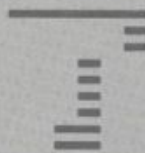


SPECIAL
REPORT

PRODUCTIVITY BREAKTHROUGH PROJECTS

A

special report on a new process for improving
the productivity and performance of teams responsible
for product development.



JMW Consultants Inc.

A licensed affiliate of Transformational Technologies, Inc.

INTRODUCING "PRODUCTIVITY BREAKTHROUGH PROJECTS"

A proven process for developing products faster, with less manpower, and at significant cost savings.

Now the productivity of your team can be improved—dramatically.

Are you pressured to get products out the door faster than ever before?

Is meeting development schedules an uphill battle?

Does management want to see results achieved with tighter budgets, less manpower?

Are you behind schedule on a current project, with your people already pushed to the limit?

If you answered "yes" to any of these questions, you're facing a problem common to many managers we've worked with: How to get more productivity out of existing resources.

Our solution is a new method, "Productivity Breakthrough Projects." It is a striking departure from conventional strategies . . . with equally striking results.

Conventional methods simply won't work.

Traditional methods of productivity improvement—skills training, process improvements, new tools, time-and-motion studies—yield, at best, "incremental" increases in the range of 10 to 15 percent. Although desirable, such gains are insufficient to meet the demands of today's highly competitive business climate.

What is needed is something different, a new and unique solution that yields *dramatic* improvements—results beyond any historical precedent—what we term a "productivity breakthrough."

Breakthroughs are not new.

We've all experienced "breakthroughs" at work: generally unexpected moments when our creative abilities seem greatly magnified. Periods when we are unusually productive.

Occasions when a team takes on a seemingly impossible challenge—and delivers. Instances of such extraordinary performance exist in every organization. Yet they remain rare and attempts to repeat them often fall short.

Such accomplishments require a quantum leap in both personal productivity and the quality of work as a team. Our studies indicate that breakthroughs are characterized by the ability of a group to maintain an enhanced state of effectiveness, teamwork, communication, and productivity over an extended period of time . . . allowing the team to accomplish its task in new ways, and with fewer resources than would usually be deemed feasible.

You can generate productivity breakthroughs *deliberately*.

"Productivity Breakthrough Projects" is a method of working that allows breakthroughs to be *intentionally* generated in organi-

zations, rather than happen at random every once in a while.

By using this new process, you can instigate extraordinary productivity instead of waiting for it to strike. The "Breakthrough" method can help your product development teams achieve significant savings—of both schedule and personnel—on those projects most critical to success in your area.

"Hot Team" innovation techniques are transferred to your team.

The key to our method is that it successfully duplicates, within the structure of larger organizations, the intensely motivated environment found on the most creative, innovative teams in any industry . . . the kinds of teams responsible for many of today's technological breakthroughs.

Our consultants are experts in working with technical professionals. We can train them to create a high-productivity environment for any development team in your company. And, unlike seminars and other "one-shot" consulting programs, we stay with you. We work hand-in-hand with your team until the development work is completed . . . ensuring that our process produces the results you intended.

Achieve measurable improvements in productivity vs. existing plans and schedules.

Our clients report that our "Breakthrough" process has helped them achieve substantial productivity gains measured in terms of resources saved vs. resources originally allocated to specific projects. For example: a client had allocated a team of 36 people for two years to develop a new product. Three weeks after our process was introduced, the manager and team made a breakthrough commitment to develop the same product with only 18 people in one year. They succeeded

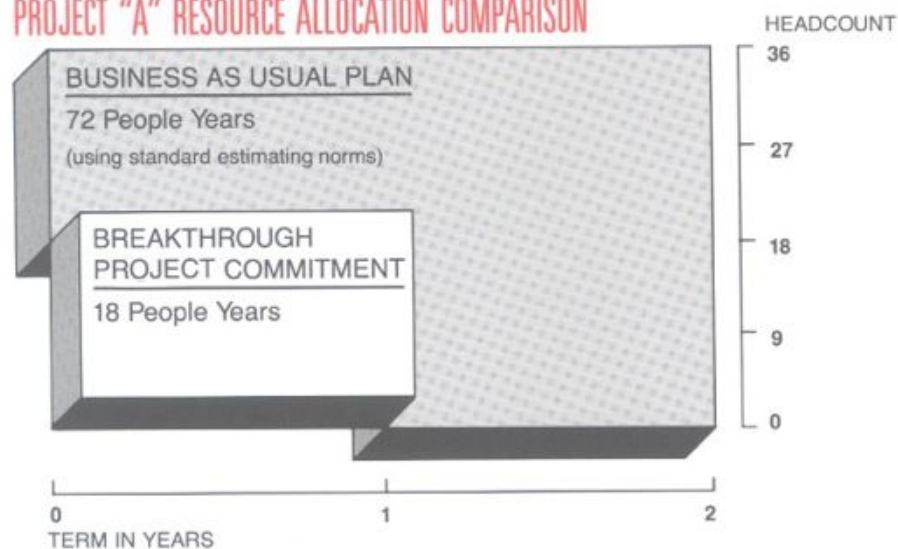
... a savings of 54 people years.

Not only do such resource savings translate into significant dollar savings, but by cutting development expense, breakthrough projects contribute directly to your company's profitability.

Development teams are able to accomplish their work in less time, with fewer resources ... while maintaining the highest standards of quality.

One client forecasts savings of \$48.9 million on ten current projects. Plus, in each case to date, our process has increased overall productivity by a factor of 2.5 to 4.5, using existing criteria for measurement. (Lines of code per programmer month constitutes such a measure in the field of software development.)

PROJECT "A" RESOURCE ALLOCATION COMPARISON



SAVINGS REALIZED: 54 PEOPLE YEARS

SAVINGS IN ONE CLIENT COMPANY

vs. business as usual on current projects: \$48.9 M

Clients use our process because it works.

Here are some typical comments from program participants. Names and organizations have been withheld to ensure confidentiality. References are available upon request.

"This project has kept our function in a leading edge position."

"I've seen some major accomplishments. One engineer completed a design in two weeks that was predicted to take over six months."

"We would have had to increase revenues by hundreds of millions of dollars to realize the same profits as we got from the breakthrough projects savings."

Additional benefits.

In addition to providing a proven method for consistently achieving breakthroughs in product development, our method gives you a number of other benefits, including:

- ☐ Shorter development cycles, allowing you to meet tight deadlines previously viewed as unrealistic
- ☐ Improved teamwork, communication, and inter departmental cooperation.
- ☐ Measurable increases in quality and productivity
- ☐ Higher morale, fewer complaints
- ☐ Reduced staffing requirements for each new project
- ☐ Better results achieved at less cost
- ☐ Conservation of resources and increased profitability.

15 years of intensive research.

"Productivity Breakthrough Projects" is based on 15 years of research in the field of exceptional performance, and direct experience working with more than 600,000 individuals and many leading U.S. corporations and institutions. Concepts, ideas, and techniques used in the program are derived from a new perspective regarding how people produce results. This model has proven so effective and so consistent, that we make this promise to every client:

We promise to form, train, and coach a designated "breakthrough team"—of your company personnel—that will commit to the development of a product in a way that substantially reduces resources currently allocated, while maintaining existing standards for quality.



PROGRAM AGENDA

A four-phase process that begins with defining your productivity goals—and ends with delivery of the final product.

Phase I: Formulation

Before we can begin to help you achieve real, measurable productivity breakthroughs, you and JMW Consultants Inc. must agree on *what* your productivity goal is and *how* we will work together. This is accomplished in the first phase of our program. In this phase we:

- ☐ *Establish the working relationship.* Your management team and our consultants meet to establish direction and a good working relationship. You get a sense of what has been accomplished elsewhere . . . and how it can be applied to your team and your project.
- ☐ *Set goals.* What is the product or project you have been assigned to deliver? What are its complete specifications and features? Together we define exactly what it is you want to accomplish.
- ☐ *Resource requirements.* Next, you set an objective—which, by current criteria, constitutes a genuine breakthrough in productivity. Together we commit to a goal for delivering the product using less time, and/or manpower, and/or money than is currently considered feasible.
- ☐ *Research.* Our consultants dig into your product, your organizational environment, and your market. We'll never know as much about your business as *you* do. But research helps us work with you on *your* level—and make our recommendations based on a solid understanding of your industry and your needs.

- ☐ *Set up the team.* We help you orient the manager and the team members who will participate in our program. The manager and team members are selected from your existing staff. Now everything is in place and you're ready to get started.

The key to Phase I is developing the parameters of an agreed-upon breakthrough and quantifying objectives and projected dollar savings. To do this, we examine the resources currently allocated for your project, then commit to developing the product at *substantial* resource savings.

In many cases, we have cut delivery schedules and staff requirements in *half*. By increasing productivity and creating the breakthrough environment, our process allows you to achieve your delivery data . . . within a compressed schedule and with a smaller team . . . while maintaining or even improving the quality of the finished product.

Phase II: Training the Team

This phase provides a series of intensive training sessions. Your team members learn the principles and work methods needed to generate consistent, measurable improvements in personal productivity, performance, and teamwork.

Instead of providing mere how-to tips, advice, and formulas, the focus of our training is to create a fundamental change in work habits, attitudes, and performance.

Sessions promise a result far beyond some simple recipe, and actually alter and expand upon people's view of what they can accomplish in their work.

We call our method a *commitment-based, action-oriented methodology*. Commitment-based, because the training provides a foundation for a new relationship with commitment. As individuals and as a team, your people make a powerful commitment to the successful achievement of the breakthrough objective. A commitment that is *not* contingent on outside factors "beyond their control." Action-oriented, because our methods produce a breakthrough in the participant's ability to take *action* and improve performance.

Training sessions are conducted with the team as a whole, then followed-up individually. Among the topics to be covered:

- *Breakthroughs*. What is breakthrough? Predictability vs. possibility. The role of risk beyond "business as usual". The importance of making commitments that can withstand adverse circumstances.
- *Commitment*. What allows for the phenomenon resulting in extraordinary performance? How is it generated? How is it elicited from others?
- *Breakdowns*. How breakdowns present opportunities for breakthroughs. What is it that debilitates ourselves and others at work? Reduction of time spent immobilized by reaction and blame. How to accelerate the recovery to action.
- *Language as a tool of commitment*. Building a new context for listening and speaking. The language of action. Categories of speech acts which generate action and bring forth commitment. Team members' actions and day-to-day activities become oriented and organized around those aspects of work that produce action. Instead of making

excuses, they begin making commitments to achieve a specific action by a specific deadline.

- *The limitations of current corporate culture*. Paradigms. Conventional vs. unconventional thinking. Fighting the "here's-the-way-we-do-it-around-here" syndrome. Recognizing and achieving a commitment to quality. How are productivity breakthroughs achieved within the corporate environment?
- *The breakthrough team*. Quantifying the objective. Making the commitment—individually and as a team. Conducting effective meetings. Public announcements as a motivating tool. Working with dependencies and others outside the team.

Phase III: Coaching the Team

Unlike many short-term, one-shot programs, which leave you to implement solutions after the training or consulting is done (and which attendees quickly forget anyway), JMW stays with you. Our consultants work hand-in-hand with your team every step of the way, helping you to put what you've learned into practice. We keep your team—and its managers—on track so that breakthrough commitments are achieved. This close working relationship ensures that our program gets the best results for you.

In Phase III, JMW consultants act as "team coaches." We help you and your team apply the new principles you've learned to the real-life product development situation at hand. However, our coaching method remains clearly distinct from your existing management structures. In no way does it undermine or interfere with the authority of your managers.

Obviously, new methods and ideas don't always go smoothly the first time they are applied on the job. By being there to help you

straighten out the kinks, we make it possible for you to quickly resolve problems and respond to breakdowns that inevitably occur with any team working toward a breakthrough.

We coach the team manager in a method of managing by "operating states." The development of a project can be traced through five operating states or phases—*formulation, concentration, momentum, stability, and breakthrough*. Team leaders learn how to recognize each phase as it occurs, and are taught the appropriate responses to aspects of the project as they evolve through each of these states. The result is an enhanced ability to manage the project more effectively.

At the same time, our "coaches" continue to train team members and managers in the skills required to manage and fulfill a breakthrough commitment. Because the Phase II seminar principles are reinforced with hands-on practice, these skills become a permanent part of each participant's everyday method of working.

Our unique coaching method offers two key benefits that stand-alone seminars or other consulting services cannot provide. First, it ensures the best results for improved productivity. And second, it builds and reinforces seminar skills so that your participants will carry this new ability and knowledge with them throughout their careers. The value remains long after we have completed the assignment.

Phase IV: Assessment of Progress and Results

The only valid judgment of any consulting program is, "Did it generate the results it promised?" Here we help you determine the answer to that question.

In Phase IV, JMW consultants conduct a series of benchmark

meetings with the team manager. These benchmarks are conducted at key checkpoints you have established for progress and delivery. The purpose is to monitor results—including productivity and quality. By periodically measuring your progress, we can make any adjustments in strategy or action needed to compensate for changes in the marketplace, technology, or your organizational environment.

A new way of handling breakdowns

In any project, breakdowns—problems—are inevitable. In fact, *these* projects are often born in response to a key breakdown. Traditionally, people are immobilized by breakdowns because they have been taught to view problems as something “wrong” instead of creative opportunities for new breakthroughs.

When breakdowns occur, we apply coaching techniques that allow for new pathways to breakdown resolution. Instead of explaining defending, or looking for someone to blame, your people consider new possibilities and quickly get back into actions consistent with the breakthrough objectives they promised to meet.

At the conclusion of the project, we conduct a formal completion process. This includes an assessment of results. You can measure how well the team achieved the objective of your commitment in terms of product quality, deadlines, manpower, cost, and use of corporate resources. In this way, you have *tangible proof* of how well our breakthrough process worked for you. In addition, the team members are recognized for their contribution to the accomplishment. We also help determine how they can put their new found breakthrough abilities to work in other important areas of product development.

SOME QUESTIONS PEOPLE HAVE ASKED US ABOUT “PRODUCTIVITY BREAKTHROUGH PROJECTS” ...

... and the answers.

Q: *This sounds too easy, too good to be true. How can any consulting program really increase productivity by a factor of 2.5 to 4.5?*

A: We're aware that people are skeptical of *any* new product or service until they try it—especially one that promises results like we've described. We suggest you talk with us—and then, with some of our clients. If you are serious about pursuing a Productivity Breakthrough Project, we can put you in touch with JMW clients who will talk with you about our “Breakthrough” method. Breakthrough works. See for yourself.

“It looked impossible. I swore up and down that I couldn't get it done. I got it done. Now I'm taking the work load off the others on the team.”



Q: *If I achieve my goal with fewer resources in less time, as you promise, won't quality suffer?*

A: No. Quality can be included as a goal in the breakthrough objective your team commits to. What's more, when teams make such a commitment together, they “take ownership” of the project and become genuinely enthusiastic about it. And this ownership translates into work done with care, concern, craftsmanship, and pride. Our experience is that our “Breakthrough” method either maintains the same level of quality (while using fewer resources) or actually increases the quality of the end-product.

Q: *What if my people become so enthusiastic that they want to work night and day on this project? I can't afford the overtime!*

A: That won't happen, because the whole concept of “Productivity Breakthrough Projects” is getting *more* done in *less*

time—not more done in more time. Obviously, if you rely on overtime to achieve your goal, nothing's been gained. Our method helps your team work more effectively and productively, so that you save thousands of man-hours on every project. And, if overtime has always been a problem for you, your team can put a commitment to reduce overtime directly into their breakthrough objective.

Q: *Won't forcing my team to do all this extra work cause burnout?*

A: No, because we reject the notion that burnout is the inevitable result of hard work. Our research shows that people can actually be nurtured and renewed by work if they find the work rewarding and recognize the opportunity it presents for them. As one team member put it, *"I go home at the end of the day with a sense of being more satisfied with what I've accomplished."* In addition, throughout the program, we train the team leader to watch for signs of pressure as the work progresses.

"There is a high morale on this team . . . they're getting the chance to tap their individual creativity and talents."

Q: *You call yourselves "management consultants." Are you just another high-priced consulting firm that hands in a report, collects its fee, and walks away leaving me to do the real work of implementing the solution you suggest?*

A: Not at all. Involvement with your team throughout all phases of the product development process—and dedication to achieving tangible, measurable increases in productivity—is what sets us apart. Unlike many other firms, who walk away from you and your problems after the report is completed or the seminar presented, we stay with you. Our four-phase consulting program, outlined on the previous pages, begins with the two of us setting goals and objectives together. And continues right through completion of the project and evaluation of the results. We take responsibility for making our methods and ideas work for you—an added plus that many other consulting services cannot offer.

Q: *We've already experienced a breakthrough once. Can't we just do what we did and repeat it again?*

A: Our research indicates that even when exactly what happened is documented, attempts to replicate the process seldom if ever replicate the breakthrough result. We have spent the last 15 years studying breakthroughs in productivity and learning how to gener-

ate them deliberately. Why wait for lightning to strike twice when we can teach you proven methods for producing breakthroughs consistently and reliably, project after project?

Q: *Our people already have their backs against the wall as far as time is concerned. Now you want them to attend seminars and training sessions. How can they be more productive at work when they're spending so much time with you?*

A: A fair question. Our program is certainly not an overnight solution. And it does take some time to learn the principles and put them into practice. But this represents only a fraction of the time you'll save through increased productivity. In many cases, "Breakthrough" has slashed *six months* from development schedules for teams of 10, 50, even 100 people or more. Isn't spending a few weeks learning new skills a good investment if it can help your people do one year's work in six month's time?

"Developing this product as a breakthrough project made the difference between it being marginally profitable and very profitable."



Q: *Okay. I believe you can do what you say. But still, it seems like a lot of effort to achieve a breakthrough just for the single project you'll be working on with us.*

A: But that's the beauty of this program. Not only do we create a commitment to achieve a productivity breakthrough on today's project. But we give your team members and leaders the skills they need to boost personal and team productivity on every project, every time. The skills you learn in a Breakthrough program will stay with you throughout your career—making you and other participants more effective, more productive workers. In that sense, the value of our program is multiplied countless times over what it achieves for you on the immediate project at hand.

"I've seen one of my managers make more commitments in the past two months than he has in the past two years."

"... people are tackling problems as opposed to complaining about them."

Q: *I'm already doing a lot of the things you talk about in this report, and productivity improvement has been a major management concern with us for many years. So why do I need you? What's new or different here?*

A: Quite frankly, "Productivity Breakthrough Projects" is unique in the field of productivity improvement. And this report can only give you an overview of the program.

To find out specifically what we can do for you that you're not already doing for yourself, you may want to see our 3-hour mini-seminar, "Productivity Breakthrough Projects." For details on how you can arrange a presentation at your offices, call or write us today. Our phone number is 212-683-8989.

Q: *I'm sold. But how do I get my people to buy into your ideas?*

A: Part of our expertise is in a conversation that can elicit this type of commitment from others. Much of the work in Phases I and II includes having others "sign on." Plus you can call us to arrange for a Breakthrough "mini-seminar" in your office. Be sure to invite anyone in your organization who you want to "sell" on the idea. We'll do

the rest. If you want us to address any special topics or concerns in our presentation—fine. Just give us a call or send us an agenda. We'll be glad to work it into the program. In the meantime, you may want to show this report to others in your company. Let us know if you need extra copies.

"At first people were uncertain. Skeptical. But they've all stepped up to the challenge, from junior to senior level."

"I'm ecstatic about how the team has taken on the project."



ABOUT JMW CONSULTANTS INC.

Since 1981, JMW Consultants has been helping clients work more productively and achieve major breakthroughs in product development. As a result of our efforts, JMW clients have saved millions of dollars and brought products to market years ahead of schedule for major corporations and privately owned firms.

JMW is an affiliate of Transformational Technologies, a major "think tank" and consulting organization dedicated to research in the field of organizational performance. Transformational Technologies has over 70 affiliate consulting firms with offices throughout the world. Clients include approximately twenty percent of the companies in the

Fortune 500.

JMW is responsible for taking this broad expertise in breakthrough results and applying it to the concerns of teams of technical professionals working in the specific area of product development. The resulting process, "Productivity Breakthrough Projects," has already been responsible for significant innovations at many major firms.

On average, we multiply productivity by a factor of 2.5 to 4.5. The result is a savings of millions of dollars in resources on most projects—nearly \$100 million in projected savings at one firm. But the fact we're proudest of is that 80 percent of our business is working with new teams from *current* clients . . . which means our process *works*.

"I'd say that the breakthrough projects are forerunners of the way the entire company will approach many engineering and programming projects in the future."



HERE'S WHAT YOU SHOULD DO NEXT:

If this program sounds good to you . . . or you want to know more before making a decision . . . or you're sold but need to "sell" the idea to other people in your organization . . . we've designed a three hour live mini-seminar, "Productivity Breakthrough Projects." This lively introduction to our method covers many ideas and topics that we didn't have space for in this report, including actual procedures and methods. You can see how this approach might be adapted to the specific circumstances in *your* environment. And it gives you and your people the opportunity to get answers to questions and concerns.

To arrange a convenient date and time, call us at 212-683-8989.

- ☐ If you are planning a new project . . . or have a schedule that's in jeopardy . . . or are experiencing a breakdown or major bottleneck on a current project . . . we suggest our approach may offer an alternative solution.
- ☐ If you're not certain that this method will apply to your concerns or fit with your environment, call some of the people who have participated in a "Breakthrough" program. Get a candid opinion. Ask what they liked about the program. What they didn't like. And whether they'd recommend it for you.