



Vorbereitungsseminar Planspiel Report

Web Engineering (SS 2021)

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1. A Factory of One

1.1 Introduction:

Do you want to be more creative, more competent, more focused, and more successful in your work? In today's competitive world, people are being more skilful and productive to do their jobs flawlessly. Lean is one of the proven systems that consistently allows people or businesses to increase their output and product quality with minimum resource requirements [2]. Lean is not bound within the organization only it is one of the best systems that able to improve individuals also. Applying the lean in your daily life can enhance your productivity with no doubt. In this book "A Factory of One", the writer precisely explains every single term of lean that makes you efficient, energetic, and a successful person in your life.

1.2 Value Add Work and Waste:

We all believe time is very precious in our whole life however not all people are able to explore and maintain their time because of unnecessary work. We do many works in our daily life, but we do not recognize which piece of work added value to our life. Even in our occupation, not every task satisfies our work values. From the perspective of lean, there are three types of activities we perform in our workplace. One of them is called value-added work that has three standards to be fulfilled.

1. The client must be agreed to pay exactly what output they receive from the activity.
2. The activity must change into a product or a proper service.
3. The procedure must be carried out perfectly the first time.

Another one is non-value-added work which activity is not added value to the customer, but it is necessary to perform add value to another work. For example, from my life, I bought a laptop from a renowned shop. After using it for a week, I found that my graphic card is not working properly so I had to give it back for repair. Does this repair activity add value to me as a customer? No, because this product was not assembling properly the first time and I received it as a faulty product. The last activity defines as waste which is not added value at all from the customer perspective and it is recommended to reduce wasteful activities from our work process even it is our daily work or organizational work, but it is difficult to identify which work added value in productivity and which is not added value at all.

1.2.1 Job vs. Activities:

Unfortunately, it is true that your clients are not concern about your work how you get your work done or how much time is needed and the difficulties you face during this job however they focus always on the result or the solution of their problems with having a willingness to minimum pay.

From the customer's perspective, value is unverifiable and complex consecutively creating value in the workplace is hard. So, it is necessary to differentiate our job and our work. Job title defines our designation whereas work is the actual value-added activities. We must be aware of the customer value to identify our actual work in various value streams which we control in our position.

1.2.2 Real Workplace:

Some traditional employers are frequently trapped in all-day tasks and meetings without knowing what the real work should be done. The "Going to Gemba" is one of the most powerful principles of lean thinking. It is the phrase that means, where your company's actual value-creating job takes place. We normally do not observe our daily activities, but it is important to

look at your daily task because by observing our daily work, we can improve our productivity and easily can be able to reduce wasteful activities. As a student I can say my study desk is my actual workplace where I spent more time checking emails, writing reports, reading books, and lots more.

1.3 Identifying Values and Waste:

According to The Wall Street Journal reported in 2007, several studies and data sets demonstrate how damaging office clutter and disorganized can be. According to their findings, the average person loses one and half days to three days per month looking for paper, which causes stress and impairs focus and creativity. The average executive loses an hour of productivity per day while looking for missing information they needed to do their task.

Over the years, businesses have spent a lot of time and money trying to figure out how to improve employee productivity in the workplace. While there is no one-size-fits-all solution for every scenario, there are a few tried-and-true tactics that provide positive results in most cases.

1.3.1 Applying 5S:

The 5S is a popular method in Lean for methodically organizing your workspace [2]. It comes from five Japanese words that start with 'S' and are translated into five similar English words. The 5S processes comprise going through objects in a workstation, removing unnecessary items, arranging goods, cleaning, maintaining, and ensuring that these activities become habits. These actions should be carried out in order.

The five steps in this procedure are:

1. **Seiri** (sort): Eliminate unnecessary material or information.
2. **Seiton** (set in order): All items are arranged and that each item has a specific location.
3. **Seiso** (shine): Get rid of the mess and the origins of the mess.
4. **Seiketsu** (standardize): Develop procedures and routines.
5. **Shitsuke** (sustain): Maintain discipline by sticking to new habits and conducting audits.

In the workplace scenario, implementing 5S is an easy task for the physical worker who works in a factory's production line however for the knowledge worker it is a little bit tricky to proceed because knowledge worker necessitates the processing of information data, the waste reduction must also focus on data processing. For examples e-mails, files, papers, journals, presentations, links to Web sites, and so on—every single bit of information that has been gathered over time.

1.3.2 The Organized Desk:

The desktop is one the most used workspace for the knowledge worker. It is the place where you can think, evaluate, solve a problem, and add value to your customers. So, arranging your desktop workspace is essential to achieving a high level of productivity. Depending on your work criteria, it is necessary to dispose of your unnecessary documents and materials which you have no plan to work with and have not to look at for a year, and better to use three paper trays.

Therefore, use the first tray to put your new stuff which you plan to work on in the coming days. Once you look at a paper from this inbox tray you will never place it back again and it is a good idea not to keep unwanted documents at all. The second tray is the place where you assign all your outgoing documents like letters, signed a paper, looked up documents, and so on. Those files are important so it should keep in safely. The third tray should be holding all your job-related books, magazines, journals, and more of your interest.

1.3.3 Managing Paper Works:

Managing papers and documents are significantly useful because most of the method for keeping files are insufficient and difficult to manage different information on it. The solution to this problem is to segregate the information based on how often you utilize it by dividing the file system both physically and electrically into three categories: working file, referencing file, and archiving file.

1.3.4 Working Files:

The main objective of working files, it contains most of your working file, which is used frequently, and you are aware of the consequence of this files. Creating working files can bring you an efficient workplace.

1.3.5 Reference Files:

Those files are used not many times and undeterminable should be kept in the reference file section. Reference files are not garbage rather then it has value for your work process which must use irregularly.

1.3.6 Archive Files:

Some files are already used, and no one will open them again however keeping those files is important. For example, ex-employee's history data, money receipt, or tax return document for your company.

Similarly, implement 5S for your email. Creating different email folders for different purposes can easily increase your work productivity.

1.4 Keep Flow in Workspace:

Lean flow is concerned with how goods or people handle in a process move from the initial to the last stage. Clearly, the goal of flow is to move the item or product through the process as quickly as possible while maintaining quality and customer satisfaction [2]. It allows you to move a single product through your process rather than grouping work items into batches. Deficiency of flow can significantly reduce your organizational work productivity, increase psychological stress, and creates enormous waste so maintaining flow in the workplace is a must to reduce variability and ramification in your daily work process.

1.4.1 Employ 4Ds:

Employing 4Ds to your work can keep the flow and easily reduce delays in your activities.

- **Do** it: If your work is easy and takes less time then do it immediately.
- **Delegate** it: if someone knows more about it then delegate it.
- **Designate** it: if you found it more complex and take more time then procrastinate it.
- **Discard** it: if it is not related to your work then discard it immediately.

It is a known fact in human nature that we always choose the easy work fast however in lean it is recommended that start with the worst first. Though it is hard to identify the hard job first but estimating the time needed is a solution.

1.4.2 One Thing at a Time:

It is a myth that performing two or more activities simultaneously count as a skill, but recent scientist proves that multitasking kills your productivity and destroy the flow of your work

process. Switching one task to another is a time-consuming process and distracts your brain.

On the other hand, serial tasking is a great way to keep the flow of your activities which improves performance, eliminates waste, and manages your time in a good way.

1.4.3 Scheduled Work:

Using precise and objective criteria to divide everyone's work schedule is a good technique to improve work routine management and improve the flow in the workplace. It is simple to use solutions that aim to improve a company's internal workflow and develop a habitual routine that improves employee discipline. Calendars, spreadsheets, notes, and other organizing tools are fantastic examples of how to keep track of your daily work schedule. Another way to keep the flow in your work is to split your complex and constructive work into simple so that it can be consumed easily.

1.5 Visual Representation:

Visual management is used heavily in lean to spot irregularities and reinforce standards while assuring workplace stability and safety. Instead of written instructions, it uses a system of information displays, visual controls, labels and signs, colour coding, and other markings to bringing clarity to your project work, which is ordinarily invisible, implicit, or assumed to become visible with visual management [2]. Visual controls is also an effective way to manage your own work, which is important because even you can have information deficiencies.

The purpose of visual controls is to set up a system that makes your work, projects, ongoing commitments, and obligations visible so you can see immediately what has to be done. For example, in my dormitory's kitchen, we are four peoples responsible for cleaning it every week so we have hanged a schedule over there so that we can easily see our responsibilities and when we have to do it.

1.5.1 Limitation of To-Do list:

It is a fact that you do not always go with your To-Do list because maybe you have tons of works every month and you have allocated time for each work but sometimes you do not know about the work complexity maybe it takes a long time or some new important tasks arise.

1.5.2 The Calendar, Kanban, and The Task Pad:

It is a good habit that before starting your day you must look at a glance at your calendar to recall the whole day's activities in your brain. You can use a Kanban board to manage your content calendar. A Kanban board is used to represent each content idea. Your content calendar is made up of all of these things. Kanban comes from a Japanese word meaning visual board, which is very popular in lean for managing workflow, improving service.

In a calendar, you can keep notes for your important work which takes a long time but if you keep there your short activities, for example, important call notes then or delegates task notes maybe you will run out of space for your project. So, it is recommended to use a task pad for which work needs less than half an hour bringing visibility in your work.

You will not forget anything thanks to the calendar. Simply determine when you will be able to complete the task you have been putting off and reschedule it. The calendar will then pull the rescheduled task into the job queue acting as a Kanban.

Life is unpredictable, what you plan to do will never go according to you. You have certainly planed for your coming works but unavoidably there will be an emergency that will take place over the scheduled work.

1.5.3 A Personal Kanban:

A personal Kanban allows you to see how much work you have to do and how much work you have in progress. It works similarly to a calendar in this regard. The personal Kanban is far more flexible than a calendar because work is not bound to a specific time or date. Furthermore, the Kanban makes it simple to see all your work at once, in one location. To make your work visible, it is mandatory to reduce the ambiguity of your task whatever tools you use whether it is Kanban or a calendar.

1.6 Two Pillars of Improvement:

Continuous improvement, also known as Kaizen (Japanese word), is a technique for identifying and eliminating waste in the workplace [3]. Many industries reduce operating costs by focusing on continuous improvement. It is a Lean improvement method for streamlining workflows that mainly focus on two strategies improving method, one is PDCA(Plan-Do-Check-Act) and another one is and standard work.

1.6.1 The PDCA Method:

The PDCA cycle is an iterative process that is used to improve products, people, and services over time [3]. If any problems arise in your organization or in your daily life you can put a specific problem into this method for solving the problem and further better improvement. For example, your organization facing Corona infection excessively and it is necessary to reduce the infection for a better workflow, so you **plan** to wear musk while speaking with others from the next month. Employees **do** wear musk and **check** the infection rate is improve or not. Act if infection rates are not reduced then again plan for a new hypothesis if it works then continue the policy.

1.6.2 Standardized Work:

The best way to do your work is called standard work which is a detailed depiction and documentation of the most efficient method of producing a product or service. Standard work is the piler of continuous improvement without it you cannot really decide the best way to improve your workspace. Standard work and PDCA together is the best way of doing your daily task which always increases the improvement and standard work keeps support the PDCA wheel for bringing the creative work. Standard work has also some phycological benefits. It helps to do your task joyfully, keep your mental health normal and reduce unnecessary stress.

1.6.3 The Real Problem:

In our life, we frequently jump to conclusions and solutions before determining the true nature of the problem. As a result, the "solution" we come up with does not actually solve the problem. So how can we find out the real problem? It is easy, first, we have to find out the root cause of this problem. If we find out the main cause, then we can use the PDCA model for continuous improvement. For finding the root cause we can use **five-whys** analysis which is simply the best way.

1.6.4 A3 Thinking:

The A3 Report is an excellent tool for problem-solving and continuous improvement. Toyota was the first to use it, and it is quickly gaining traction in the industry today. The A3 Report format allows you to document all of the problem identification, clarification, analysis, and resolution steps on a single sheet of paper.

1.7 Conclusion:

This book not only gives you the tools but also shows you how to identify the fundamental causes of your inefficiencies and eliminate them permanently. Each term of this book will provide clear action steps to help you start improving immediately. This practice allows you to build a foundation of excellence on which you may envision your workdays being full of value and growth. So, my recommendation is to read this excellent book and make yourself a successful person.

1.8 Reference:

1. Daniel Markovitz, A Factory of One: Applying Lean Principles to Banish Waste and Improve Your Personal Performance, December 13, 2011
2. Lean Management? Definition & Tools, [Online]. Available: <https://kanbanize.com/lean-management> [Accessed 10 July 2021].
3. Continuous Improvement, [Online]. Available: <https://innolytics-innovation.com/continuous-improvement-process/> [Accessed 14 July 2021].

Notes: Everything was written above inspired by the book “A Factory of one” written by Daniel Markovitz.

2. Mapping Experiences

2.1 Introduction

Every business exists to provide some sort of benefit to their customers and to make a profit. People want the organization to complete a task, solve a problem, or feel a specific emotion [1]. If they consider this benefit to be valuable, they will give something in exchange—money, time, or attention [1]. When there is no benefit from the organization, there will be no customers [1]. Due to the bad experiences, many organizations fail.

The book by the famous author and speaker: **James Kalbach "Mapping experiences"** describes how a company should fit into the customer's lives and looks at the problem from their perspective and also one can map the customer experiences which helps for solving future problems. This is one of the best books for helping us to create an overall view of the organization, align internal processes so that internal members can see their interdependencies, and create maps and diagrams, all of which lead to an improvement in customer experience and organizational success.

The author suggests using alignment diagrams, blueprints, and diagrams to visually analyse and approach the problem. The entire book is divided into three parts: **visualizing the value, the standard mapping process, and the detailed diagram to analyse [1].**

2.2 Visualizing the value

In order to survive, businesses must extract some value from their offerings. They need to maximize their audience as well as make the profit. Value creation is bidirectional [1]. Simply said, value creation occurs at the point where humans interact with service providers. At this point, personal experiences collide with a company's offers.

2.2.1 Alignment Diagram

Alignment diagrams aren't new to us; they're used by a lot of businesses and organizations' strategy makers. Alignment diagrams assist them in determining the next step in enhancing their product in order to expand their market reach.

Business strategies are built on alignment diagrams. they give an idea of a customer's connection with the product through insightful observation and provide a value creation overview all in one go. The alignment diagrams are divided into two sections: a detailed description of the customer experience and a description of the company's offerings and interactions.

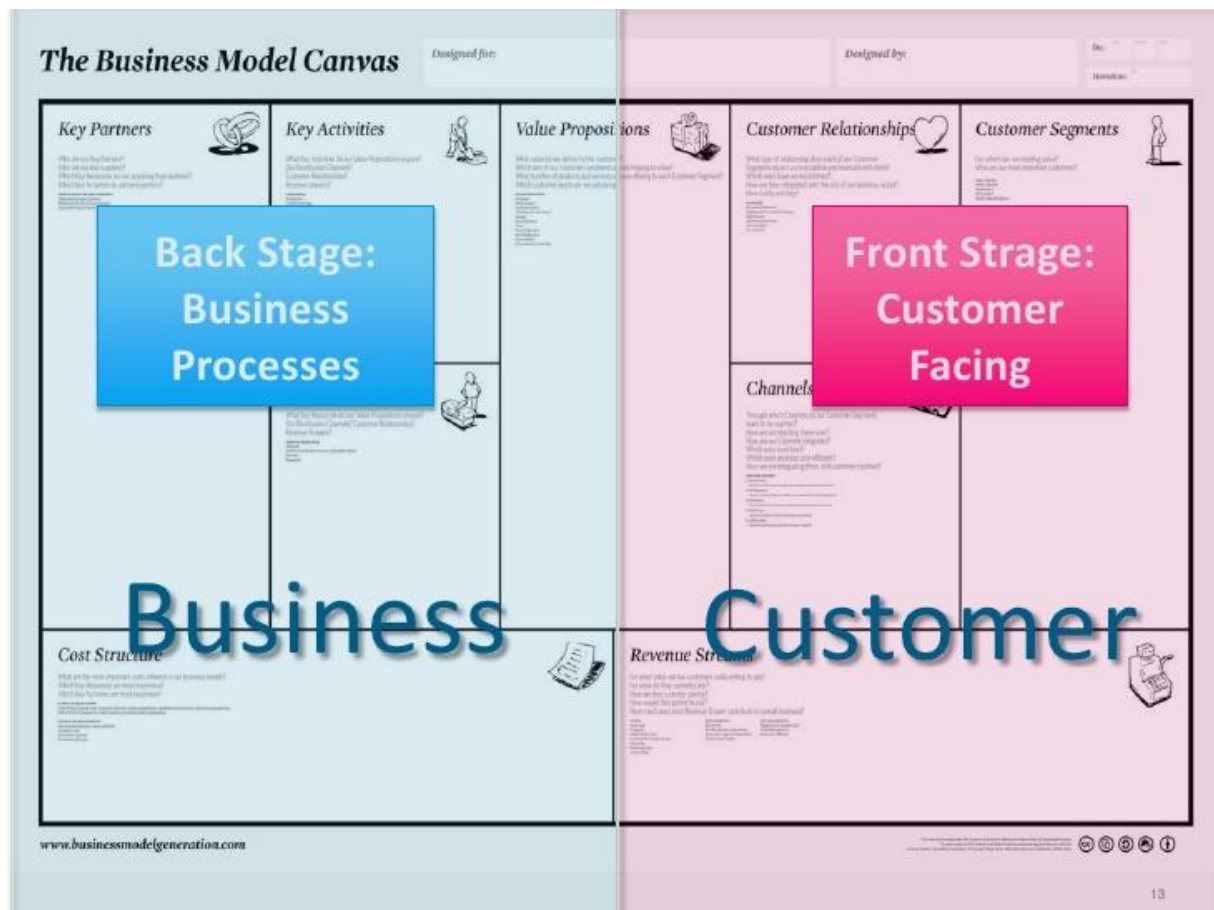


Fig 1: Locating value with Alignment Diagram [2]

The diagram above depicts how the company and its customers interact with one another at each stage. Customer experiences each and every offer provided by the company and their interactions is in between.

In the perspective of business, Creation of the value is bidirectional. People expect something in return when they invest in the product of the organization. They desired to benefit from it. In other words, they must solve a problem or complete a task while also experiencing emotion. Organizations should offer these values to survive. Any company's sole goal is to expand its reach, improve its product, and improve its image.

2.3 General Process Mapping

In order to build the diagrams, on how to start with, and the mapping techniques, one must follow the right approach to achieve a better result. The below diagram helps us to go in the correct direction.

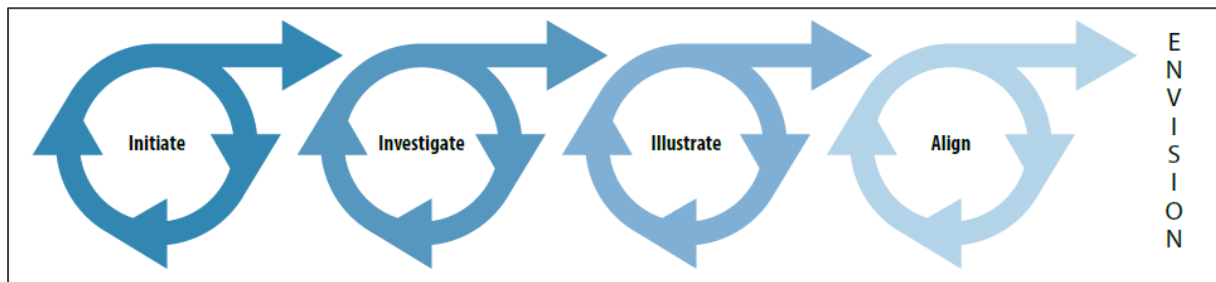


Fig 2: Process Mapping Phases [1]

The above diagram depicts the phases of the process mapping that helps in creating the alignment diagram. It also helps the customer in understanding the viewpoints of the organization in a very detailed fashion.

2.3.1 Initiate

To start with building the alignment diagram, one must define the formality which is dependent on the size of the organization. Formality is directly proportional to the size of the organization. It is important to include all the stakeholders who are the leading players in initiating the mapping project, where we can focus on different viewpoints of making the alignment diagram. We must also inform them of the advantages and knowledge of creating an alignment diagram. Both internal employees and external consultants may need to overcome potential barriers to get started [1].

Alignment diagrams must answer questions such as the organization's goal, how it will grow, customer benefits, and the overall strategy. Because the firm serves several customers, we must construct a customer value chain diagram that defines all of the relationships and creates personas in order to determine which experience to map.

2.3.2 Investigate

It is vital to investigate experiences from the view of the individual in order to map them. Organizations must invest more in research to provide confidence and avoid hazy conclusions and decisions.

Investigations can be started with previously available resources, such as checking reviews on the internet, calling them personally, or looking at industry publications. Internal interviews can yield a variety of perspectives; as different members of the organization have different ways of connecting with customers. The greatest technique to map your thoughts and provide research assistance is to create a draft map. External research is costly, but this is not the area where you should cut corners. It provides us with in-depth analysis that leads to an organization's conclusion.

2.3.3 Illustrate

The goal at this point in the process is to compile the investigation's findings into a single diagram. Diagrams help in getting a clear picture in generating new ideas. The diagram's

layout is the first step in its creation. There are various layouts available, such as a table, wheel, timeline, spatial, and so on. Following the selection of a layout, the data must be compiled. While compiling the data, we must ensure that there is sufficient quality and quantity.

This phase also describes a variety of tools used for illustrating the alignment diagram. There are many desktop software applications available on the Internet. Smaply.com and Touchpoint Dashboards, for example, are created exclusively for experience mapping and touchpoint management [1].

2.3.4 Align

Diagrams are used to depict the entire process, promote discussion, and align the team. This phase involves three categories of alignment: empathize, envision, and evaluate.

Empathize means to see things from the perspective of others. We can find opportunities, flaws, gaps, and redundancies by learning about crucial touchpoints and voting for the most significant features. Envisioning is the process of imagining future possibilities by brainstorming ideas and focusing on the number of ideas. After gathering ideas, create a space for innovation by removing old barriers, challenging old assumptions, and thinking about how to transform. Choose the most valuable ideas, implement them, and evaluate them.

2.3.5 Envision

It's critical to comprehend the customer's requirements before moving forward with solutions. Creating a visualization of the future state is extremely beneficial to the organization. It is possible to accomplish this by using storyboards, detailed scenarios, connecting storylines, and designing story or user maps.

2.4 Types of Diagrams

There are various kinds of diagrams used by the customers in order to use them according to the situation and their needs.

2.4.1 Service Blueprints

The majority of businesses in today's service-based economy fail to provide good customer service. This is changing as modern companies realize the value of benefit a lot. It creates an image of how services, businesses, and everything is interconnected. It serves as a blueprint for the development and operation of the service.

Starting with the physical evidence, there are several processes involved in creating service designs. It describes how people interact, customer actions: what are the customer actions, and so on.

touchpoint: the point of contact between the service provider and the user
Backstage processes: those that are supported by the organization but are not visible to the user.
support services: how organizations perform on complaints.

2.4.2 Customer Journey Maps

As the name suggests, this diagram describes each and every step the customer faces to achieve the goal with the touchpoints, feelings that the customer goes through. By viewing through the eyes of the customer, it is used to generate better user experiences and enhancements. The goal is to connect emotionally and build loyalty.

2.4.3 Experience Maps

It is the more generalized term for mapping and focuses on a broader area by not being specific to any single association. It specifies how the product should fit into the life of the customer. It can be more flexible than a customer journey map.

2.4.4 Mental Model Diagrams

The word mental refers to the origins of psychology. These diagrams are based on a person's thought process and how they recognize a problem and draw a solution. It can be made by putting oneself in the customer's shoes. Because people act in accordance with their mental models, mental model diagrams aid in design.

2.4.5 Spatial Maps and Ecosystem Models

Spatial maps tend to be abstract and simplified. Visualizations provide immediate comprehension and assist us in reaching such conclusions. Maps depict the interdependence of an ecosystem's components. It is used to provide the diagram's real-world view. The ecosystem provides a holistic view of the organization and how things are interconnected.

2.5 Conclusion

Mapping experience aids in providing a holistic view of an organization, which aids in focusing on the end goal. A satisfying user experience is crucial to a company's success. Also gives a better understanding of the business requirements and the customer needs.

2.6 References

[1] Book. Mapping Experiences A complete guide to creating value through journeys, blueprints, and diagrams. By James Kalbach [Accessed: 15th July. 2021].

[2] Slideshare.net. 2021. USEEDS: Locating Value with Alignment Diagrams - James Kalbach. [online] Available: <https://www.slideshare.net/USEEDS/locating-value-with-alignment-diagrams-james-kalbach> [Accessed 15th July 2021].

3.Strategy That Works:

*How Winning Companies Close the **Strategy-to-Execution** Gap*

3.1 Introduction:

Strategy That Works: This book was written by Paul Leinwand and Cesare Mainardi, and it was originally published in 2016. The book's main focus is on strategy and execution. It is stated that it is sometimes difficult and more complicated to connect strategy, which is the goal that companies tend to require, with business ability. However, there is a solution to the strategy-to-execution gap that involves combining both strategy and execution, as well as having a better understanding of what that goal requires. More precisely, many leaders who lead their companies insist that there is an unsolved problem which is directly connected to the strategy that has been declared. Nearly half of CEOs (chief executive officers) believe that there is no winning strategy, and that their strategy cannot guarantee success in the business that they have and run. Also, a few CEOs really consider their target and goal of the company as growing, whereas others realize that they have growth targets. Despite this, there is an issue of creating value and the capabilities needed have been unclear. These issues have been admitted in the book. Furthermore, the main issue is that they do not understand the strategy in the first place within their company. It should be conceded that these companies are failing to make significant changes in the market. Despite all the effort that companies have made and the right movement they have had to remain in the market, they are very frustrated because they have not achieved the right result that they had expected. In contrast to those failures, some companies have solved the problem by deviating from conventional wisdom and closing the strategy-to-execution gap, which leads to success while transforming their values into a contested landscape. This book noted that you will find answers to questions that every brilliant mind who leads these businesses may have, such as why a company succeeds. And how can these companies close the gap? Answering these questions is the key to finding a way to take further action and finding strategies that companies can manage. This book has clarified the importance of recognizing the capabilities that are at the heart of all the activities that all businesses carry out. Every one of these organizations has its own particular manner of contending, yet they all make them think in the same manner: They fabricate a couple of unmistakable abilities, then, at that point, use them to win. Their abilities depend on a special character. They're the reason for the entirety of the organization's items and administration. ability to combine strategy and execution Abilities are what allow an organization to genuinely separate itself and to complete the work. As a result, if businesses are capable of gathering capabilities at the center of attention while avoiding conventional wisdom, the assignment is coherent, and they are finally allowed to connect strategy to

execution and an effective outcome. In three steps, this book has compared coherent companies to 'incomprehensible companies'. 'First, coherent companies are able to grow rapidly. Second, they are more commercial and profit-making. Third, they can trade more effectively, and their transactions will all be on a large scale. This book explains five steps and the so-called five acts of unconventional leadership.

3.2 Commit to an identity:

The second chapter of the book, and the first step in unconventional leadership, explained why it is critical to understand companies for what they do rather than what they sell. Organizations that associate systems with execution clarify decisions about who they are, and stick to them over a long time of tension. Organizations win by settling on decisions about who they are. They characterize and foster an offer that separates them. They recognize hardly any capacities that will empower them to communicate while heading to play more adequately than anybody else. Likewise, they fabricate and extend their arrangement of items and administrations, consistently in accordance with their particular abilities. To put it simply, these organizations intentionally focus on a personality based on what they perform rather than what they sell. For instance, the company has a vivid and explicit path of building importance for clients. The services that the company provides can leverage the inimitable capabilities of the system. When an understandable identity has been defined, automatically, the system and the manpower are merged in an efficient manner. As a result, everyone is dedicated to their responsibilities. All employees consider themselves as an important part of the company. They are able to propose many constructive and innovative ideas. Companies' credibility depends on the trustworthiness of individual people and vice versa. [1]

3.3 Translate the Strategic into the Everyday:

It was noted that winning companies develop a blueprint which defines the most distinguished capabilities. Following that, they are able to build and refine them on a massive scale across the enterprise. The writer has described all of the capabilities that distinguish a company from another. It is not easy to answer, but the straightforward reply would be the capabilities that include a company apart from complexity are extremely cross-operational with combinations of procedures, tools, information, skillfulness and infrastructure. Occasionally, it needs precise concentration and know-how to blueprint, build and extend these capabilities. However, if the company tends to come up with it overnight and without brainstorming, it will be worthless because everyone is capable of easily imitating or duplicating it. To translate the strategy into the everyday, the author has mentioned three levels: blueprint, building, and scale. The blueprint is all about how the company should begin with the demanded result and the value proposition should be improvised in detail with at least 3 capabilities that the company requires

to deliver on it. Another aspect is building, which is the capability in the phase of sharpening, expanding and enlarging. At this level, it is very unlikely to duplicate or imitate easily. At this level, there are numerous demands placed on purchasing companies, particularly in terms of their capabilities. The last level is scaling; regularly, it is to extend the capabilities of the organization. In the end, the strategy-to-execution measure is an organized way of defining the issues, carrying out, and overseeing interconnections between all parts of the company. The goal of this cycle is to ensure that the organization is processing high capacities and making speculation that improves the procedure.[1]

3.4 Put your Culture to Work:

The book mentions the culture that companies regard as a valuable asset, making duplication impossible. Culture can amplify strategy or subvert it for those companies that have not defined strategy properly and there is no connection to the execution. In this case, executives deprecate the culture. Employees are said to be unwilling to follow a strategy and to disagree with the changes. Nevertheless, winning companies scrutinize their culture as superior property. Having relationships with colleagues, customers, and suppliers is another aspect of culture. It has been observed that sufficiently declaring a culture can lead to extraordinary success, because each culture is unique and, by adhering to it, the connection between the company's strategy and finances is calm and straightforward. Companies should foster the ability to integrate the project into their own culture in order to successfully execute the procedure. Projects are managed in specific settings by a different aspect of the company's culture. The full supplement of ventures in any association ought to be composed and constrained by a task office or official with the obligation of observing both strategy and execution. Culture is mentioned extensively in the book as a valuable resource. Overall, when strategy and execution are fully integrated, culture demonstrates itself as a valuable asset that serves as a support for connecting strategy and execution. Courage for the people who are responsible for any services related to companies' capabilities to accomplish the things that are most expected to be gained. [1]

3.5 Cut Costs to Grow Stronger:

The author has mentioned cutting costs and steering the company in the right direction in this chapter. Costs are not separate from strategy; they are inextricably linked. It was mentioned that before investing, resources would need to be depleted. The author investigated how cost-cutting is implemented and classified it into two categories: myth and fact. In the myth, a cost is an expenditure and, in fact, the cost is an outlay. According to the myth, parsimony and improvement are diametrically opposed goals. However, strategic parsimony can increase improvement. In mythical terms, decreasing across the board is an efficient way to propel

speed, but in reality, decreasing everything equally is the best way to extinguish a system's capabilities. Finally, some businesses decide to link costs and strategy, and they begin to reconsider their investments in capabilities. It can be implemented in three steps: first, compile a list of all expenses related to the enterprise's progress. Second, all procedures should be placed in the proper order; third, define the priorities one by one, eventually considering whether they are significant or not, and then carrying them out. A key component of reducing costs for strategy processes ought to be allocated as an execution measure. The full arrangement of fundamental execution can be coordinated into a framework that is defined by the leader. Ultimately, it can verify that progress is being made toward ending the cost reduction. As previously discussed, it is now time to practice how a company can deal with cost management, which will enable the company to bring the capabilities and value proposition in a competitive market. Both managing and reducing costs are essential parts of the company's culture that should be considered. Investing in internal assets and strategy can sometimes lead to breaking the bad habit of padding the existing budget.[1]

3.6 Shape your Future:

Although these companies are known as super competitors, which means they are able to expand and develop responsiveness and competence by realigning improvisations around their own consistency and strengths, the main approach in this chapter is based on how the company became futuristic at first. Presumably, they transcend their essential goals and even these futuristic companies do not make any complaints about their own state of industry and products. It is mentioned that these companies have three characteristics which are very recognizable, and they will be different from other companies. First, they are constantly active and anticipate their capabilities, which are assumed to be finished. Second, it is about demand and how important to create some needs that the customers are not aware of. Generally, the product can be launched by companies that act cleverly in defining and filing the initial customer requirements. Third, the final production and outcome of the companies would be dominated by the market and increase their business perspective to better confront the customer's needs. Eventually, rational organizations quit discussing the requirements of their current circumstances and try to undertake responsibility for their own destiny. applying their abilities to a more extensive scope of difficulties. They expand on their initial accomplishments to upgrade and broaden what they excel at. These super competitors are fit and compelling to the degree that they can modify industry connections. In the book, three distinct approaches to shaping the future are mentioned. First, the capabilities of companies can be recharged, innovated and developed, and with more proficient methods, the company will succeed better than before. Second, the main concern of companies in the future will be insights about customers and having products and services and how to define customer needs, how to

interact and confront all other competitors' businesses. Third, it is mentioned that if each company has a deep understanding of strength and capabilities, it can step forward and easily accept the risk of competing with other companies and competitors. Since companies have these characteristics, it would be easy to realign and recharge by staying in a competitive business. All current actions will be realized in the future, but predicting how the market will evolve is complicated by a number of considerations, including political, financial, economic, and cultural concerns. By foreseeing the future, a skilled leader can build a bridge between all of the experiments and accomplishments to improve the company's culture and to come up with new ideas for them. [1]

3.7 Conclusion:

Nowadays, there is a competitive market between companies that are intended to be successful. Nonetheless, a large number of leaders have brilliant ideas but fail miserably in leadership. Sometimes, they do not have a clear definition of their strategy and how to handle or manage it. It is not unlikely to have a sharp-witted plan, but when it is going to be implemented, suddenly there is a tone to the obstacles that will be confronted. On this point, being an unconventional leader would be beneficial by supporting and being mandated to do the five acts. First, be obligated to your identity, and make sure to crystallize it, so that the company can sell the exponent's idea. Second, interpret the strategy into an everyday movement, to be more useful and mindful of what you are doing and imagine a scenario where you are in the correct way. Third, it includes workplace culture. The importance of success and demonstrating it to everyone would be a successful key. Fourth, cutting costs to growing stronger is due to more tactics and considering companies' resources, mainly the time that it is necessary to take into account and the accuracy of the way of doing the procedures. Fifth, how the company has succeeded and paid attention to the future, in terms of when needs should be recognized and when they should be changed so that the next generation of directors can succeed. Finally, all five unconventional acts have been declared, hence by following this rule all companies are capable of their own path. Without any hesitation, leaders can combine them with better results and, with this path, ultimately, the strategy-to-execution will be closed.

3.8 Reference:

[1] Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap: by Cesare R. Mainardi and Paul Leinwand [Originally published 2016] [book]

Notes: Everything was written above inspired by the book "Strategy that works" written by Cesare R. Mainardi and Paul Leinwand.

4. Lean Integration An Integration Factory Approach to Business Agility

4.1. Introduction

Lean Integration is one of the prominent approaches, adopted by most organizations in the field of software development. The concept of Lean Integration arose with the continuous evolution of development in the industry, concerning the deep understanding of the business and managerial aspects to make a system that gives values and importance to customer needs [1]. There are various start-ups or organizations present, which have drastically failed due to large amounts of wastes of resources and not focusing on the needs of the customer. So, to achieve a successful impact in the development industry, organizations need to adopt some ways where minimal wastage of resources would be given priority and focus solely on the requirements of customers. Thus, to achieve this, Lean Integration has acquired the highest importance in the recent era [1].

In this book, the author gives a brief introduction about the concept of Lean Introduction, the history of Lean, how the idea of lean came into picture, the principles of Lean, and the implementation practices and execution of Lean Integration [1].

4.2. History of Lean Integration:

Lean management was invented back in the mid-1900, when Toyoda Sakichi, the founder of Toyota Motor Company, discovered the automobile manufacturers of America were more productive than Toyota and Japan's auto market was smaller than the U.S, which in turn made them realize that their production system is not up to the mark to compete the market standards of high variety but low marketing standards of Japan. All these realizations led him to a fundamental thought that to stay competitive in the production line, all wastes needed to be eliminated. These wastes included time processes, overproduction, etc and by eliminating these, they would be able to compete with the American car industry. He also identified nine principles to support his thinking and that briefs why lean management is needed [1].

4.3. Why Lean Integration is important

The main aim of Lean Integration is to increase revenue and profits, reduce the time that is needed for the product development and reduce the cost so that the final product would be promising and can hit the market. While developing a product the organization can face innumerable challenges to achieve the above-mentioned goals. The few problems that the organizations can encounter are weak communication inside the teams and worse team engagement which, in turn, can lead to slow response time and thereby can cause huge money cost and time loss, and efforts in waste. There are several advantages of using Lean Integration which includes better quality of data, high-cost saving profits, coherency and improvements with lots of productiveness [1].

4.4. Principles of Lean Integration

To have a better understanding of Lean as a whole the principles need to be comprehended. The process of Lean principles is a continuous process which needs to be implemented throughout the life cycle of the project [2]. Each principle is briefly explained below:

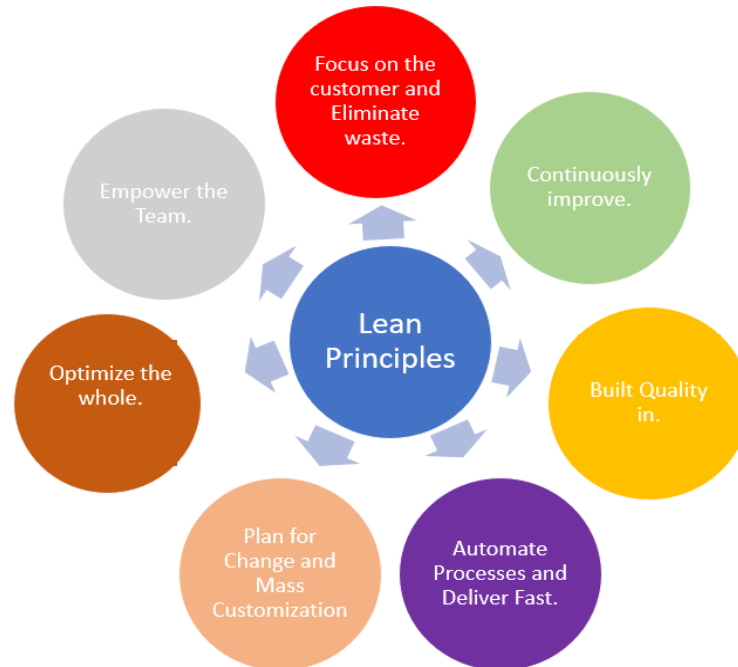


Fig: Principles of Lean [1]

4.4.1. Focus on the customer and Eliminate Waste.

The first principle focuses on customer value and eliminating waste. As customers are the most important part of the process so understanding their requirements is necessary. The product needs to ensure that it adds value to the customers, and all the requirements are being clearly understood, else it leads to unnecessary wastage of resources and overproduction [1][2]. The second section of the principle is about waste elimination in the organization. There are multiple possible sources of waste products which include Over-processing by redoing the process and reconsidering decisions as well as time and effort spent fixing defects that could have been avoided etc [1][2].

4.4.2. Continuously Improve.

Lean Integration mainly focussed on continuous improvement since the beginning of the development phase This is no way possible to develop a perfect product from the beginning. New and updated techniques and methodologies should be adopted by the organization to keep up with the competitive market. As far as quality is concerned, old techniques have a high possibility of getting obsolete with time. The whole team's knowledge building and learning are necessary to push them to do radical thinking which can in turn enhance the product quality. A data-driven cycle of hypothesis validation and implementation to drive

innovation is highly useful in this regard. However, with each step of development, adapting this principle, efficiency can be achieved [1][2].

4.4.3. Empower the team.

The team plays a crucial role in the field of Lean Integration. Each member of the team is equal and should contribute individually with the ability to express their views explicitly. Furthermore, no matter how small that idea is, the leaders should always encourage the team members to participate. The leaders and managers should also provide feedback for each idea presented, so that it can encourage them and push them forward with new ideologies in the future without any fear. Each contribution of the team member should be monitored to make sure each team member is contributing and providing their maximum efforts. There should be transparency in the working of not only entire teams but also individual team members. A high level of transparency should exist between all the team members and the higher officials so that they can express their views and ideologies without any fear with others [1][2].

4.4.4 Optimize the whole.

This principle focuses on the overall system and not only just the subparts. Deterioration of the system is one of the reasons why the whole system needs to be optimized. Value mapping and metrics are used for this purpose since careful review and improvement of the subparts need to be done such that there is a negligible possibility of collision between the systems [1][2].

4.4.5. Plan for Change and mass customization

Change management or planning should be carefully done for variations that occur in the production process which can lead to inefficiencies in the system. This also leads to avoidance of risks in the future. The first step in this is ensuring that all the pieces of the system are independent so that any change does not affect the overall system. The second step is to make the changes reversible by appropriately designing them from the start. This is also useful when the entire product being manufactured is changed [1][2].

4.4.6. Automate processes.

By using investments in a thoughtful manner, common tasks can be automated to ensure maximum productivity, efficiency, quality [2]. Automating the process means avoiding obsolete practices and focussing on methodologies that can speed up the process with better results, hence increasing the overall system. This not only avoids human errors which leads to delays in production but also ensures safety [3].

4.4.7. Build quality in

Build quality means that rather than doing quality control of the product, control the quality of the production so that only quality of the products is produced. This relies on the fact that when things go wrong it is because of inherent problems in the system itself [1].

4.5 Implementation and Execution

The implementation and execution state the means and methods to achieve lean integration. They involve management of different entities as also various methods which are need to be implemented. They basically involve the following:

4.5.1 Financial Management

This part of the process is responsible for taking care of the financial state of the organization and its stability during the entire lifecycle of development. Following steps are important with regards to financial management. These are: Clarify Business Need, Identify Options and Define Approach, Evaluate Risks, Package the Case, Present the Case. Review Results etc [1].

4.5.2 Integration Methodology

The integration methodology deals with the integration between different parts and its effect on the data quality of the organization. The integration methodology requires certain steps which need to be implemented correctly. They include; Implement Integration Competency Centers, Maintain Metadata, and Control Configuration Change, Define Enterprise Standards etc [1].

4.5.3 Metadata Management

Data is an asset and it should be effectively managed. This enables a broad range of processes as well as data integration programs. Although it is conceptually simple, it is quite challenging to implement in large and complex organizations. It is basically all about data right from what it means, its storage and access, data logistics and security along with access allowances [1].

4.5.4 Information Architecture

Information architecture determines the capability of the enterprise architecture. Architecture and integration which are complementary enterprise practices intersect in the information domain. Architecture differentiates the parts whereas integration brings the parts together; one is a top to bottom approach and the other a bottom to top approach [1].

4.5.5 Business Process Management

Business process management basically means aligning the enterprise with the needs of its customers [1]. It not only promotes efficiency and effectiveness but also strives for innovation and flexibility. BPM is a prime integration point wherein separate functions come together and interact with each other with the aim of maximizing customer satisfaction. In short, it is a holistic management approach [1].

4.5.6 Modelling Management

Modeling management creates a communication channel between the stakeholders and the IT team. It makes use of graphical visualization techniques for the entire system. During this, a protocol needs to be established between both sides so as to ensure correct communication without misunderstandings and misinformation [1].

4.5.7 Integrated systems

Integration systems are responsible for ensuring that the systems work without interruption and without data misuse. It also monitors the environment of integrated systems. The shared infrastructure must be taken care of along with their separation to avoid collision while updating or changing parts [1].

4.6. Conclusion

The Lean Integration process has a new meaning to the development of the projects if implemented continually and correctly. This concept was in principle designed and implemented to help and support the organization to have a continuous improvement in the process of manufacturing. This method uses small and incremental changes in processes which lead to improving the efficiency as well as the quality of the product. It improves the process and also adds more revenue. Furthermore, it reduces costs and produces a good qualitative product eliminating waste[4]. Lean Integration makes sure that the integration is carried out smoothly, and all of the integrated parts work properly. Due to its huge advantages, it is adopted by most industries. To summarize, lean integration is a data oriented approach for continuous improvement, reducing waste so as to maximize customer satisfaction.

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5. High Performance Habits - How Extraordinary People Become That Way

5.1 Introduction

Everyone wants to be successful in all aspect of their lives, right? But how do you do it? What are the behaviours that people should develop in order to attain long-term success? Isn't it the mix of success and habit that we all wish for? But the question is, what does it take to be successful while still feeling fulfilled? So, the author did a lot of study and came up with six habits that can definitely assist. This book is the art and science of how to put these proven habits into practice. [1]

5.1.1 What is High Performance

High performance refers to continuously outperforming standard benchmarks. A strong performer in any profession has mastered neighbouring abilities to complement a certain specialty. They possess a diverse range of abilities that enable them to achieve long-term success and, more significantly, to lead others. They have developed meta-habits that allow them to excel in a variety of areas. [2]

5.1.2 What we Know about High Performers

High performers gain greater success and are less stressed. They learned to cope with stress, weariness, and distractions with ease. They see hardship as an opportunity and stay optimistic that, despite the challenges, they will achieve what they set out to do. [3]

High performers are also in better physical shape than the general public. Everything is secondary to their total pleasure. They aren't just achievers who are dissatisfied with their work; they find fulfilment in it. High performers are admired and seen as adaptable servant leaders. They are forceful, well-liked, respected, and cherished.

Rather of focusing on their career, high performers focus on a goal that they are enthusiastic about. In reality, they add great value to their communities and surrounds. They don't only improve skills; they improve people. [2]

5.1.3 Beyond Natural: The Quest For High Performance

Brendon emphasizes how most personality assessments do not predict success in high-performance behaviours. The Myers-Briggs Type Indicator, Gallup StrengthsFinder, and Kolbe test are all useless predictors of future success.

Success isn't always determined by your psychological profile; it may also be determined by changeable variables such as your mentality, focus, tenacity, and interpersonal connections, as well as your level of energy. Success is attained by people from various walks of life who follow a set of practices. [2]

5.1.4 Finding What Matters

The HP6, or six high-performance habits, are based on key principles from self-help literature, data from Brendon's worldwide lab, and trends from over 3000 high-performance habit coaching sessions. The one-on-one interviews he did assisted him in identifying Brendon's most recurring behaviours and tendencies. [2]

The six habits are:

1. Seek clarity
2. Generate energy
3. Raise the necessity
4. Increase productivity
5. Develop influence
6. Demonstrate courage

5.2 Habit 1: Seek Clarity

It's critical to make an effort to gain greater clarity in your life. What you do now should have a bearing on what you do tomorrow. HP1 enables you to grow and achieve your potential while also keeping you interested in the long run.

High achievers have four characteristics: they know who they are, what they want, how to get there, and what they value and find satisfying. Furthermore, clarity doesn't come back to you in an exceedingly burst of inspiration. you want to put aside time, raise inquiring queries, strive new things, and conduct any analysis if needed.

Those who lack clarity seem to be aimless. They simply bear the motions of life. Negative emotions and accumulated mental disturbance result from an absence of clarity. [2]

5.2.1 Envision the future four

i. Self: It's essential to question yourself on a regular basis, "What adjustments can I do to my routine today to generate the future I foresee?" Rather than just thinking about the future, devote at least few hours each day to activities that are related to it.

ii. Social: Before going to a social or private function, think about how you want to feel. Train yourself to be in charge of your emotions rather than relying on how others behave or react to you.

iii. Skills: As you consider the future you want; consider the skills you'll need to make it happen. Also, avoid attempting to master every potential skill you come across in your study, since this will only lead to dissatisfaction and a lack of expertise. Instead, pick one or two skills that are critical to your objective and devote all of your attention to mastering them.

iv. Service: Consider how you've been performing your job. Is the quality of your work fostering positive connections with your customers, or are you sabotaging your skills or services? In addition to the preceding questions, consider what you can do to enhance how

you perform what you do. Aim to provide high-quality service at a reasonable price whenever and as frequently as it is required.

5.2.2 Determine the feeling you're after

Underperformers are not conscious of how they are feeling. In the manner, they should feel, instead of being proactive, they are more passive. High performers, on the other hand, guide their emotions, thoughts and feelings in the direction they want to.

5.2.3 Define what's meaningful

Keeping yourself busy all the time does not mean that you are doing something meaningful. What is significant to our life experience should be narrowed according to our beliefs and ambitions. There are four criteria which defines meaning: Enthusiasm, Connection, Satisfaction, Coherence.

5.3 Habit 2: Generate Energy

Long-term success will need a lot of energy. One definition of energy is "positive and enduring mental, physical, and emotional vitality." Working on your physical, mental, and emotional vibrancy will help you increase your energy.

5.3.1 Release tension, set intention

Every moment is valuable. The outcome of one failed activity should not dictate how the remainder of the day should be spent. Close your eyes and repeat these words to yourself as many times as necessary before and after any activity: "Release tension." Then, for the following task, set your intentions.

5.3.2 Bring the joy

Joy is a pleasant feeling that is unaffected by the events or circumstances of one's surroundings. High performers select their sentiments consciously because they understand that their ideas may be guided in a beneficial direction. You can manage your ideas and steer them toward good states of mind to create delight.

5.3.3 Optimize health

Health is the key to success. Having said that, he who is healthy, have the most precious wealth. The author suggests performing regular exercise, a good sleep, and a proper balanced diet to be fit and ready to face any challenges.

5.4 Habit 3: Raise necessity

High performers ask themselves questions regarding importance of a task before performing it. They ask themselves why it is so necessary to perform well, according to author. High performers raise necessity for a task and never get scared to put their identity in their performance. For high performers, it is important for them to perform better.

And to acknowledge the necessity, it is important to ask yourself for whom you are doing it, according to author. It is crucial to identify who needs you to be on your 'A game' in that moment. And most importantly, find out for whom you are doing it? This is because, it is seen that people perform better when they have a sense of responsibility. It is experimented that people perform much better when it comes to their family, friends or country. People can focus more on their job when they perform with that sense of urgency. However, to perform any task effectively, you must increase your desire. This desire will guide you to the ultimate result.

5.5 Habit 4: Increase Productivity

The author wants us to realize that in order to enhance productivity, we must recognize that the most essential thing is the most important thing, and that we must focus on the most important things while avoiding distractions. When Steve Jobs returned to Apple, he pared down the product range and then concentrated on improving the quality of the items that remained, according to the author.

According to the author, high performers are more productive because they can see five steps ahead of them and align themselves to accomplish each of them. For example, how about first figuring out what the movements are? Then, what are the primary steps that will assist you in achieving your objectives and making you successful? What are the key items on which you must concentrate? As a result, you will be able to identify the less important tasks that may be avoided, as well as the talents you will need to improve in order to complete those actions.

5.5.1 Productivity basics

Goals, energy, and concentration are the three essential elements of productivity.

You will become more focused and involved if you have clear and difficult goals. When you work on a task with defined objectives, you're more likely to be in a state of flow. As a result, you'll have more fun and internal drive.

5.5.2 Take a break

Downtime is necessary for your brain to recuperate and digest data. Intermittent breaks are essential in this situation. Breaks help you feel good and increase your productivity.

Giving your mind and body a rest every 45 to 60 minutes is a high-performance habit that you may adopt.

5.6 Habit 5: Develop Influence

According to the author people are influenced by high performers because they educate them how to think and challenge them to improve. High achievers help others realize how changing their mindset may transform their lives, and what difference it can make in your life if you approach circumstances in various ways. Alternatively, inquire about their opinions on other topics. High performers teach others how to think instead of reacting adversely to situations. If you can have a good impact on someone's life and thinking, you are an influencer. High achievers can assist you in changing your whole mindset about yourself and your life.

5.6.1 Influence basics

Influence is defined as "the capacity to mould other people's ideas and actions as you wish" in High performance habits. [1] It implies you can persuade people to believe in you or your ideas, purchase from you, follow you, or do what you ask. Simply ask a person or a group of people to do something to see how much power you have.

Natural givers, high performers are always looking for ways to help others. They are also championing of others, expressing gratitude and sincere admiration.

5.6.2 The difference makers

If you think about the individuals who have had the most impact on you, you'll notice that they did it by engaging in one of the three "influence actions" listed below:

- They influence how you think
- And they pushed you in some manner
- They function as role models

5.7 Habit 6: Demonstrate Courage

According to the author, after conducting extensive research, they discovered that when faced with adversity, stress, risk, judgment, or fear, high performers do several things. First, they speak up for themselves; high performers speak about their truth and ambitions more frequently than average people; second, they speak up for others; and third, they speak up for others.

Another thing that high performers do is honour their struggles; they understand that struggle and struggling are natural parts of the process, and that this struggle will only make them more courageous and give them more strength; high performers already know that the process or journey to success will be difficult, and they have prepared for it. Every great achiever accepts the battle and moves on, but the average person does not and complains about it.

5.8 Conclusion

Successful individuals, on the other hand, have a secret. They cultivate high-performance habits that enable them to achieve greater and more consistent development and achievement. These are the folks that defy expectations. Over time, they developed a diverse range of skills. High performers have a lot of clout and contribute value to the lives of others.

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