

Concepts...

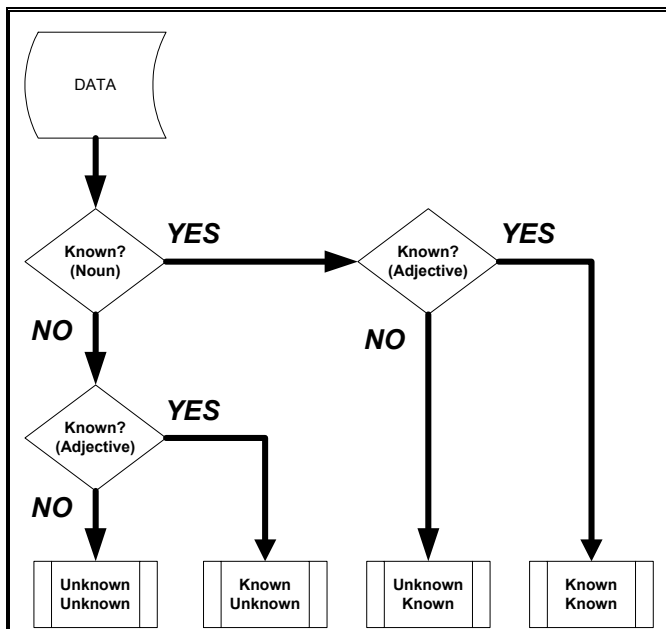
"Concepts" is published by Parvidya Design Partners to raise as many questions as it answers. It is driven by the belief that the industry, its products and its services are ever evolving. The ideas reflect the challenges faced in the continuous journey of innovation and improvement.

Preventing Surprises:

"There are known knowns; there are things we know we know. We also know there are known unknowns. That is to say, we know there are some things we do not know but there are also unknown unknowns. The ones we don't know we don't know. – Donald Rumsfeld – US Secretary of Defense. The statement above could be faulted for its delivery and collective noun abuse but not its logical consistency. For completeness sake, however, there is also an "Unknown Known" i.e. things we don't know we know! (See workflow below.) How many times have you heard the oxymoronic demand that the business must 'prevent any more surprises'? Although surprises can't be prevented, the foundation of the first quote is to allow them to be minimized. Succinctly it states there are things that we do know, can know and can't know. At the end, what we forgot we know was added. As examples: a) Known knowns: The resources, skills and products and services provided. (b) Known unknowns: the dynamics of the client / market / external events that will unveil themselves in the coming days/weeks/months. (c) Unknown unknowns: Where the new competition will come from, what the next "disruptive technology" will be and how will it impact you. (d) The Unknown knowns: your untapped knowledge in your staff, unread in-house documentation



"I see an exotic woman offering a service with a pre-paid business model seriously reducing your cash flow in the last vain attempts to salvage your commercially unviable business!"



and the answers to unasked questions. The future is not predictable but possible outcomes can be estimated and understood to reduce the number of "surprises". To manage (a), implement standardized processes for the business, operations and technology, use procedures, extensive MIS, comprehensive workflows, defined roles & responsibilities with development plans. To identify (b) utilize process analysis techniques, market intelligence, client feedback surveys and escalation procedures for all risk, market or industry "events". For (c), create contingency plans and scenario analysis for modeling possible futures. To prevent (d) allow open communication, encourage knowledge sharing and reward innovation.

In order to minimize the unexpected, it is best to know everything that is known and identify and plan for everything that isn't. This requires an environment that is constantly challenging, measuring, reviewing and planning itself.

Parvidya Design Partners would be pleased to discuss the realization of these concepts with you further. We thank you for your consideration.

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