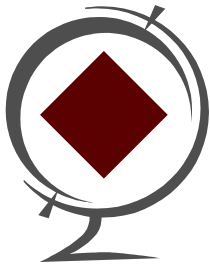




**Global  
Diamond Total Management  
Forum**  
*Collection*

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Based on fundamentals of the ***Diamond Total Management Methodology***, developed by *Rahmat Ushaksaraei, P.Eng., PMP*, Global Diamond Total Management Forum case studies have been published electronically since January 2005. Furthermore, while providing recipients with participation opportunities, our solutions have been distributed globally to over 500 senior executives recipients in various business sectors.

The topics were selected carefully to address common issues, which global organizations, regardless of the nature of their businesses, were continually challenged with. Moreover, they ranged from simple issues to complex ones covering Scope, Project, Process and Quality fields of Management.

With sincere thanks to all participants and our colleagues, who enlightened us with constructive feedbacks, we would like to present the Global Diamond Total Management Forum collection.

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## Author's Profile

Following several years of holding Manufacturing Process Control Analyst position in the Printing Industry and transforming its inherent process to a digitized one, Rahmat Ushaksaraei earned his Bachelor degree in Mechanical Engineering from the McMaster University. Subsequently, his career encompassed design of non-standard wheels and casters for various industries, Research and Development, Product Management, Project Management, Process Management, Quality Management, Consultancy, and Technical Training. Furthermore, his Business Development functions included Best Practice, Business Excellence, Marketing Management, Strategic Planning, and Business Process Design.

His design projects included the special caster for Walt Disney, the only height adjustable caster in the world for Lift Truck application, component for Medical application casters, and the mini quiet run caster for Toyota Tundra Pickup Truck seating. Moreover, his project management endeavor encompassed various plastic injection molding projects in automotive industry, the largest Siemens-Westinghouse gas turbine engine in the world with 256 Mega Watt output, transfer of technologies for various industries at international level, streamlining internal processes for corporations by managing multi disciplinary international teams.

Combining his expertise in various fields, he has developed the **Diamond Total Management**, an integrated Concept-Project-Process-Quality Business Excellence Model with its pragmatic underlying **Human Intelligence Management** structure and revolutionary macro level subsets of DRP, QFD, PMI, IER, SMART, SCCCC, Stability, FMEA, Variation, and PA, which including its unprecedented and dynamic **Business Excellence & Leadership Mentoring Programs** are being introduced by **accrete**, *The Business Excellence Realization*, a member of Mississauga (Ontario/Canada) Board of Trade (MBOT).

As a Professional Engineer (P.Eng.) and Project Management Professional (PMP), Rahmat Ushaksaraei is member of both Professional Engineers of Ontario (PEO) and Project Management Institute (PMI).



## Title

## Project's Dilemma

**Case:** Organization "A" is a midsize matrix type and has decided to launch a project whereby the inherent processes of a department are to be streamlined. The Project is awarded to the Project Manager (PM) by Project Sponsor (PS), who is a member of Senior Management Team (SMT). Furthermore, circumstantially, the PM reports to another member of the SMT that is the major shareholder of the organization.

Other than being specified to the PM by the PS that entire SMT is for the project, it was never clarified to the PM that successful completion of the project entails imposing a corporate wide culture change. Interestingly, although the PM presented to the PS the Project Charter (PC) in which SMART<sup>1</sup> objectives were clearly outlined, other than a verbal approval, the PM never received a signed copy of it.

Moreover, although at the end of every phase, PM diligently informed all stakeholders with the achieved milestones, other than silence treatment, neither further approval nor disapproval was ever relayed to the PM.

Now, in the midst of the project and at a very crucial phase, where a culture change is needed to be introduced, although the PM is under constant pressure by the PS to implement the change, the PM's direct boss is resisting it. To make matter more interesting, PM realizes an old feud between the boss and the PS.

**Question:** Providing the PM approaches you and seeks advice on the next coherent action(s), as a key executive of the organization, what would be the direction that you would give the PM?

1: SMART (Specific, Measurable, Attainable, Repeatable, Time-Bond)



# Our Solution

## Our Solution...

Case

Project's Dilemma

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

To ensure a positive outcome, following actions are recommended:

1- According to the SMART scope outlined in the Project Charter, Project Manager (PM) is to prepare a Project Charter Status Report encompassing open issues, recommended actions, and their related target completion dates.

2- In an official meeting with both the Project Sponsor (PS) and the Boss, details of the Project Charter Status Report are to be presented by the PM. Without concentrating on the existing animosities, which may contribute in an adverse result the main focus is to clearly define achievements so far, further necessary actions, and positive outcomes of the successful completion of the project.

3- The report and presentation are required to draw the attention to the main question:

**“Would we need to take the project to its next phase?”**

In case of an immediate negative response, the final closure of the project is to be announced to all by the PM. Otherwise, unless there is a tendency to discuss the details, the participants are to be informed to provide their written response by approving the content of the report to the PM by a designated date. Thereafter, for a positive response, the PM is to distribute the list of recommended actions and target completion dates, increase the frequency of status review meetings, and enforce phase closure meetings, known as gates, prior to initiating the next ones. In case of experiencing a lack of response by the agreed upon deadline, this issue is to be interpreted as an automatic sign of closure of the project.



## Title Clashes of Leadership Identities

**Case:** Due to enormity of scope of a corporate initiative, an **Independent Consultant (IC)** is awarded a contract to assist a **Key Executive (KE)**, who has been leading this project in a matrix type organization.

Upon initial independent status review conducted by the IC, the findings are as follows:

- 1- The corporate initiative is close to its implementation phase.
- 2- Although scope, expectations and milestones were clearly defined, due to poor planning and lack of a structured approach, the corporate initiative is completely off track, and initiating the implementation phase would only result in disaster and frustration of resources.
- 3- Poor style of leadership imposed by the KE in developing a coherent strategic planning and managing resources is only to blame.

Otherwise, as required by terms in the awarded contract, the IC is engaged in introducing structure/organization, and providing solutions for the troubled areas. Interestingly enough, although the enormous efforts are made by the IC to introduce structure, once again, overall lack of coordination is experienced. A quick observation reveals that the root cause is the KE imposing irrelevant new mandates without coordinating with the IC.

Simultaneously, although out of frustration the IC expresses concern to the KE regarding the outcomes of an uncoordinated approach, no specific change of attitude is witnessed by the IC.

**Question:** As an experienced executive, what would be your recommendation to the Independent Consultant?

- 1- Confront the Key Executive, and report the issue to the Project Sponsor / Senior Management Team?, or
- 2- Purely cope with the situation for the remaining duration of the contract?, or
- 3- ...?

### Your Thoughts...

#### A Canadian colleague wrote:

Having been in this situation several times during my consulting career to date, here is the thought process that I go through:

1. Will the upper management, once informed, do anything about the KE situation?

a. If so, then a meeting needs to be held that includes the KE (do not go behind their back). The information presented should be quantitative, use factual examples and provide recommendations for solution both including, and excluding, the KE. Take any emotion or qualitative bias out of the situation.

b. If not, then see #2 below.

2. The IC needs to determine whether the money is worth the frustration and/or impact to their reputation.

a. The IC can take a classic CYA approach, document everything and just live with the situation until it's over. However, there's a question of stress level and ethical standards that only the IC can answer.

b. The IC can also decide that a documented exit strategy is the best method. If the engagement is going to be a total bust, the IC is going to get blamed at least in some measure. No amount of money may be worth the hit on reputation. In fact, the reputation can be enhanced by resigning this situation and taking the high road ethically.

i. I did this once and people wondered if I'd lost my sanity as the project was highly visible in the community and the money was very good. However, one year after I quit the project the KE was terminated by the organization as the project implementation fell apart. My personal reputation in that particular organization and community was significantly enhanced.

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

There are four interconnected elements, which are to be satisfied and balanced simultaneously:

- 1- Successful completion of the project
- 2- Ethical and morality aspects of the issue
- 3- Reputation of the Independent Consultant (IC)
- 4- Financial aspect of the contract

Although it is tempting to select the easiest way out, whereby the importance of one of the above factors is used to justify sacrificing the other ones, an experienced IC is required to maintain the balance. This is only possible by working on the root cause and raising the level of awareness of the Key Executive (KE) of the implications of failure of the project overall. Experience has shown that the most effective method is to encourage the KE to participate in a Do-Check-Act analysis, whereby all the internal and external inputs, possible negative outcomes, recommended preventive measures, and backup plans are jointly discussed and agreed upon. During this exercise, by focusing on the positive contributions of the KE to the overall success of the project, the main focus is to lead the KE to the realization of main bottleneck; i.e. KE's attitude.

This is extremely important whereby from the physiological point of view, the IC is required to consider that:

1- The KE may have been intimidated by IC's presence, and its positive outcomes. Therefore, rather than appreciating the results, all efforts are focused by KE to undermine the IC's achievement.

2- IC's presence may have been viewed by the KE as a factor of Senior Management's lack of confidence in KE's abilities to complete the project without an external help.

In summary: For a moment walk in KE's shoes. Otherwise, do not forget the Herrmann Brain Dominance Instrument, when dealing with human behavioral issues.





## Title

## Degree of one's Competence

**Case:** In response to an internal employment opportunity reporting to a **Senior Manager (SM)**, a middle management employee is provided with a preliminary interview opportunity, during which the candidate was briefed by SM with macro level expectations. Furthermore, the time for an official interview was decided upon.

At the time of official interview, it was requested by the candidate that instead of following traditional resume reviewing approach, a strategic plan developed by the candidate was to be presented to the SM. Accordingly, a full scope and detailed plan was presented to the SM. Upon completion of the presentation, the impressed SM only responded with amazement.

After a while, since no official response was received by the candidate, numerous official follow ups finally resulted in a quick response that "The candidate would not be suitable for the position". In full amazement, although the candidate was disappointed with the outcome, sought an opportunity to discuss the issue directly with the President of the organization.

**Question:** As the President of the organization, what would be your reaction/position?

- 1- By referring to the final decision provided by SM, would decline candidate's request.
- 2- To be both politically correct and deflect any possible negative side effect, would provide the candidate with an opportunity to present the strategic plan with no intention of altering the outcome.
- 3- With total sincerity, to merely investigating the issue further, would provide the candidate with the opportunity of presenting the strategic plan. Otherwise, inform the candidate that you would not have the intention of overriding the SM's final decision.
- 4- Provide the employee with requested opportunity with the full intention of offering the position, if strategic plan is coherent.
- 5-...



# Our Solution...

## Our Solution...

Case

Degree of one's Competence

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

At a glance, although this case may appear very complex, experience has continually proven that it has a straightforward solution. Accordingly, it is recommended:

- 1- To embrace sincerity expressed by the employee and provide her/him with an opportunity to discuss the details with you.
- 2- If proposed solution by the employee is coherent, offer him/her the position directly.

This approach has twofold, from one hand it would present the employee with an opportunity to blossom even further and on the other hand it would send a clear message throughout the organization that initiatives are welcomed.

Otherwise, either taking a passive approach towards the situation or purely acting as an arbitrator with no intention of reaching a decisive decision will not lead to a positive outcome. Here is why:

- Although it is a dominant approach among organizations, disregarding the employee's initiative has its roots in a traditional practice of the Human Resources Management, whereby employees are considered commodities rather than resources and therefore deemed dispensable. adapting this approach will send a negative message, whereby other employees will be systematically discouraged to take proactive approach towards improving the functionality of the organization as a whole.
- Acting purely as a mediator may be interpreted as a sign of weakness in your leadership, whereby you are refrained from a clear decision towards maintaining the health and dynamism of the organization.
- At its extreme, although in majority of hierarchical organizations, supporting the SM over an lower level employee is viewed as "playing the cards right", referring to SM's decision with total disregard for employee's initiative has its destructive outcome.



## Title

## Systematic Failure

**Case:** At the time of launch of projects, systematic failures are experienced in organization "A". An analysis conducted by Senior Management Team (SMT) determines that unfamiliarity of Project Managers with methodologies otherwise practiced by a fully trained Project Manager (PM) is a common factor. Consequently, direction is given by SMT to existing body of PMs to obtain the required designation. Furthermore, mandate is given to Human Resources (HR) department to only recruit PMs with appropriate designation. Upon practicing this strict policy for a while, once again, failure of projects are experienced. Puzzled with unfavorable results, expertise of an independent consulting firm is sought by the SMT to assist the organization in understanding the root cause.

**Question:** As a principle consultant, what would be your main recommendation to the SMT of organization "A"?

- 1- Conduct an in depth study to determine whether or not the earned designation had an impact in overall conduct of the PMs in managing their projects.
- 2- Go to the next level, and develop a Project Management Office to streamline the managing aspect of projects throughout the organization.
- 3- Focus elsewhere; systematic failure of projects are the symptoms of more profound issues.
- 4- ...



# Our Solution

## Our Solution...

Case

Systematic Failure

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

Although it may be case specific, conducting an in-depth analysis is recommended to be the first item on the agenda. Otherwise, turning a blind eye to the situation, brushing aside the symptoms and establishing a Project Management Office (PMO) on the fly may only function as a patchwork to a fundamental inefficiency of the system. Therefore its short-lived effectiveness will be foreseeable to any experienced consultant in the field.

Historical data gathered on the element of failure of organizations have repeatedly proven that continual failure are symptoms of an ill system, which root caused in its supporting culture. Furthermore, inevitably, the ownership of maintaining the health of culture of an organization is firstly with its senior management. Considering these two major facts and to reverse the decaying process, the recommendation proposed by the Principle Consultant is twofold:

1- Senior Management Team is to focus on developing the Macro Level cultural landscape of the organization in order to define the missing links and shortfalls.

2- According to the developed corporate cultural landscape, Senior Management Team is to spearhead implementing its principles at micro levels. This is to ensure that its fundamentals are understood and adhered by throughout the organization. Needless to say, developing a "Gate" system to evaluate its progression may not be omitted.

Upon ensuring the health of the system overall, next steps may be taken to adapt a Project Management Office (PMO).



## Title Employee Dissatisfaction

**Case:** Organization "A" has been experiencing high level of valuable employees loss. Frustrated with this issue, Senior Management Team (SMT) has decided to root cause the problem and reverse the process. This initiative is mainly due to the fact that although SMT believes overall benefits provided by the organization are competitive in the market, none of the exit interviews stated a common cause of employee dissatisfaction. Accordingly, as the Key Executive of the organization, you are tasked to spearhead this endeavor.

### Question:

As an experienced senior manager,

1. what would you foresee to be the main cause(s)?
2. what would you foresee to be the macro level recommendation(s) to reverse the process?



# Our Solution

## Our Solution...

Case

Employee Dissatisfaction

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

Although some organizations may still worship the traditional Human Resources Management philosophy, whereby employees are treated as “commodities” only, effectiveness of newly advanced methods practiced by others are not deniable. As a noticeable difference between two opposing approaches, in the traditional method or otherwise described as “vertically downward hierarchical structure”, employees’ opinions regarding everyday affairs of the business would not be appreciated beyond collecting dust in the “suggestion boxes”. Inevitably, army recruit treating of employees would never allow any room for further maneuver. Otherwise, more practical Human Resources Management methodologies are walking confidently on the solid ground of respecting employees as “resources”.

With above introduction, in this specific case, the root cause of employee dissatisfaction may be soul searched in the ways, in which employees’ opinions were being originally treated within the organization. Furthermore, walking in an exhausted employee’s shoes, who is leaving the organization, may reveal the key element that at time of Exit Interview the employee has zero confidence that her/his opinion will alter direction of the organization. In other words, providing her/his opinion did not matter then, why would it matter now. Moreover, it must be evident to all that employee satisfaction is twofold, 50% Financial compensation and 50% being appreciated for the value that she/he is adding on daily basis.

Considering this important fact, equal attention is needed to be paid to soft side of employee satisfaction equation, whereby the level of confidence is continually raised in employee. Within this approach, the employee contribution to overall harmonious functionality of complex machine called organization is continually considered, encouraged and truly appreciated.

2 of 2



## Title

## Effective Immediately!

**Case:** Employees in organization “A” are constantly bombarded by internal memos starting with the familiar phrase of “Effective Immediately”. In some cases their conflicting nature adds further confusion regarding both their validity and priority in implementing them.

### **Question:**

Although to an average member of your organization this issue may seem as a natural effect of dealing with an ever evolving market, as an experienced senior manager of the organization “A”:

1. what would you foresee to be behind the seen inefficiency of the organization, which results in the issuance of these type of memos?
2. what would be your recommended short/long term actions to your senior colleagues to rectify this issue?



# Our Solution

## Our Solution...

Case

Effective Immediately!

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

In a rare case, innocent issuance of contradictory memos may be regarded as a natural result of spring cleaning conducted by an evolving organization. Otherwise, dominantly, it is a symptom of a twofold systematic inefficiency within an organization. These are as follows:

- 1- Inter-Organizational power struggle
- 2- Lack of a coherent and strong leadership

In-depth studies of similar cases in various business sectors reveal that internal politics play a strong role in either success or failure of an organization. Its positive version is the main contributing factor in removing barriers, which otherwise slow down the adaptability of an organization with ever evolving market. On the other hand, in its negative case, although clever attempts may be made to disguise internal conflicts, overflow of its disruptive effects beyond the intended circle has devastating impact on morale of an organization. Unfortunately, traditionally and merely to score a point, power struggle may translate itself into a way in which one side approaches a larger audience by issuing the “Effective Immediately” type memos.

In comparison with impact of power struggle, weakness in leadership undeniably plays a more significant role in the overall equation. Due to this inefficiency inherently not only no control is imposed on the issue of power struggle but also a safe haven is created for it to maneuver in. Furthermore, its spiral effects of frustrating internal resources is inevitable.

To reverse this process, a struggling organization is required to focus on the issue of leadership first and foremost. Strengthening this parameter will initially introduce an element of control and order. Thereafter, by introducing a coherent and practical “Organization Vision”, adhering to its fundamentals, and adapting progressive methods in materializing its health of the system will be revitalized.

2 of 2





## Title

## Lessons Learned

**Case:** Global organization “A” has been undertaking multidisciplinary projects internationally. Furthermore, in every project common failures have been experienced. Due to the commercial sensitivity of this issue, initial investigation spearheaded by Senior Management Team (SMT) has shown that in every project shortfalls were both categorized and documented in great details as “Lessons Learned”. Further soul searching by SMT has revealed that interestingly enough, mandated by Project Management Office (PMO), “Lessons Learned” from previous projects were being reviewed by at the beginning of the new projects.

### Question:

Considering stated facts in above case, as a key executive of the organization “A”, you have been tasked by the SMT to root cause the issue and rectify it. In this regard,

1. what would you foresee to be the root cause?
2. what would be your recommended short/long term actions to your senior management colleagues?



# Our Solution

## Our Solution...

Case

Lessons Learned

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

Although commonly measures are taken by organizations to document shortfalls of either projects or corporate initiatives, hardly in-depth analysis are conducted to take advantage of accumulated wealth of knowledge. On the other hand, organizations, which may conduct “**Lessons Learned**” reviews before commencing new projects, are systematically falling short in distinguishing it from dynamic concept of “**Learned Lessons**”. Undeniably, adapting methodologies, which practice the later concept is totally different from simplistic approaches that are traditionally implemented by organizations during “Lessons Learned” review process.

Considering above, the root cause is attributed to: Adapting traditional approach of the “**Lessons Learned**” instead of the dynamic “**Learned Lessons**”.

To reverse the process, one is required to concentrate on the learning parameter of the equation and adapt realistic approaches to improve upon it. Disregard of the nature of the business, adapting progressive and interactive methods such as the revolutionary **SCCCC**<sup>1</sup> methodology and adhering to its fundamentals will assist an organization in establishing a solid ground for its future endeavours:

**S**implicity: Simplify the lessons to be learned.

**C**larity: Clarify the lessons to be learned.

**C**larity: Clarify the impact of lessons to be learned on a single individual.

**C**larity: Clarify the impact of lessons to be learned on all involved in the chain of command.

**C**ontinuity: Continually revisit communication and effectiveness of above 4 criterion, and adjust accordingly.

1: **SCCCC** methodology is developed by Rahmat Ushaksaraei, P.Eng. PMP. All Rights Reserved.



## Title

## Effective Communication

**Case:** In current technologically advanced era, when choices in adapting adequate communication mediums are vast, communicating effectively still remains to be the most significant challenge that organizations are faced with. Furthermore, experience has shown that commercial implications of ineffective communication are very high. These side effects in turn may jeopardize an organization's financial stability in the long run. Troubled with this issue, Senior Management Team (SMT) of the global organization "A" is proactively interested in reducing the associated risk with its inherent ineffective communication.

### Question:

As the representative of a well established management consultant firm, you have been tasked to root cause the issue and introduce coherent solution(s). In this regard,

1. What would you foresee to be the root cause?
2. What would be your recommended solution(s)?



# Our Solution

## Our Solution...

Case

Effective Communication

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

Although technological advancements are providing organizations with greater opportunities in communicating more adequately, they never intended to underestimate influence of the Human Factor. On the contrary, introduction of more complex communication tools has been continually elevating both the human factor interaction and contribution .

In addition, organizations are constantly striving to standardize both means of internal and external communication. Otherwise, challenged with introduction of newer technologies, once again they are embattled with selecting the most practical mode of communication. Within this endeavour, the thirst for adapting newer communication medium is coupled with constant attempt by organizations in shadowing competition in the ever evolving market.

So, combined, the contributing issues are:

- 1- Human Factor
- 2- Ever evolving technology
- 3- Constant attempt in remaining competitive

Due to volatility of the latter two elements, to streamline the process, it is imperative that focus is shifted more towards the Human Factor. Within this reprioritization attempt, the following **DMAIC** approach is to be dynamically utilized and continually assessed:

- 1- **Defining:** Regardless of impact, collective communication body of knowledge is to be determined.
- 2- **Measuring:** Effectiveness of current communication system without any further analysis is to be measured.
- 3- **Analyzing:** Effectiveness of “Defined & Measured” communication system is to be analyzed.
- 4- **Improving:** The communication system is to enhanced to overcome shortfalls.
- 5- **Controlling:** Measures are to be taken to constantly monitor health of the system and continually to enhance it.



## Title      Dynamic Requirement Planning

**Case:** It is often heard that “Although no one plans to fail, majority fail to plan”. In a real world case, by adapting traditional management approach, organization “A” was relying heavily on experimental methods of planning in translating “Concepts” into “Deliverable Solutions”. Although practical in its short-lived lifespan, considering the dynamism of today’s ever evolving market, organization “A” came quickly to the realization that traditional approaches to the issue of “Concept Management” were not producing satisfactory results any longer. Furthermore, review of the latest projects and corporate initiatives showed that insisting on traditional approaches had irreversible commercial impacts.

### **Question:**

As a well informed executive member of the board, you have been tasked to spearhead the corporate initiative of introducing a Dynamic Concept Management approach. In this regard:

- 1- what would be your short and/or long term proposal?
- 2- what would be your core recommended solution?



# Our Solution...

## Our Solution...

Case

Dynamic Requirement Planning

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

In this case, only adapting a methodological approach to issue of Concept Management is to guarantee success . To facilitate the corporate transition, mainly the fundamentals of a coherent concept management is required to be identified, and tailored to fit overall objectives of the organization. The basic ingredients are as follows:

- 1- Devising a systematic approach to fully perceive requirements (Voice Of Customer – VOC)
- 2- Devising a methodological approach in determining preliminary solution.
- 3- Devising a Coherent system to evaluate the proposed solution.
- 4- Devising a reliable pattern to guarantee a stable process.
- 5- Devising an accountable system to validate results of every phases in both macro and micro levels, and continually improve upon it.
- 6- Devising a realistic monitory system to provide continual feedback.

To follow suit, fundamentals of both the **Dynamic Requirement Planning (DRP)**<sup>1</sup> and the **Quality Function Deployment (QFD)** are required to be adhered to. **DRP** is a nine-step process consisted of VOC, Concept, Preliminary Solution, Solution Testing/Evaluation, Solution Perfection, Process Design/Evaluation, Process Stability Control, Continual Improvement, and Objective Evaluation. Furthermore, at every step evaluation points known as “Gates” are designed to validate finding of the current step prior to moving forward. **QFD**, as a complementing approach, is a dynamic four-phase process, which is adapted by Automotive industry. It consisted of VOC-Design, Design-Part, Part-Manufacturing, and Manufacturing-Production. For QFD, although at first glance it may appear as a tangible component related process, its inherent dynamism allows it to be customized and adapted by all industries.

*1: Dynamic Requirement Planning (DRP) has been developed by Rahmat Ushaksaraei, P.Eng. PMP. All Rights Reserved.*

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## Title

## Project's Cultural Diversity

**Case:** Struggling with the outcomes of both corporate initiatives and projects, organization "A" is puzzled with the root cause. This is due to the fact that continual adapting of experienced and qualified workforce, state of art technology, and most sophisticated project management tools and methodologies were to leave no room for error. An in-depth analysis by a Human Resources Management consultant identifies Cultural Diversity to be the root cause of these systematic failures within the organization "A".

### Question:

As a well informed executive member of the board:

- 1- how would you define the interaction between Cultural Diversity in Human Resources Management and success of corporate initiatives and projects?
- 2- how would you diversify the culture within the resources of the organization "A"?



# Our Solution...

## Our Solution...

Case

Project's Cultural Diversity

### Your Thoughts...

### Our Solution...

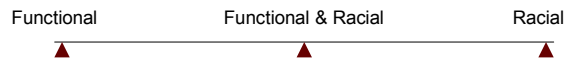


By: Rahmat Ushaksaraei, P.Eng., PMP

To address issue of Cultural Diversity, firstly, the most common approaches in various industries are required to be identified. Generally, the three distinguished views are to consider Cultural Diversity:

- 1- as a racial issue
- 2- as a functional issue
- 3- as a combined racial and functional issue

The conservative approach to complex issue of cultural diversity is purely viewing it as a racial concern. Accordingly, all elements within organization landscape are rearranged to treat diversity as such. To distinguish these type of organizations from others, message of "Equal Opportunity" is continually broadcasted by them. On the contrary and within a radical frame of thought, diversifying culture of an organization is focused in realigning all resources to functionally serve a purpose. As a result, purely various functional expertise are sought by an organization to guarantee reaching a set objective. Naturally, the third approach adapts combined elements of race and function/expertise. Pictorially, within overall spectrum, common nodes within various industries are:



In comparison with two opposite racial and functional views, although a mixed approach may seem as a modern and coherent one, experience has repeatedly shown that it may not necessarily be the best solution for every organization and/or project either. So, what is the most balanced view of issue of "Cultural Diversity"?

In summary, since naturally one specific medicine will not have identical effect on everyone, who takes it, the most realistic approach is to dissect goals of an organization and/or project and diversify supporting culture without following a prescribed cliché by others. In specific, implementing the fundamentals of **Herrmann Brain Dominance Instrument** is to be the first and foremost step.





## Title

## An Integrated Approach

**Case:** Although benefiting from expertise in various fields of management, overall, organization “A” is both continually and systematically struggling in materializing its set objectives. Above all, attaining more specialized resources only adds further burden on the organization’s already overcomplicated, multidirectional, and multilevel management system.

### Question:

As a well informed executive member of the senior management team, you are expected to introduce a solution whereby a dynamic management system replaces the existing one. In this regard,

- 1- What would be your primary objectives in introducing a solution?
- 2- What would be your specific solution?



# Our Solution...

## Our Solution...

Case An Integrated Approach

### Your Thoughts...

### Our Solution...



By: Rahmat Ushaksaraei, P.Eng., PMP

The primary objectives are to determine root causes, define solutions, and devise a mechanism to materialize them. Naturally, during this 3-step generic process, balance is to be heavily shifted to the first element; i.e. root causing. Without this regiment approach, only immature results will be achieved, and issue of systematic failure will become a fixture in organization's corporate culture. To commence, following fundamental questions are required to be attended:

- I - What are the Indicators Of Failure (**IOF**)?
- II - What are their corresponding Causes Of Failure (**COF**)?
- III - What are the Sources Of those identified Causes (**SOC**)?

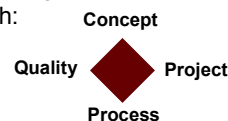
The sequence and interactions among these critical elements are depicted below:



If conducted properly and methodically, an in-depth analysis of the obtained information will lead to following four major common **Sources Of Causes (SOC)**:

- a- Lack of utilizing a Coherent Concept Management
- b- Lack of utilizing a Methodological Project Management
- c- Lack of utilizing a Dynamic Process Management
- d- Lack of utilizing a Comprehensive Quality Management

To compensate for these inefficiencies, dynamic elements of above fields of management are necessary to establish an integrated four-legged structure, which can undoubtedly support the entire management system of an organization. In specific, this approach is based on fundamentals of the **Diamond Total Management Methodology<sup>1</sup>**, the most coherent solution to address continual and systematic failures that organizations, regardless of nature of their operations, are struggling with:



1- Diamond Total Management Methodology and its inherent process have been developed by Rahmat Ushaksaraei, P.Eng., PMP. All Rights Reserved.

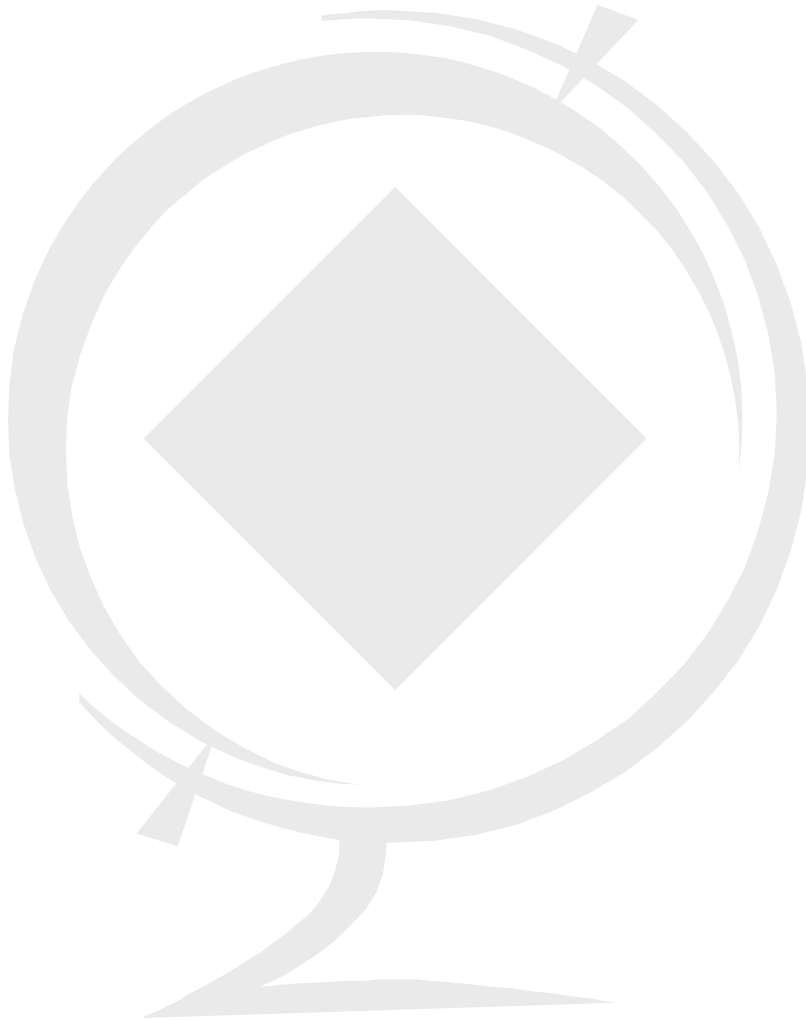


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