

# Re-Tooling the White-Collar Factory

4 September 2001

## Purpose

- Experience a process for creating step-function shifts in organizational knowledge
- Establish a broader context for this type of intervention
- So that a richer palette of options is available as you strategize Next Generation Excellence.

## Products

- Strategic framework for context
- Seeing the centrality of the workforce
- Targeting value
- Appreciating organizational Learning Curve
- Applying Learning Maps

# Strategic Integration Model

Breadth & Means of Integration  
along Customer-Supplier chain

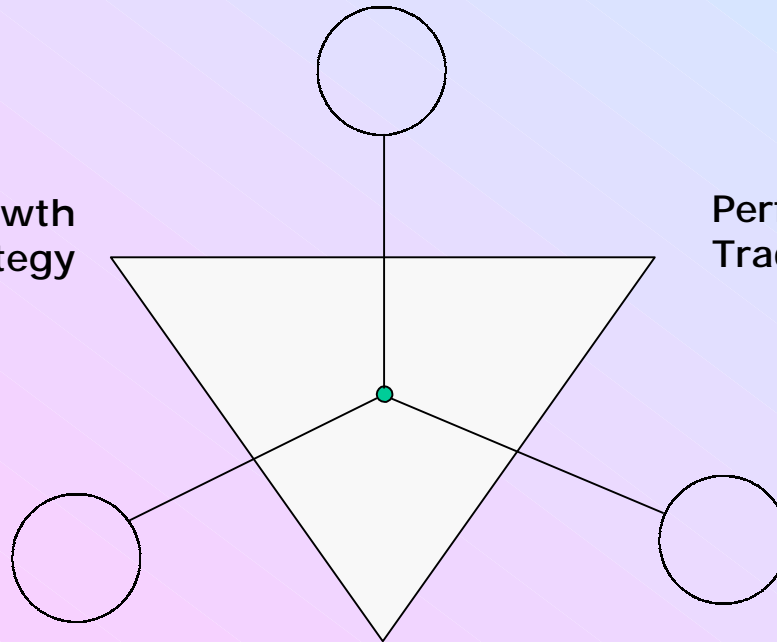
Organic Growth  
Strategy

Performance  
Track-record

Approach to Valuetree  
improvements from  
current operations

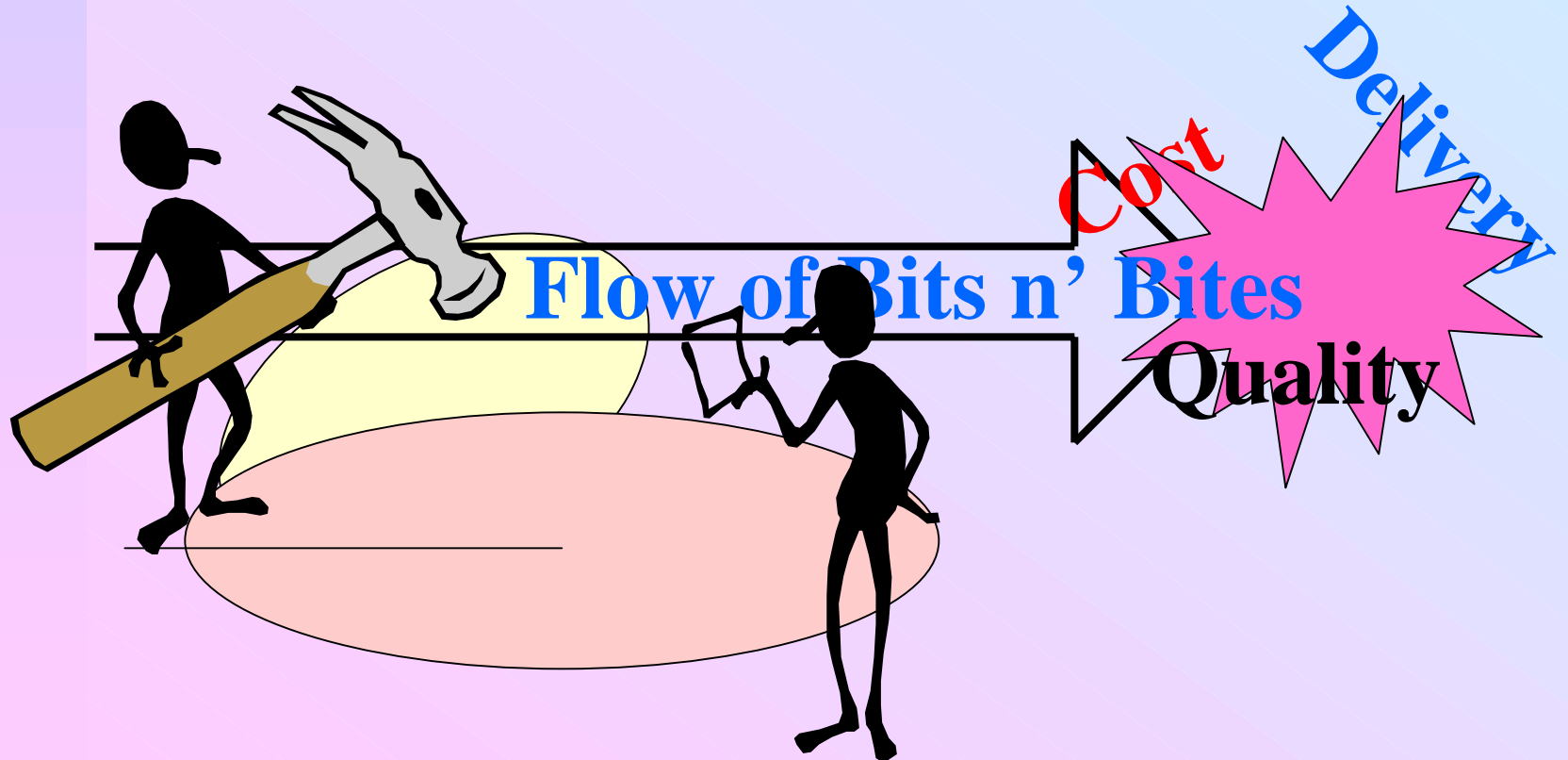
Culture in Action  
within the Business

Relation to  
Controlling Industry Paradigm

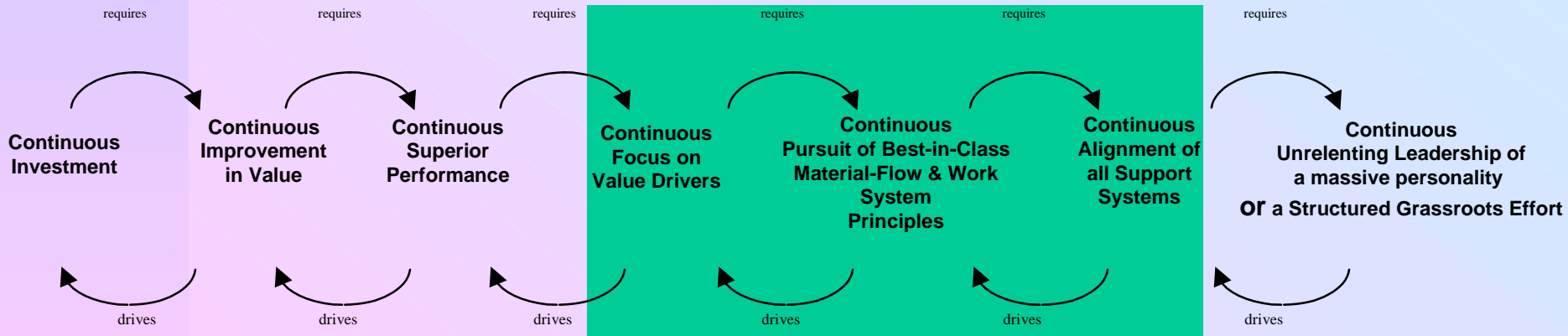


# Why Employee Relations/HR is Important

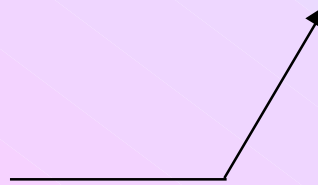
**Outcomes**



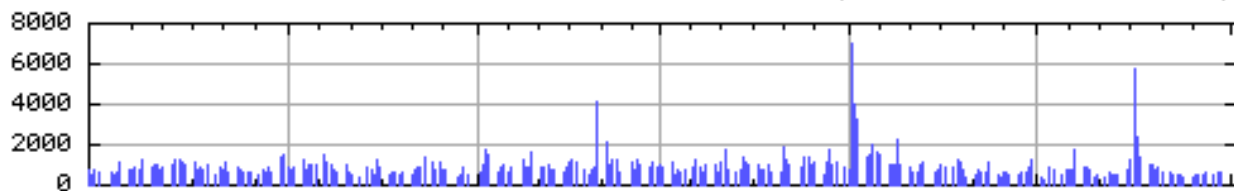
# Context Within Which this Work Fits



Area of concentration



CIGNA Corp  
as of 29-Aug-2001



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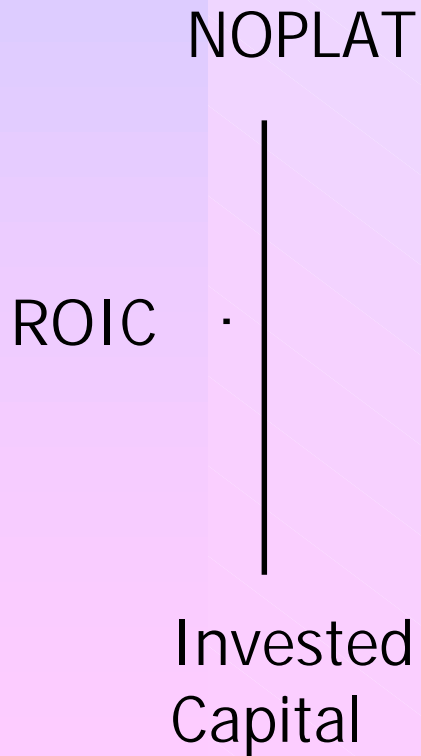
Volume (1000's)

<http://finance.yahoo.com/>

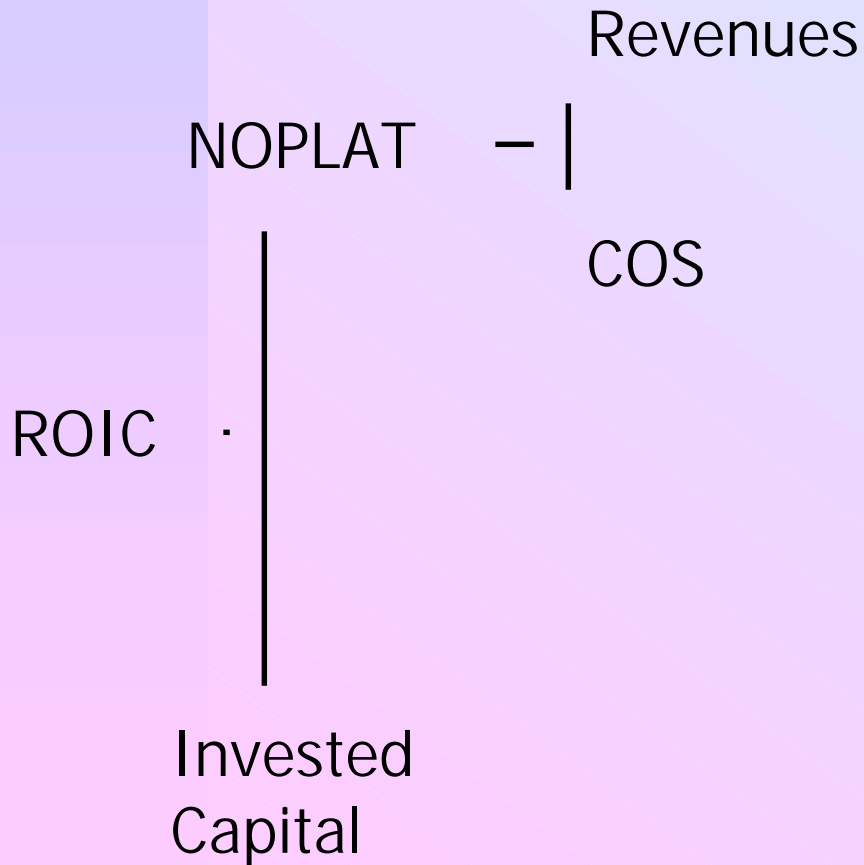
Splits: 18-May-98 [3:1]

Last Trade 4:02PM • <b>91.00</b>	Change <b>-0.44 (-0.48%)</b>		Prev Cls 91.44	Volume 561,500	Div Date Oct 10
Day's Range 90.70 - 91.85	Bid N/A	Ask N/A	Open 91.35	Avg Vol 805,545	Ex-Div Sep 10
52-week Range 86.4800 - 136.7500	Earn/Shr 6.93	P/E 13.20	Mkt Cap 13.481B	Div/Shr 1.28	Yield 1.40

# The Value Tree

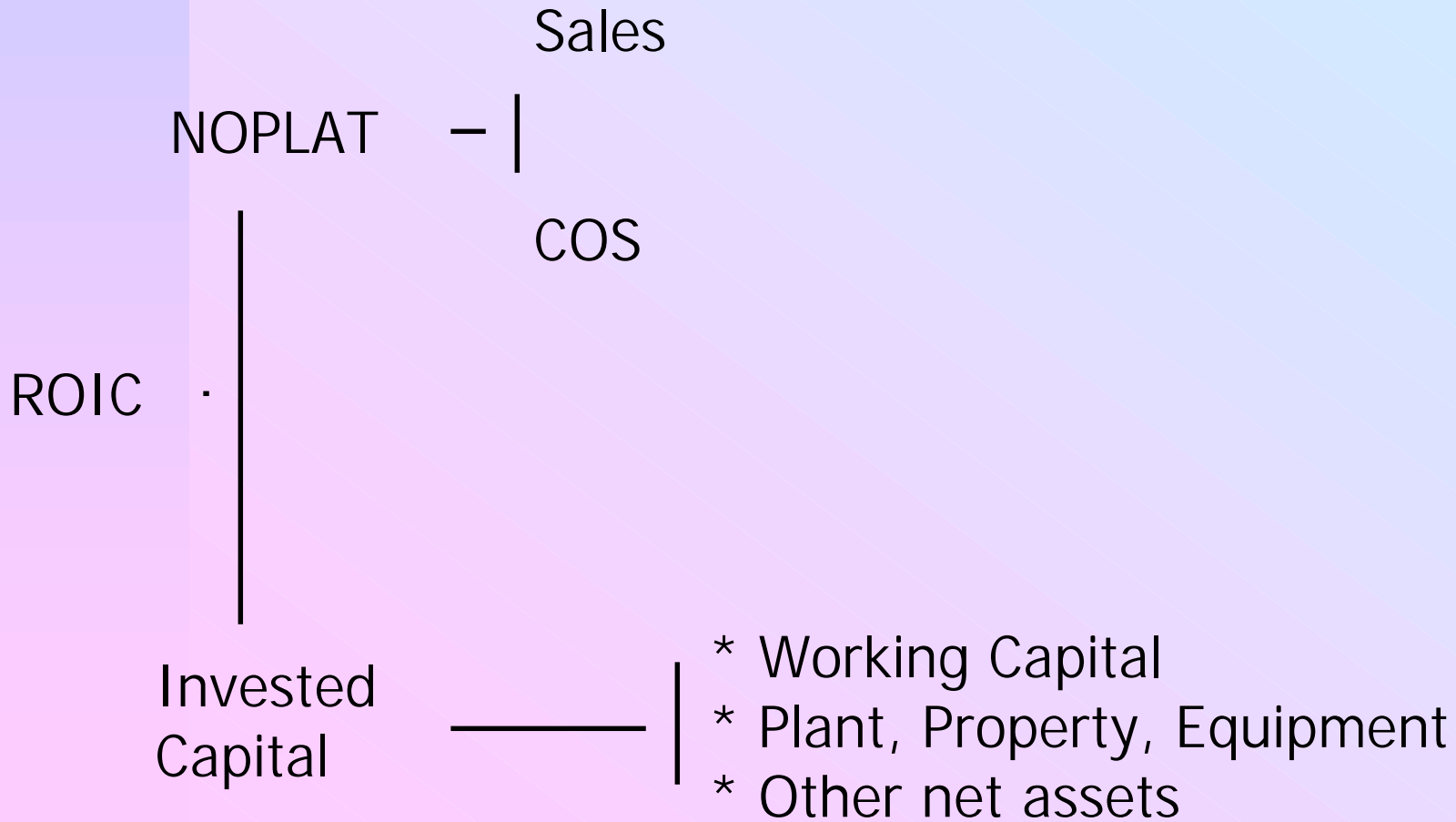


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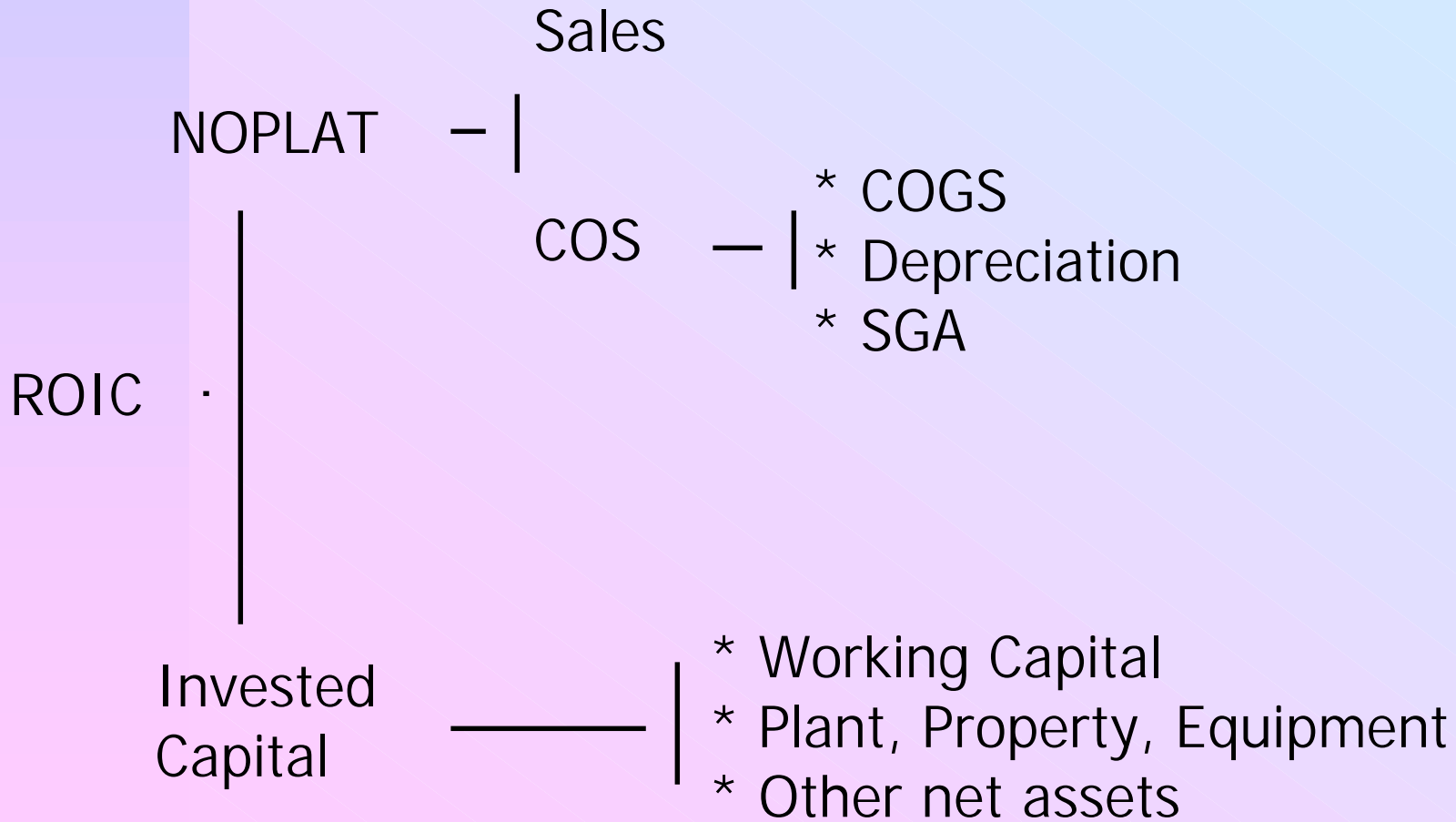




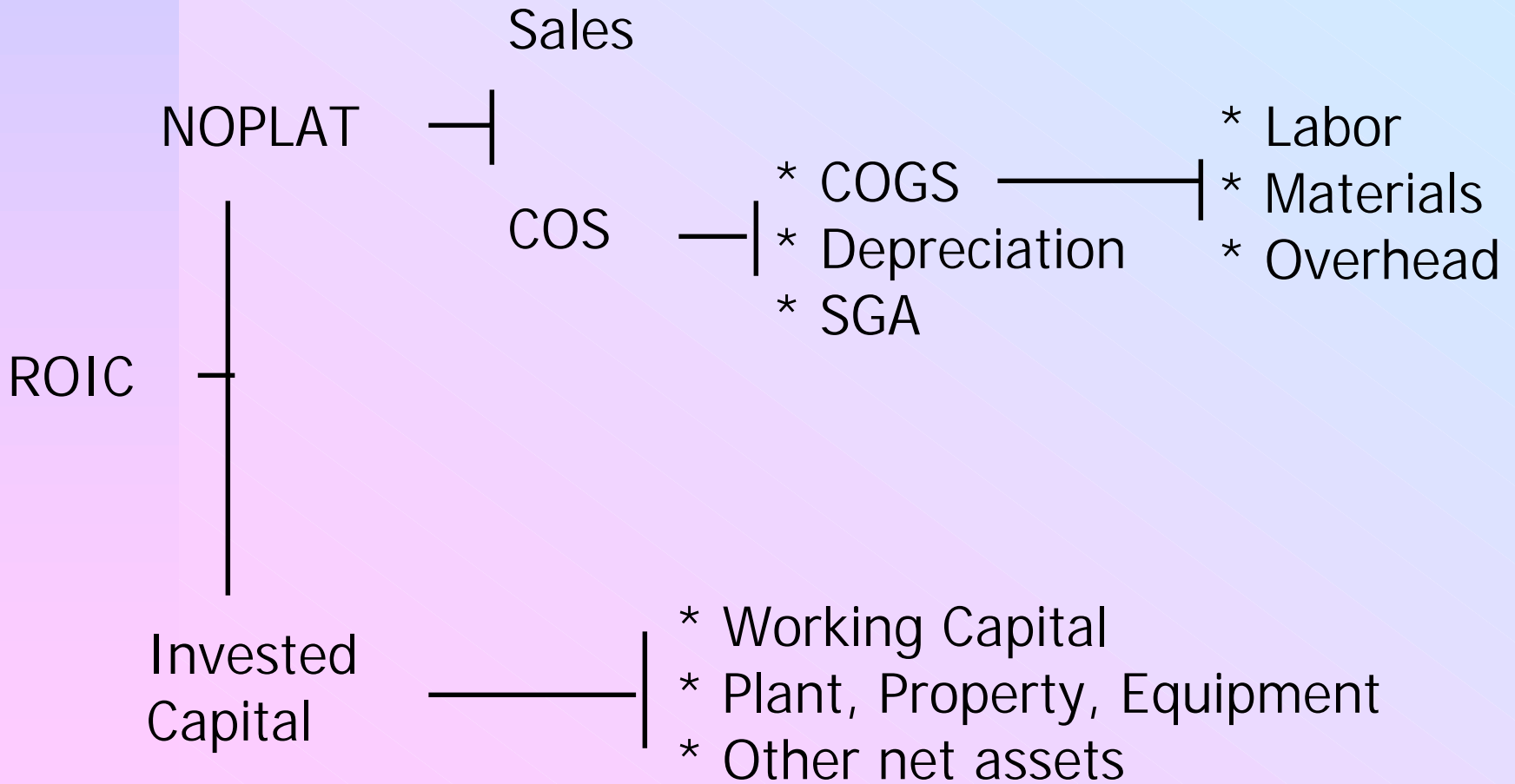
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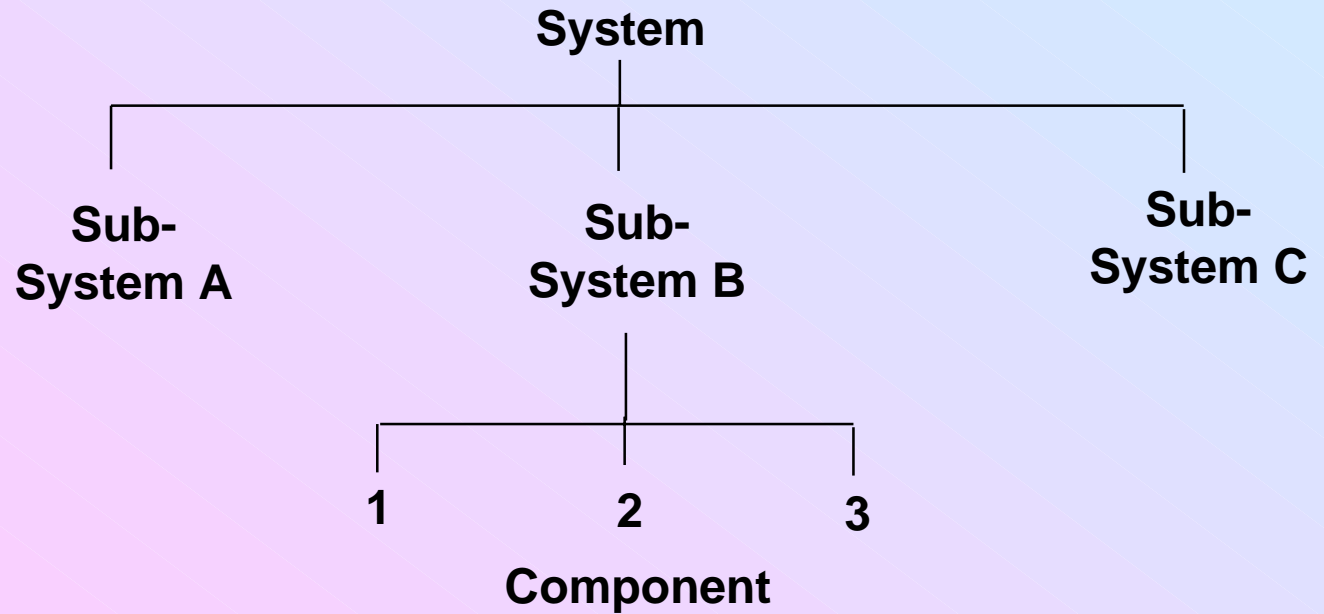


# Levels of Innovation

C

B

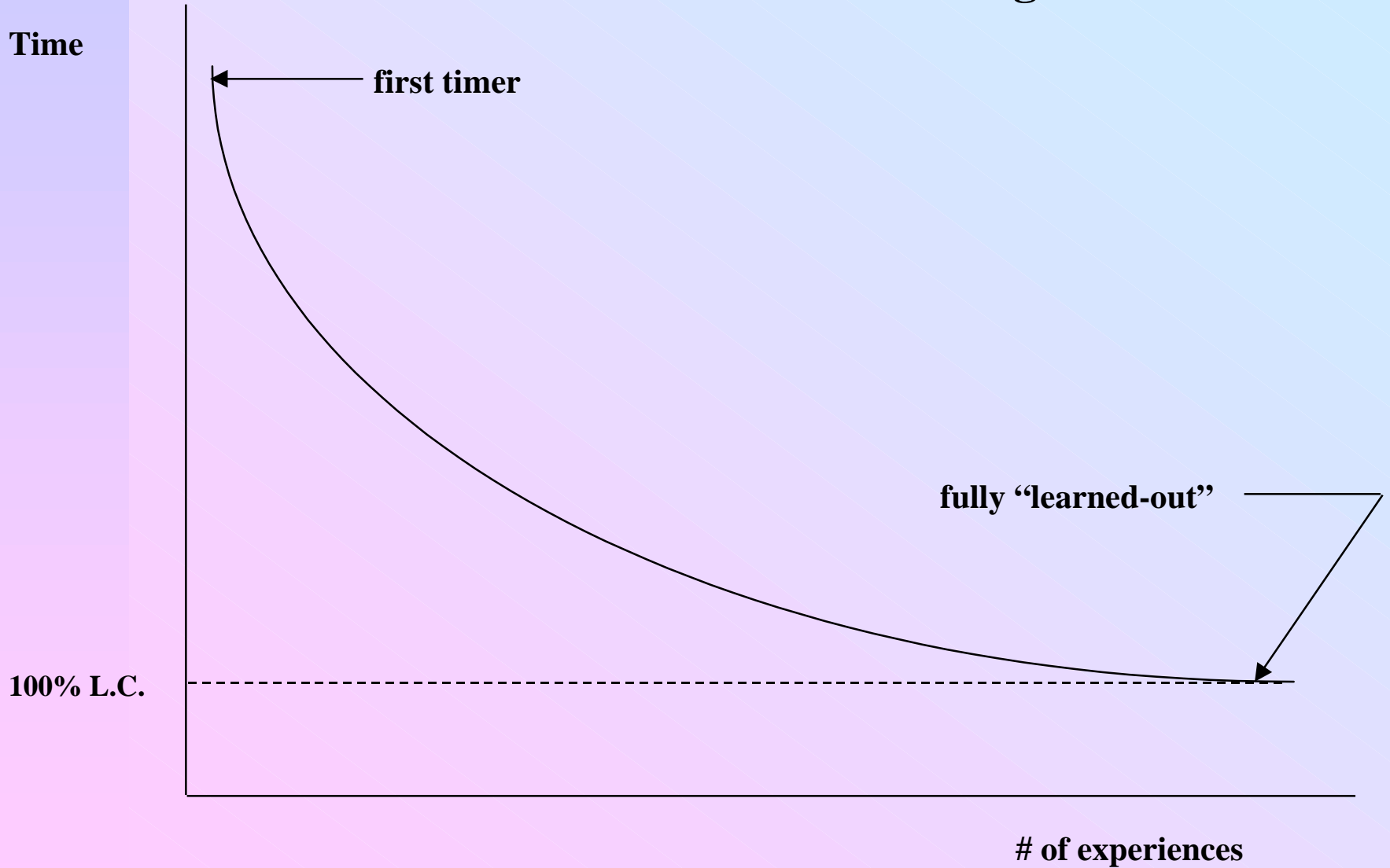
A



## Key Beliefs:

- Kaizen principles apply to white collar processes
- White collar processes are definable, repeatable and predictable
- “Tribal knowledge” is lost during periods of rapid workforce expansion or contraction.
- Lots of experience brings a person down the learning curve; low experience drives a person back up the learning curve

# Learning Curve



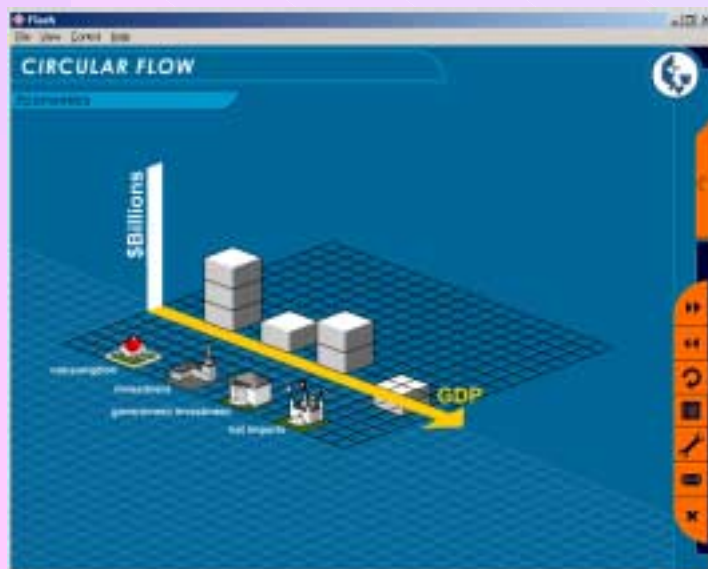
first-e Anti-Money Laundering

**REMEMBER**

- REPORTS OF SUSPECTED MONEY LAUNDERING ARE STRICTLY CONFIDENTIAL
- DO NOT DISCUSS THE FACT THAT YOU HAVE MADE A REPORT WITH ANYONE ... (APART FROM YOUR MANAGER OR THE MLRD)
- DO NOT INFORM THE CUSTOMER THAT A REPORT HAS BEEN MADE ... IT IS A CRIMINAL OFFENCE TO TIP OFF THE CUSTOMER
- A REPORT OF MONEY LAUNDERING, MADE IN GOOD FAITH, DOES NOT CONSTITUTE A BREACH OF CUSTOMER CONFIDENTIALITY



# Web-enabled knowledge management



SITA

An Overview of SITA Operations

## **Discussion:**

1. Use the learning curve to describe what happens to organizations during periods of rapid employment expansion or contraction.
2. Describe how it feels to be high on the curve, no support available and people looking to you for direction.
3. “Standard work” describes the interaction between a person and the work flow. Use the learning curve to describe what standard work is designed to accomplish.



# Learning Maps

Pritchett & Assoc. Study ref. by Dept. of Labor

- During times of uncertainty, the normal productivity of 4.8 hrs/person drops to 1.2hrs as people struggle to eliminate ambiguity and make sense of their world from the data they have.
- The objective of the Learning Map is to “level-the-playing-field” of information by equipping people with data, giving them context within which to place their actions and the actions of management.
  - This is not about agreeing or disagreeing
  - This is not about liking or disliking
  - This is not about right or wrong
  - This is not about advocating management’s agenda\*
  - ***This is about being informed and understanding the situation***
- Three underlying beliefs...
  1. Institutions are either growing or declining;
  2. A strong stock price is in everyone’s best interest;
  3. An informed/knowledgeable workforce is in everyone’s best interest.

# HEADING TO THE FUTURE

Yesterday's

Future



**Mobile Centers and Operations: Mission**

Over the period to establish the global quality network, we will:

- Increase the number of mobile centers
- Increase the number of operations
- Increase the number of employees
- Increase the number of aircraft
- Increase the number of routes
- Increase the number of destinations

**Personnel Qualifications**

- Minimum 10 years of experience
- Minimum 5 years of leadership
- Minimum 3 years of international travel
- Minimum 2 years of operations
- Minimum 1 year of mobile centers
- Minimum 1 year of operations



# Applications and Possibilities for you...

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