

AFTERBURNER



Flawless Execution – Agility for your Business Team

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- Air Force Academy Graduate
- M.S. Aerospace Science / MBA from UT
- Instructor Pilot of the Year at USAF Training HQ
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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





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

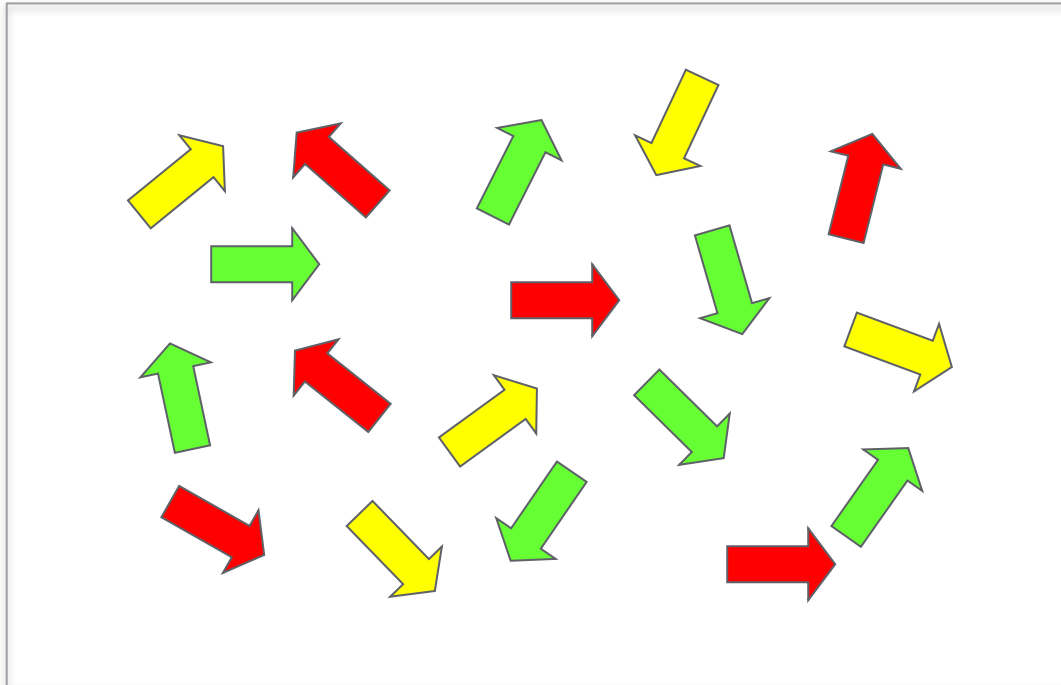


Why Plan?

- 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

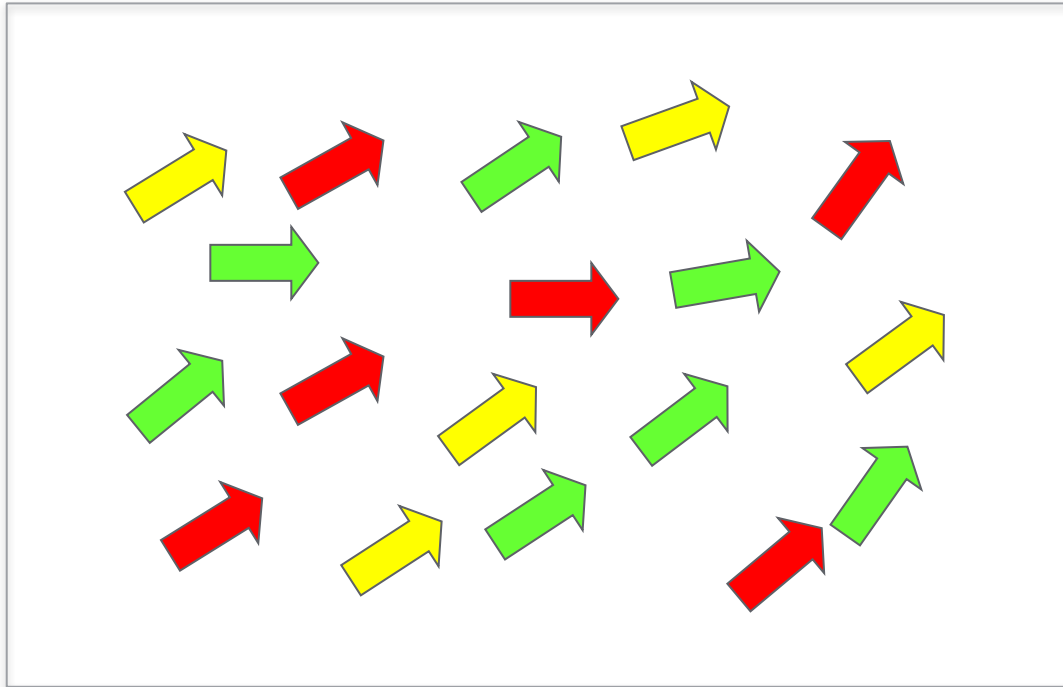


Tactically Focused Organization





Strategically Aligned Organization

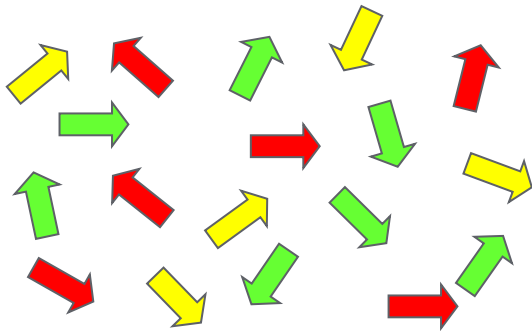




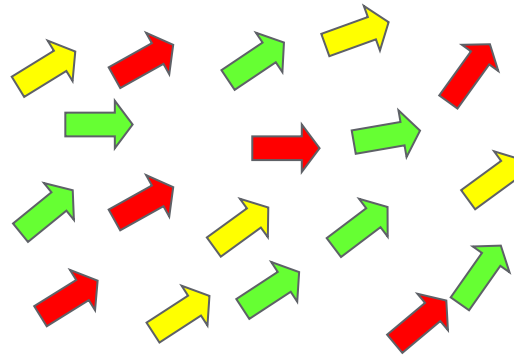
Two Choices

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



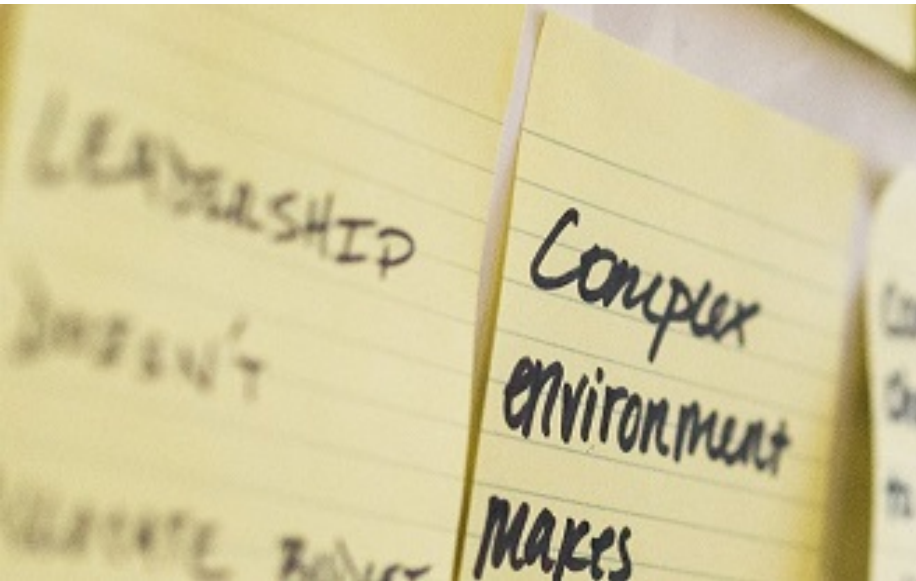
Determine the Mission Objective

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



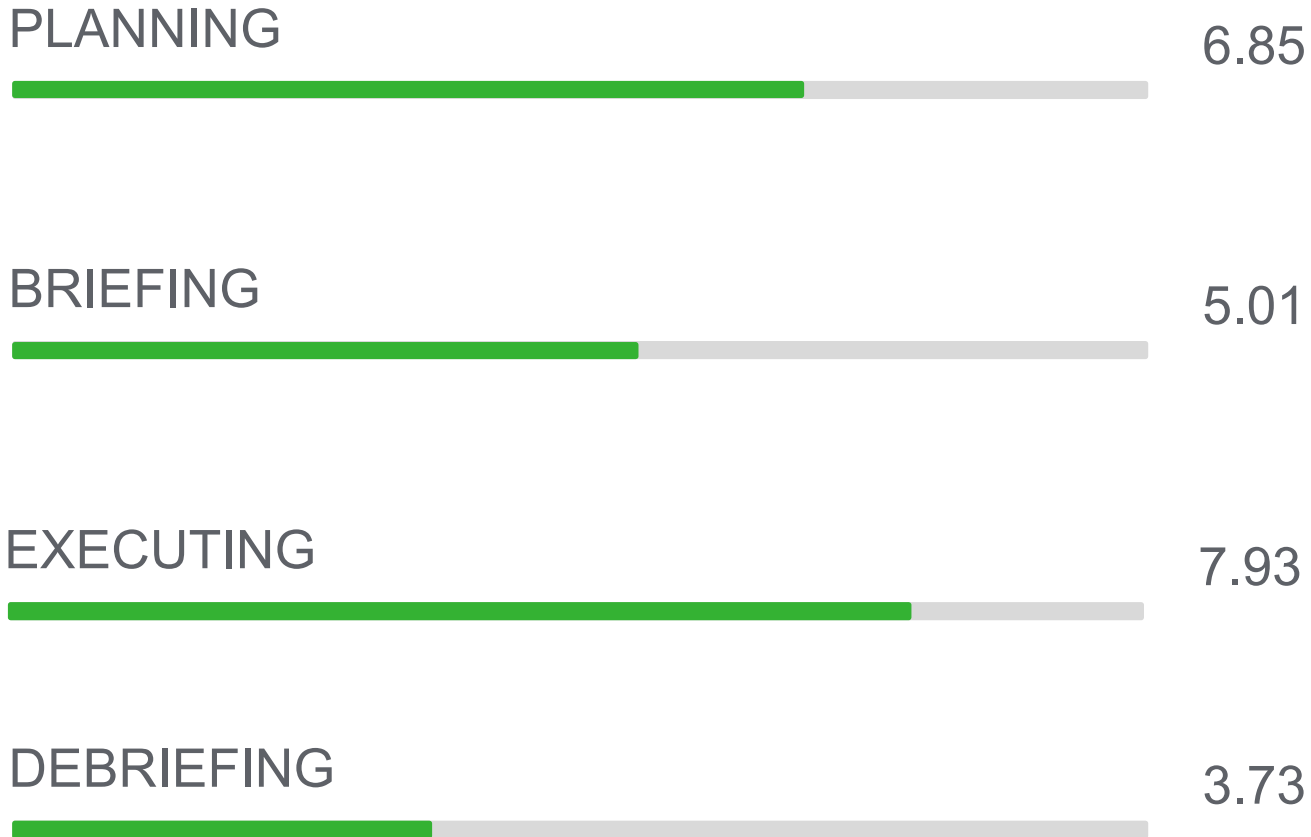
The Afterburner for your Retrospective

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

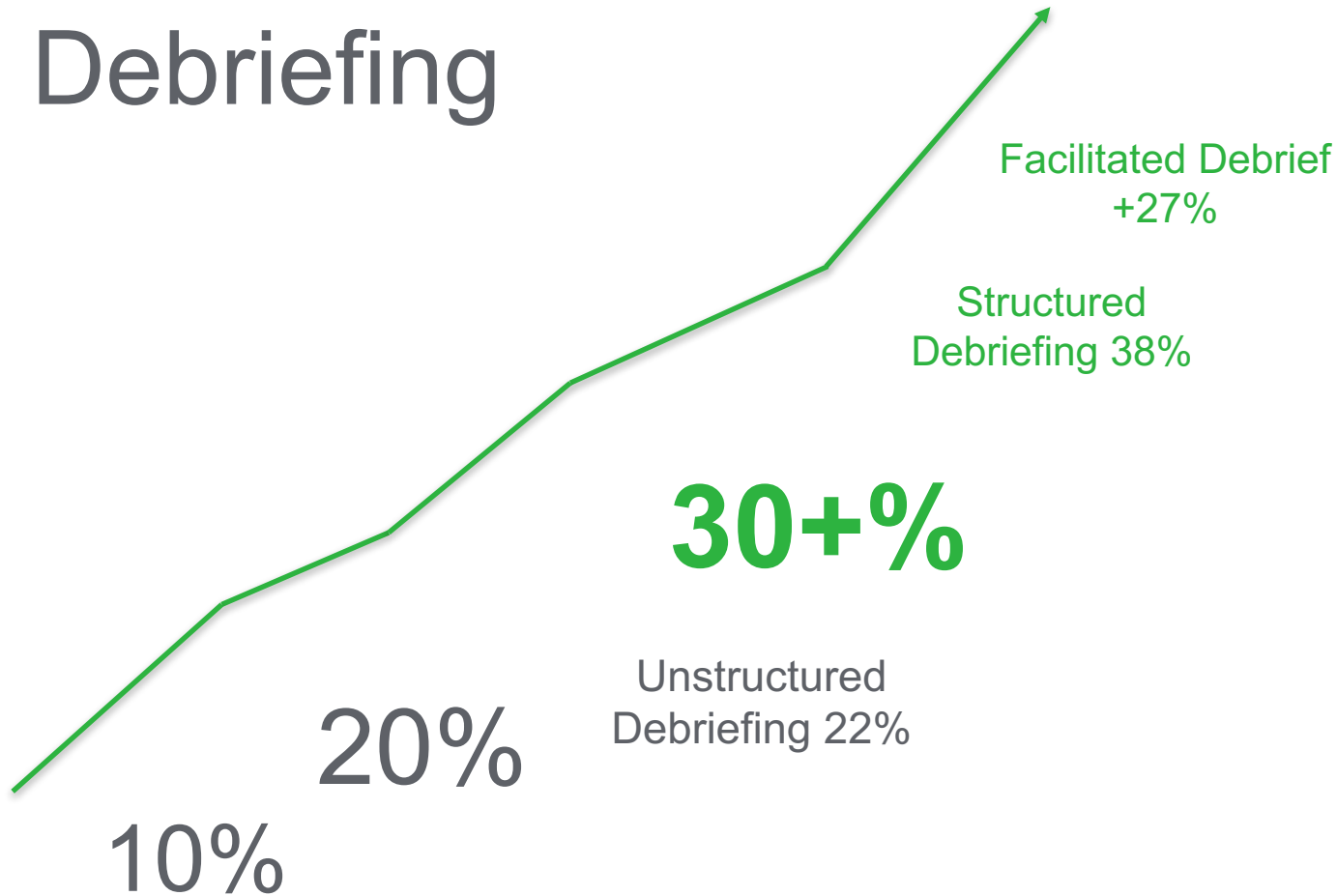




21-Year Client Average



Debriefing





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



STEALTHSM 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

- 1 Lesson Learned: Start with Why. Continue with Why. End with Why.
 - *“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

Joel “Thor” Neeb

Afterburner Flawless
Execution Webinar
Series



Contingency Plan Triggers:
Managing Project Risk

<http://go.afterburner.com/webinar-june-2017/>

Thank You for Attending
24 May 2017

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