

Zen and the Art of Sustainability Management

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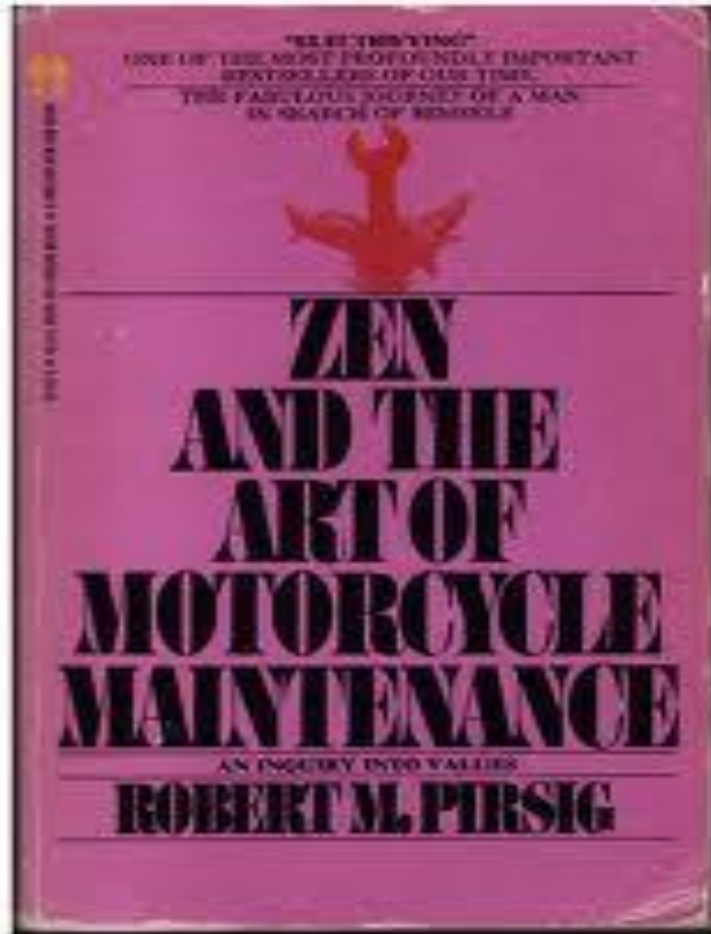
Overview

- **Introduction: Some key themes – Zen, sustainability, sustainability management**
- **Background: Some key factors – capability, capacity, and competency management**
- **Issues for Consideration**

Introduction: Some Key Themes

- **Sustainability**
- **Sustainability Management**
- **Zen**

Pop Zen



An Operational Definition

As in Zen, the trick is to become one with the activity, to engage in it fully, to see and appreciate all details—be it hiking in the woods, penning an essay, or tightening the chain on a motorcycle.

— Amazon.com Review

Zen

- **Louis Armstrong once said, “If you have to ask what jazz is, you'll never know.”**
- **The same is true of Zen.**
- **Zen and Not Zen**

Zen



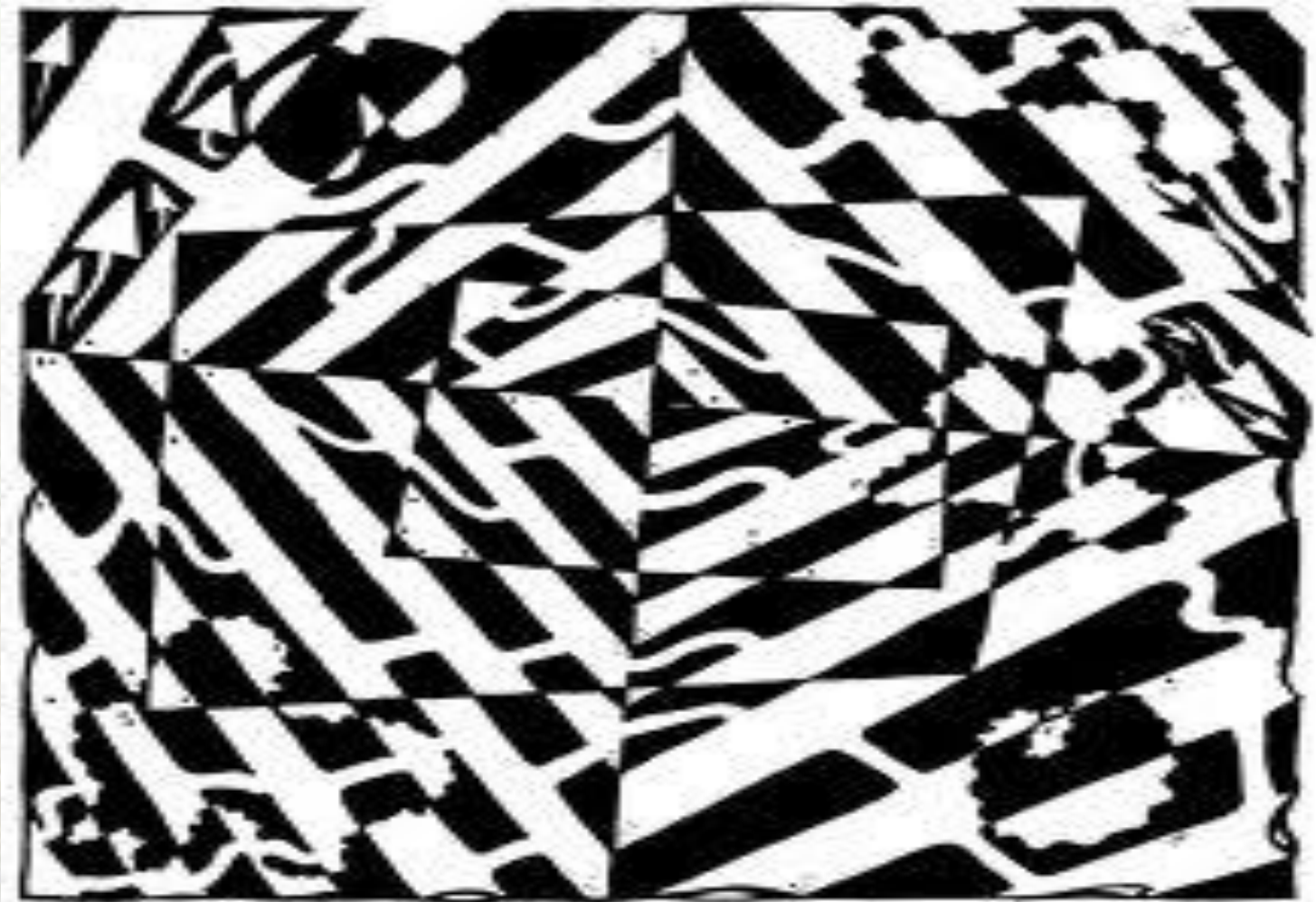
Not Zen



Zen



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AP

Zen

The sound of the one hand clapping



Not Zen



Sustainability

Your organization's ability to address current business needs and to have the agility and strategic management to prepare successfully for the future business, market, and operating environment.

To be sustainable, your organization needs to consider both external and internal factors. The specific combination of factors might include industry-wide and organization-specific components.

Sustainability

Factors in your organization's sustainability might include workforce capability and capacity, resource availability, technology, knowledge, core competencies, work systems, facilities, and equipment.

Sustainability might be affected by changes in the marketplace and customer preferences, in the financial markets, and in the legal and regulatory environment. In addition, sustainability has a component related to day-to-day preparedness for real-time or short-term emergencies.

Sustainability Management

- **Managing Internal Factors**
 - Overall ... The Baldrige Core Values and Concepts, Framework, Criteria, and Scoring Guidelines
 - Capabilities, Capacities, Competencies
- **Managing External Factors**
 - The Baldrige Core Values and Concepts
 - Preparedness
 - Forecasting

Background: Some Key Factors

- **Capabilities**
- **Capacities**
- **Competencies**
- **Management of**

Capabilities

- **Workforce Capability** – Your organization's ability to accomplish its work processes through its people's knowledge, skills, abilities, and competencies. Capability may include the ability to build and sustain relationships with customers; to innovate and transition to new technologies; to develop new products and work processes; and to meet changing business, market, and regulatory demands.

Capacities

- **Workforce Capacity** – Your organization's ability to ensure sufficient staffing levels to accomplish its work processes and deliver your products to customers, including the ability to meet seasonal or varying demand levels.

Competencies

- **Core Competencies** – Your organization's areas of greatest expertise. Your organization's core competencies are those strategically important capabilities that are central to fulfilling your mission or that provide an advantage in your marketplace or service environment.

Competencies

- Core Competencies – Core competencies are frequently challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage. The absence of a needed core competency may result in a significant strategic challenge or disadvantage for your organization in the marketplace.

Competencies

- Core Competencies – Core competencies may involve technological expertise, unique service offerings, a marketplace niche, or business acumen in a particular area (e.g., business acquisitions).

Exercise

How do Capabilities, Capacities, and Competencies affect the Sustainability of your organization?

Management of ...

- Capabilities
- Capacities
- Competencies

Management of ...

- **Become one with the activity**
- **Engage in it fully**
- **See and appreciate all details**

Management of ...

- Know what you have
- Know what you need
- Analyze the gap
- Close the gap
- Repeat the cycle ... continuously



Exercise

How would you use the principles of Zen (Become one with the activity; Engage in it fully; See and appreciate all details) to manage capabilities, capacities, and competencies?

How to Focus – A Zen Approach

- **Focus**: The customer is everything.
- **Focus**: Take care of your sailors
- **Focus**: Every organization has competitors – even the Government!
- **Focus**: Every organization “makes widgets” – even the Government! Measure your widgets.
- **Focus**: SIPOCO
- **Focus**: Most work is Knowledge Work; most workers are Knowledge Workers

How to Focus – A Zen Approach

- Focus: Public-Private Partnerships to leverage core competencies we don't have
- Focus: The value-adding nature of labor-management collaboration
- Focus: The Government's customer is the public.
- Focus: The business of Government is government
- Focus: The need for a rigorous approach to continuous performance improvement

Some Issues for Consideration

- **The need for transformation of leadership and management paradigms**
- **The need for comprehensive reform of Human Capital Management**
- **The need for a coherent approach to managing Knowledge**
- **The need for a coherent approach to measuring, assessing, and continuously improving organizational performance**

A Zen-enabling Framework



Some Zen-enabling Values

- Visionary leadership
- Customer-driven excellence
- Organizational and personal learning
- Valuing workforce members and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Social responsibility
- Focus on results and creating value
- Systems perspective

Summary

- **Introduction: Some key themes – Zen, sustainability, sustainability management**
- **Background: Some key factors – capability, capacity, and competency management**
- **Issues for Consideration**

Conclusion

- In Zen, there is no conclusion, only endless cycles



Questions?

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**BEAT
ARMY!**