**Company Reset**

**Wayne Griess**

The future is not the past (duh!) – so to survive and thrive, we seek to learn from the past and engage a new future!

Renewed thinking – we must change or reset our collective company mindset (how we view things and act on them)

“You can’t solve today’s problems with the same kind of thinking that created them.” Albert Einstein

How did we get here?

The “normalization of deviation” – frog in hot water syndrome

 Deviation can happen so gradually that we don’t notice it

 Challenger disaster (had “O” ring problems often, each time they decided that the problem wasn’t significant enough to scrub the launch, then the deviation became the acceptable status – when Challenger launched the temperature was the lowest ever, and “O” rings had never been tested at that level)

Leading to the probable “predictable surprise”

* Eating a little more won’t hurt me – eat a little more often enough, becomes the normal amt

 Predictable surprise would be weight gain, disease, etc.

* Relationships – don’t have time to spend with significant other … surprise when break up
* Sports – win the Superbowl, then go to the bottom the next year

Resulting over time in “competitive convergence” – once a company starts out fresh (new ideas, innovative), other companies begin to copy it … if they don’t keep finding fresh adjustments, they will be surpassed by competitors [i.e. Blackberry]

 As rivals imitate one another’s improvements … strategies converge and competition becomes a series of races down the same path (Competitive Convergence)

Sonlight has been successful for 24 years, why wouldn’t it continue to be successful for 24 more?

Michael Watkins (Harvard Business Review)

 “We tend to harbor illusions that things are better than they really are.” (we want them to be)

 “We tend to give weight that supports our preconceptions and discount evidence that calls this into question.” (SL receives lots of positive reviews unsolicited, so we discount the occasional complaints and don’t focus on addressing the issue)

 “We are creatures of the present.” (We would rather avoid a little pain today, than a lot of pain tomorrow …. Example in the national economy)

 “We pay too little heed to what others are doing.”

 “Most of us don’t feel compelled to prevent a problem that we have not personally experienced or that has not been made real to us through pictures or other vivid information.”

Michael Porter “A company can outperform rivals only if it can establish a difference that it can present a **sustainable** competitive advantage.”

 “Costs are generated by performing activities – and cost advantage arises from performing particular activities more efficiently than competitors.” [Look at comparison of foreign/domestic cars]

InquisiCorp must find the differentiators in our business via real trade-offs of activities in order to regain and then sustain our competitive advantage in the marketplace – which leads to increased profitability.

What has been InquisiCorp’s mindset?

 Our products are unequaled

 Our approach produces results

 We can be all things to most people

 Choices help our customers

 Departments/individuals are responsible for their tasks

Newer mindset…

 Our products are not matchless

 Our approach is no longer producing the results we wish

 We cannot be all things to all people

 Fewer choices help our customers (*proven that sales higher, customers happier with fewer)*

 We are all in this together, so no stovepipes or cross-functional barriers

Practical changes…

 We need date/facts and wisdom in order to act

 We need to pay attention to and outperform our competitors

 Cross functional teams need to work collaboratively

 We need to shorten our feedback loop and work daily to improve

 Not wait until October to find out how the season went or changes worked

 Look daily/weekly/monthly at information

 Make tradeoffs wisely

 Order going to AK – all books shipped free by Media Mail, paid $50 to ship the “free”

 tote bag because it had to go by FedEx!!!!

Everything we do matters – A LOT …. And everything we DON’T do matters – A LOT!!!

Let’s ensure –

Every product we offer is “ours” and we should stand behind it

We need to test offerings up front

Paying attention to feedback, we need to identify and fix problems

 Challenge is sifting and sorting through the feedback to find what can be fixed

Once resolved, we need to make things right with our customers

Repeat this process continually