

ORGANIZATIONAL CULTURE ASSESSMENT

This document includes a cultural assessment of a company that will be protected by the pseudonym “Supply Maker Inc.”.

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PART 1: INTRODUCTION

THE PURPOSE OF A CULTURAL ASSESSMENT

Every organization of any significant size—whether a commercial enterprise, a non-profit, or a government agency—operates within its own distinctive culture. Corporate culture is recognized as the singular determinant of corporate effectiveness and can be an arbiter, or at least an important factor, in long-term success or failure.

Webster defines “culture” as:

5.a: the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations.
b: the customary beliefs, social forms, and material traits of a racial, religious, or social group; also: the characteristic features of everyday existence (as diversions or a way of life) shared by people in a place or time. c: the set of shared attitudes, values, goals, and practices that characterizes an institution or organization. d: the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic.

The simplest construct for corporate culture is whatever is reinforced and rewarded within a corporation. Corporate culture could be thought of as the set of unarticulated rules for success inside the enterprise. The following are nine distinctive elements of corporate culture that come together to create the organizational paradigm that shapes and informs what people think about, how they see their work, and what actions they take.

Culture is the condition in which people think, act, and work within the organization; it acts like a force-field, shaping and reinforcing what people think and do. It shapes the perceptions, thinking, and actions of the people within the company. Given that all performance in an organization is reliant on the actions of individuals and the cumulative impact of the action of many individuals, the corporate culture can be considered as the singular determinant of long-term, strategic corporate success.

When a company’s corporate culture, or paradigm, becomes the fixed and absolute view of reality, or “how things are and can be,” rather than simply one way to view the world, the organization loses flexibility, increases waste, and slows execution. When a company’s typical way of working becomes the only way of working, the organization loses creativity, frustration rises with a loss of satisfaction, and innovation disappears. When the enterprise’s point of view becomes the way that it is, possibility is lost and opportunities are missed. Much of management’s attention is devoted to the tools and techniques that squeeze more out of the existing paradigm. In most organizations, the corporate culture is a mechanism for reinforcing past successes and avoiding past failures. Strategies, processes, systems, and structures are all too often artifacts of the corporate culture and of past success.

When the competitive external environment changes faster than the organization's internal environment, the old culture impedes success in the marketplace. Internally, however, the existing patterns of perceptions and corresponding ways of thinking and working are validated and reinforced, and the old culture persists. What were once successful strategies are updated and honed. What were proven processes are improved. What were effective systems are refined and rebuilt. What were solid structures are rebalanced. All the while, corporate performance deteriorates.

No matter how successful a company has been in the past, it cannot develop and implement powerful strategies and effective plans if it is operating with strategies, culture, processes, systems, and structures that no longer fit the demands of the marketplace. In order to regain competitive advantage, the company must transform itself by generating a new future for the enterprise that is founded on and has competitive advantage in the marketplace of the future. Commensurately, the corporate culture must be harmonic of the marketplace of the future, a corporate culture that empowers and enables people to invent new ways of competing and to change the rules of the game in the marketplace, as well as in the enterprise.

Unless the existing culture is revealed, accepted, and owned, any attempt at cultural change will simply be superficial or cosmetic changes attempting to cover up or change the old culture. The supposedly new culture will unwittingly inherit aspects of the old one that can undermine the effectiveness of the change effort.

It is first necessary to assess and identify the existing culture and distinguish it for what it is: a Vicious Circle of self-reinforcing rules and procedures, processes and practices, patterns of perception, action, and thinking that come from and perpetuate the past and leave room only for the predictable. Having identified the existing culture, leadership must then be willing to relate to it as merely the current paradigm for doing business in the company – “a way of working” rather than “the way it works,” or even, “reality” – and then take responsibility for how they, and everyone else in the organization, participate in and reinforce that same culture.

Only then is it possible to begin to design a corporate culture from the future to which senior leadership is committed, a culture that can be the source of competitive advantage, as opposed to being an attempt to fix, change, or improve on the past. In a culture by design, people's actions naturally express and build the vision. In other words, a culture by design pulls for the realization of the vision, strategy, and intended results. This gives access to extraordinary accomplishment and to producing results that are beyond the predictable.

METHODOLOGY

Insigniam's methodology for identifying and assessing the corporate culture is based on the following principles:

- ✓ **An organization can be viewed as a network of ongoing conversations.**
- ✓ **People's behaviors and actions are correlated to the world as they perceive it, or said differently, how it occurs for them.**
- ✓ **The way the world occurs is in many ways, if not totally, linguistic; that is to say, the way the world occurs is screened and shaped by the conversations in which people are engaged and the patterns of those conversations—what they speak and how they speak and listen—which mostly come from and perpetuate the past.**
- ✓ **The patterns of conversations of the people of an organization (both the content of those conversations and the structure of the conversations) can give insight into the corporate culture, a filter on, and boundary to the conversations of people inside the organization.**

Thus, by identifying the patterns of conversation in which people are engaged within the enterprise, we can assess the existing corporate culture. We do this by conducting extensive individual interviews with the people of the organization in all functions and at all levels of the organization.

Insigniam completed 80 individual interviews. Of that total, 46 were with people internal to BPT, while 34 were with BPT stakeholders or customers. Nearly all measure of tenure, location, role, seniority, and other attributes made up the set of people internal to BPT who were interviewed. Those external to BPT represented people from the most senior roles in the company to business leaders and operational partners.

Each interview was designed for 45-60 minutes and was intended to identify and reveal the network of ongoing conversations that correspond to the corporate culture of the organization. The survey questions were tailored to focus on individuals' perceptions and ways of working, how work gets accomplished in and throughout the system, and provide an assessment about what works and what does not work at Supply Maker, Inc.'s Business Process Technology organization.

PART 2: DISTINCTIVE ELEMENTS OF THE ORGANIZATIONAL CULTURE WHICH EXISTS WITHIN THE BPT ORGANIZATION

The distinctive elements of Supply Maker's Business Process Technology organizational culture are set out below. These elements are not listed in a particular order but are grouped together for emphasis. The elements are not expressed in the words of the interviewees but rather as threads of recurring concepts that can be discerned as the network, patterns, and structures of ongoing conversations giving actionable access to the corporate culture.

A sample of quotations from BPT employee interviews illustrative of each cultural element are included in Appendix I. The distinctive elements are a part of the background for the actual conversations in which people are engaged and for the actions that people take at work.

1. GOOD PEOPLE DOING THE BEST THEY SEE THEY CAN DO

BPT is an organization of good people working as best as they see they can to help the company and to serve its internal customers. The people of BPT believe they are the backbone of Supply Maker as they ensure all manner of things, from a technological perspective, and they keep the proverbial trains running. Though people experience not having the resources, relationships, and leverage needed to truly make the impact BPT could make, the BPT organization knows it does the best it can with what it has available. There is a strong pull to be known throughout Supply Maker as a valuable provider of service.

2. REACT TO THE DRIFT VS. LEAD TO A VISION

The force most at play within BPT is the drift, a gravitational-like, unseen pull reinforcing and perpetuating what has been. BPT is organized around a set of processes, protocols, and policies for considering, managing, funding, prioritizing, and completing work, whether internally generated or requested from BPT's customers and stakeholders. The mantra in the BPT organization is 'follow the process.'

Absent from the BPT organization is a clear, compelling, or encompassing vision for what the department is intending to build, impact, or become. As such, people are left to navigate each day attempting to work on all projects put in front of them, even dropping projects and pivoting to new ones when priorities seemingly change on a whim. The drift of the organization pulls for BPT to work on everything – *as long as it is funded* – and to take what they can get. This perpetuates a pattern of discontinuity. Starved for an overarching vision and strategy for technological, business impact, data, or digital excellence, people are seeking direction about where the business is going, how to get there, and the fundamental question of what it means to be BPT.

With no overarching vision or direction, decisions and purchases are often made piecemeal or based on how much money is available. This results in BPT owning a mishmash of systems, architectural elements, and tools. One individual commented that BPT takes actions in a near vacuum at times, expressing it this way, “Imagine buying a Tesla but having no way at home to charge it and not living in a place with a suitable electric car infrastructure. It’s a cool toy, but essentially useless without the rest. We do that a lot in BPT.”

3. LACKING CLARITY, CERTAINTY, AND CONFIDENCE

BPT suffers from missing and/or unclear vision, direction, consistent priorities, or methods for reliably getting one’s work done within the organization. As if navigating an obstacle course surrounded by a thick fog, often people labor away whilst juggling uncertainty about the business they serve (both the fundamentals of what drives it, as well as its needs and wants to ensure the future) and about what they are building, should be building, or could be building, let alone how to prudently move forward to impact any of those things. Moreover, many in the IT organization are unclear about the people who and workings which make up the other towers within BPT.

Lack of clarity breeds lack of certainty. People are unsure of who to go to in order to make things happen, what will be the priority of the week, what will get funded, as well as what their business partners will be asking for next (never mind how BPT might deliver on those requests). The people of BPT lack confidence they are organized, resourced, or positioned appropriately to ensure Supply Maker succeeds in the future. People long for an empowering future that crystalizes where they are going, empowers creativity and ownership, as well as a commitment to deliver on priorities.

4. NO COMPELLING PICTURE OF WINNING

In lieu of a clear game, people invent what they think winning is and looks like. BPT suffers from a lack of a well-articulated vision and picture illustrating success for the organization. Without a North Star to guide people’s work or a blueprint for a cathedral to build, the organization has had to find a way by which to measure itself. In place of true accomplishment, the overwhelming definition of success within BPT is “delivering projects on-time and on-budget.” Missing in this standard is much consideration of whether the projects themselves are impactful, valued, useful, or even desired. Additionally, the metric orients to a narrow view of their work instead of putting attention on delivering and ensuring that which makes the most difference for BPT’s customers, stakeholders, and the overall Supply Maker enterprise.

5. COMPLEXITY REIGNS

It is said that working with BPT is not simple nor is working in BPT simple. What is more, the condition of complexity that exists within BPT is seen as

simply something that *is*, not a condition which should or should not be. When projects are not delivered appropriately, the complexity of the system is used as an excuse to get off the hook. For many, a common breakdown with project execution is in part due to the complexity of how BPT and their customers communicate using what they call two different languages: that of IT and the language of the Business.

Ultimately, the complexity present in BPT results in people's loss of power and ability to make things happen and generate the impact, service to customers and the corporation, and innovative ideas and progress they desire to realize. Instead, one's ability to navigate the complexity of BPT's systems, processes, and unclear network of operating becomes a badge of honor for many. Such an acumen validates the difficulty of the job, and it gains one visibility and regard in what many to be considered an unnoticed and underappreciated part of Supply Maker.

6. IT'S AN INSIDE GAME

Working in and operating amid the BPT organization and culture pulls for a focus on and attention to what is needed to be productive and effective, such as those might be. Beginning with its name (Business Process Technology) juxtaposed with how it is known (BPT), the organization is said to have a language of its own. Technology, itself, has its own terministic screen replete with acronyms, terms of art, and network phrases and conversations. Layering on the myriad of processes, protocols, and unknown or misunderstood elements that encompass BPT necessitates an individual working in the department to be internally focused. One person reflected, "[how BPT works] is built for us, not for them."

Dealing with the lack of clarity and uncertainty requires significant attention, leaving precious little time to understand the dynamics, trends, and emerging aspects of the technological marketplace. Failure to focus internally leaves people unable to move anything forward and, ultimately, failing. Simply, succeeding within BPT's day-to-day minutia, its inner workings, language, and conventions are built for people who know its rules. Unfortunately, there is no written rule book.

7. RESIGNED TO DIMINISHED IMPACT AND ABILITY TO INFLUENCE

The people of BPT accept they do important, though not necessarily meaningful, work. People do what they can to move projects forward despite changing priorities, undistinguished intent, and or partnership with their business colleagues. Lack of organizational vision as well as an awareness of the external marketplace trends and technology advancements stunt BPT's ability to bring useful, forward-thinking ideas to the table. Disparate, partially implemented, or ineffectual projects – even if what was delivered was what the business asked for – weaken BPT's standing as a value-add organization the

business can count on. Having squandered the business's confidence BPT will provide such value, a vicious circle persists wherein people experience an inability to countermand, sidestep, and overcome the obstacles they see in the organization while their business partners utilize shadow IT vendors and projects to fulfill their needs.

8. BUDGETS AND PROJECT ORIENTATION ARE BUILT-IN EXCUSES

In BPT, money talks, as money is what funds projects. The department operates in a seeming pay-to-play paradigm, with budgets regularly shaped and swayed due to unclear and shifting priorities, split funding models, and what some claim perceive to be a cost-vs-investment mindset amongst Supply Maker's executives and others. A vicious circle exists in BPT where, given funding models, people see many proposals and ideas likely *dead-on-arrival* so they forsake fighting for the idea to come to fruition. As one individual outlined the condition, "If the tech piece is too high, we kill the business case before it has a chance." Frustrated, the business seeks a solution elsewhere (read: shadow IT), and BPT is eventually shorted during annual budget planning. As a result, BPT is not able to fund projects to support the business through (as BPT might say) no fault of its own. Without a vision or direction for technology across Supply Maker, funding by project will likely remain how BPT operates. Getting something done today has those in BPT relying on their department executives to push projects forward or for business partners to make a sufficiently strong business case to warrant the investment.

9. BUOYED BY HOPE, PERSEVERANCE, AND SELF-TALK

The people of BPT believe in the importance of their work. Supply Maker counts on BPT for the heavy lifting of interpreting business partner requests, building a business case, then finding funding, identifying, and securing the tools to deliver. BPT then must design and build the approach, system, or architecture while navigating the project through the gauntlet of budgetary approvals and prioritization efforts in order to have it come to fruition. Given the complexity of the process and the number of pitfalls along the way, the people of BPT are left holding onto hope their project gets approved (as little in BPT is certain).

People find solace and satisfaction in letting each other know that they are doing the best they see they can in the face of all those headwinds, even if no one outside of BPT acknowledges their efforts or recognizes their work. For many, the fact that BPT is successful in the ways that it does is a true pride point. For some, the sentiment was expressed as "despite it all, we're still kicking." Such a condition rewards dealing with the circumstances, not in shaping the game. Persistence, a positive attitude, and encouraging words are the ingredients many use for continuing to work as hard as they do.

10. SEEKING DIRECTION, SIGNIFICANCE, AND BEING KNOWN

BPT hungers for vision and *raison d'être*. Though dim, a flicker of aspiration still lives with its people who aspire BPT to be treasured strategic, forward-thinking, innovative indispensable partners by the whole of Supply Maker. Latent is BPT realizing its potential and being regarded as the engine that powers the corporation forward. Today, BPT's identity is that of being the commonplace and forgettable part of IT, operating under a heavy workload and suffering from complexity nearly too difficult to negotiate. While people believe BPT can be so much more than a mere shared service, the best they see as possible is inhibited by what occurs as an inability to be heard or make an impact outside the constraints of the work and means to which they are relegated. This condition limits BPT's impact and performance, and it leaves its people – and the rest of Supply Maker – wanting.

PART 3: A VIEW OF THE CURRENT NETWORK OF CONVERSATIONS

An organization can be characterized in many different ways, such as its brands, its products and services, its size and scope, its mission and vision, and many others. One of the ways it can be characterized is as an on-going network of conversations, that is a set of conversations networked together. Each organization has a specific network of conversations which distinguishes it and serves as a context for what occurs as possible, feasible, or even abhorrent (among many other things).

For this assessment, those internal to BPT who were interviewed were asked, “Please use seven distinct words to describe the Supply Maker BPT organization today.” The responses from all those who answered were gathered and a word cloud was generated. The size of the word indicates frequency with which the word appeared in people’s responses. The word cloud is presented below as Illustration 1.



Illus. 1

PART 4: LIKELY IMPACT ON THE BPT ORGANIZATION AND ITS FUTURE

Supply Maker's Business Process Technology (BPT) organization is made up of good people who work hard and seek to do the best job they can with what they have. The people who work in BPT are committed to keeping the business running and doing what they believe is best for the customers they serve. In doing so, they aspire to be known and acknowledged for their service and willingness to work on anything that is given to them in hopes that it makes a difference.

The organization lacks (and has so for some time) a clearly articulated vision for the future of the business, at least at a level which is digestible, understandable, and vocalized by people. Without a comprehensible and straight-forward direction for BPT, there is no rubric or lens for decision making and rationalizing investments. Without a vision or direction to frame decisions and fiscal choices, people rely heavily on complex processes and protocols to determine decision making and what gets worked on.

For the most part, individuals end up attending to their own projects and initiatives in an effort to ensure they get completed (on-time and on-budget). Such a condition not only creates a void in coordinated action and a harmonistic approach to the work of BPT, it exacerbates people having much say in what gets done or how. People often take on any project presented that has a chance for success (read: on-time and on-budget) *versus* providing proactive services and innovations that will provide Supply Maker a competitive edge in the market. This approach dilutes the power and potency of the software build-and-deploy business model and leaves BPT ineffectual at working on and delivering those things which can catalyze game-changing performance.

In BPT, people talk about providing good service, yet they acknowledge the frustrations their customers face while working with BPT. This dichotomy is explained by those in BPT as a result of the complexity of its organizational structure, processes, and IT / technical / non-business language. As a result, those both internal and external to BPT can experience being lost between what works and what does not. Many in both groups admitted they lack a clear understanding of the towers of BPT, who operates within them, or how to maneuver through them in order to make things happen.

Working in BPT has morphed into something akin to Potts' *chorus-line hypothesis* (1984). Potts contends that birds in a flock are not necessarily following one another, but each is keenly observing movement in the rest of the flock (driven primarily by what is nearest any particular bird) and anticipating movement. This has produced a form of 'learned myopia' around one's function, one's work, and one's environment. This is not out of choice, it seems, but out of necessity: the BPT organization is not built for alignment, nor for people being on the same page.

Success and failure are not well-discussed within BPT. Without a clear, compelling vision for the organization, delivering a project on-time and on-budget is a surrogate for meaningful, impactful accomplishment. Many report that accountability conversations are

limited to project delivery date and time; rare is it that an individual is held to account for weak impact or poor results of a delivered project. BPT suffers from ‘on to the next’ syndrome where little reflection takes place from success or from failure. Ineffectual performance of projects is deemed a function of the disparate, uncoordinated nature of what BPT can afford to work on or provide. In truth, many significant investments are initiated but never brought to fruition. Though there are a myriad of reasons, the story is usually told the same way: “leadership’s priorities have changed... again.”

While people within BPT see each other as the backbone of Supply Maker, few see BPT as a driver of Supply Maker’s success. The people of BPT know Supply Maker is a brand company, and those who run the businesses drive the company forward. Relegated to also-ran status, a condition exists where many in BPT see no ability to intervene in the drift. Many fail to speak up (or choose not to) which perpetuates the drift and what does not work. Unsurprisingly, this behavior keeps BPT (and, in many ways, Supply Maker) on its current trajectory.

At Insigniam, we say that context is decisive. As the shape of the bottle gives shape to its contents, so does context and future for the people of an organization. BPT’s transformation will hinge not simply on installing a new context, but one organized around generating something magnificent. The people of the company recognize the possibility of what impact BPT could truly have on its customers, the industry, and the way in which people work and operate; yet, they have no access to bringing any of those dreams to life.

The opportunity for BPT is to create a new context for the enterprise that calls for the very best contribution of each of its employees; one that does not engender comparison to past accomplishments or relegate people to doing the best with what they have. Rather, the opportunity is to provide people with a context that has them regularly looking forward to—and then working on in an aligned and committed manner—what *could be*.

Potts, W. K. (1984). The chorus-line hypothesis of manoeuvre coordination in avian flocks. Nature, 309(5966), 344.

PART 5: THE EXTERNAL VIEW OF THE BPT ORGANIZATION

One could say that the BPT organization exists to serve. How it does that, the impact it has, and the experience of those with which it works are all impacted by BPT's cultural elements and ways of operating. To gain an understanding of the impact of BPT's organizational culture *on-the-court*, a selection of BPT stakeholders, business partners, and customers were interviewed. These individuals were asked to share about their experience working with the BPT organization, what aspects of BPT work well and they value, and where BPT has room for incremental and/or significant improvement.

A total of 34 external stakeholders from across Supply Maker were interviewed. What follows is a summary of the significant themes evident from the conversations with external stakeholders. Following each specific theme, a handful of participant quotations are provided to help illustrate the point. For reference, the interview questions used for this work can be found in Appendix II.

A SUMMARY OF THE FINDINGS

Customers of BPT widely acknowledge that BPT has many talented and committed individuals who enable the day-to-day 'keeping the lights on' activities that allows for the basic operational effectiveness of Supply Maker. A clear theme from those interviewed was a frustration about BPT being slow and expensive. A number of those interviewed describe BPT as an impediment, as opposed to a key enabler, to getting the technology they need or desire. When ideas for new programs, projects, or initiatives are brought to BPT for enablement, customers report being met with push-back, puzzling questions, or a litany of protocols, processes, or rule as a rationale for why BPT cannot execute on the proposed idea. People wish their interactions with BPT were grounded in "if this is the result you want, let's find a way to get you there."

THE SIGNIFICANT THEMES FROM THE INTERVIEWS

1. **GOOD PEOPLE, BUT INEFFECTIVE MANAGEMENT AND LEADERSHIP**

Customers widely acknowledged that there is good talent inside the BPT organization. Many even pointed to it being the most underleveraged aspect of Supply Maker. That said, the majority of those interviewed questioned if the technical prowess of BPT and its people are properly positioned to be as impactful as possible. For those on the outside, the internal obstacles such as processes, protocols, unclear reporting lines, and ineffective leadership and management are impeding people's ability to get things accomplished.

- *"Some of the leaders are technical people, but they're not very good people leaders. They can't leverage the people we have. They have talented people, but a lot of them have left or are demotivated. You don't have leaders that can lead and motivate*

their team. You don't have good coaches. I think that is very common in the tech organization."

- *"There is a lack of leadership at all levels in BPT."*
- *"There are a lot of competing demands. We don't prioritize well. What I've noticed is that people work hard in what they think they should do, and we don't validate what they should be doing."*
- *"In the past I think it was leadership [holding BPT back]. For a moving ship to change its course, it takes a while. In the past it was not poor leadership, but it was bad leadership. Leadership that wasn't focused on people development and wasn't focused on the customer."*

2. WE COME TO BPT vs. BPT COMING TO US

Many interviewed shared that, for the majority of interactions with BPT, the customer initiated the contact. In order to get what they need, customers say they need to pull content, information, and/or ideas from BPT. The technical experts of BPT were said to infrequently initiate conversations with the business on recommendations or offerings which could make a difference to business performance. Those interviewed overwhelmingly expressed a desire for BPT to push ideas out vs. the business needing to pull them from BPT. Many acknowledged an ignorance about what technological tools are available. As a result, Supply Maker is likely missing many opportunities to innovate and grow.

- *"They are viewed as a downstream service organization. They don't drive strategy. They don't make decisions. They don't make business decisions. They are not expected to drive anything in our strategy. There is not one strategy out of BPT that grows the business. They are not a partner in helping to us to determine best solutions for us."*
- *"BPT receives requests from the business and does what they can to fulfill them given available resources and circumstances."*
- *"It feels like a pull from us rather than a push from them. Provide some strategic partnership and bring us on a journey. You don't see a lot of that coming from BPT."*
- *"I feel like this is a pull. It's not a push from them... [Concerning the current digital project], I don't again see them in their role as bringing those trends forward. It feels like that's what the business is doing and BPT is following along."*

3. **BPT GIVES ME EXCUSES, NOT RESULTS**

Stakeholders and customers say they want BPT to provide them with the tools, functionality, and the ability to drive their business forward. Stakeholders report that when BPT is approached with their ideas and requests the result is, too often, a dead end. When trying to move ideas forward, customers say they are met with responses like “we don’t have any available engineers at this time” and “your project request is in the queue” and “we are following the process.” This often leaves customers frustrated, disappointed, and looking for outside alternatives.

- *“The group is set up to act by going from project to project. There has been no leadership on where they want the organization to go. There is no digital strategy. They are overwhelmed by these projects.”*
- *“From an inflexibility standpoint, everything has to follow a certain path. You have to submit a ticket in a specific way. Without flexibility it makes it difficult for smaller companies coming into our org to get what they need.”*
- *“They suffer from legacy thinking, like ‘This is the way we’ve always done it.’ They don’t come with solutions. They will answer a question you put in front of them versus them coming up with proactive solutions.”*
- *“We need a more agile team investing in capabilities and technology. Think about how they develop process and disciplines to support. We need a flexible organization. They have a one size fits all approach to process, projects and portfolios.”*

4. **BPT IS A BLACK BOX (AND ONE I WANT NO PART OF)**

Those interviewed expressed a distinct lack of understanding of and confidence in BPT’s governance model to drive results for the business. Simply, people outside of BPT report they do not know how BPT’s governance and operation work (note: many commented that, in fact, it does not work). Customers expressed little understanding of how BPT prioritizes and what are currently its priorities, what the organization’s capacity and capabilities are, or how to know the status of any particular project or ticket in the BPT system. This situation, people say, makes their dealings with BPT un navigable.

- *“I think it’s the business having to conform to BPTs limitations instead of BPT taking on a mind-set of serving the organization in a way that supports forward movement.”*
- *“Not having the capacity to deliver successfully and being too strained in their head count and funding [is difficult]. [It is frustrating] having to deal with multiple priorities from the business and not prioritizing them within BPT.”*

- *“I hate to say it... the atmosphere in BPT for many years is that if you have a project, you work with BPT to frame it up, put it in the queue, and 5% get approved. It’s like it goes into a black hole. The bigger projects get all the funds. So now you have no idea where your project stands.”*
- *“BPT would say that business drives the strategy and they [BPT] execute. Somehow, BPT needs to take all that and migrate it into a roadmap that we all get sold around and educated around, and they need to help influence the org against that stuff.”*

5. NOT CUSTOMER-CENTRIC

Many interviewed questioned if BPT has its finger on the pulse of the customer. Customers complain of not being offered ideas or recommendations for tools or technologies to forward the business, but then getting tools that do not actually solve what the business needs solved. People report they are frustrated by overly cumbersome process or protocols for the mundane but important tasks of IT such as password resets. A number questioned whether their BPT counterpart understands the fundamentals of their respective business. Few people interviewed expressed they have a mutually beneficial partnership with BPT. A majority admitted they have a lack of confidence in BPT’s ability to drive Supply Maker into the next era of technology given what the market is calling for.

- *“We worked with BPT and they implemented a system that did not meet our requirements. They purchased the system because it met their needs. We had to start all over again.”*
- *“If we wanted to add a new plant, we get a hard ‘no’ or we push back because it costs \$260,000 to do that. What?! With that shock factor value, [the idea] gets shut down. [BPT does not say], ‘We understand that’s what you want to do, so let’s figure out an alternative that will enable the business.’ It’s just the unknown: why does everything cost so much to do through BPT?”*
- *“I think the easiest thing they can do themselves... is change the way they communicate with stakeholders. There is very little asking and listening to ‘how do you think we should partner?’. For example, if BPT wants to expire a certain tool, they do a user check, but they’re reluctant to reach out and ask us how we’re using a system. They don’t take the effort to take that extra step to talk to customers. How critical is that? Instead, they say ‘We’re going to exit this tool, and figure it out.’”*

6. “I WISH I COULD HELP YOU... THAT’S NOT MY AREA”

Those interviewed consistently pointed to a lack of help from people within BPT to navigate the organization. Few expected any one person to be able to answer every question, but all expressed disappointment about

not being helped or guided to someone who could provide assistance. Many have built 'go to' relationships with helpful people within BPT to get help when the need arises. However, those customers without a BPT Sherpa say they are either left stranded or they figure out on their own a path forward.

- *“There are a lot of people who have alligator arms: they can see something that needs to be done but they won't take the extra fifteen minutes to make sure it gets fixed.”*
- *“They are helpful, those with whom I have worked, but when you get to a certain level, it gets foggy. The people who help me seem to be limited in what they are limited in scope and ability to drive change. They seem to run into roadblocks.”*
- *“From a business partner standpoint, most of our support isn't personal, it's through the ticket desk. And there isn't a lot of personal interaction. If you don't know anyone at BPT, it's hard to know who to talk to.”*

THE SIX CRITICAL SUCCESS FACTORS FOR ORGANIZATIONAL SUCCESS

Organizations that have produced a breakthrough and transformed strategically, organizationally, and at the individual level are united by a set of critical success factors. These critical success factors not only help hasten the breakthrough in performance, they serve as pillars around which the people of an enterprise can organize their conversations, actions, and commitments.

1. **A Context for Building Something Magnificent:** establishing an overriding context and commitment within the organization that something magnificent is being built is cardinal to enabling top tier performance. This context can be described as what the organization is ‘up to’ and it becomes palpable amongst its’ employee population, in the network of conversations, and for customers, vendors, and stakeholders as they come in contact with the company, its people, and its work.
2. **The Three Aspects of Integrity:** integrity is often associated with the morals of a society, the ethics of an organization, or the laws of a state. This is an insufficient foundation to cause a breakthrough in performance. Breakthroughs involves harnessing integrity at each of its three levels:
 - ✓ **HYGIENIC:** do people do what they say they will do, by when they say they will do it, in a manner consistent with how one would expect it to be done?
 - ✓ **SYSTEMIC:** are processes and systems consistent with and in service of the purpose / ambition?
 - ✓ **ULTIMATE:** are people’s actions consistent with that for which we stand and that which we value?

When integrity exists as a virtue rather than a necessary condition of performance, it is easy to sacrifice integrity when it appears one can increase performance by doing so.

3. **A Framework of Responsibility and Accountability:** a core cultural value and operating principle of personal responsibility and individual accountability provides the requisite framework for individuals to take a stand for and commit to bold results that are beyond one’s span of control. Without such a framework, finger pointing, credit taking, excusing failures, and dwelling in resignation become the currency of people’s conversations.
4. **Organized Around Breakthrough Performance:** being organized around breakthrough performance is about aligning the commitments,

conversations, structures, and processes of an organization around the context of building something magnificent. Out of this spring creativity, new possibilities, game-changing initiatives, and empowered and inspired people who bring about an entirely new level of performance, leadership, and collaboration. From this, several unlikely, remarkable, and business-critical results emerge that mark the beginning of a new era.

5. **An Aligned Leadership Coalition:** an aligned leadership coalition embodies the future and it demonstrates this in everyday conversations, interactions, and operations. Executives and managers constitute themselves as leaders to cause the unpredictable and share leadership across the organization in pursuit of a common commitment.

 6. **Mobilizing and Aligning Key Constituencies:** an organization displays top tier performance on the court, or more accurately, in the marketplace. Within the organization there are key constituencies to be aligned and mobilized, such as managers, geographies, and various manufacturing facilities and plants. Additionally, top tier players engage with and powerfully align with key stakeholders and constituencies outside the walls of the organization like customer partners, critical vendors, and key suppliers. Together, all of these groups can work together to deliver much more than the results of today.
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THE NINE DISTINCTIVE ELEMENTS OF CORPORATE CULTURE

When appraising an organization's culture, assess it against these nine elements by asking (1) what are the stated/formal principles, (2) what are the actual practices of people within each element, and (3) what are the unspoken background drivers? Each of these is an area to be measured and examined when transforming an organization's corporate culture.

1. **Language and Conversation:** vocabulary, content, and key phrases create an enterprise's network of conversations. The success, longevity, and culture of an organization are all found in the conversations in which the people of the enterprise traffic.
2. **Customer Orientation:** how much of the work of the enterprise is about serving the customer *versus* fulfilling the requirements of the company's processes, rules, or protocols? For too many organizations, customers are simply an end to which products and services are delivered, not a North Star around which processes and conversations center.
3. **Values:** values are that for which a firm stands as an ongoing concern and/or they represent the common denominators that people consider aspirational and inspiring in that particular organization. Consider what the company holds in high regard: what are the qualitative objectives for measuring the values in action?
4. **Accountability:** are people organized for results, processes, tasks, or effort? What are the incentives for fulfilling on one's accountabilities? Accountability can be thought of as 'count-on ability.'
5. **Traditions, Rituals, and Artifacts:** those items that are status symbols in the enterprise, or those things which give people a sense of belonging, pride, or inspiration impact the conversations and actions of people in an organization.
6. **Leadership Dynamics:** how the workforce views leaders, leadership and the recognized leadership practices of an organization impact how people work, speak, interact, collaborate, and complain.
7. **Unwritten Rules for Success:** those who learn and master the unwritten rules for success—the taboos, status symbols, pathways, and behaviors—are those who rise and perpetuate the existing culture. Examine carefully which of these empower and disempower people in the organization.

8. **Decision Rights and Process:** the systems and processes for determining who makes which decisions, at what pace, and by consulting whom shape how work gets done and are critical elements to monitor within a culture.
 9. **Legacy:** the past of an organization often impacts its present and future. Attending to any major close calls, game-changing successes, or founder and/or a senior-most executive's values or approaches is important.
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PART 9: LEVERAGE POINTS FOR ACTION

Supply Maker's Business Process Technology organization has the opportunity to catapult itself to an entirely new level of business acumen, impact to the success of the business, and sustainable corporate achievement in the face of an ever-evolving marketplace. Taking on this opportunity as a commitment initiates a new era for the organization; the behaviors, mindsets, and approaches of the past will not suffice to have the enterprise fulfill on this new aspiration. This will require a *transformation* of the organization.

BPT has available to it several significant leverage points for fulfilling on this aspiration. These leverage points are elements on which executive management can begin working immediately and, in so doing, will produce immediate difference-making results.

Insigniam has listed these leverage points below. We have provided a bit of context on the following pages making the case for inventing a new, compelling context for BPT — getting clear on what is the organization's 'cathedral.'

- **Establish a Context for Building Something Magnificent**
- **Commit to a Result that is Only Possible through a New Context**
- **Leverage People through Empowered and Empowering Leadership**
- **Foster Alignment, Responsibility, and Accountability at All Levels**
- **Organize for Innovation and an External Focus to Catalyze Business Success and Being a Market-Forward Leader**
- **Governance Structure that Orders Priorities and Funding for the Needs of the Success of Supply Maker**

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things because the innovator has for enemies all those who have done well under the old conditions and only lukewarm defenders in those who may do well under the new.

Machiavelli's Tomb

ESTABLISH A CONTEXT FOR BUILDING SOMETHING MAGNIFICENT

Regardless of how one might characterize today's BPT, its work, and its impact, the organization can transform and truly establish itself as a unique and powerful organization within Supply Maker, catalyzing and leading the company to all-new levels of success, performance, and market dominance. The enterprise has the opportunity to create for itself what it will be as an *ongoing concern* and as a powerful, impactful service provider and leader for Supply Maker's success. A vision as compelling for the executive office as it is throughout the organization can invigorate and coalesce inspiration, action, and power to deliver results at levels and in ways never before seen.

Designing a new context provides entry into a new realm of possibility for the organization: *what you would design if you could design anything?* A new context gives people a place to stand so that the future into which they are living and operating is not simply more of the same. Rather, it offers ideas, possibilities, and behaviors that are innovative, creative, and new fostering unprecedented levels of performance that were inaccessible in the old context.

People come to know that success is the result of actions consistent with the future they designed, i.e., alignment. Without such a context, a conversation for being an aligned, focused, dynamic, creative, and skilled group of people cannot be heard as an opportunity for something new—it can only be fit into the existing conversations from the past where such an organizational culture has not been the case. In such a context, the conversation is likely to be heard as, at best, optimistic, and, at worst, idealistic nonsense.

“Without vision, the people will perish.” (The Book of Proverbs)

The culture of an organization is a singular determinant in the success or failure of organizations of any size. It is the responsibility of senior management to shape and manage the corporate culture such that it aligns people's actions towards the accomplishment of a powerful and inspirational designed future. Executive management's job is to give voice to an inspiring and challenging future and to provide an environment in which the people of the enterprise can make their maximum contribution to realizing that future.

COMMIT TO A RESULT THAT IS ONLY POSSIBLE THROUGH A NEW CONTEXT

In Thomas Kuhn's book [The Structure of Scientific Revolutions](#), he defines a scientific paradigm as a “universally recognized set of achievements... that provide model problems and solutions.” Breaking paradigms and offering new model solutions develop long-term competitive advantages. Doing so catalyzes results that the old paradigms would not allow to be seen as possible.

In business, the only thing that beats results is delivering results that were deemed impossible only a short time ago. As BPT stands at the precipice of what *could be* for its future, imagining and then committing to an audacious, bold, but not impossible result (or set of results) prompts the ushering in of new ways of thinking, acting, communicating, and executing that deliver extra-ordinary accomplishment. Imagine what is possible for BPT, its customers, and the industry if the existing condition of misalignment, unclear direction, and navigating the drift was replaced with one of inspiration, coordinated action, and a compelling vision of the future? What if BPT leapfrogged past what many see are today's possible, and built new road to the vanguard of digital and data-driven predictive analytics driving the industry and consumer behaviors?

“Never doubt that a small group of thoughtful, committed citizens can change the world. It's the only thing that ever has.”

Margaret Mead

BPT would do well in its next era to allow people's passion for high quality, for contributing to the greater organization's success, and for stepping into a space of accountability and responsibility to be at the forefront. Create an organization-wide initiative around the realization of a new future, innovative thought partnership, and outrageous customer satisfaction. Invest in what will help people do what they came to the organization to do. Encourage those behaviors, attitudes, and ideas that will impact customers and deliver legendary quality in positive ways. Define the scoreboard at BPT so coordinated action with a small set of critical objectives and wildly satisfied customers are the measures at the top of the list.

LEVERAGE PEOPLE THROUGH EMPOWERED AND EMPOWERING LEADERSHIP

Two of the greatest influences on corporations which came of age after 1950 were the United States Army and General Motors. Both served as models for scaling organizations, instituting common approaches to work, enabling process discipline, and for getting things done. Unfortunately, the rise of knowledge workers vs. factory workers has done far too little to shift the paradigm for managing today's largest companies.

Today's agile and digital world calls for empowered and enabling the people of BPT in ways foreign to the world of manufacturing to the paradigm of systems, protocols, and procedures (see: Business Process Technology). The organization would be well served to invest in people as a driving leverage point for success, not simply as those who manage projects and budgets through a process. One critical success factor for performance-oriented knowledge workers is autonomy. Creating a condition where individuals have the room to use their smarts, know-how, and critical thinking skills to ensure results get produced (vs. following a pre-defined process to do so). Insigniam says *leaders are those who make happen what*

was not already going to happen. Said differently, engendering in the people of BPT the context for (vision) and culture to (what is rewarded and reinforced) catalyze extraordinary outcomes for the corporation will bring about an entirely new level of impact from the department.

Leading is not a function of style, charm, characteristics, attributes, attitude, behaviors, or title, stature, or authority. In truth, leading starts with taking a stand for an extraordinary accomplishment in action with and through others, and then honoring one's word in the matter. Leading (and leadership) is about making happen what isn't already a part of the drift or business-as-usual. *Leaders commit to results that are beyond what is typical or likely, taking actions consistent with the commitment, thus producing unlikely results.*

In life, it seems as if most people are trying to get off themselves off the hook. Leaders, by contrast, get on the hook. Leaders revel in the joy of accountability: they are people who are count-on-able and expect to be held to account for causing results despite the circumstances. Leading (and leadership) is a linguistic phenomenon. Leading exists in conversation, in taking stands, making promises and requests, and in grounded assertions. Leaders speak new action into existence. Ultimately, leading is about making big promises and making big requests. In the spirit of Goethe, "Dream no small dreams for they have no power to move people's hearts."

BPT should invest in empowering, equipping, and enabling individuals in such a context for leading and leadership. The six facets of leadership which would make the most difference are these:

1. **Taking a Stand**
2. **Being Unreasonable**
3. **Integrity**
4. **Generating Possibility for Others**
5. **Embracing Your Own and Others' Humanity**
6. **Relating to Others as Powerful People**

FOSTER ALIGNMENT, RESPONSIBILITY, AND ACCOUNTABILITY AT ALL LEVELS

Alignment results in coordinated, effective action. Fundamentally, alignment is working from the same place toward the same future. Alignment is a matter of commitment, not opinion or knowledge or circumstance. If everyone in the enterprise were working toward the same future (read: vision), if each person would see himself or herself in that future, actions would naturally be more effective and coordinated.

At the heart of success for any strong team is coordinated action. Several elements significantly support the practice of coordinated action in an organization: *alignment*, *responsibility*, and *accountability*.

- *Alignment* is not agreement; it is the willingness to get behind something that one didn't create or have a say in and take a stand for the success of that initiative even when reservations about it remain.
- *Responsibility* is not blame, nor is it working to fulfill the success of one part of the business. It is recognizing that one's actions and inactions contribute to the *entire* business, both what does and what does not work about it.
- *Accountability* does not appear simply when one knows what to deliver but requires that people across an organization look to its biggest commitments and ensure that the necessary accountabilities to fulfill them are in place.

Building a culture in which alignment, responsibility, and accountability emerge shifts people's focus from 'who screwed up' to 'where can I make a difference?' It displaces people squarely having their attention on their own world and experience. It gives space for individuals to honor the contributions of their colleagues, colleagues equally committed and hard-working as everyone else. Forwarding such elements and generating practices and structures for honoring the contributions of colleagues as a natural, regular, and expected way of working is paramount.

“Building a company's vision requires 1% vision and 99% alignment.”

James Collins and Jerry Porras

Executive management can begin this work by clearly, powerfully, and hygienically communicating the corporate aspiration, context, and strategy to every department, facility, group, and person in the organization such that it is figuratively dripping from the walls. Engage in conversations with employees to explore the kinds of measurements, results, and outcomes critical for BPT to realize its ambition in year one, year two, and year three. Ask people how executive management can help them to best serve customers, collaborate and partner with suppliers, vendors, and colleagues, and challenge employees to begin exploring new possibilities, thinking creatively, and taking smart risk.

Alignment requires that people acknowledge and take responsibility for the current situation and circumstances of the organization (working from the same place), as well as being committed to and inspired by a common picture of the future in which everyone can locate herself or himself. Alignment is a product of new, fierce, authentic conversations. This alignment results in higher employee satisfaction and productivity.

I have become convinced that unless a company learns the importance of the human element in its enterprise, they're going to be a mediocre company. They just aren't going to get outstanding results. The striking thing I saw at Ford during the '80s was the extraordinarily positive force you unleash when you energize people by getting them involved in what you're trying to do by asking them for their opinions.

And you need to work steadily with your management group to convince them that they will be better managers if they abandon autocratic approaches and instead adopt a participatory approach, where they identify a problem that needs a solution or a program that needs to be undertaken. You figure out all the people who are going to be affected by that and have them participate very early in the process of getting information pulled together.

*Donald Peterson
Former Chairman & CEO,
Ford Motor Company*

Taking responsibility provides one with access to dealing with oneself and with the situations in which one finds himself or herself from the perspective that he or she has *a* say in the matter. People gain access to a way of working and collaborating where they act as if they can make the difference in any circumstance. From this, leadership arises.

When a challenging, exciting, and inspiring future has been designed and committed to, it will call forth leadership. Those who are called to lead will be called to be bigger than they know themselves to be. The creating of an organization where strong leadership is present at every level and in every function will empower and enable BPT to produce unpredictable results, to realize a designed future of its own design, and to break free from the predictable drift given by its past. Strong leadership in an aligned organization can be the source of competitive advantage.

When management begins authentic conversations—committed speaking and listening—with one another and the people of BPT about a new era for the organization and delivering on a compelling and exciting future (in a context of alignment, responsibility, and accountability where people are leading fulfilling and satisfying work lives), the transformation of BPT will begin. People throughout the organization will begin to engage in new conversations themselves, considering possibilities that never existed in the old corporate culture.

ORGANIZE FOR INNOVATION AND AN EXTERNAL FOCUS TO CATALYZE BUSINESS SUCCESS AND BEING A MARKET-FORWARD LEADER

BPT has the opportunity to simultaneously ‘sustain the fortress’ while serving as the tip of the spear for the future that catapults the organization far beyond the reach of its competitors. Unlocking innovation and thought partnership within BPT has been seen as missing and needed. However, gaining access to that breakthrough has been deemed easier said than done.

By looking beyond the walls of Supply Maker – into the competitive marketplace – and keeping an eye on the company’s aspirations and current resources (e.g., people and systems), BPT will have a place to stand and measure against in order to move forward. Just this action alone will serve as a first step in flexing and conditioning BPT’s innovative muscles to accomplish market-forward leadership.

In order to build a culture of innovation, leadership will need to address the forces that are working against innovation and creativity. Those include:

- ✓ **Corporate Immune System:** like all organisms, companies organize around killing off those things which threaten what it knows itself to be. The scourge of the past is infiltrating what is new with rules, assumptions, and beliefs from the past that are likely not relevant to the new case.
- ✓ **Corporate Gravity:** An invisible force preventing employees from venturing beyond established ways of working in an organization. For BPT, the pull of the past—both the way the company operated and the degree to which people got comfortable with how things were managed—will prevent the transformed organization from lifting off.
- ✓ **Corporate Myopia:** An invisible force that focuses perceptions and behaviors on short-term considerations at the expense of long-term impacts. Examples of this are found in the classic business school question, “what business are you in?”

As a tool for organization, Insigniam offers the Four Pillars of Innovation as a premise for generating the elements of an extraordinary innovation culture. Those pillars are:

#1: A Leadership Mandate for Innovation: A clear, aligned commitment from the top of the organization that innovation is not only desired but necessary for future success. Rewards and recognition need to also align with this commitment.

#2: Invent / Implement a Proprietary Process for Generating Innovative Ideas: Shepherding those innovative ideas through prototypes and implementing the ones that make it through the pipeline is critical for

success. Criteria for success cannot mirror that of standard initiatives since innovation ideas will have different investment needs, typically longer time horizons, and unique ROI metrics.

#3: Implement an Innovation Infrastructure: Having a dedicated infrastructure for innovation will help ensure that proper focus as well as resources are dedicated to these efforts. Whether it is an operating committee sponsor chartering ad hoc innovation teams or a full-blown innovation office, innovation needs a structure to be supported beyond simply being housed in the Engineering organization.

#4: Culture of Creativity and Innovation: Creating, nurturing and building a culture where innovation can thrive is critical for success. That includes a tolerance for intelligent risk taking, reexamining how failures are dealt with, and encouraging people to prototype and test new ideas. These elements must be continually reinforced and publicly recognized.

GOVERNANCE STRUCTURE THAT ORDERS PRIORITIES AND FUNDING FOR THE NEEDS OF THE SUCCESS OF SUPPLY MAKER

Governance structures are not new to Supply Maker. Beginning with a compelling vision and picture of the future for BPT as a framework for then designing a means to strategically invest for the overall good of the company can provide a new way forward for the technology organization. Given the absolute consequential role digital and data-based predictive modeling, analytics, and customization will play going forward, such a governance structure and framework has the opportunity to be about far more than simply determining where and how to spend money.

Much like technology (not planes) is the true backbone of an airline, the Supply Maker technology function has the opportunity to be the convener to lead all parts of the Supply Maker organization forward in an aligned and coordinated way. The IT governance can align the varied needs and wants of Supply Maker's businesses, brands, and regions to a set of digital and data solutions that markedly move the entire company forward in a harmonized manner.

Central to this work will be the creation of a vision for the technology function, as well as an alignment amongst the leaders of the company's functions. Bringing disparate elements together so they may collaborate and move things forward is, as the saying goes, what technology can do best.

APPENDIX I: ILLUSTRATIVE QUOTES FROM THE INTERVIEWS

1. GOOD PEOPLE DOING THE BEST THEY SEE THEY CAN DO

- “We do a pretty good job of moving things forward despite limited resources. We are asked to do a lot and we overcome the obstacles.”
- “We are able to pivot and shift. We are able to deliver when we are focused on a goal. The challenge is [that] we have too much coming at us from too many different directions.”
- “BPT delivers projects really well when the requirements are clear. [When] there is a clear global owner [or a] big challenge, we do well.”
- “Customers have to wait a long time to get work done by BPT. They are frustrated.”
- “Well I think there's a lot of constraints that our IT is under from a governance perspective. Our funding models, the way we do projects, not a lot of it is very visible to our business partners. If they could just go out into the market and grab IT, it would be delivered faster and cheaper. [However] It wouldn't adhere to our standards, so I think a lot of that is hidden from them [the customers].”
- “Supply Maker limits itself by sticking with this very traditional, you can only hire local.”
- “BPT are some of the hardest working dedicated well intentioned people, it's very hard to find someone in BPT who's lazy.”
- “We haven't cracked that nut on how to tackle those at the leadership level, about what IT can be used for, how it should be used, how it could help in digital transformation in a more effective way and not be seen as just a cost center.”

2. REACT TO THE DRIFT VS. LEAD TO A VISION

- “We are really good at firefighting. We keep the lights on. We have a stable environment. We don't have major outages.”
- “Delivering the business needs and requirements as needed, on time, on cost and with the specifications agreed.”
- “BPT as a whole is mired down in a lot of process. And in some regards lacking process in other ways... We're very formalized in gated processes in our project management methodology. Those are very deep and wide processes and religiously followed.”
- “[There is] not a lot of innovation coming from BPT. It's basically a shop is where can we support the business with our bare bones.”

- “There are people just trying to do their best for the org. We have a slavish adherence to broken processes. We could use a continuous improvement mindset to bring us through that. Business focus could use a lot of improvement.”

3. CLARITY, CERTAINTY, AND CONFIDENCE MISSING

- “We don't understand our role in the company. We are lost inside of ourselves.”
- “People don't want to make a decision in this company. You have to have 20 directors, managers, etc. and no one wants to make a decision. We need decision makers.”
- “It is that we are not sure where we all are going?”
- “Complexity. Lack of clarity on roadmaps. Deliverables. Barriers of communication. Hierarchy. There are too many layers to get the ok. Lack of empowerment. I find other ways to deliver.”
- “We're not as up-to-speed as to how the business focuses and thinks. We work as an IT org., not as the business story. We don't think business. We're too IT oriented.”
- “The business people may end up going off doing their own thing versus going to BPT because they think they get it done faster, smarter, and more capable. They find us expensive and [act] as a deterrent.”
- “Priorities. What are our priorities? Who's responsible or accountable for delivering? And I think we as an organization, because everyone is so taxed, we have a tendency to say, ‘That's not on my objectives, so I'm not helping you with that.’ We need to come together as a group and say, ‘I can help you on that for 5-10 minutes.’ That's been a challenge.”

4. UNCLEAR PICTURE OF WINNING

- “The priority isn't very clear so what you end up doing is a little bit of everything.”
- “I'm not clearly understanding what I'm being asked to do. In the end, I'm always asking why. Why would we go with a software defined networking solution? Why? Where am I supposed to be driving?”
- “When you go to the leadership team, we have metrics that everyone wants to make green. [I ask], ‘Why did you put the green light here? That's not how you're seen in the org. Why do you insist that you're in green?’”
- “We don't prioritize well. What I've noticed is that people work hard in what they think they should do, and we don't validate what they should be doing.”

- “BPT is all things to all people. When someone raises their hand, there is an expectation that BPT should solve [that issue] immediately.”

5. PLAYING AN INSIDE GAME

- “We don't understand our role in the company. We are lost inside of ourselves.”
- “We're behind in our thought process in many areas. Perhaps intentional. We always seem to be catching up 5+ years... We're getting there, but we're always struggling. We're not leading edge but more reactive.”
- “[The] business has a tendency of not having their roadmaps and strategy being shared with us. If they don't have the roadmap of their capabilities, ...then I'm always in reactionary mode.”
- “The business needs to come with a strategy and roadmap. The business needs to come with a coherent plan to get to value realization. BPT needs to get engaged with asking right questions to bring value. The business shows up with tactical objectives and just wants us to do the work.”
- “We're too detail-heavy and process heavy. If we were able to move more quickly... I've never seen more processes than before I came here.”

6. COMPLEXITY REIGNS

- “We are not designed to succeed. It's the lack of everything [from] decision rights for every process to us not having the right BPT model. We had a transformation in 2014... when we did that, we didn't decide how to allocate work appropriately. Now we are paying the cost.”
- “[The customer's] frustration comes from not knowing who to talk to because even we don't know who to point them to.”
- “Since we don't have any escalation, it takes a while to resolve issues, so we really cannot deliver or resolve issues raised by the business.”
- “We have 3-4-5 review boards that everything has to go through. How can we make that process cleaner and simpler? That slows down getting things delivered and done, since we're working to get our ducks in a row for our next review.”
- “Another piece that holds people up is not getting the approval or alignment or direction of moving something forward. We need the approval and funding to get things done and getting those is not easy. Frankly, some things will get deprioritized.”
- “We try to do the decentralized approach where various teams do various pieces to the work and it's not unified. You end up waiting for everyone else to do something, and it is a very slow process in getting work done.”

7. RESIGNED TO DIMINISHED IMPACT AND ABILITY TO INFLUENCE

- “Business partners don't see BPT as influencing their thinking. They perceive BPT as order takers. This is the way it was set up a number of years ago.”
- “For the day to day, staying out of the way, you don't really need to know IT exists.”
- “Historically, BPT is happy to have a customer. If someone asks us to help, we want to help. But [that] leads to some of our challenges. If everyone is a customer, then we aren't thinking about capacity.”
- “If nothing changes, we'll keep limping along. We'll keep what we have running, we'll have higher than average turnover as we already do, and we'll slowly and surely lose business to competitors who will react faster.”
- “They will use something without consulting with BPT, then there is a problem. Then they go to BPT to resolve the issue they have. But if they came to us at the beginning, we could have prevented that issue from coming up at all.”
- “Sometimes the business will run their own way without consulting with BPT even if it is something that is in a BPT area.”

8. BUDGETS AND PROJECT ORIENTATION ARE BUILT-IN EXCUSES

- “Part of it is how we are funded, how we are set up. The way it works today is in the business, it comes through a queue. It sits there and we put estimation on that work, but really you're doing all of that as a farce because there's no funding.”
- “The way its funded is not on a program basis, it's on a project-by-project basis. So, when the business comes and says, ‘I'm willing to give you money,’ and they say, ‘here are the resources I need,’ we miss all the opportunity in the queue system.”
- “Leaders get behind projects but when they fear that it may get too expensive or something more important comes along, they abandon it and it becomes unimportant.”
- “We're expensive. We're killing the business cases that they have. The way they request money, they need to explain the benefit. If the tech piece of the cost is too high, we kill the business case before it has a chance.”
- “It's a ‘I want this, and you go find the money’ approach. We need to help the business be accountable for the process, and for where the business is [trying to go].”
- “A big thing that gets in the way is the constraints we face around IT from a funding perspective. We're capped at a particular amount of funding per year. We often leave value on the table just because we can't go above a certain threshold of spend.”

9. BUOYED BY HOPE, PERSEVERANCE, AND SELF-TALK

- “Delivering on-time and on-budget per the requirements. We say that over and over again”
- “Today, it's really around finishing projects on time and on budget.”
- “We are an organization that, instead of defining ourselves, we look to the outside to define who we should be. There is a certain level of victim mentality.”
- “Everyone I work with wants to be of service.”
- “We lack perspective on where we're going as a business and how BPT fits into that. IT feels more transactional rather than partners.”
- “We have a culture of people doing work without knowing how to do the work.”
- “A lot of success comes through heroics.”
- “It feels like recently – in the last 5-6 years - I don't feel the accolades are recognized by leadership. Instead, its you're too slow and costly.”

10. SEEKING DIRECTION, SIGNIFICANCE, AND BEING KNOWN

- “There’s a whole other piece of work we do as an org that the business doesn't see. Maintenance, keeping the lights on. Those things are not recognized because they just happen, and no one questions why it's happening.”
- “BPT is one of those orgs where no one thinks much of it until something breaks... It’s kind of a ‘no news is good news’ situation.”
- “The business people may end going off doing their own thing versus going to BPT because they think they get it done faster, smarter, and more capable. They find us expensive and is a deterrent.”
- “You never know if you're going to get the person who knows the answer or if they're going to say no and good luck to me.”
- “I want the business to clearly understand we are invested. BPT shouldn't be an unseen unheard component.”

APPENDIX II: QUESTIONS ASKED IN THE INTERVIEWS

Insigniam interviewed two distinct sets of people: those internal to the BPT organization and those external to BPT. Two distinct interview question sets were used for each group. Shown below are the two sets of questions we used in the interviews.

INTERNAL TO BPT INTERVIEW SET

1. Please use seven distinct words to describe the Supply Maker BPT organization today.
2. Please tell me why you chose those words.
3. Please use seven distinct words that customers of BPT would use to describe the organization today.
4. Please tell me why you chose those words.
5. What does BPT do really well?
6. What constitutes success in the BPT organization?
7. What are the biggest obstacles to fulfilling on your accountabilities?
8. What has historically kept BPT from achieving significant results?
9. What will get you high praise from your boss/colleagues?
10. How do new ideas or changes get 'killed off' in BPT or while working with the larger Supply Maker?
11. What are 2-3 things you can point to that are hindering BPT from making its largest contribution possible?
12. What is the most important thing BPT is working on right now?
13. To accelerate the realization of its strategic goals and grow BPT's impact, what must be addressed?
14. What key transformation(s) in how BPT works and operates will generate the most impact for the rest of the Supply Maker organization? How about your area specifically?
15. If nothing changes, what is predictable regarding BPT's contribution to the success of Supply Maker and how it competes in the marketplace in the future?
16. What are the persistent problems or weaknesses about BPT that have defied resolution?
17. Is there anything about the broader Supply Maker organization or culture that makes it difficult for BPT to provide its biggest contribution?
18. From the perspective of being a strategic partner and technologically best-in-class-, how does BPT rank compared to other IT functions in the industry?

19. Is BPT ready for the next big innovation / new trend that will transform the business?
20. If you were named CIO, what would you put your attention on?
21. Is there anything else we should know, or you would like to tell us?

EXTERNAL TO BPT INTERVIEW SET

1. Please use seven distinct words to describe the Supply Maker BPT organization today.
2. Please tell me why you chose those words.
3. What does BPT do really well?
4. What constitutes success in the BPT organization?
5. What has historically kept BPT from achieving significant results?
6. What about BPT most supports you in getting your work done and/or fulfilling your accountabilities?
7. What are you disappointed or dissatisfied with regarding BPT?
8. To accelerate the realization of Supply Maker's strategic goals and grow BPT's impact to the rest of the company, what must be addressed?
9. If you were named CIO, what would you put your attention on?
10. What key transformation(s) in how BPT works and operates will generate the most impact for the rest of the Supply Maker organization? How about your area specifically?
11. If you could go to the open market for your IT services and BPT was an option, would you hire them? Tell us a little more about why you would / would not.
12. If nothing changes, what is predictable regarding BPT's contribution to the success of Supply Maker and how it competes in the marketplace in the future?
13. What are the persistent problems or weaknesses about BPT that have defied resolution?
14. Is there anything about the broader Supply Maker organization or culture that makes it difficult for BPT to provide its biggest contribution?
15. How would being a best-in-class digital and data organization transform Supply Maker and its ability to compete in the marketplace?
16. What needs to happen in BPT and the larger Supply Maker organization to make that a reality?
17. Is there anything about BPT that the company should be taking advantage of, that it isn't, that would make a difference in the success of BPT?
18. Is BPT ready for the next big innovation / new trend that will transform the business?

19. Is there anything else we should know, or you would like to tell us?

