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Moving On?: Taking your thinking to the next step

Implementing the ideas and methods outlined in the preceding nine chapters will enable you to define and deliver high performance for your organisation. But what do you do when you have done that? Move on? Take a new challenge? Develop a totally new house? It is certainly a tempting prospect, but before you do, you might consider whether you really have achieved your organisation's full potential. You might have delivered all

that has been asked of you and more, but have you really 'pushed the envelope'? Have you considered these options for taking what is now a good organisation onto something that is excellent:

1. Develop more ambitious objectives: Get your team to revisit their Why-How chart after an exercise in creative thinking, a motivational talk, and a couple of glasses of champagne. Impassion them and encourage them to think of the impossible. Then deploy it down into objectives will make a difference to them, to the world around them, and to the future of the organisation. But when you've done that, please don't forget to integrate it back into the reality of your existing chart.
2. Explore different organisational structures: use different structural models to develop new processes and competences, and to unearth the inefficiencies that accumulate round boundaries. Encourage your processes to develop their objectives in a way that is not bound by the physical

A powerful and compelling vision of the future can provide a series of new targets and measures for your house. Divide your vision into three steps and feed them into the house on consecutive years.

scope or authority of the process, but that reaches out real influence across boundaries to the point where it takes full responsibility for making a real difference.

3. Use the opportunities provided by the house to develop your management team in different and creative ways.
4. Apply the approaches contained in this book to your personal life.

For example, the objective of a library could be 'Access information in 48 hours', or it could be: '95% accuracy on all decisions made in the organisation'

However, at some point, there will come a time when you need to look toward your next house. It could be that you have already applied the thinking in this book within your organisation, and now it is time to move on to bigger and better things with a new organisation. It could be that after implementing these ideas, you are wondering what you might do differently to radically rethink your organisation. Or alternatively, it might be that you still haven't built your first house at all – you could be a first-time buyer: you have read the ideas in this book, but you want to understand a bit more before you put it into practice.

This book has been written with the express purpose of getting people started on their first house. It is deliberately short to encourage people to read it. It deliberately focuses on one path so as to provide clarity and avoid confusion.

The path it proposes is indeed the most trodden and proven, but there are other paths, there are other options, there are other detours available. There are other examples, case studies, links to other management techniques, guidelines, tools, stories, testimonials, explanations, and ideas. All of these have been omitted in the interests of simplicity and brevity.

But, as you consider your next house, you may now feel that you are ready to move on, to explore these other ideas and experiences, and you want to know how you can access them.

Probably the most comprehensive source is still 'Managing by Design: Using QFD to transform management performance', published by Tesseracts, ISBN 0954302109. It is an interwoven textbook and novel covering much that has been expounded on these pages but more comprehensively. It includes guidance on how the house can be applied to larger and more complex organisations such as conglomerates. It also has an extensive set of appendices which includes seven detailed case studies, an extensive glossary, cross references to other management approaches, and links to relevant materials which can be accessed through the web.

And of course there is support freely available from the Tesseracts website: www.tesseracts.com, as you will probably discovered from the earlier chapters in this book.

These resources will help you to develop bigger, better and more powerful houses and through these to continue to transform your business performance.

As yet I write there is no online community for building these houses, but as you read this there might well be. You have started a journey, and there is much to explore – and we encour-

age you to do exactly that. May God bless your efforts, inspire your designs and guide your path.