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# Learning Lunch # 20

## *Promoting Actions & Cause Networks*

Host = Dennis Sergent, Sergent Results Group  
517-381-5330

Tuesday, May 18th, 2010  
10:30 AM to 1:00 PM

*University Club of Michigan State*  
3435 Forest Road, Lansing, MI 48909  
517-353-5111

# Learning Lunch - Agenda

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## February 20th, 2009 - It Started

- Learning Lunches 1-4 - *Networking & Forming Teams*
- Learning Lunches 5 - 9 - *Enterprise Thinking*
- Lunches 10 - 12 - *More Thinking Tools*
- Lunches 12 - 15 - *Branding*
- Lunch 16 - *Understanding & Acting On The Voice of The Customer*
- Lunch 17 - *Change Models*
- Lunch 18 - *Alignment, Adaptation and Engagement*
- Lunch 19 - *More Alignment, Adaptation and Engagement*

## May 18th, We Will Discuss

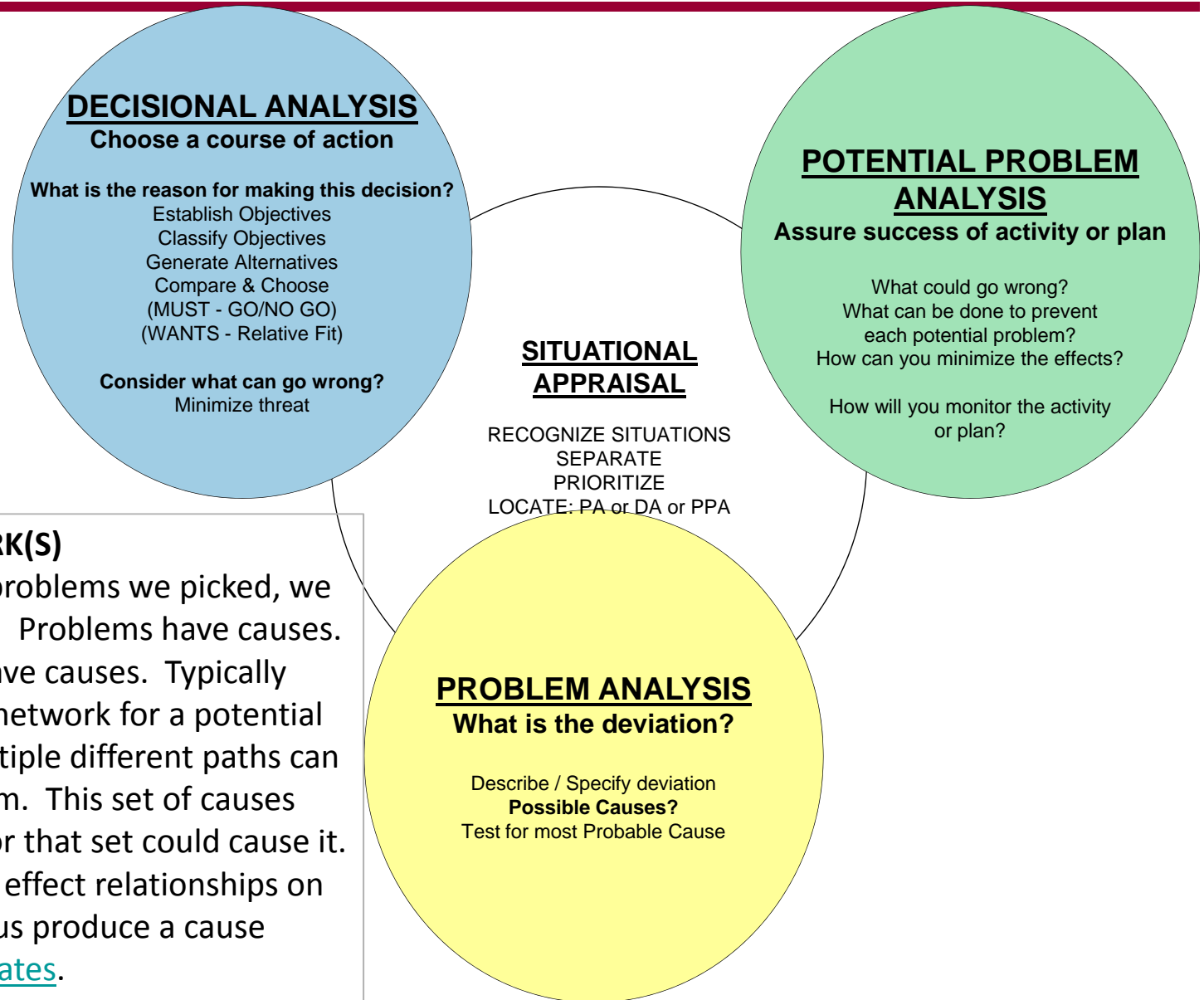
- **Promoting Actions and Cause Networks**
  - **Tim Higgins of NASA is our Primary Source**

# Promoting Actions and Cause Networks

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- **What is a promoting action?**
  - **Making something better happen?**
- **When do we need it?**
  - **When we want a future better than the the current state).**
  - **When we want improvement.**
    - Both potential problems and potential opportunities have causes.
    - Improvement comes from promoting the causes of potential opportunities rather than from correcting and preventing problems.
  - **Anticipating potential problems (future bad events) and addressing them maintains the status quo.**
  - **Anticipating potential opportunities (future good events) and addressing them works toward improvement.**

# Cause Networks



**DEVELOP CAUSE NETWORK(S)**  
For each of the potential problems we picked, we generate a [cause network](#). Problems have causes. Potential problems also have causes. Typically when developing a cause network for a potential problem, we find that multiple different paths can generate the same problem. This set of causes could cause the problem or that set could cause it. Using the physics of cause effect relationships on potential problems will thus produce a cause network display with [OR gates](#).

# Purpose of Promoting Actions

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- The purpose of promoting action is to find a pattern of interrelated causes that will lead to an opportunity and to identify what intervention (if any) is appropriate so that the set of causes will generate the opportunity.
  - Engaging in [potential opportunity analysis](#) is one way to generate improvement, generate a future better than the status quo.
  - Corrective action is fixing things.
  - Preventive action is maintaining things, not letting them get worse.
  - Promoting action is making things better than they are now.
  - Each activity has a different purpose but each requires an understanding of cause effect relationships – physics.

# Potential Opportunity Analysis

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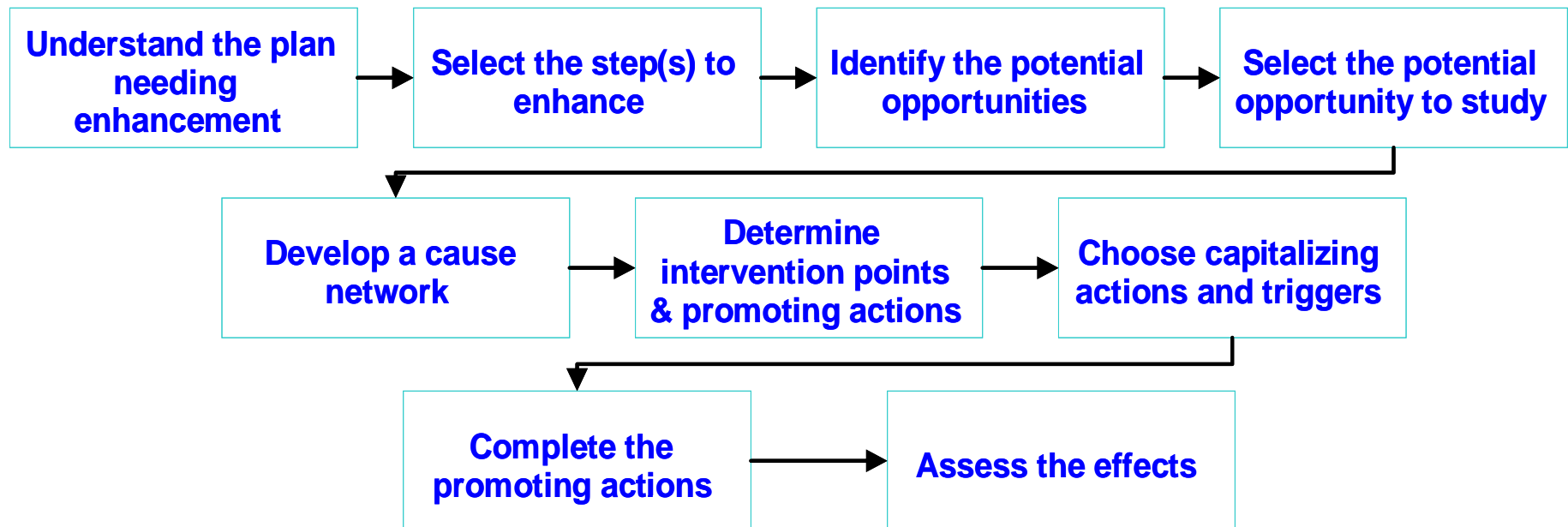
- **Promoting Action**

- **Potential opportunity analysis directs efforts at getting a plan to go better than expected.**
- **It aims at causing better than expected effects by**
  - Identifying opportunities,
  - Studying their possible causes, and
  - Acting to promote those causes.
- **Compared to the thinking underpinning corrective action and preventive action, it is the least used of the three thinking processes.**
- **It is likely the most powerful of the processes in terms of better futures.**
- **We create the future by what we do in the present.**

# Promoting Action & POA

- **Opportunities have causes worth pursuing.**
  - Risk reduction an automatic response of importance.
  - Opportunity enhancement / promoting actions are uncommon.

## Potential Opportunity Analysis & Promoting Action



# Promoting Actions & POA Steps

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- **Understand the plan and purpose**
  - What is the context?
  - Who do we involve to help us in this purpose?
- **Select the steps to enhance**
  - Are we experts?
  - How simple is the step?
  - How much extra time is in the schedule?
  - Can alternate resources cost less or add more value?
  - How significant is the gain if we succeed?
- **Identify the opportunities in each step of the plan**
  - What benefits the system as a whole?
  - How would this fit in?
  - What would this lead to?
  - What is the likelihood of this happening?
  - What is the magnitude of the benefit if it occurs?
  - Which opportunities should we study?

# Developing Cause Networks

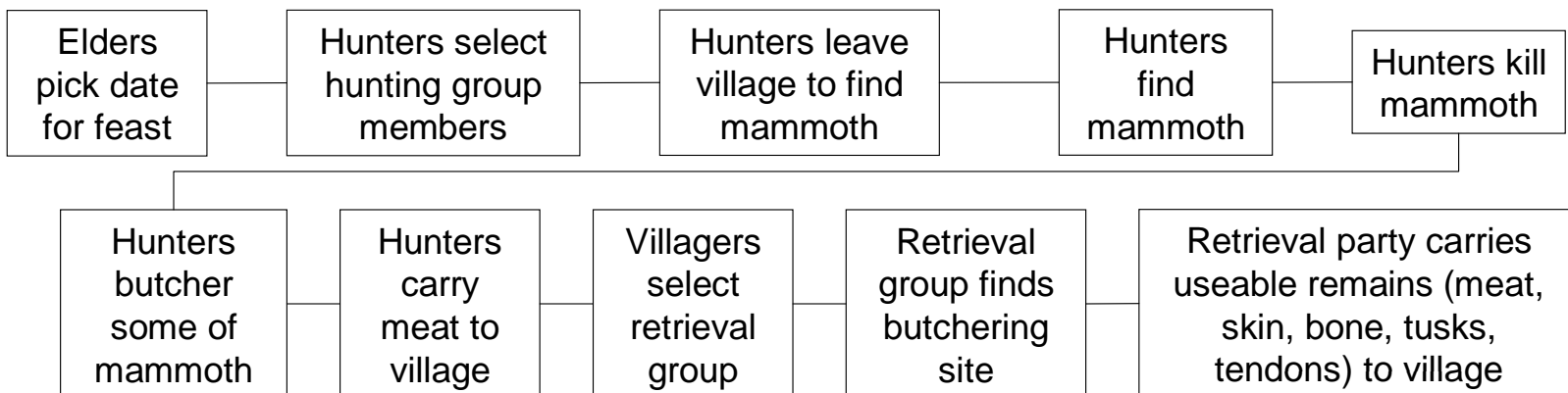
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- **Generate a cause for each opportunity**
  - Sometimes multiple causes and paths exist
- **Choose intervention points for causes**
  - List possible promoting actions to make cause materialize
  - Investment Thinking the order of the day
    - **Green Hat and Lateral Thinking tools (de Bono) are useful**
- **Select most appropriate actions for desired effects**
  - Keep unintended consequences in mind
  - Choose capitalizing actions
  - Incorporate into plans
- **Define what, why, how, who and when actions taken**
  - Especially the triggers for the actions
- **Act as planned**
- **Assess the effects (PDSA)**

# Promoting Action Example

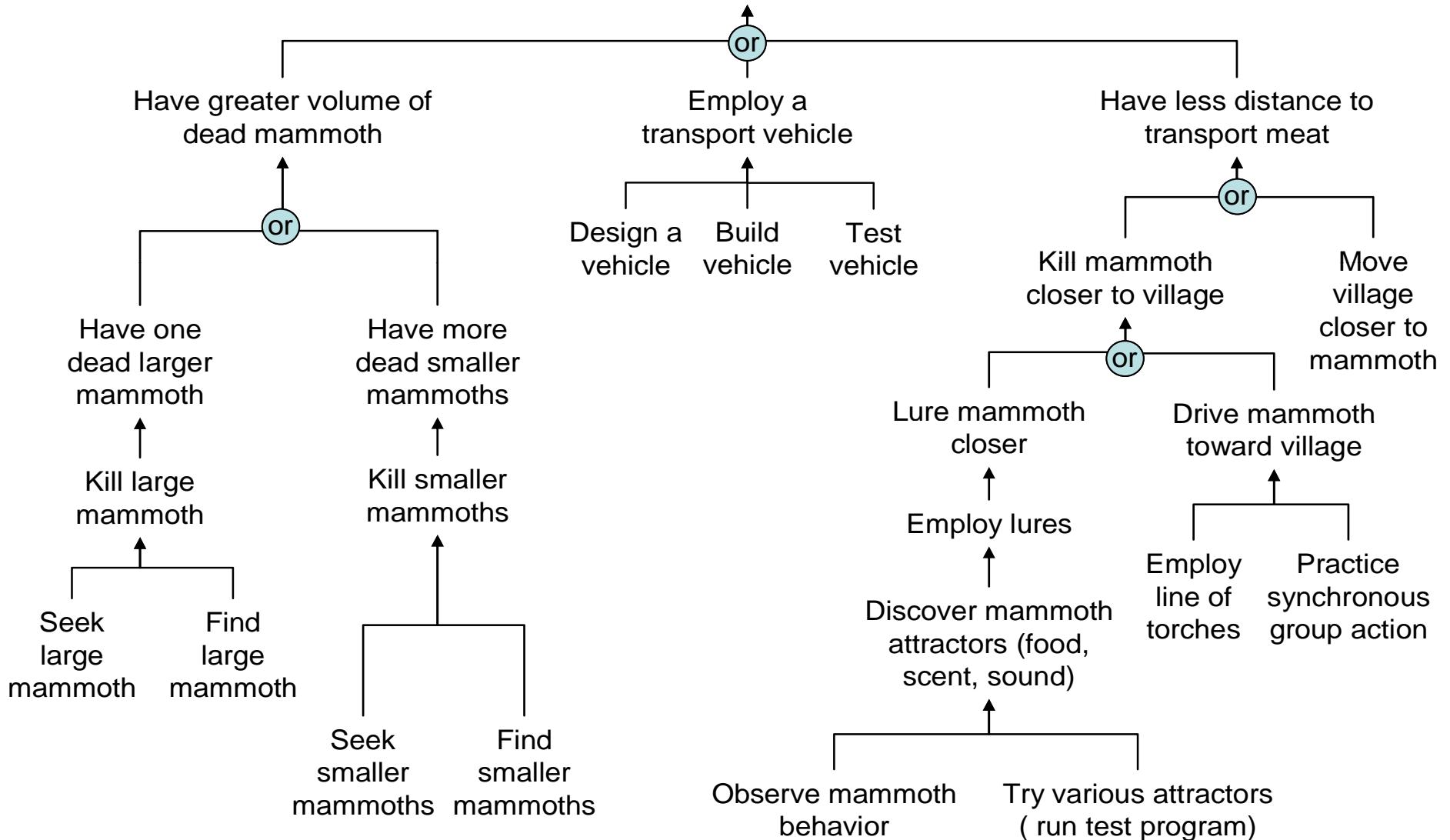
- **Tim Higgin's hilarious, but great example:**
  - In this example, we place ourselves at a time back when mammoth were hunted.
    - A **necessary condition** for hunting mammoth is live mammoth.
    - We have a plan for obtaining mammoth meat.
    - We are technologically deficient compared to today's gadgetry.
    - We are not mentally deficient.
    - We realize that plans can be improved.
    - So we elect to apply some potential opportunity thinking to our plan.

Sequence / **timeline** / flow of events aka existing plan for obtaining mammoth meat



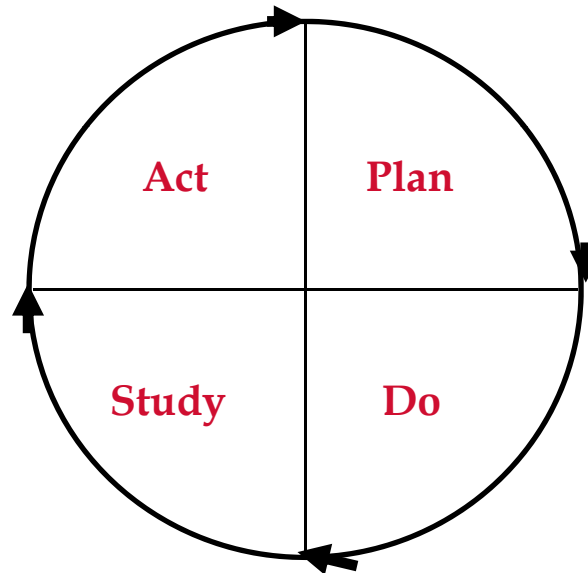
# Mammoth Cause Network

## Transport more meat than usual



# Deming's P-D-S-A Cycle

- We **PLAN** what we want to accomplish over a period of time and what we will do to get there.
- We **DO** something that furthers the strategies and goals developed in our plan.



- We **STUDY (Check)** the results of our actions to make sure we achieve what we plan.
- We **ACT** by developing procedures to ensure our plans continue to be successful and by changing what is needed to achieve the initial goals.

# LUNCH!

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- **Let's collect our lunch! (NO MAMMOTH ON THE MENU TODAY!)**
- **Room will be secure**
- **Staff will take your drink orders in the meeting room**
- **When you return, start discussing at your table**
- **Appoint one person to record your answers to the following questions!**

# TABLE DISCUSSION

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## AT EACH TABLE DISCUSS AND DOCUMENT:

- **WHAT ARE OUR NEXT ACTION STEPS?**
  - **What did I learn here?**
  - **What do we need to discuss next?**
  - **Who else should be here?**
  - **What will we do with this learning?**
  - **When do we meet again?**
  
- **THEN SHARE WITH FACILITATOR & ROOM WHEN ASKED**



# What Can We Think About Differently?

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- **Thinking Together**
  - **As Well As Alone**
- **Rethinking What Our Words Mean?**
  - **Thinking?**
  - **Working?**
  - **Learning?**
  - **Management?**
  - **Leadership?**
  - **Ethics?**
  - **Investment?**
  - **Interchangeability?**
  - **Quality?**
  - **Continuous?**
  - **Together?**
  - **Technology?**
  - **Rethinking?**

# Future Agenda

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## Future Discussions

- June 10th, 2010 = Testing & Evaluation Ideas (Doug Mead)
- July 8th, 2010 = Project & Program Management (PDSA)
- July 27th, 2010 = Skilled Incompetence & Managerial Malpractice
- Aug 19th, 2010 = Operational Definitions
- Sep 13th, 2010 = Small Business - Quality Benefits

## Other Subjects

- Culture
  - Comparisons of Quality Management Systems
  - Enabling Transformation - Principles and Planning
  - Having Difficult Conversations - Principles and Tools
  - Influence (Influencing Your Leader and Your Team)
  - Innovation
  - Leadership
  - Overcoming Organizational Defenses with Productive Reasoning
- 
- **What Are Your Ideas?**



# Systems Thinking Tools & Models

- **ADDIE Model**
- **Advocacy Model (Ladder of Inference)**
- **Alignment - Adaptation Model**
- **Anticipatory Thinking**
- **Appreciative Inquiry**
- **BEM - Behavior Engineering Model**
- **Branding**
- **Case Design & Documentation Concept Triangle**
- **Cause & Effect Analysis**
- **Cause Network**
- **Change Models**
- **Complexity (Structural vs. Interactive)**
- **Continuous Performance Improvement (Kaizen)**
- **Current Reality Trees Creative Hit List**
- **DATT - Directed Attention**
- **Dale Brethower System Model**
- **David Langford "Tool Grid"**
- **DIVE - Define, Investigate, Verify, Ensure Emotion and Logic**
- **DMAIC - Six Sigma Tool**
- **Five Elements / Five Organizing Principles**
- **Five Qs** (Five Key Questions For Performers - Maritz Inc.)
- **Geary Rummler Model**
- **Groupthink**
- **High Impact Learning**
- **Histogram Test**
- **Hoshin - Kanri Planning**
- **Idealized Design**
- **Investment Thinking**
- **Kaizen - Continuous Improvement**
- **KANO Model**
- **Kepner Tregoe Performance System**
- **Key Trouble Shooting Analysis**
- **Ladder of Inference**
- **Lateral vs. Linear Models**
- **Lean and Lean Six Sigma**
- **Learning Cycle**
- **Left Hand Column Tool**
- **Life Cycle Management**
- **MORT - Management Oversight Risk Tree**
- **Overcoming Organizational Defenses** (Skilled Incompetence)
- **Parallel Thinking**
- **PDSA - Learning Cycle**
- **Performance Feedback Tool (PFT)**
- **Personal Mission Statement**
- **Productive Reasoning (vs. Defensive Reasoning)**
- **Program & Project Management**
- **Promoting Actions (Cause Networks)**
- **Random Word**
- **Robust Engineering**
- **RSVP Standards** (ISPI)
- **Run To Failure**
- **SAVI - Learning Model**
- **Seven Habits**
- **Situation Analysis**
- **The Six Boxes**
- **Six Action Shoes**
- **Six Sigma Tools (DMAIC)**
- **Six Thinking Hats**
- **Systematic Problem Solving & Decision Making**
- **Taguchi Loss Function**
- **Tool Time Book**
- **TRIZ Functional Diagram**
- **Vision, Mission, Values**
- **Voice Of the Customer (VOC)**

# References

- ***Accelerated Learning Handbook*** - David Meier
  - ***The Brand Called You*** - Peter Montoya with Tim Vandehey
  - ***Deep Change*** - Robert E. Quinn
  - ***The Diffusion of Innovation*** - Everett Rogers
  - ***Enterprise Thinking*** - Dr. Bill Bellows
  - ***The Fifth Discipline*** - Peter Senge
  - ***Flawed Advice and The Management Trap*** - Chris Argyris
  - ***A Handbook of Thinking Principles*** - Tim Higgins
  - ***The Heart of Change*** - John Kotter and Dan S. Cohen
  - ***How To Manage Change Effectively*** - Donald L. Kirkpatrick
  - ***Improving Performance*** - Geary A. Rummler & Alan P. Brache
  - ***To Infinity and Beyond*** - Dr. Bill Bellows
  - ***Lean Thinking*** - James P. Womack and Daniel T. Jones
  - ***Managing Transitions - Making The Most of Change*** - William Bridges
  - ***The New Economics*** - W. Edwards Deming
  - ***Overcoming Organizational Defenses*** - Chris Argyris
  - ***Parallel Thinking*** - Dr. Edward DeBono
  - ***Quality & Performance Excellence*** - James R. Evans
  - ***Real Progress Requires a Real Transformation - The Toughest Gig a Leadership Team Can Undertake*** - Barry Bebb, Ph.D., MBB
  - ***The Six Thinking Hats*** - Dr. Edward DeBono
  - ***Teaching Smart People How To Learn*** - Chris Argyris
  - ***Thinking Tools & Techniques*** - Tim Higgins
- Or
- Write Dennis Sergent for More References  
[dsergent@SergentResultsGroup.com](mailto:dsergent@SergentResultsGroup.com)

# Other Links & Resources

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- **Capital Quality Initiative - Lansing, Michigan, Regional, National and International**
  - LinkedIn Group
  - New Website With All Learning Lunches
- **Deming Institute**
  - LinkedIn Group
- **InThinking Network**
  - Ongoing Discussions, Learning & Annual Forum
  - Numerous Resources on Web
  - LinkedIn Group
- **Ongoing Learning, Discussions, Networking and Integration of Ideas**
  - Learning Lunch
  - Maslow's Hierarchy of Needs
  - ORID - Focused Group Conversations
    - **Objective, Reflective, Interpretive and Decisional**
  - Red Pen - Blue Pen Exercise
    - **RedPenBluePen.org and .com**
  - Scanlon Leader Network
  - Sergent Results Group
    - **Useful Tools on Website**
  - The Center For Michigan



# **CQI LEARNING LUNCH**

***Promoting Actions & Cause Networks***