Larry Haas

- Larry Haas is the Founder and CEO of Global Aperture LLC, a management consulting firm specializing in helping organizations improve and transform to achieve their strategic goals.   The transformation approach he has developed is featured in his book, *SOS to ROI – A Strategic Approach to Conquer the Complexity Monster and Accelerate Results*.

- As a consultant and speaker, Larry's work has spanned a cross section of functional areas in industries such as Aerospace and Defense, Agriculture, Services, Corrections, Food and Beverage, Homeland Security, and Non-Profit.

- Clients and colleagues often refer to Larry's "sixth sense" ability to see into situations to clarify the complicated and conquer the complex. This skill has provided consistently more boldness for leaders, clearly-defined action for teams, and operational and financial impact for organizations.

- Prior to founding Global Aperture, Larry served as a consultant and leader in organizations such as Procter and Gamble, Deloitte, Diamond Consultants (now part of Price Waterhouse Coopers), The Boeing Company, and as an officer and program manager in the United States Air Force.

- Larry is a Hall of Fame alumnus of Columbine High School in Littleton Colorado. He received his BS in Aerospace Engineering from the University of Arizona, and his MBA with emphasis in finance and strategy from the UCLA Anderson school where he has served as the Vice President of the alumni Board of Directors.

- Larry Lives in the Los Angeles area with his two sons Matthew ("Matt"), Scot, and daughter Kate.

Larry can be reached at: larry@globalaperture.com; (310) 780-4137

Functional Expertise
- General Management
- Program Management
- Strategic Planning
- Business Development
- Product Development

Industry Experience
- Aerospace & Defense
- Manufacturing
- Technology
- Professional Services
- B2B, B2G

Mad Productivity

...In an Age of Constant Disruption

Larry Haas – Founder and CEO, Global Aperture LLC

Plan for This Session

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- Multitasking *Speed Test*

- Analysis and Discussion

- What the Experts Say

- Application

- Example

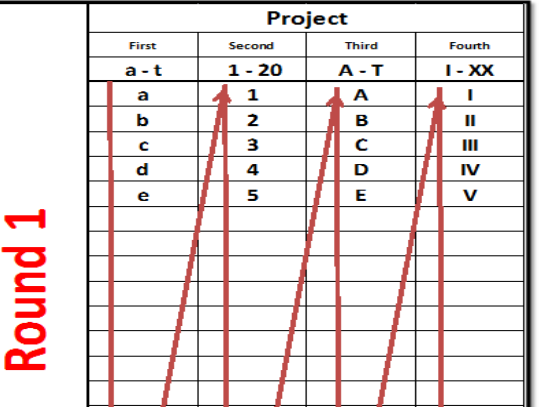One Request - *play full out and have fun!*

Speed Test – Round 1

- I am your boss, we have 4 projects that need to finish QUICKLY WITH NO MISTAKES

- In Round 1:

  First project (a-t) must be done first, then (1-20), then (A-T), then (I-XX)

- Note the time on the screen before moving on to the next project

UNMASKING MULTITASKING

Name: _____

Round 1	Project			
	First	Second	Third	Fourth
	a - t	1 - 20	A - T	I - XX
	a	1	A	I
	b	2	B	II
	c	3	C	III
	d	4	D	IV
	e	5	E	V

Click Here for Stopwatch

Remedial Training Anyone?

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Roman Numeral Chart 1 to 20 - nicholasacademy.com				
I = 1		**V = 5**	**X = 10**	
I 1	II 2	III 3	IV 4	V 5
VI 6	VII 7	VIII 8	IX 9	X 10
XI 11	XII 12	XIII 13	XIV 14	XV 15
XVI 16	XVII 17	XVIII 18	XIX 19	XX 20

Speed Test – Round 2

- Turn the sheet over

- I am STILL your boss, we have 4 projects that need to finish QUICKLY WITH NO MISTAKES

- In Round 2:

  - **Each project must make progress so each client feels we are working his/her project**

  - **Do one letter or number and the move to the next in a horizontal manner (a..1..A..I b..2..B..II etc.)**

- Note the time before finishing the next project

UNMASKING MULTITASKING

Name: _____

Round 2

Project			
First	Second	Third	Fourth
a - t	1 - 20	A - T	I - XX
a	1	A	I
b	2	B	II
c	3	C	III
d	4	D	IV
e	5	E	V

Click Here for Stopwatch

Discussion

What was the biggest difference between Round 1 and Round 2?

- How did it feel?

- What do you think is going on?

Do you want to volunteer your results for analysis?

Speed Test Analysis

Common Observations:

- Round 1 = *easier*

- Round 1 = *fewer mistakes*

- *I felt like I could get in a groove*

- All (Round 1) *completed before any in Round 2*

Typical Result

What is going on?

- Idle time (task is not being worked on)

- Switching and recovery time (now where was I?)

- Panic and rush (less fun) leads to mistakes (doing it over)
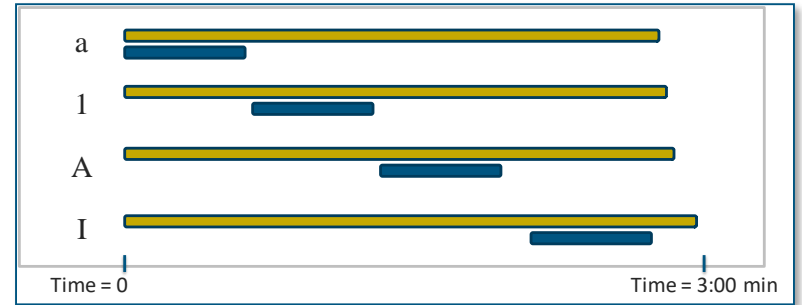
What the pros say?

The Science

- The brain can only focus on one task at a time

- Multitasking is really "*task switching*"

- Feeling rushed puts one in a non-ideal mental state, prone to mistakes

> "*People can't multitask very well, and when people say they can, they're deluding themselves*"
>
> Dr. Earl K. Miller
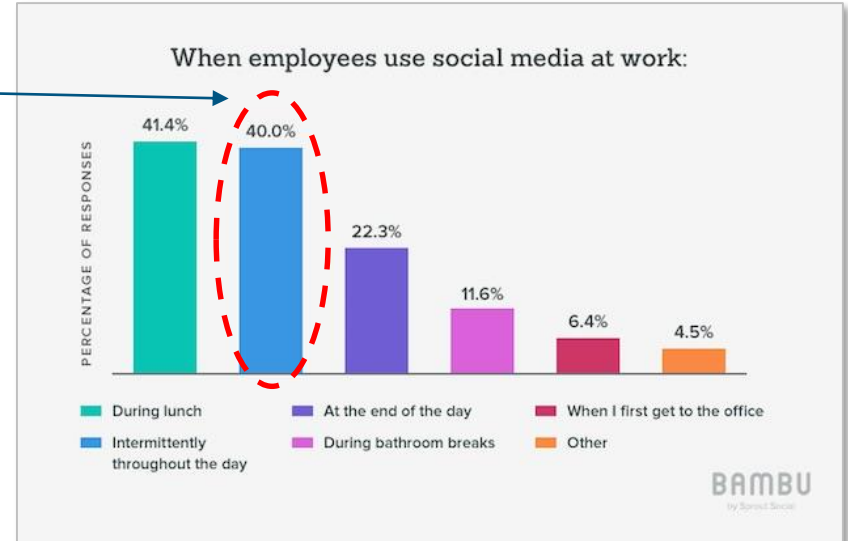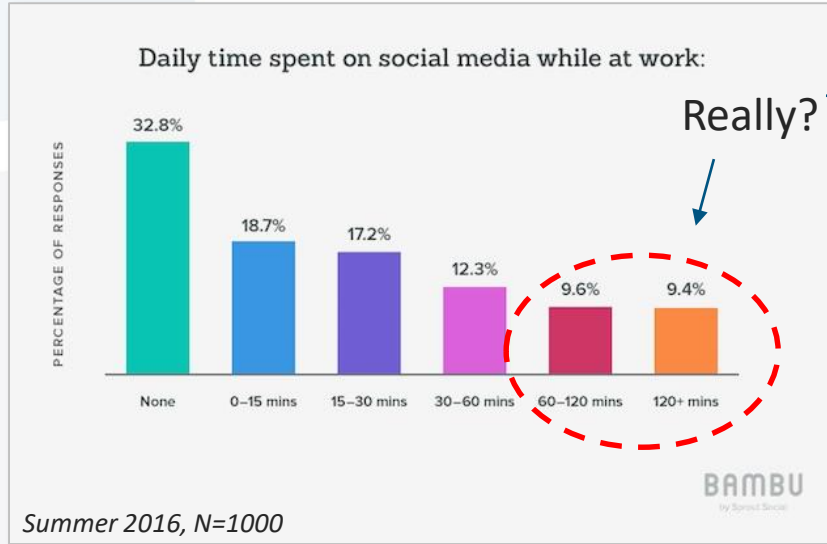> Neuroscientist, MIT

Implications for Organizations

- Massive productivity is <u>lost</u> by giving into the "pressure to multitask"

- Mistakes and <u>panic</u> lead to missed deadlines, late deliveries, costs, and stress

- Most people / organizations <u>miss out</u> on significant opportunities to focus and finish early

- <u>Leaders have huge leverage</u> in creating a culture of productivity (low work in process / WIP)

The Pros Also Say…

Interruptions are more tempting than e̶

Daily time spent on social media while at work:

32.8% None
18.7% 0–15 mins
17.2% 15–30 mins
12.3% 30–60 mins
9.6% 60–120 mins
9.4% 120+ mins

Summer 2016, N=1000

Really?

When employees use social media at work:

41.4% During lunch
40.0% Intermittently throughout the day
22.3% At the end of the day
11.6% During bathroom breaks
6.4% When I first get to the office
4.5% Other

What if we could reverse these negative impacts?

Might there be some value?

Extraction Techniques

1. Recognize the difference between GOOD and BAD Multitasking

Bad Multitasking

A Definition

Bad Multitasking is:

Multitasking where the Quality OR the Speed of the Highest Priority task is reduced

Extraction Techniques

1. Recognize the difference between GOOD and BAD Multitasking

2. Establish clear priorities (in CHUNKS is fine…don't over think it)

3. Prepare to FINISH once you START (like a baker)

4. Clear your desk, pick ONE task, then "sprint" for 45 mins.

   ▪ Eliminate distractions, turn off the phone – they can wait

5. Face into tough issues and resolve them – (98% done, isn't)

6. Use checklists for repeated tasks (even pilots do)

7. Create a *productivity engine* inside your team and drive daily execution

Show Me the Money

Estimate your opportunity:

- How much labor is involved?
  - Fully burdened salary (often 2x base)
  - Number of employees #
- Low and high range (30-70%) opportunity
- Calculate your realization (20-50%, year 1)

Example:

- 75k salary, fully burdened is 112.5k
- 10 employees = 1.125M
- Opportunity (40%)
- Year 1 realization (50%)
- **Gold = .20 X 1.125M = 225k**

Multitasking Gold Estimator	
Average Annual Salary	$ 75,000
Burden Factor	150%
Individual Labor Cost	$ 112,500
# of Employees	10
Total Labor Cost/yr	**$ 1,125,000**
Opportunity (30-70%)	40%
1-yr Realization of Opportunity	50%
2-yr Realization of Opportunity	80%
Gold in Year 1	**$ 225,000**
Gold in Year 2	**$ 360,000**

Productivity Action Plan

What Specific Actions Will I Implement?

Personally:

1. _____

2. _____

3. _____

Inside My Organization:

1. _____

2. _____

3. _____

An SOS2ROI Example

SOS

- Fortune 20 manufacturer needed to improve the productivity of its (30k) engineers

- Pressure to go fast led to building product before the design was complete – caused rework, massive delays / costs to build product

2

- Developed approach (*10X DISCIPLINES*) to transform how work got done - teaching teams how to work more effectively (this workshop was a part)

ROI

- Saved $100M the first year, then launched company wide (160K+ employees)
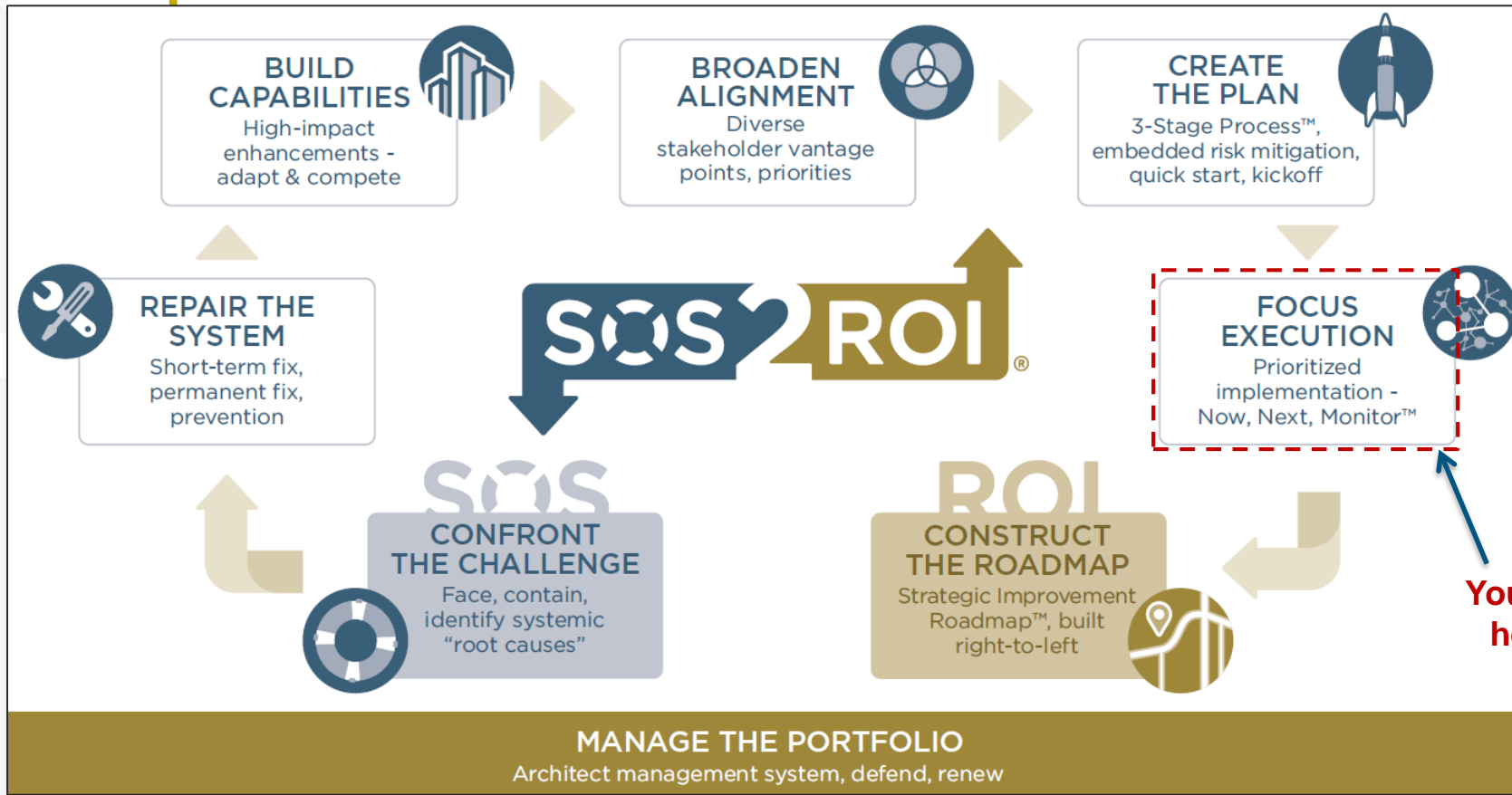
- Total Time – 18 months

"10X Disciplines" became ubiquitous
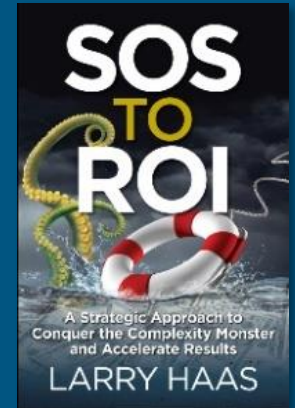© The Boeing Company

Transforming from SOS to ROI in 8 Steps

Thank You!

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Helping YOU transform from SOS2ROI®