

# VALUE MAXIMIZATION WORKSHOP



Collaborative  
Leadership  
Institute

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# About VALUE MAXIMIZATION

## Why a “VALUE MAXIMIZATION” Workshop?

### The “Missing Link”

Everywhere you look, in so much of what we read in reports, someone is exhorting us to “create value,” for our customers, for our shareholders, or as the path to more profits.

In my career, I’ve read hundreds of business books and reports where someone expounds on the importance of value and makes a recommendation that the company (or division, or team or alliance) must “create more value” and then almost like a rogue wave, immediately shifts the discussion to “cost cutting,” or “operational excellence,” or “innovation,” or “customer service,” or whatever topic is the author’s specialized skill set. It’s as if we have a cluster of favorable “buzz words” that are supposed to evoke affirmative head nods, giving the speaker permission now to sell a service, extol a person, exhort to action, recommend a course of action, critique a failure or condemn some leader’s poor judgment.

It might seem surprising, but with the tens of thousands of people I’ve met, worked with, trained, or learned from, I never met one who I considered an expert (except marginally) on the subject of VALUE.

During my career I worked on the edges of the VALUE issue, much like an archeologist looks for the buried artifacts of an ancient civilization – digging, sifting, cataloguing, analyzing, training apprentices – all the while grappling with conflicting theories that explains the evidence. -- Robert Porter Lynch, designer of Value Maximization Architecture.



### No Discipline & No Coherent Language

For something so precious and cherished, the idea of "VALUE" has no coherent language or system of thinking, and thus different parts of the organization fragment about value, and then, when everyone is frenzied and tangled, in desperation they default to dumbing down the discussion to that which becomes the lowest common denominator: Money and Cost. What needs to be done is to "make Value the central theme of business," while money will remain its common denominator.



When did you attend a course in Value at business school? Likely never. When did you read a book that addressed how to Maximize Value?

This is the time to turn the idea of Value into something powerful.

# About VALUE MAXIMIZATION

## The Value Maximization Advantage:

For something so precious and cherished, the idea of "VALUE" has no coherent language or system of thinking, and thus different parts of the organization fragment about value, and then, when everyone is frenzied and tangled -- in desperation -- they default to dumbing down the discussion to that which becomes the lowest common denominator: Money and Cost.

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Value Maximization is "system design architecture" that will act first as a guiding star on a boundless sea, enabling leaders to navigate a course in both good and bad times, to talk to their entire organization with a common, universal framework that every new initiative, project, program, alliance, and team can use to communicate its vision, strategy, and course of action.

A design system architecture must not only be the navigational system to give direction, but also serve as the guidance system to weave through the chaos and turmoil that is in the path of every leader.

## The Performance Impact of Value Maximization:

With a design architecture in place, we are convinced leaders and managers will be able to mobilize people, commit assets, build alliances, and generate value that flows end-to-end from suppliers into one's organization, and through to customers. Based on our years of experience, we believe Value Maximization will improve top line and bottom line performance at least 20%.



## Leadership and Overcoming Resistance to Change:

Every executive knows the importance of making organizational improvements. This always involves creating better teamwork, particularly more functional cooperation across boundaries and silos. To be an effective leader, one must be able to influence the way people think and act. This means communicating with insight, energy, and authority.

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# About VALUE MAXIMIZATION

## AGENDA

### 1. OVERVIEW OF VALUE MAXIMIZATION ARCHITECTURE

The Five Shifts

Why Value has been Problematic

8 Key Elements for Success

- Workgroup Action Plan



### 2. LINKING STRATEGY TO VALUE TO PERFORMANCE

Strategy Transforms Vision & Assets into Value

Strategic Battle of Value Chains & Creating Value Chain Competitive Advantage

- Workgroup Action Plan

### 3. CONSTRUCTING A VALUE PROPOSITION

Why Value Propositions are the Essential First Step

Defining Value --How Metrics connect Vision to Operations

9 Conditions for Success in Value Proposition Construction

- Workgroup Action Plan

### 4. IDENTIFYING VALUE DRIVERS

Underlying Value Generators in the Value Chain

Value Iceberg – Going Beyond Trust of Ownership

Removing Obstacles and Peripheral Costs

- Workgroup Action Plan

### 5. VALUE HIERARCHY & VALUE STRATAGEMS

Five Different forms of Value Generation that MUST be mastered

22 Value Stratagems – the gambits and moves on the Value Chessboard

- Workgroup Action Plan

### 6. STRATEGIC VALUE METRICS

Leading and Lagging Indicators – A Diagnostic Performance Tool

Key Factors for Success in Using Value Metrics – Operating Principles

Using Metrics to Drive Breakthrough Performance

- Workgroup Action Plan

### 7. STRATEGIC COST → VALUE MANAGEMENT

Aligning the Value Chain – Crossing Boundaries, Borders, and Silos

Lean Value Chains & Target Costing

Building the High Trust Innovation Team

- Workgroup Action Plan

### 8. OBSTACLES, BREAKDOWNS, & OPPORTUNITIES

Turning Breakdowns into Breakthroughs – Staying on Time & Budget

Using Beware the Untrustworthy & Destructive Contracts

Using Value Maximization to Accelerate Projects

- Workgroup Action Plan

Available in  
Three Formats

- 1 Day
- 1 ½ Day
- 2 Day



# About VALUE MAXIMIZATION

## You Will Learn:



This is a hands-on, interactive workshop where you can address real issues you and your team are dealing with now!

- The Most Critical Shifts that will change the Structure of Business and why you must pay attention to these
- Why Value Maximization is really the Purposed of Business
- How Five Stakeholder Groups are positively impacted by the shift to a Value Maximization system
- How to use the Value Stairway to gain quantum leaps in Value, including major performance impacts on Revenues & Profits
- How Strategy must be connected tightly to Value and Competitive Advantage
- The Power of Cooperation in Supply Chains and Alliances
- How Differentials in the Value Chain Generate Innovation
- How to Cut Costs Without Cutting Value
- Bonus: Graphics & White Paper on Value Maximization to aid implementation in the field

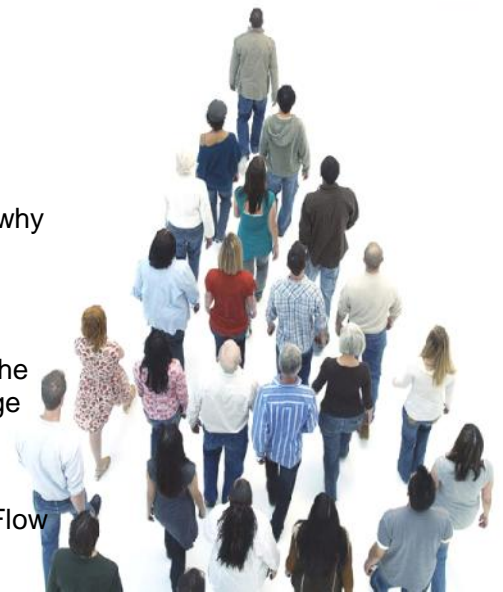
You've re-energized me! I am very passionate about people and their potential for greater things and your work has given me some better tools to push that positive message forward. Thank you for your endless quest for knowledge and more importantly for sharing it with the world - YOU ARE MAKING A DIFFERENCE, please keep spreading your good work!

-- Susan Harrison, Director, Service Delivery, Ministry of Social Development & Social Innovation, Gov't. of British Columbia

## What Benefits Can I Expect?

During this Workshop you will:

- Discover why Value gets lost and everything defaults to Cost
- Understand how Five Forces will change the formula for success
- Identify the Primary Value Drivers in your company, and the reason why Typical Cost Cutting actually destroys future prosperity
- Become attuned to Why Mission Statements are almost useless in creating/sustaining value and what to do to be highly effective
- Be able to Recognize People that will be highly capable of creating the end-to-end value chain strategy that will create competitive advantage
- Engage the entire organization, tearing down boundaries, building teams and alliances to create new innovation
- Eliminate excess cost & non-value added work to streamline Value Flow
- Apply the Value Maximization architecture to every strategic asset in your organization
- Accelerate the Speed of Innovation of that can be produced



# About VALUE MAXIMIZATION

## Why Should I Use a Workshop Approach?

When making a decision about how to improve team performance, any ardent follower of winning sports teams knows that behind great stars invariably there is a great coach. Often great coaches take losing teams to the top of their game in only one season.

How can you inject the impact of a great coach into your team or alliance quickly, economically, and with the expectation of great results in rapid order? The answer is coaching through a two-fold strategy:

- First, reveal which *best practices* produce dramatic improvements.
- Second, avoid the biggest mistake in learning: *knowledge brings results*. Studies show that simply having individuals attain knowledge does *not* improve results. Results come when teams apply their learnings together, immediately upon their joint learning.



## About your Workshop Leader

Robert Porter Lynch has been creating alliances for over thirty years. His studies of Alliance Best Practices, beginning in the 1980s have resulted in thousands of successful alliances all over the world. Over 25,000 executives and managers have attended his programs and workshops worldwide.

Co-Founder of the Collaborative Leadership Institute, he has consulted widely for scores of major companies in the high tech, communications, pharmaceutical, natural resources, financial services, healthcare and consumer products industries, among others. He's also assisted numerous smaller business, private-public partnerships, and government agencies.

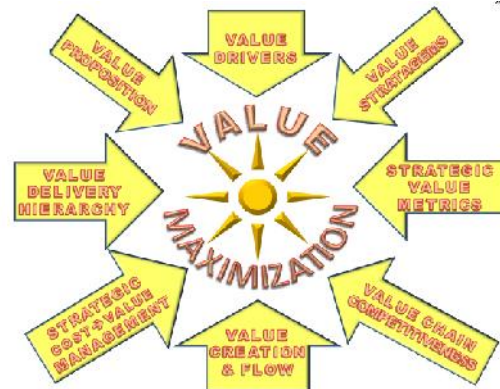
Robert is Founding Chairman of the Association of Strategic Alliance Professionals. He teaches at the Universities of Alberta, British Columbia, and San Diego; he's the author of nearly a dozen books and numerous articles. He is currently finishing a series of books: *Trusted to Lead* scheduled to be finished in 2017.



## What can I expect?

Participants develop their own strategies & techniques that they can begin applying immediately into their organization.

Learnings will be offered through case examples, interactive sharing of ideas, and practical project development sessions.



## What's Unique?

Our breakthrough approach to the "Architecture of Value Maximization" is based on hard evidence, economic analysis, and careful "best practice" codification which enables value to be systematically implemented in a very manageable, replicable, and sustainable function that can be taught to executives, technical people, and staff to produce consistently extraordinary results. Innovation.

# About VALUE MAXIMIZATION

## Who should Attend?

This workshop program is designed for upper and middle management leaders who are seeking to increase competitive advantage, alignment across their organizations, internal teamwork, collaborative innovation, better coordination, joint problem solving, communications across boundaries, and higher levels of human energy. It has been extremely valuable to:

- Senior Executives and Boards of Directors
- Team, Project Management, and Organizational Leaders
- Strategic Alliance, Merger & Acquisition Professionals
- Procurement and Supply Chain Professionals
- Licensing, Negotiations and Contract Managers
- Human Resource Professionals
- Scientific Collaborative Researcher Teams
- Cross-boundary Innovation Teams



## What others have said about our workshops

“An extraordinary experience. Your approach to trust is one of the most insightful and empowering experiences of my business career. I’ve used your method extensively and can say without reservation that the Architecture of Trust has profoundly changed the way I do business . . . . .hugely important and very powerful.”

–Ninon Prozonic, Vice President, Connect America

“You had great impact!.... both educational and inspiring.”

– Pat Garcia, Director, Sanofi-Aventis

“Invaluable in seeing how building trust contributes to achieving our top organizational priorities: Profit/ROI, Competitive Advantage, and Innovation.”

– Kim Castagnetta, Director ,Richoh



“Very applicable...critical to the future success of our company....Great way to articulate how we should shape our company’s future.....can’t wait to share this with my executive teams, peers, and staff ....very insightful, inspiring, and valuable.”

– Chad Compton, Director, Xerox

“...the missing code on trust...truly exceptional.”

– Paul G. Stoltz, Ph.D. Author: *Adversity Advantage* and *Adversity Quotient* , CEO, PEAK Learning, Inc.

“Robert Porter Lynch may be one of the best trust thinkers today.”

– Charles H. Green, Author: *The Trusted Advisor*

“Thank you for your passion and wisdom by faithfully speaking the truth to business! These messages are critical at such a time as this!!”

-- Michael Allen, CEO, Ventura Mfg.

## Some Bitter-Sweet Humour about “Value”

(paraphrasing and adapting some biting insight borrowed from Mark Twain)

“The word Value has become so vague and obscured that any self pronounced expert will cast it into the conversation with the expectation the listener will attach some profound meaning to its presence, much like evoking the holy name of the Lord, giving it some magical mystical power. All staleness and mediocrity will be absolved in a cleansing of fresh energy just staking claim to “value.”

“There are ways by which you can be set free, soaring away, as on the wings of the morning sun, and never be grounded again. You can attach nearly any word in the dictionary you please, word by word, to its tail or head, making it mean anything you want: Value Added, Value Created, Value Captured, Value Shared, Value Destroyed, Value-able, Value-less, Valued Friend, Valued Treasure, Shareholder Value, and on and on, ad nauseam ad infinitum.

“Now, the leader, equipped with this noble word, is master of every situation. Let him talk right along, fearlessly; let him pour forth his indifferent bureaucratic gibberish, and when he lacks for a word, let him heave “value” into the vacuum; all the chances are that it fits it like a plug.

“Surely there is not another aspect of business that is so slipshod and systemless in its conception, and so slippery and elusive to the grasp. One is washed about in it, hither and thither, in the most helpless way; especially when, at last, the manager thinks he or she has captured a rule which offers firm ground to gain a foothold amid the general rage and turmoil of ten conflicting opinions about where and how to start the conversation about value -- every time he or she thinks they have mastered a case, a seemingly insignificant or contradictory piece of evidence intrudes itself into their paradigm, clothed with an awful and unsuspected power, and crumbles the ground from under them.”

## Who Will I be Working with & Learning from?

Robert Porter Lynch has been in the vanguard of thought leadership in the field of the future of business, having pioneered in alliances, collaborative innovation, and trust building. He’s an expert professional with an extensive world-wide track-record. He is the author of several books, and has been acknowledged by his peers as one of the Top Thought Leaders on Trust, Strategic Alliances, and Supply Chain Management.



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We are a learning institution, not Consultants. Think of us as *Resultants* -- “Architects & Capability Builders” who deliver a tested and effective strategic system and process methodology that harnesses the innovative power of differentials across internal and external boundaries.

- We Design/Co-Create Collaborative, Alliance & Trust based Innovation Systems
- We Give Clients Long-Term, Sustainable Capabilities that Produce Results

While we do analysis and give advice, neither are our primary purpose -- our job is to co-create, with our clients, the most sustainable, regenerative system of useful competitive advantage through our Collaborative Innovation Architecture™