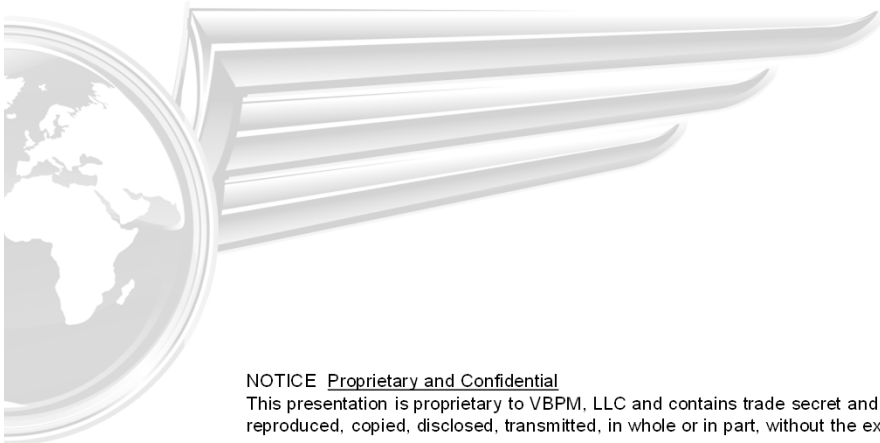


# ***Building the Business***

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## ***End Game The Ultimate Strategy***



Program #: Build the Business VBPM-PI 20121126

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# Moderator

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Janelle Abaoag

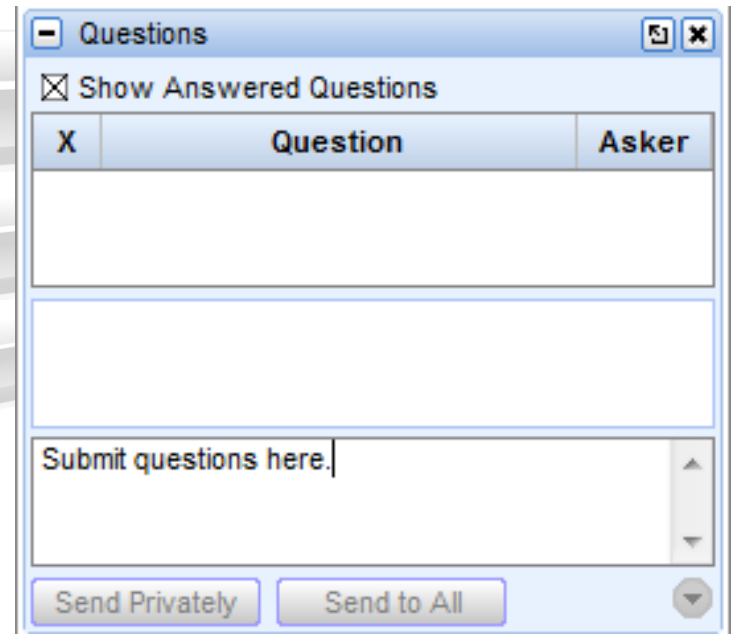
Janelle.Abaoag@projectinsight.com

www.projectinsight.net



# Before we get started...

- *Phones will be on mute*
- *Ask questions using your GotoWebinar panel*
- *Webinar recording will be available*



A screenshot of the GotoWebinar 'Questions' panel. The panel has a title bar with a minus sign, the word 'Questions', and maximize and close buttons. Below the title bar is a checkbox labeled 'Show Answered Questions' which is checked. Underneath is a table with two columns: 'X' and 'Question', and a third column labeled 'Asker'. The table is currently empty. Below the table is a text input field with the placeholder text 'Submit questions here.' and a vertical scrollbar. At the bottom of the panel are two buttons: 'Send Privately' and 'Send to All', followed by a small circular button with a downward arrow.

X	Question	Asker
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Submit questions here.

Send Privately Send to All



# About the Presenters

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- Mike Beard, PMP CLP CLOP ITIL CSM



- Managing Partner, Value Based Project Management
- Business Resilience & Efficiency Consulting, Assessor, Wisdom Advisor-Trainer
- Diverse hands-on and leadership background in manufacturing, operations, technology, industrial engineering, banking/mortgage...

- Mo Aiken



- Principal Advisor, Barra Gwynn Enterprises
- Professional Services Provider – Advisor, Consultant, Trainer
- Eclectic leader/solution provider in SW and HW design; Methodologies and Processes for: defense, physics SW, gaming, SFA, IC Capital and other industries



# PMI PDUs

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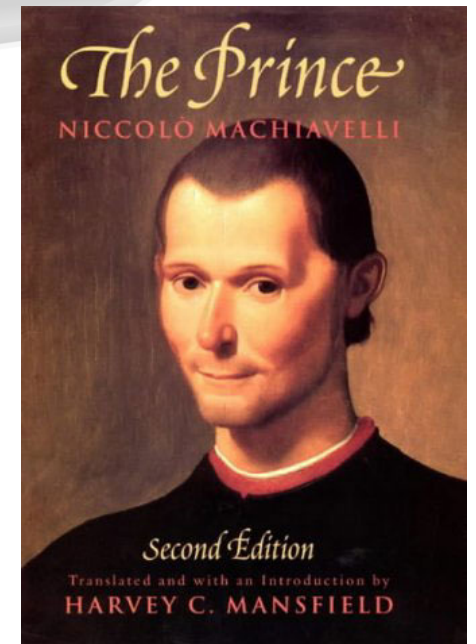
- This webinar is valued at 1 PDU
- The PMI category for this webinar is Category B
- VBPM follows the same quality standards in the develop and delivery of their training as an approved REP
- Feel free to use Project Insight or VBPM for your PDU submittal
- Program # is located on the title page



# Setting the Target

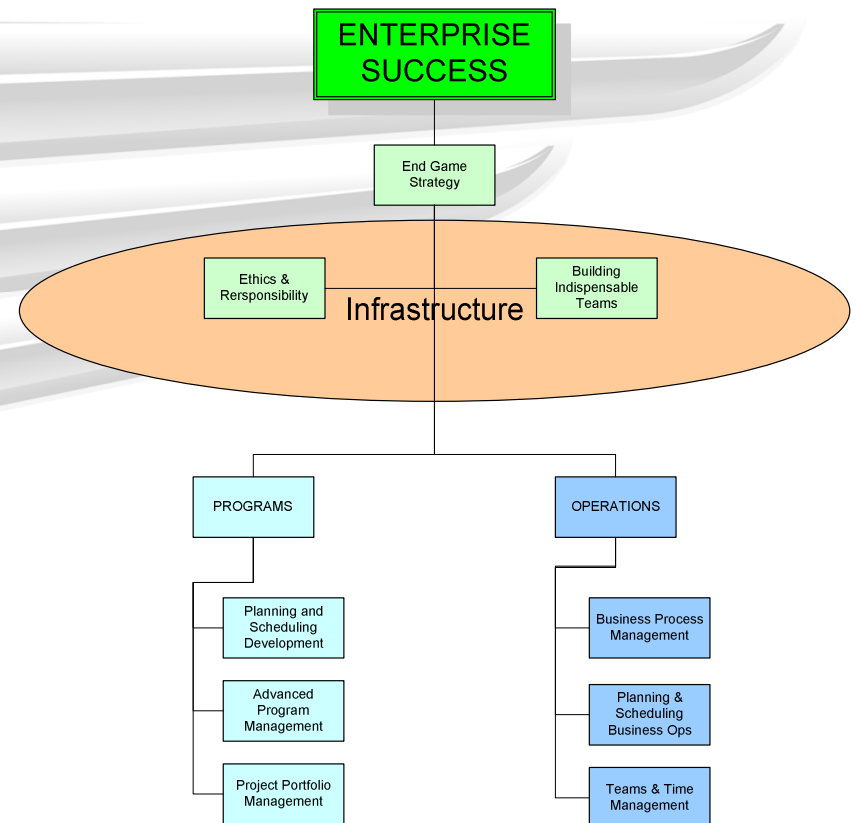
*“Nothing is of greater importance in time of war than in knowing how to make the best use of a fair opportunity when it is offered.”*

Niccolo Machiavelli



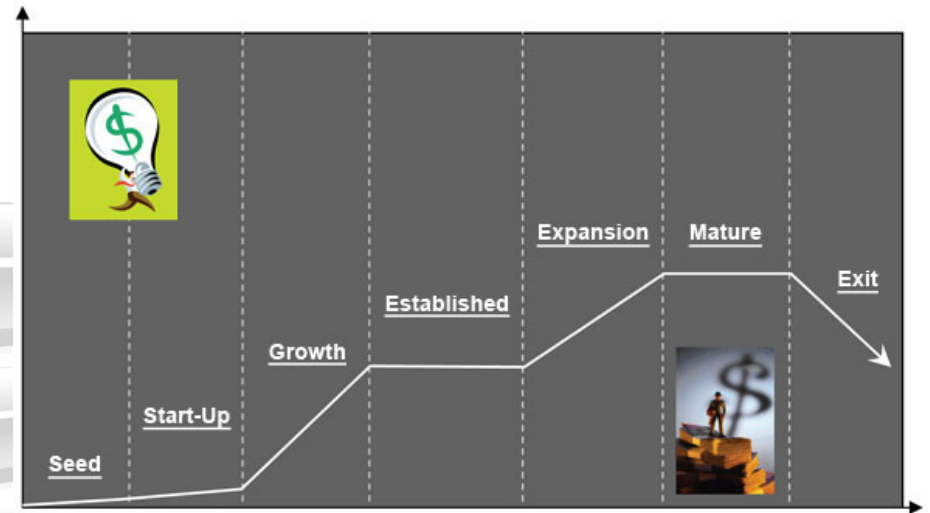
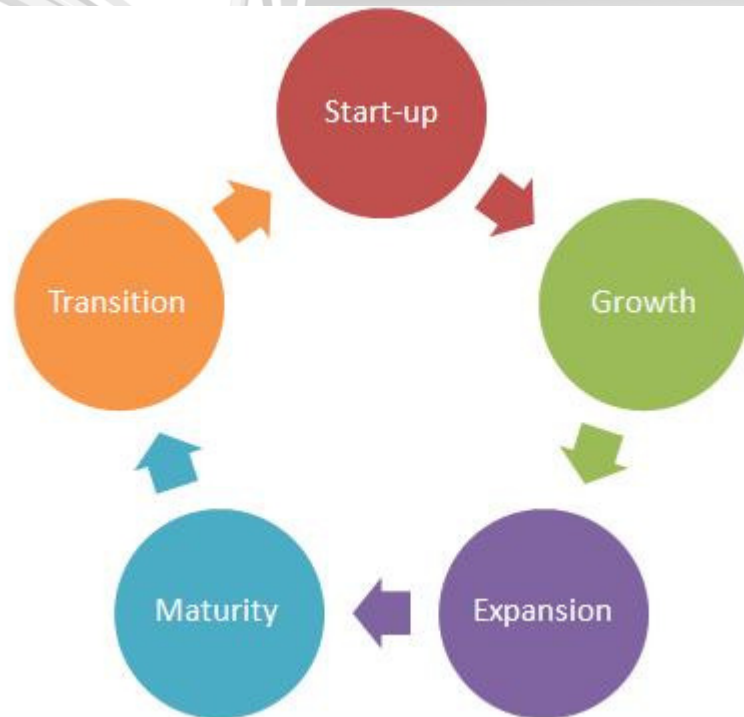
# Wisdom Workshops to Date

ID	Task Name	Start	Finish	2012												2013
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
1	Ethics and Responsibility	2/23/2012	2/23/2012													
2	Planning and Schedule Development	3/23/2012	3/23/2012													
3	Project Portfolio Management	4/23/2012	4/23/2012													
4	Advanced Program Management	5/23/2012	5/23/2012													
5	Teams & Time Management	6/25/2012	6/25/2012													
6	Building Indispensable Teams	7/25/2012	7/25/2012													
7	Business Process Management	8/23/2012	8/23/2012													
8	Risk Based Auditing	9/24/2012	9/24/2012													
9	Planning and Scheduling Business Ops	10/24/2012	10/24/2012													
10	End Game the Ultimate Strategy	11/23/2012	11/23/2012													



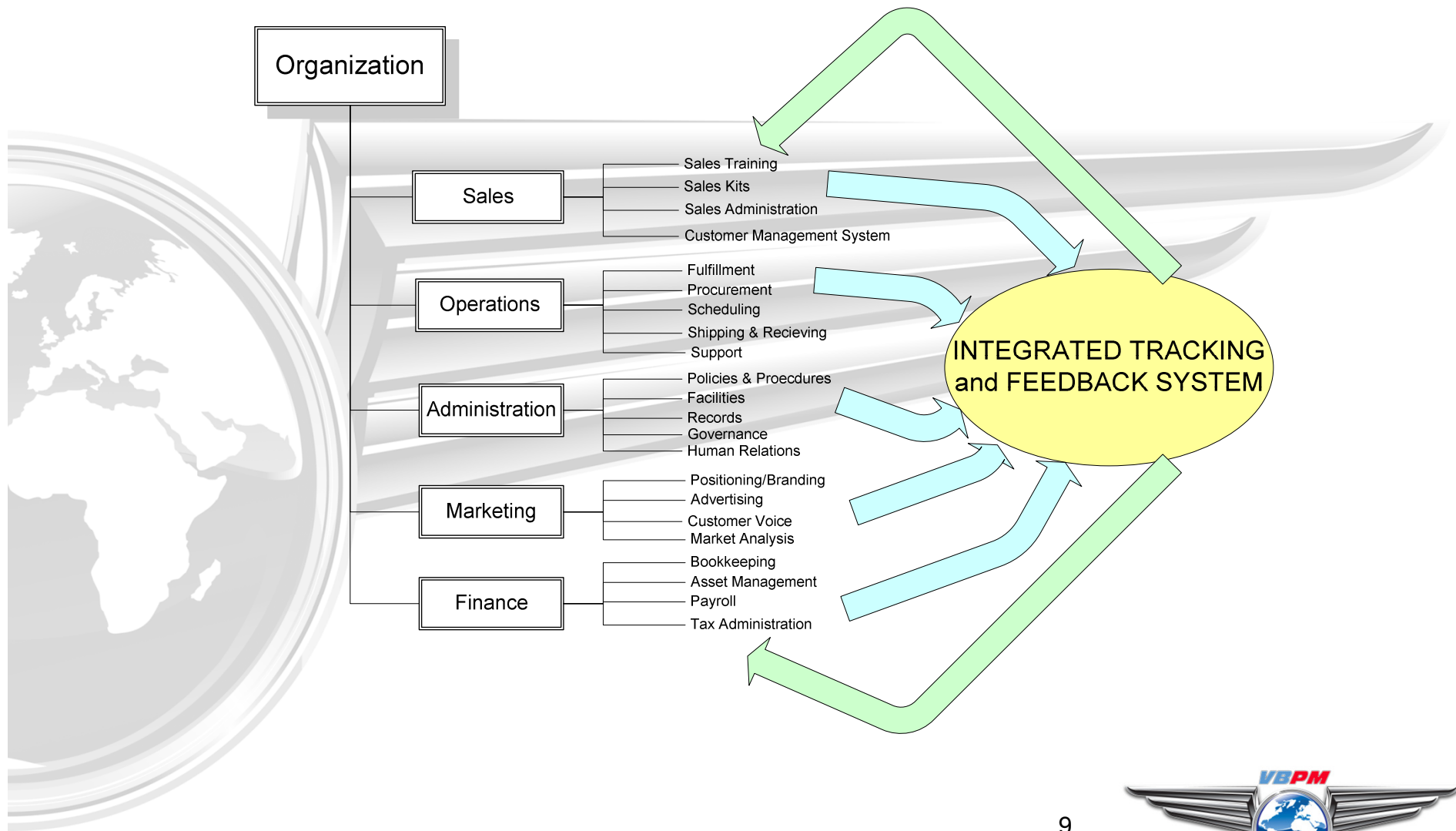


# Business Lifecycles



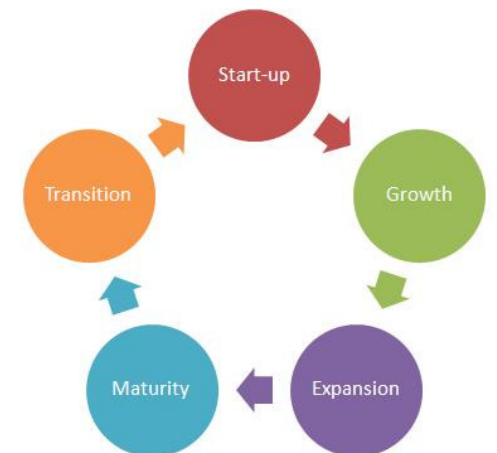


# Organizational Start



# Poll

- Do you know what stage your company currently resides?
- Yes
- No
- Don't know



# End Game vs. Exit Plan

- End Game = fulfillment of the Vision
- *Great End Games allow optional outcomes*
  - *Wealth*
- Exit Plans = fulfillment of the Founder's life
- *Great Exit Plans allow optional outcomes*
  - *Health*



# Exit Plan

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- Exit Plans can be made for the business
  - Business Exits are objective decision points at which re-planning or exit needs to be examined
- or for the Founder/Executive
  - Personal criteria should dominate the plan
- Both must be reviewed frequently for validation of the current path



# Why Does the End Game Matter?

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- It provides a point of reference
- End Games help build teams allied to success
- Makes decision making more consistent
- Creates the path to alignment
- Aids in structuring resiliency
- Provides a launch pad for communication



# Between Now and Then

- What you have today is NOW
- Having an End Game defines THEN
- Single Point or End Game Strategy
- Slogan or End Game?
  - “We are Number Two”
  - “The Driving Machine”
  - “In Good Hands”





# End Game Strategy

- Adaptive, clear and easy to understand
- Fulfillment of the central Vision and Mission
- Change ready and willingness for testing
- Range of possible outcomes
- Reality to be taken as a problem to be solved
- Multiple solutions to roadblocks





# End Game Tactics

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- End Games start with clarity of vision
  - Models can be used i.e. M&A, IPO, ...
  - Thinking in terms of a future press release
  - Reputation as well as statistics
- End Games are maintained with added clarity
  - Increasing the specific areas/actions/impacts in model
  - Refinement of scope and target
  - Continuous information on asset and resource availability



# Leadership

- Tone at the Top
- Total organizational responsibility
- Vision into mission
- Total integrated approach
- Resilience & alignment



*“I don’t predict.  
I just look out the window and see what’s visible  
but not yet seen.”*

Peter F. Drucker



# Alignment

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- Leadership – someone to trust and follow
- Communications – interchange and sharing
- Clarity – Understandable ... no ambiguity!
- Reinforcement – Consistent and Persistent
- Complicated doesn't mean complex



# Poll

- Is your company aligned and functioning to fulfill the goals?
- Yes
- No
- Don't know
- Not started



# Environmental Factors

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- Internal
  - Leadership
  - Integration
  - Indispensable teams
  - Communications
  - Organization
  - Morals/Ethics
  - Checks & Balances
  - Egos
- External
  - Government
  - Regulatory
  - Competition
  - Technology
  - Consumer Tastes
  - Community
  - Natural Disasters
  - Environment





# Vision & Mission

- Vision – the organization in the future



- Mission – purpose of organization



# Succession Planning

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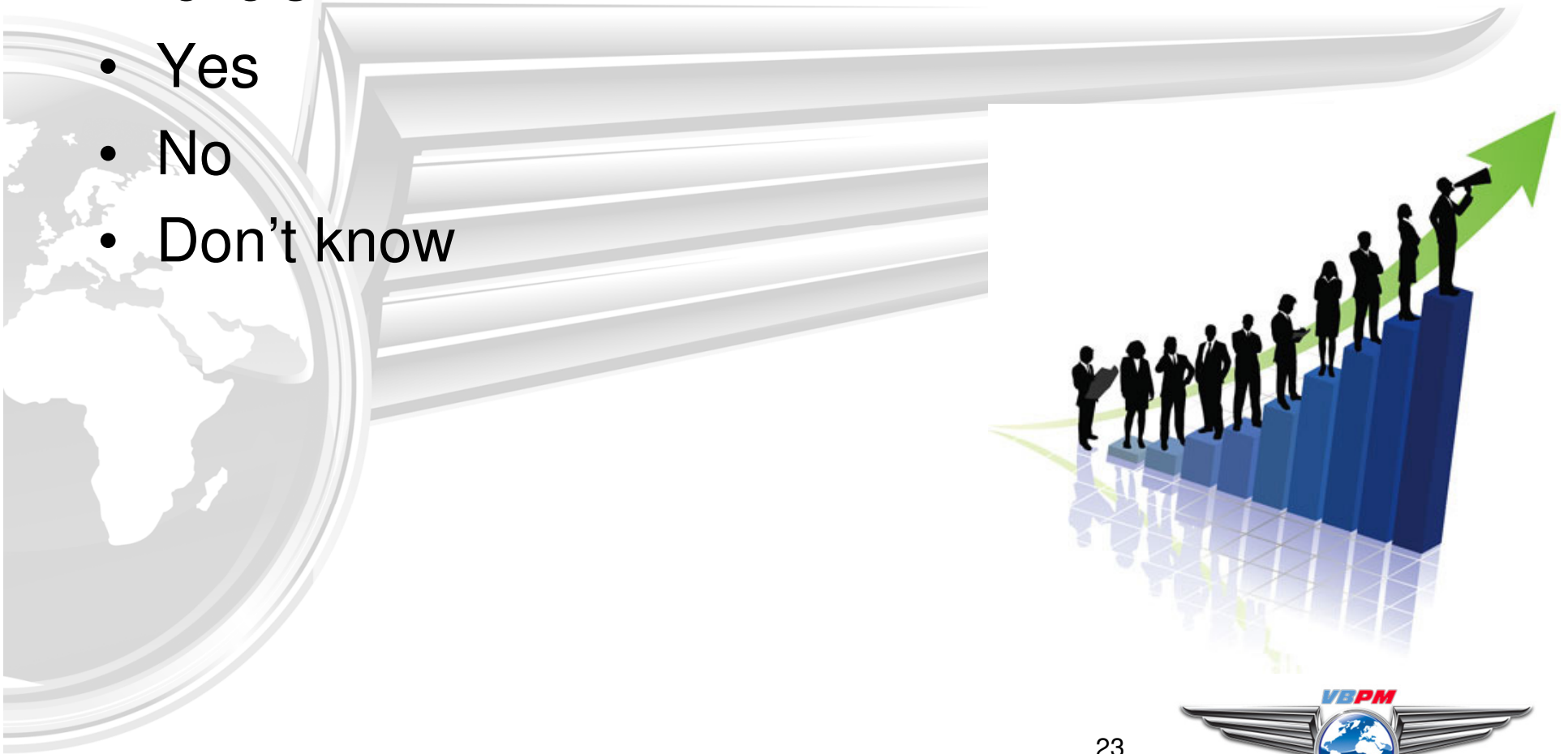
- Who will take over?
- Are they prepared?
- Can they maintain alignment?





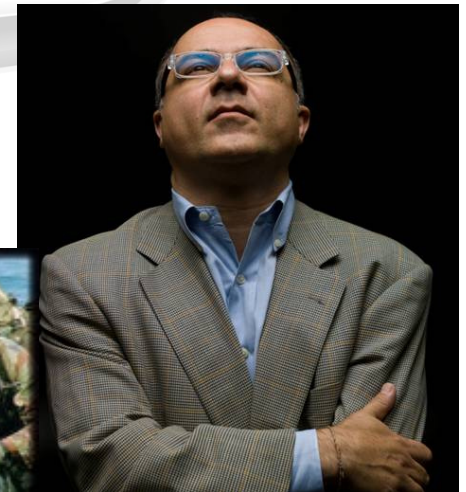
# Poll

- Does your company have a succession plan at all levels?
- Yes
- No
- Don't know



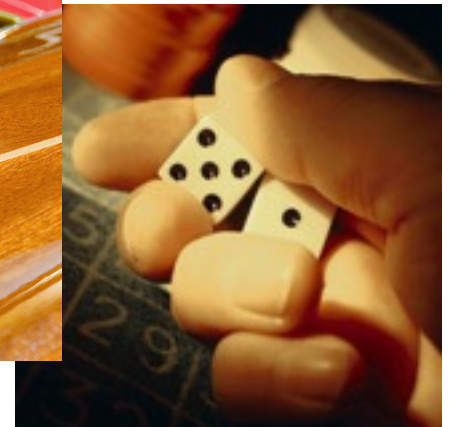
# Strategic over Tactical

- Strategic - pursue the end game
- Tactical - means to succeed toward strategy fulfillment



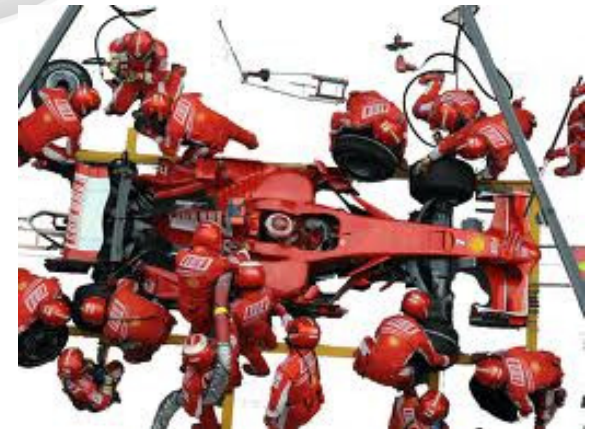
# Risk Management

- Avoiding Single Points of Failure (SPF)
- When the “odds” don’t go with you
- When the black swan sails across your path
- Opportunities found and lost





# Indispensable Teams



# Market Realities

- When the market takes a turn





# Change Ready Environment

- Organization encourages and emphasizes objective (and non-destructive!) testing of everything



- Continuous Process Improvement (CPI)
- Operations planning and scheduling
- PMO / PPM
- Checks and balances
- Roles & responsibilities

-



# Resilience

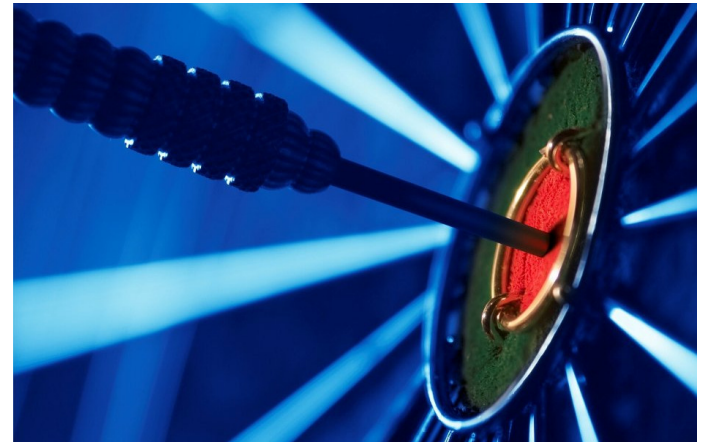
- Prepared, planned, trained and adaptable to meet known and unknown challenges



# End Game Validation

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- End Games can be modeled and tested through feedback systems
- Start at the envisioned end and work backwards
- Balanced organization
- Leadership and goals needed!



# Summary

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- Knowing where you are going requires guidance
- Planning is for the familiarity and recognition of real life intrusions into your plan
- Good planning allows for improved results
- Adaptive and responsive organization likes goals



# What's Next?

- This is our last webinar of the year
- Future topics
- In 3-4 words tell us the subject of interest





# Training & Speaking Availability

- VBPM and/or Barra Gwynn are available for training or speaking at your organization
- Contact Mike Beard
  - [mikebeard@vbpm.org](mailto:mikebeard@vbpm.org)
  - 714-357-6766



**Los Angeles Police Department  
Risk Based Auditing**



**PMI-OC  
Future of Project Management**



**VBPM**



[www.vbpm.org](http://www.vbpm.org)

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