

# *Market Field Teams*

## **Being a Champion: Field Team Execution Framework**

The enneagram framework is a guide to activities, which for the most part remain unconscious, and are not shared across an organization or between organizations. Frameworks are a good way to understand the initiatives of our customers, their way of thinking and working, and what they are seeking to accomplish. It provides the basis off which we can creatively find ways to help them achieve their results even before they see the gaps or think to ask us to help.

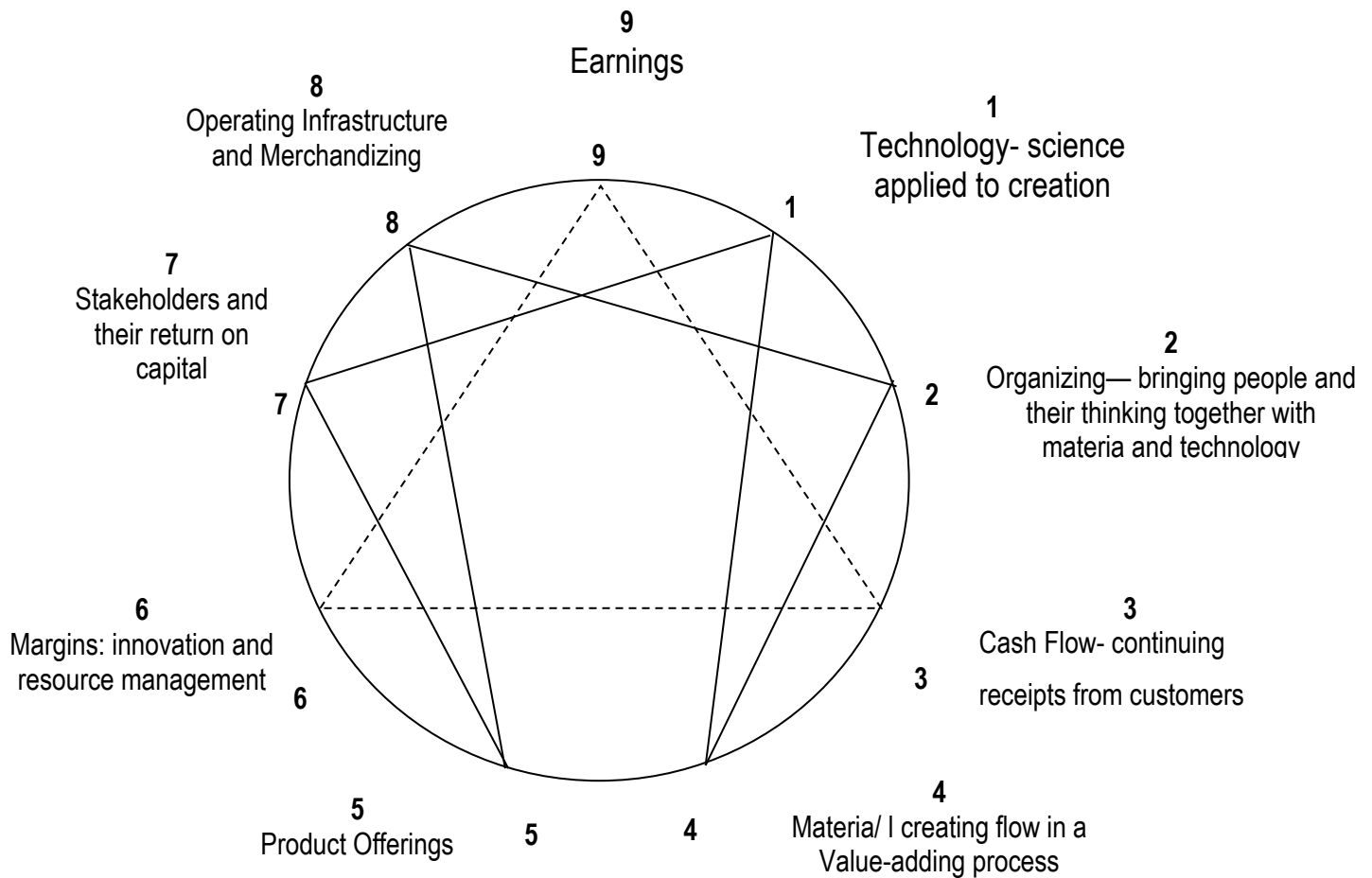
For example, when we engage with customers, we did not tend to be very complete. We ask only what we think we need to know to do what we promised to deliver. Hence we do **NOT** think all the way through a system of activities, observe their actions and how well they match the patterns they had envisioned, nor are they aware of a need to modify a pattern.

And yet this is a way that a business adds real value to a customer rather than just do what they are told. It is the source of higher margins, steady cash flow and increasing earnings through time. This is a framework to help field teams, champion teams, to see patterns of the customer and get ideas for improvements in their way of working and their results and to do so across the whole of their organization. (Also works for the organization serving as champions)

These shortfalls lead us to be incomplete and exhibit a lack of thoroughness in some situations that are critical for loyalty with a customer. If we are not openly, and consciously, working with thinking frameworks and making sure they are complete as well as we are being thorough in how we work through them, we may leave many stones unturned and jump to conclusions that would not be warranted with closer examination. Frameworks give us a way to map our thinking and working and to test for rigorousness and to collaborate on very difficult activities having significant implications.

Field Teams membership is self-chosen, from different relevant functions to create a **view of the whole** of a subject. There eschew issues and problems but may be submitted to a short term task

team to uplift a problem or issue into embedded work. Subjects that are most often long running, even considered permanent are



These nine windows on a business organization represent the arenas that must not only be considered when executing a strategy, but also they must be considered in relationship to one another and how they interact to create effect and effectiveness in a business. We can see how a

customer's strategy can or must play out when examined from these nine factors as part of a whole. This structure enables us to see the functional windows of a strategy as well as the dynamic inter-working of these windows in practice.

### **Understanding the windows in the Business Organization Framework**

To understand these windows you must envision a working business rather than attempting see these as static parts. All of these windows are at work in the customer's business and in their attempts to execute their strategy.

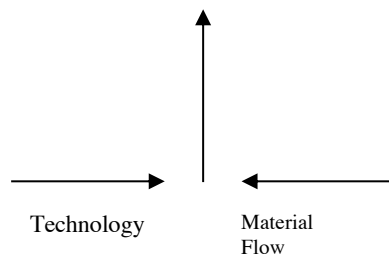
#### **Right Side:**

**Technology** is the hardware, systems, and thinking processes that serve the purpose of producing increasingly more valued product and service attributes. An example is the thinking approaches and established procedures in place as well as the machine and equipment.

**Material Flow** is the processes that provides the variation and variability to achieve a perfect product or service with ideal effectiveness. An example is the arrival of raw materials to be converted into a specific product; or the generation of new idea to be turned into a design; or a customer order to be converted into a design. Actually, it is the entire flow from concept/sourcing to the consumption/regeneration cycle. The flow variations are based on the specific material and the variation required in the output.

The **Organization** or people in the organization must reconcile these two windows (technology and material flow) to all the windows of the systems that interface with them and make the changes and adaptations necessary to produce desired effects and values.

## Organization



The right-hand side of the framework is composed of three windows representing the set of activities or efforts that are the internal workings as a business in every function and as a whole. They are the experience of our day-to-day work. On the left-hand side of the framework, outside the day to day and the reason for work efforts, are the arenas where efforts realize their ends. It is where the business is judged in terms of effects and effectiveness which determines the continued existence and prosperity of the business organization.

### **Left Side:**

The operating infrastructure, product offering, and stakeholders are all concerned with the value that is realized through the conduct of business.

**Product Offering** (the totality of what they offer in service, products, partnerships, and other windows that compose the value proposition) is about continuously adding new value that is harmonious with their customers' and consumers' systems so that the product offering becomes an integral part of their systems and promotes effectiveness for their customers. These offerings evolve as the customer/consumer evolves. For example, they may form a more complete solution or opportunity for a market or set of customers.

**Operating Infrastructure** correlates with all the merchandizing mechanisms for the product offering, the means of distribution and execution on the part of the producer, and all the entities that regulate and define market spaces. The work here requires ensuring an on-going reciprocal maintenance of the physical and social operating infrastructure of the surround of the product

and the associated energies that pervade its market arena. It is a unique arena in which to help customer succeed by doing some of this work for them as you support execution of their strategy

**Stakeholder** constituencies determine to what degree the value that was added is realized in their lives. Stakeholders must be positively motivated by what they see in order to provide the wherewithal, which they control, to support the business' ongoing operation and development (i.e. customers, community, investors, co-creators, Earth). Your customer's have these same challenges and if the business can understand them, they can build more loyalty. All constituencies must come together in the business' thinking simultaneously. This tends to correlate to marketing and education processes, which need to include all these constituencies as the representatives of the business. The work to understand each stakeholder constituency and see and help manifest the potential which the business has, can help them realize more from their product offerings and the effects of the offerings.

Exercise:

For each buyer node (or distribution channel, customer, asset, stakeholder) that you want to understand deeply. E.g top revenue generators or key global imperatives. Start with the Whole they are, not functions.

If you are intending to be an R&D and Strategist for them with your offerings, you study and engage their way of working recurrently. There are nine windows on their world that members of a field team dedicate themselves to serving.

Examine and assess the forces and energies at each point on the enneagram.

- What are the restraining, reconciling and activating forces they experience at that point/window? And for each set of three forces?
- What energies are they managing at each point and each level of energy?
- What are the essence connection arenas where we can contribute and increase our reciprocity and effectiveness for both parties?

Market Field Teams engage to consider the pursuits that their field team sees as strategic ones and engage the Core Team or Core Capital Allocation team in advancing the pursuit for the buyer node.