

# The Best Practices Enterprise™:

Furthering Business Principles Understanding



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# About Kerr Consulting Group



It takes more than desire to successfully navigate the waters of today's tumultuous business environment. For over 15 years, Kerr Consulting Group has helped its clients stem the tide.

Different from the rest, Kerr Consulting Group does not pretend to be everything to everybody. Instead, we exclusively focus on providing top-shelf services within our core competencies, which include:



- ***Strategic Planning***
- ***Work Process Redesign***
- ***Information Technology Transformation***
- ***Project Advisory Services***

Because of this strict focus, Kerr Consulting Group is uniquely positioned to bring only proven methods and practices to the helm.

As our corporate logo above suggests, you can count on Kerr Consulting Group to deliver results, while being a compass from which to gauge your organization's future success. Call us the next time that you would like objective advice and assistance.

# Business Principles



1. The Best Practices Enterprise™ will place “laser-like” focus on establishing a work environment that supports continuous transformation.
2. Processes will be broadened to include all related responsibilities and tasks, free of existing organization design or “chain of command”.
3. Processes will be designed independently of current work locations and physical plant.
4. Strategic Planning will be a continuously performed process and all new initiatives will be evaluated via this process before inclusion in the Strategic Plan.
5. All work to be done within the firm must be included in the Strategic Plan before commencing.

# Business Principles...continued



6. Work will be managed as a portfolio of projects and programs.
7. The information technology environment will be architected with resiliency and flawless integration in mind.
8. The Best Practices Enterprise™ will aggressively leverage the emerging free agent market.
9. Diversity and inclusion efforts will be aimed exclusively at establishing a culture where individual differences among workers are recognized as valuable ingredients in achieving the best business outcomes for the organization.
10. Communication will be recognized as a vital process that must be managed deliberately.

# Business Principles...continued



11. With increasing business variability in mind, the work environment will be constantly monitored to identify opportunities to outsource routine activities to best-of-breed vendors.
12. The organization will seek to establish new types of vendor relationships that clearly define mutual gain for the parties involved.
13. The Best Practices Enterprise™ will adopt “Continuous Employee Improvement” behaviors.
14. Performance measurement programs will focus on results, and, not effort.
15. A team-based management model will be adopted by the Company to enhance the ability to better respond to emerging market opportunities.

*The Best Practices Enterprise™ will place “laser-like” focus on establishing a work environment that supports continuous transformation.*

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## ■ Key Elements:

- *Best Practice:* Uninterrupted Business Redesign
- *People Issue:* Staff must be properly trained
- *Process Issue:* Improvement activities must be built-in
- *Technology Issue:* Systems must support the improvement activities

*Processes will be broadened to include all related responsibilities and tasks, free of existing organization design or “chain of command”.*



## ■ *Key Elements:*

- *Best Practice:* Uninterrupted Business Redesign
- *People Issue:* Management roles will be redefined accordingly
- *Process Issue:* Major overhaul will be required in some areas of the business
- *Technology Issue:* Systems must be extended to support new ways of doing business

*Processes will be designed independently of current work locations and physical plant.*



## ■ *Key Elements:*

- *Best Practice:* Uninterrupted Business Redesign
- *People Issue:* Staff will need to understand the entire process
- *Process Issue:* Hand-offs may cross borders
- *Technology Issue:* Systems must track key activities that comprise the process



*Strategic Planning will be a continuously performed process  
and all new initiatives will be evaluated via this process  
before inclusion in the Strategic Plan.*



## ■ *Key Elements:*

- *Best Practice:* Program-Centric Strategic Planning
- *People Issue:* Personnel will need to be dedicated to the administration of the plan
- *Process Issue:* Planning process will need to be institutionalized
- *Technology Issue:* Systems must support the process

*All work to be done within the firm must be included in the Strategic Plan before commencing.*

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■ **Key Elements:**

- **Best Practice:** Program-Centric Strategic Planning
- **People Issue:** All staff will need to be trained in the process
- **Process Issue:** Supporting administrative processes must be developed to ensure success
- **Technology Issue:** Systems must be used to communicate the plan

*Work will be managed as a portfolio of projects  
and programs.*



■ *Key Elements:*

- *Best Practice:* Portfolio-based Project Management
- *People Issue:* An awareness program is needed to communicate this new way of doing business
- *Process Issue:* Project Management activities will need to be formalized
- *Technology Issue:* Project management software will need to be implemented

*The information technology environment will be  
architected with resiliency and flawless  
integration in mind.*

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■ **Key Elements:**

- **Best Practice:** Resilient IT Architecture Design
- **People Issue:** Staff may need to be temporarily augmented to provide needed expertise
- **Process Issue:** Technology standards will need to be developed and folded into related acquisition and implementation policies
- **Technology Issue:** Systems that monitor and manage the technical environment are required

*The Best Practices Enterprise™ will aggressively leverage the emerging free agent market.*

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■ *Key Elements:*

- *Best Practice:* Cross-cultural Workforce Inclusion
- *People Issue:* Standard training for temporary workers will need to be developed
- *Process Issue:* Ties to Uninterrupted -BPR activities are required
- *Technology Issue:* Systems security issues must be properly addressed in this type of work setting

*Diversity and inclusion efforts will be aimed exclusively at establishing a culture where individual differences among workers are recognized as valuable ingredients in achieving the best business outcomes for the organization.*

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## ■ *Key Elements:*

- *Best Practice:* Cross-Cultural Workforce Inclusion
- *People Issue:* Skills training must include modules aimed at diversity challenges
- *Process Issue:* Desired business outcomes must be clearly defined and articulated for each process
- *Technology Issue:* Systems can be used in related training and communication

*Communication will be recognized as a vital process that must be managed deliberately.*



## ■ *Key Elements:*

- *Best Practice:* Results-focused Communications
- *People Issue:* An awareness program is needed
- *Process Issue:* Proper communication channels must be weaved into core processes
- *Technology Issue:* Communication devices can be supported through technology

*With increasing business variability in mind, the work environment will be constantly monitored to identify opportunities to outsource routine activities to best-of-breed vendors.*

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■ **Key Elements:**

- **Best Practice:** Uninterrupted Business Redesign
- **People Issue:** Staff will need to be trained in any resultant changes in process
- **Process Issue:** Work activities will need to be reengineered as some are outsourced
- **Technology Issue:** Systems can be used to track and monitor outsourced activities



*The organization will seek to establish new types of vendor relationships that clearly define mutual gain for the parties involved.*

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■ *Key Elements:*

- *Best Practice:* Program-centric Strategic Planning
- *People Issue:* Vendor / contract management training should be provided to all staff with vendor oversight responsibilities
- *Process Issue:* Contracting processes should be reviewed and improved as necessary
- *Technology Issue:* Vendor / contract tracking can be automated

*The Best Practices Enterprise™ will adopt  
“Continuous Employee Improvement”  
behaviors.*

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■ *Key Elements:*

- *Best Practice:* Continuous Employee Improvement
- *People Issue:* Results focused training is needed
- *Process Issue:* Appropriate “Lessons Learned” activities should be folded into core processes
- *Technology Issue:* Systems can be used in training and performance measurement

*Performance measurement programs will focus on results, and, not effort.*



■ *Key Elements:*

- *Best Practice:* Continuous Employee Improvement
- *People Issue:* Associated staff awareness programs must focus on this paradigm shift
- *Process Issue:* Performance measurement should be made to be an outcome of the work performed
- *Technology Issue:* Performance measurement systems must be developed to work in unison with core support applications

*A team-based management model will be adopted by the Company to enhance the ability to better respond to emerging market opportunities.*

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■ **Key Elements:**

- **Best Practice:** Continuous Employee Improvement
- **People Issue:** Training in this new way of approaching the work dynamic is needed
- **Process Issue:** Supporting administrative processes must be developed to ensure success
- **Technology Issue:** Systems enhancement will likely be identified as the shift evolves

# To Close



*These fifteen business principles provide a solid context for understanding the Best Practices Programs that are discussed in detail within the book. Practitioners and their managers, who may be charged with overseeing the implementation of specific best practices, may want to pay particular attention to these chapters because they provide excellent guidance on how to execute each program.*

# About The Author



**James M. Kerr** is a managing partner and resident futurist at Kerr Consulting Group, a leading management consulting firm, located in Cromwell, Connecticut. Kerr Consulting Group specializes in assisting Fortune 500 firms in corporate visioning, scenario planning, mergers / acquisitions, process design and enterprise reorganization.

With over 20 years of experience in the field, Mr. Kerr is a sought after lecturer and a well-respected management consultant known for his corporate transformation, strategy formulation and business redesign work.

He can claim such diverse organizations as JP Morgan Chase, Bic, The Hartford, IBM and the U.S. Joint Chiefs of Staff as clients.

A graduate of Bentley College located in Waltham, Massachusetts, Mr. Kerr earned an M.S. degree in Management Science from Rensselaer Polytechnic Institute. He serves as an adjunct professor within the Lally School of Management at Rensselaer, teaching graduate-level strategic planning courses.