solomon. Pay attention. Keep your eyes open.</i></p>

Dynamic Tension

Operations vs. Change: Survival and Growth

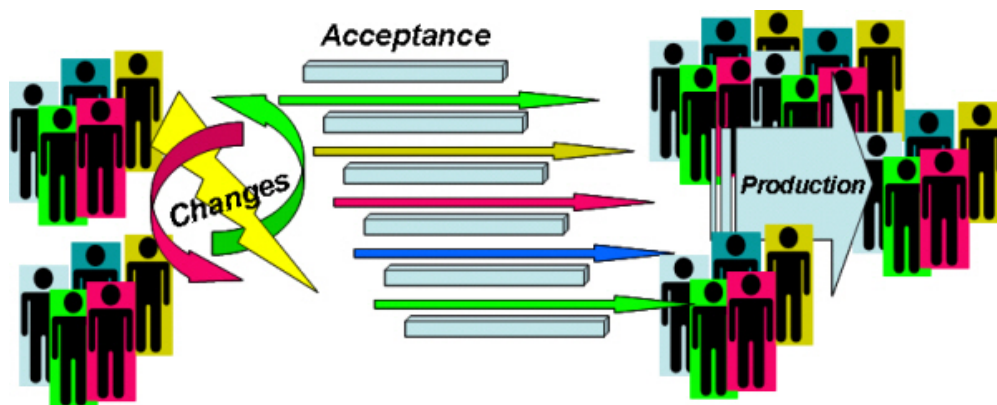
Planning for the Future and the Present

All too often, “planning” is exclusively about the future. Executives disappear from the building for several days to attend a facilitated retreat in a comfortable resort and return with *The PLAN*. *The PLAN* is usually a set of objectives or goals for the future that is then handed to some group for execution. At that point, the executives return to their day-to-day activities while they await word on the progress toward the goals of *The PLAN*. *The PLAN*, however, is seldom integrated with the current operational requirements on which it depends. *The PLAN* often drives a model in which today and tomorrow operate on separate tracks rather than being two points on the same track. (Okay. . . point made. I’ll stop capitalizing “plan”)

Don’t misunderstand. I have nothing against facilitated retreats. Objectives and plans are essential to the success of organizations. The point is you must live in two worlds simultaneously. You must perform today and change for tomorrow. Your strategic and tactical plans must have an operational component!

After returning from the retreat with the plan in hand, a cursory look around your organization will remind you that the vast majority of what you do is operational in nature and without achievement of production, operational adequacy (at a minimum) the may not be a future to plan for.

The challenge of Change and Operations continuum can be visualized as having three elements. These are shown in the visual below:



Stability and a continued organizational heartbeat depend on solid production and operations. Growth and future success depends on the ability to make changes. The interface of Change and Production is the acceptance process and is as important as the other two. Make improvements and changes. Implement them well. Stabilize and internalize them into ongoing operational normalcy.

About Agovia Consulting

Agovia is your partner in crafting common-sense plans, execution governance, and management practices that are laser-focused and, by design, create your results and your success. We help you solve your problems today and help assure your success tomorrow through management practices built on outcomes, results, and achievement.

Managing to Success

Success requires the alignment and coordination of many factors. Enterprises must be competent at, not only the elements of their core mission, they must also have the ability to create and maintain the infrastructure that surrounds and supports that mission.

What We Do

Agovia is a management consulting firm. It's what we do. Picture us a management fitness coach. We help you develop and strengthen the skills you need to succeed. We have provided consultation and solutions to multiple industries including: Information Technology, Insurance, Universities, and Homeless Services. We bring you the support, advice, and driving facilitation that allow you to stop "planning" and start getting results.

Services

- ❖ **Positioning for the Win**
- ❖ **Identity Development (Mission & Vision)**
- ❖ **Team Effectiveness Coaching**
- ❖ **Strategic and Tactical Planning**
- ❖ **Planning and Governance Training**
- ❖ **Organization Turn-Around**
- ❖ **Retreat Facilitation**
- ❖ **Runaway Project Services**
- ❖ **Problem Solving – A Cultural Effective Approach**
- ❖ **Conflict Mediation**
- ❖ **Team/Function Start-Up**

Trust yourself

Experience tells us that most of the time you do know what you are doing. You are the expert in your core domain area. The challenges businesses often encounter are nuts & bolts issues: organization, clear vision, discipline, management infrastructure, and communication. Sometimes you just need a catalyst.

We can help.

We listen.

We pay attention.

We work with you

