



XSQL for 2020 Vision

How business visualization
eliminates organizational fog

Position Paper

"If I can't picture it, I can't understand it" Albert Einstein

Giving Organizations 2020 Vision

For a whole generation, technology companies were taught to sell solutions that alleviated a pressing urgent pain - rather than deal with root causes. Thankfully for the end-customer, this generation is nearing its end. Rather than getting sick and then getting a painkiller to relieve a most frustrating symptom, acquiring *organizational health*¹ is the new mainstream approach. This approach is not for everyone, as some businesses are content to be reactive and instead rely on “heroes” to get them through.

Organizational health

According to McKinsey only a third of excellent companies remain excellent over the long term due to their inability to adequately deal with change. In fact, less than one in three organizational change programs actually succeed. Yet ‘healthy’ organizations see a near 3-fold increase in the success of their transformation projects¹.

McKinsey define an organization’s health as its ability to align, execute, renew, adapt to the present and shape its future, faster and better than its competitors. It is the capacity to learn and keep changing over time. It is particularly dependent on staff and management being aligned with the corporate vision.

Fundamental to this is being able to see the organization as a whole and at a level of detail that enables everyone involved to see where they fit and how they contribute to its success.

Operational visibility

In moments of private candor senior executives have confided that they can’t see what’s really happening in their company - that financial summaries are not telling them what is really going on in the workplace. While researching change program case studies, one manager described the problem as *organizational fog* that blocked visibility of what was happening at lower levels.

Impaired visibility in an organization creates a disengaged workforce, an inability to see what is not working and a lack of operational alignment with the corporate vision.

Symptoms of this condition are readily recognizable, a lack of staff buy-in and negative attitude towards change that leads to the failure of change initiatives and poor financial performance.

Creating 2020 vision

Images, far more than words, help people understand the complexities of business process. Showing employees their role in the organization and *their* business process engages them. It gives them ownership, which in our experience leads to them coming up with proposals for improving *their* processes.

¹ McKinsey Quarterly June 2011 - *Organizational Health: The Ultimate Competitive Advantage*

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However, current solutions for improving operational visibility lack a vital ingredient – the ability to see the big picture and the structure of the process components that it comprises.

The number of process activities that takes place in most organizations is too great to show in a single visual, and multiple images raises the question, how do they relate to each other.

As in a movie, if scenes do not flow together the movie is impossible to follow. To overcome this film makers use a storyboard - a framework that makes sense of the individual scenes. Imagine the increased challenge if the actors used different language in each scene.

This is what an organization can look like to its staff. They understand their scene but not how it fits in the overall context of the business. And because they are organized into different departments they develop different ways of describing things. Fundamental to Toyota's success is cycling workers through every department to overcome these issues.

The inability to see business end-to-end leads to duplicated effort, inefficiencies and waste that become apparent to participants once they see the context of the work they are doing.

XSOL Business Visualization

XSOL Business Visualization has structure. It lets organizations *storyboard* their business with clarity of vision. The results are:

1. Staff engagement increases - it gets their buy-in and counters negativity
2. Staff can spot previously hidden ways to improve performance
3. Management gains the holistic vision of the company in which they need to deliver change initiatives (such as IT system implementations) on-time and on-budget
4. Executive see the effectiveness of potential changes in strategy

XSOL is not a panacea for all things required for organizational health, but it does provide the platform on which good health can be developed:

1. A common language so staff can describe operations using the same terminology
2. Consistency of definition so that whatever is defined will fit with everything else
3. Ability to change quickly - because structure prevents mistakes from being made
4. Structured analysis of business, for planning and determining operational success
5. A way to hold all organizational information related to what a company does, and...
6. ...enable compliance audits (ISO/SOX etc.) at any time with little additional cost.

XSOL software is unique - a structured model of business in a database with a visual interface. See it for yourself, contact: enquiry@xsol.com.