



Rethink

A Business Manifesto for Cutting Costs and Boosting Innovation

THE SUMMARY IN BRIEF

In *Rethink*, consultant and business architect Ric Merrifield challenges business leaders to open their eyes and view the operation of their companies in a whole new way, free from the “how” trap of concentrating on *how* things are accomplished. Delving deep into every aspect of business activities, Merrifield shows readers how to escape this trap by looking past the “how” toward the “what.” He also illustrates how successfully rethinking business goals and the methods used to reach them can lead to revolutionary new ways to cut costs and optimize the corporate structure.

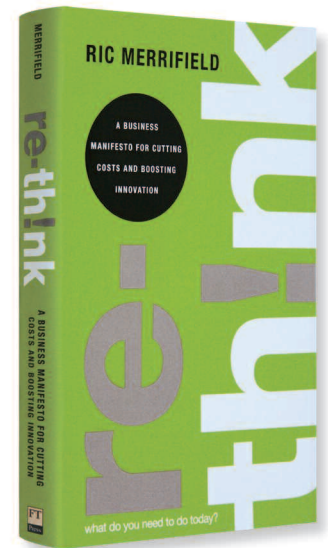
Never has there been a more important time for company leaders to re-evaluate and reorganize their operations to maximize efficiency and productivity. Merrifield explains how successful changes to a company’s business processes can only come from learning to predict potential behaviors, identify and categorize the important “whats” by value.

Merrifield also warns that before making any modifications, even to a seemingly low-value process, each factor must be carefully examined to find its connection to high-value “whats.” These connections are often overlooked because they can be hidden in personal, emotional or technological relationships and, if severed, can bring disaster.

By using the tools of analysis illustrated by Merrifield, businesses will be able to anticipate the unexpected discoveries that will result from rethinking and will be able to rethink, find innovative new ways to achieve their “whats,” best their competition and increase profitability.

IN THIS SUMMARY, YOU WILL LEARN:

- What the “how” trap is and how to avoid it.
- How to step back and identify what really matters to the organization.
- Why predictability can help a business successfully make changes.
- How to identify hidden connections that might be affecting a company.
- Why it’s more than OK to outsource.
- How to unlock hidden sources of value from within your company.



by Ric Merrifield

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THE COMPLETE SUMMARY: RETHINK

by Ric Merrifield

The author: For nearly 15 years Ric Merrifield has helped various organizations define and achieve their goals. Since joining Microsoft, he has spent more than 10,000 hours as a business architect and has filed 12 patent applications all with the goal of helping companies rethink their operating models and get out of the “how” trap. He is also the co-author of “The Next Revolution in Productivity,” a June 2008 *Harvard Business Review* article.

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How the ‘How’ Is Trapping You

In 2000, after a decade of growth, Home Depot’s revenues were showing signs of wear so the board of directors hired a high-powered fixer-upper, Robert L. Nardelli, who had proven his mettle as a senior executive at General Electric. The new chairman and CEO thought he knew just what the company needed, a jolt of new-found efficiency. He simplified processes, slashed costs and invested \$1 billion in new technology while doubling the number of stores. He promised investors that the company would reach new heights of sales and profitability, and he delivered. Between 2000 and 2006, annual revenues soared from \$45 billion to nearly \$80 billion and profits doubled. But amid that success, he also came close to destroying the single, most-important advantage the company possessed — its friendly, helpful store environment.

In pursuit of savings, Nardelli slashed employees’ hours to the point that many seasoned people quit; they were replaced by less-knowledgeable and less committed part-timers. He also stripped store managers of their traditional autonomy. Before long, Home Depot had devolved into a generic big-box outlet run by nervous functionaries micromanaging unhelpful, uninterested salespeople. Meanwhile, Home Depot’s chief rival, Lowe’s, was staffing its stores with just the kind of outgoing, caring men and women who had originally given Home Depot its edge.

Value Is in More Than the Profits

In 2001, Home Depot and Lowe’s held identical rankings among specialty retailers on the University of Michigan’s American Customer Satisfaction Index (ACSI). By 2005, Lowe’s was second and Home Depot

was at the bottom of the list. Although revenues increased during Nardelli’s reign (largely because of store expansion), customer satisfaction took a nosedive. From 2000–2006, Home Depot’s ACSI score was a mere 1.7 out of a possible 100, and from 2000 to 2007 Home Depot’s stock remained stagnant while Lowe’s shares jumped more than 200 percent.

In January 2007, the board of directors handed Nardelli his walking papers. By conventional standards, he had done everything right: cutting costs, improving processes, and increasing efficiency and productivity. His mistake? Falling victim to the “how” trap. He had focused almost entirely on improving the efficiency (read: cost) of the work being done, the “how,” rather than on the “what.”

Nardelli’s error is all too common. Leaders tend to devote their energies to thinking about the details, thereby missing the big picture. Management theory in recent years has pointed us toward a focus on process, on how efficiently a job is done as opposed to what the job is supposed to accomplish. Most of us haven’t rethought which of our activities are most important to our companies, which are succeeding, and which are borderline or even redundant. Indeed, until now, there has been no way to accurately and efficiently rethink and measure these “whats” because we have been caught in the “how” trap, a pervasive and perverse human condition that allows us to sidestep blame for failing to reach our organization’s potential.

Escaping the ‘How’ Trap

The activities of every business can and should be reduced to a fundamental, objective view of the totality of the work the company does. In any given company



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the “whats” comprise 80 percent of its outcomes, no matter the industry.

When you rethink — forgetting about the “hows” to concentrate on the “whats” — you are creating an easily understood table of your company’s essential components. And when you see them laid out in their logical sequence, you can determine the organizational value of each “what.” Your rethought list of “whats” opens your eyes to the deep-down workings of your company presented in orderly fashion.

It makes you indifferent to how these elements have been traditionally arranged within the organization, freeing you to concentrate on what really matters: outcomes. After your “whats” have been defined, you can step back and determine whether and to what degree each of them contributes to your enterprise’s success. Then, depending on your findings, you can eliminate some, outsource others and reorder ones that remain, just like those plug-and-play monitors and printers that arrive ready to use. You have escaped from the “how” trap. That’s the beauty of rethinking.

Focus on Outcomes

Consider what happens when an insurance agent phones headquarters to assess a new customer’s policy application and get a premium quote. A manager at the home offices, using some sort of actuarial algorithm in a spreadsheet, comes up with a quote and then sends it to the agent via e-mail. Ask the agent “what” he does, chances are he’ll say he makes a phone call, waits and receives an e-mail. He’s caught in the “how” trap. If that agent were to rethink and focus on his “whats,” he’d see that the transaction in question breaks down into these desired outcomes:

- Request Customer Premium
- Calculate Customer Premium
- Prepare Customer Quote
- Customer Quote Communication

If the insurance firm’s rivals are stealing market share, and if its managers cannot rethink what they do — that is, if they are caught in the “how” trap — they typically search for an explanation and a solution in such minutiae as the length of time an agent spends calling the home office or the efficiency of the company’s e-mail system. Their tunnel vision can lead their organization to undertake expensive, disruptive process “improvements” — changing telephone providers or implementing new email stems that might or might not succeed.

If the company’s leaders can rethink and examine the “whats,” they can have the advantage of seeing the

operation in its entirety, thus illuminating a pathway for getting to the root issues. They might ask: Should the agent be empowered to come up with the premium quote him- or herself? Or should the task be turned over to a vendor? ●

The Thinking Behind Rethinking

The information technology revolution of the early 1990s dramatically lowered the cost of computers and communications, making the flow of voluminous information across departments economically feasible.

A new wave of operational improvement theorists, such as James Champy and Michael Hammer, realized that this new capability allowed work to be reorganized across departments or functions. Thus, the cross-functional process became the unit of analysis for operational improvement. Champy and Hammer called their operations-improvement method *re-engineering*, and it sparked a revolution in productivity. Another revolution, this time in software known as *enterprise resource planning* (ERP), followed shortly thereafter.

Many companies continue to use re-engineering to achieve productivity gain. But over the last decade, the confluence of three major advances in information technology has set the stage for a new, more powerful *unit of analysis* or element of focus — not the tasks performed by a worker or a department, the “hows,” but the desired outcome of those tasks. Today, the key to increased productivity is rethinking the “whats.”

The Cloud

The rapid rise of the Web in the second half of the s, combined with the dot-com era’s proliferation of cheap bandwidth — powerful communications networks for transmitting a tidal wave of digital information around the world — has made it inexpensive for the departments of a global company to be plugged into the same information anywhere in the world. Yet another key technological advance has been the rapid growth in the number of business activities that are now software-based, particularly those aimed at gathering, manipulating and processing information.

Given these developments, achieving major productivity improvement now depends in part on reducing the cost of the new software and the computers that run it.

The Internet offers a solution. It allows corporate divisions to share the same software inexpensively across great distances by using applications that reside on the Web, referred to as *the cloud*, and corporate networks rather than on individual computers. But for a sharing

solution to work properly, the software must be based upon a common set of design principles.

Another requirement must also be met for Web-based software to achieve its potential: The various and varied operating divisions within a company need to define their business operations in a common way. If five divisions of a company are to plug into one accounts receivable software application on a corporate intranet, each division must define the way in the same way.

Rethinking an organization and considering its “whats” fills that need. Now managers in each division of a company can agree on how to define the word of, say, collecting customers’ payments in terms of the outcome — the “what” — that the employees are trying to achieve rather than in terms of “how” they perform the tasks that produce that outcome.

Companies that adopt the rethought “what” approach not just as a way to adapt to the demands of Web-based sharing, but also to achieve greater productivity and efficiency will succeed because it gives company leaders a detailed, actionable view of the workings of their organization — the activities that need to be streamlined, improved, outsourced or dropped altogether. ●

First — Identify the ‘Whats’ That Are Truly Valuable

To begin the process of identifying and examining the desired outcomes of your “whats” and judging how to improve their performance, you need to determine which “whats” are truly generating high value for your company. To be clear, a given “what” that is described as having a high value contributes to overall performance or differentiates your company from its rivals in some significant way. For example, Ship Product may be a high-value “what” in your company because its outstanding performance sets your company apart from its competitors. Even if its performance is nothing special, it still might provide high value simply because it satisfies customers — and customer satisfaction helps keep costs constant.

Determining High-Value ‘Whats’

To identify a high-value “what,” look for the answers to three basic questions:

- Does it directly correlate with any of your company’s key business goals? (It can be helpful to use a scale of 1 to 5, where 1 is low or no correlation and 5 is high correlation; the numerical quantities come in handy when prioritizing your “whats.”)

- Does it have a strong connection to your company’s brand or corporate identity? Is it one of the reasons why customers feel comfortable with your brand or why your employees and partners might decide to work with you?
- Is an effort to increase the performance of the “what” likely to cause it to become high(er) value?

After you’ve rethought your enterprise and completed your search for high-value “whats,” another series of questions arises: If a given “what” passes muster, how is it performing today? Why is it performing at that level? How can you enhance its performance? Should you? Or, if the “what” in question does not generate value, how can you trim its associated costs? Would automation or outsourcing do the job? Does the “what” duplicate work done elsewhere in the company, in which case could it be eliminated? ●

Second — Know What You Are (and Aren’t) Good At

Michael Jordan is one of the best basketball players in the history of the game. No argument. But back in 1994, he made a serious mistake. He assumed he could be one of the best at another sport as well — major league baseball. After an underwhelming spring training season with the White Sox, he was sent to the minors. That summer he batted a modest .202 with the Class AA Birmingham Barons that rose to a .250 during the fall season with the Scottsdale Scorpions. Clearly, Jordan was not headed for baseball stardom. The following year, he entered an ego-restoration program by rejoining the Chicago Bulls and leading them to three more NBA championships.

Some critics saw Jordan’s baseball humiliation as a simple matter of hubris run wild. Viewed through a “what” lens, though, it takes on an extra dimension. Jordan assumed his high-performing “what” was Play Sports when, in reality it was simply (albeit phenomenally) Play Basketball. Both his basketball and baseball “whats” could be measured by clear performance statistics — scoring and assist averages for one, batting average for the other.

For business leaders tackling the second step of the rethinking work, the task of measuring the performance of their “whats” is, as you might expect, a bit more complicated. You need to discover which “whats” operate at peak levels and if not, what you should do about it. And while it is important to forget the “hows” and focus on the “whats,” you do need to have a clear sense

of the “how” behind every “what” before you begin rethinking your organization.

Analyzing Performance

In analyzing the performance of your “whats” and planning improvements, you need to know just how much value each “what” contributes. Essentially, there are four combinations to work through:

- **High value/low performance:** Pay serious attention.
- **High value/high performance:** Monitor.
- **Low value/low performance:** Consider automating, outsourcing or even eliminating it.
- **Low value/high performance:** Same advice; could be a major waste of resources.

As to the actual process of judging performance, use a scale of 1 to 5, with 1 being the lowest level. So your first task is to give the “what” under consideration a numerical grade. First, ask how it is currently performing. Then, ask three further questions:

- How is it currently performing today?
- Do we know and understand what causes performance today?
- Do we know and understand what it would take to improve performance?

If the performance level is under 3, and the answer to one of the last two questions is negative, you can safely put that “what” aside for future consideration to concentrate on improving those “whats” that are high in value and low in performance. ●

Third — Make (and Break) Connections

Companies are immensely complex organisms, intrinsically difficult to comprehend in their entirety and it’s important to rethink the linkages of every “what,” no matter its value or level of performance, before you start plugging and playing because connections between “whats” can take diverse and often unexpected forms. Interpersonal relationships, for example, might create a tightly woven, far-from-obvious web among several “whats.” Such linkages might improve performance or impede it. Enterprise-wide software programs are, in and of themselves, a web of connections, linking virtually every “what” within an organization and the people and technologies that are part of it.

Not all “whats” are “connected” equally and it’s much easier to manage and move them effectively if you

understand precisely how they connect and how those connections affect their performance and the enterprise as a whole. If a particular low-value “what” is not tightly interconnected, for example, it might be a good candidate for automation, outsourcing or elimination. If a high value “what” is tightly interconnected it might be wise to change it only slowly, if at all. By the same token, “whats” that seem tangential and better performed by a vendor might nevertheless have to be kept in-house because their disappearance would hinder the workings of the more valuable “whats” to which they closely link.

Interconnectedness

Interconnectedness is a powerful and necessary aspect of a successful organization. These relationships are often ignored when companies set about making operation improvements because leaders become so intent on the immediate details of a job, the “hows,” that they overlook the connections as well as the “whats.” That can lead to disaster.

When considering a plug-and-play approach with any given “what,” you need to get a fix on its interconnectedness. Is it intimately, somewhat or lightly involved with other in-house “whats” or with the “whats” of partners, suppliers, regulators or even customers? If the “what” you’ve targeted for improvement or automation is highly interconnected, that extra complexity is likely to add to the project’s cost and risk.

The Manufacture Product “what,” for example, requires a large number of inputs from various sources, and its outputs go in many directions. All those human and mechanical connections need to be factored into the improvement or automation equation.

A highly connected “what,” even if it has been previously defined as low-value and low-performing, might be difficult to outsource because it breaks virtually all the relationships that have been built up over the years. On the other hand, a “what” such as Pay Employees has a low level of connectedness to other “whats.” It’s an important activity, of course, but it doesn’t, in and of itself, contribute high value. So if you plan to improve its operation, there will be relatively few complications because of links to other “whats.” In fact, its limited connectedness and low value make it a popular candidate for outsourcing.

Don’t underestimate the importance of the personal factor. If there are family ties between the head of payroll and a high-level executive, any move to outsource the pay-employees “what” is likely to encounter static.

And you should think twice about any improvement plan that would negatively affect a supplier whose CEO is best friends with your major customer. ●

Fourth — Understand What Can (and Can't) Be Predicted

The next step is to train the lens of predictability on your stakeholders — customers, suppliers and partners — to anticipate their responses to the plug-and-play changes you want to make.

Predictability is one of the most treasured business qualities. Uncertainty is anathema because it's risky; it doesn't make sense to gamble when you don't know the odds. So in the course of rethinking, the ability to predict how your key "whats" will behave under the different circumstances becomes critical to your planning.

Before you embark on a rethinking initiative to alter your "whats," especially those that generate substantial value for your company, you'd better have a clear sense of what the effects will be. Those predictions should help you decide whether to pursue the changes or, if you do go ahead, how to prepare for negative impact. Leaders who fail to predict and prepare for worst-case scenarios of their "whats" are inviting disaster.

Predictability

You need to determine how predictable your target "whats" are. How sure are you that these "whats" will actually achieve their desired outcomes?

To the degree that you're unsure, you need to ask why. Is the unpredictability attached to a particular "what" caused by some common, well recognized factors that you can control or easily make allowance for? Or is it caused by unknown factors or those beyond your control? If the latter, you would be well advised to back off, at least until your understanding and control improves.

Not every twist and turn can be predicted with iron-clad certainty. That's unrealistic. But you can become much more aware of the possible reactions, good and bad, of various "whats" as they undergo change, removal or automation. Beyond that, there is enormous value in knowing what you cannot predict. Just like knowing the odds in gambling, understanding what you are getting into and the predictability of the outcome can inform your appetite for that risk/gamble.

The greater complexity of the "what" (intricacy adds variation), the more unpredictability and longer timeframe.

Limiting Risk

To limit risk and maximize benefit, you should look first to "whats" that have high business value (so they're worth improving), poor performance (so there's room for improvement) and high predictability (so the risk of failure is slight).

The greater your ability to control the variables in the operation of your company's "whats," the better you can predict how they will react to improvement, outsourcing or automation. Some elements of any business, though, are virtually control-proof. ●

Fifth — Unravel (and Follow) The Rules

The laws and rules set forth by the various government branches have long loomed large in every company's business plan and daily operation. Companies are sometimes stung by a new action of a duly constituted government agency or legislative body. Auto manufacturers are intermittently slammed by new state or federal emission rules. Unexpected changes in labeling rules have caused havoc in the food industry and, of course, many of us have experienced the impact of added security regulations in airports.

For people in every industry, the message should be clear: Be prepared. A thorough understanding of your company's existing or potential compliance issues is essential. And before you rethink and perhaps make major changes to one of your company's "whats," you had better be aware of how they might alter its compliance with relevant laws. In today's world, virtually all "whats" of any consequence are subject to one or another regulation.

Global Compliance Difficulties

Compliance has been made even more complex and difficult by globalization. For example, after Congress passed the Internet gambling law, the World Trade Organization (WTO) ruled the measure illegal under the 1994 General Agreement on Trade in Services. The European Union filed a protest. Critics charged that the new law, promoted as an effort to reduce the social damage caused by gambling addiction, was actually intended to protect traditional American betting interests from competition by new online operations. As of late 2008, the conflict remained unresolved.

Categorizing Compliance

To cope with government rules and laws, start by dividing your "whats" into three categories: those that

have compliance issues, those that don't, and those that you're uncertain about and require further study. Simply recognizing which category a "what" belongs in is an important step, because it can reinforce or upset tentative decisions you've reach based on the lenses of value, performance, interconnectedness and predictability.

It would be wise not to proceed with a change after discovering that the target "whats" have existing or potential compliance problems. The existing issues have to be eliminated and the potential issues clarified. When there remains some uncertainty as to compliance, the predictability lens of the "whats" should come into play. If a "what" is also unpredictable, the risk of an unpleasant surprise that might move it out of compliance might be too high to proceed.

Note: In analyzing the legal status of your "whats," do not limit the examination to high-value ones alone. Being noncompliant in a low-value "what" can inflict major damage on your business. ●

Rethinking at ING Direct

Based in Wilmington, Del., ING Direct USA is a division of the Dutch conglomerate ING Groep NV, an insurance and banking colossus. Launched in September 2000 by its chairman, president and CEO Arkadi Kuhlmann, ING Direct was envisioned as the fast-food version of banking: high volume, low margin. There would be no branches — all business would be conducted by phone or Internet — and the only product at first was a savings account with an annual interest rate of 6.5 percent, far higher than a customer could finagle at a more traditional "branched" institution.

Beyond that, there were no fees, no required minimum balances, no ATMs, no perks for big depositors and definitely no handholding for difficult customers. Those who complained too much or stayed on the phone too long were invited to take their business elsewhere. As Kuhlmann explained it: "The business is not based on relationships; it's based on a commodity product. We need to keep expenses down, which doesn't work when customers want a lot of empathic contact." That policy initially saved the bank an estimated \$1 million a year.

Banking — Redefined

At the time, branch banks were falling all over themselves to offer customers a dizzying array of products and frills, ranging from gaudily personalized checks to extended lobby hours. But Kuhlmann took the opposite track. Given that prior to the emergence

of the ATM, location had been one thing that differentiated players in the commodity banking business. Kuhlmann saw the Internet as making location totally irrelevant to retail banking.

Seeing opportunity, he looked at how retail banking was done and ditched formerly important "hows" in favor of focusing on more important "whats." He slashed costs by forgoing brick-and-mortar branches, lowering customer-support performance measures and revolutionizing operations through the introduction of easy online customer transactions.

By rethinking the lackluster model of traditional retail banking and its accompanying "whats" and "hows," ING Direct's parent company hoped to expand globally without a huge investment in a bank network, using a unique stripped-down business model — and the required "whats" and "hows." That meant no "whats" involving paper checks (ordering, printing, processing and so on) and no "whats" related to branches (locations, construction, employees and such). Nor did it invest in extensive customer support; instead, the focus was on giving customers the highest savings rates, the best online experience and protection from annoying overdraft fees.

Focused on the "What"

In short, the only "whats" that mattered were those that helped the company make money and its customers save it. Kuhlmann increased targeted investments in innovation to nurture the specific type of relationship he sought to have with customers. For instance, to guarantee the fastest and smoothest experience possible, the company paid special attention to buying and leasing state-of-the-art technology, regularly updating it, and keeping its people well versed on its use.

The company's constant monitoring of the performance of its "whats" — in particular, Fulfill Demand — gradually led Kuhlmann to modify the business model. Customers wanted more products. So Kuhlmann added mortgages then checking accounts — in each case finding ways to make the most of ING Direct's existing "whats" while developing new ones only as needed.

The ability to add and remove "whats" easily gives companies a degree of agility that was all but nonexistent just a decade ago.

Despite all the changes, Kuhlmann still insists that ING Direct's basic strategy remains the same: "Our mission is to lead Americans back to savings." ●

Morph Again and Again

When Shakespeare wrote Hamlet's great soliloquy, "To be or not to be," he not only defined the human ambiguity, he also foreshadowed the uncertain future of the play. No other drama has been more often recycled, re-imagined, reinterpreted or rethought by successive generations of critics and dramaturges.

When it comes to business, the unprecedented uncertainty and volatility facing leaders today create turbulence as great as any that buffeted Hamlet.

Companies must constantly monitor and massage how they do what they do to adjust to new technologies, new competitive threats and ever-changing market conditions. They must continually rethink, discover new ways to expand their trove of "whats" and further exploit those they already possess. Otherwise, they will fall victim to more flexible, proactive rivals demanding "your money and your life."

P&G Soars by Morphing

In 1999, when A.G. Lafley was named CEO of the Procter & Gamble Company (P&G), sales and earnings were shrinking. After supplying consumers with a seemingly endless supply of new products and services for 162 years, the company was running out of ideas. New technologies and new competitors had sped up the pace of business while globalization had fragmented its processes and procedures. To stay in the race, P&G had to churn out innovations much faster but without jeopardizing profitability — it had to rethink. Success in managing its Innovate Product "what" would be central to the company's very survival.

At the time, P&G was getting barely 10 percent of its product ideas from outsiders. But Lafley knew that his company could no longer go it alone. "We don't care where the ideas come from," said Lafley, decreeing that, henceforth, P&G would work to source 50 percent of its Create New Product from outside the company.

Refocusing Their Strategy

Nabil Y. Sakkab, senior vice president for corporate research and development, says experience shows that 1,000 ideas must be filtered to find one "big idea," the kind that will return, say \$100 million of new business. To create \$4 billion in new business, the goal Lafley laid out, the company would have to access and vet 40,000 ideas.

To get things started, Lafley rethought P&G's Research and Develop Product "whats" by reframing them as "connect and develop," or C&D. That seem-

ingly small change in terminology set product developers and marketing people to think about their jobs in a new way. No longer were they researching and creating in solitude, the new mind-set was outward-looking, and it encompassed an estimated 1.5 million innovators around the world who could help P&G solve problems and think up ideas for new products. Alliances were no longer part of the company's strategy; they were its strategy, making a previously unimportant "what," Manage Partner Relationships, crucial to P&G.

Five years after Lafley's groundbreaking directive, innovating innovation had notably increased the efficiency of the company's R&D investments. In fact, P&G's innovation success rate had doubled, and when translated to an income statement, the newfound efficiency looked like this: a 19 percent jump in 2004 sales and a 25 percent rise in earnings, a remarkable achievement for a company P&G's size.

Success Through Rethinking

Today, P&G has regained its cherished spot as the most innovative packaged-goods marketer.

Thanks largely to rethinking and ideas generated from outside its walls, the company has won some 27,000 patents, while 23 of its quality leadership brands have met its benchmark for success by reaching or exceeding \$1 billion in annual sales. C&D is up by 60 percent, and innovation success rates, as measured by projects meeting financial criteria, hover around 70 percent.

All of this is a testament to Procter and Gamble's mastery of Manage Talent "whats" and to A.G. Lafley's innovative idea for innovating innovation.

If you succeed in identifying, analyzing and understanding your "whats" as your rethink and go forth to best your competition, you'll discover a whole new way of looking at your own business and at business in general. You will be liberated from the blinder-like tunnel vision of a narrow focus on cost, procedure, sequencing and all the other "hows" of the game. ●

RECOMMENDED READING LIST

If you liked *Rethink*, you'll also like:

1. ***The Accountable Leader* by Brian Dive.** Dive explores what it means for managers to be held accountable at every level and argues that most leadership-related problems arise from the lack of accountability in jobs.
2. ***The 360 Degree Leader* by John C. Maxwell.** This book instructs leaders to develop influence from wherever they are in the organization, even if they're not the boss.
3. ***Silos, Politics and Turf Wars* by Patrick Lencioni.** Acclaimed management expert Lencioni tackles overcoming "silos" that can turn colleagues into competitors and kill productivity.