

D

BOOTSTRAP SEMINAR  
Nov 30 - Dec 2, 1992

Foil Set D:

A-B-C's OF CONTINUOUS ORGANIZATIONAL  
IMPROVEMENT

Douglas C. Engelbart, Bootstrap Institute

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D1

BASIC BOOTSTRAP CONCEPTS

**Objective:** Pursue high-performance org

**Hypothesis #1:** Whole-system Augmentation

**Hypothesis #2:** ABC's of Org Improvement

**Hypothesis #3:** Bootstrap Strategy

**Hypothesis #4:** Collab. Knowledge Work (CODIAK)

**Hypothesis #5:** Open Hyperdoc System (OHS)

**Hypothesis #6:** Joining forces in a C Community

(assumes major paradigm shifts throughout)

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D2

**Hypothesis #2: ABC's of Org Improvement**

Moving toward high-performance organizations will require special **organizational units** responsible for rapid whole-system Augmentation.

- **Basic ABC Model**
- **Prevailing ABC Practices**
- **Strategic ABC Practices**
  - Bootstrapping Basics
  - C Communities
- **Conclusion**

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D9

A COMMON GENERIC SET OF CAPABILITIES EMERGES FOR A, B, AND C

They all must:

- Identify needs and opportunities;
- Design and deploy solutions;
- Incorporate lessons learned.

All of which depends heavily upon the collaborative development of complex, integrated knowledge.

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D10

Hypothesis #2: ABC's of Org Improvement

Moving toward high-performance organizations will require special *organizational units* responsible for rapid whole-system Augmentation.

- Basic ABC Model
- **Prevailing ABC Practices**
- Strategic ABC Practices
  - Bootstrapping Basics
  - C Communities
- Conclusion

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\* PARADIGM ALERT \*

There is no name in the English language for *C Activity!*

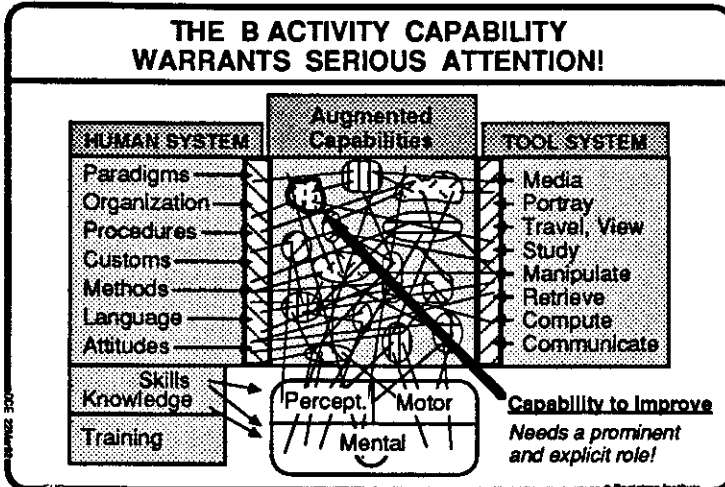


So we don't see many well-organized C Activities.





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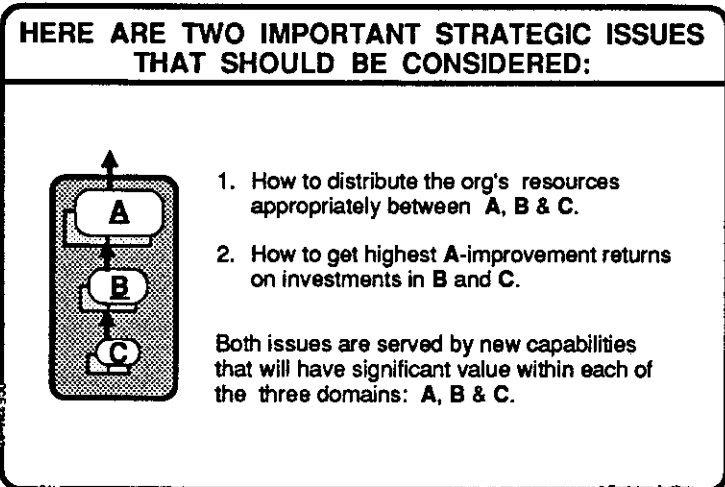
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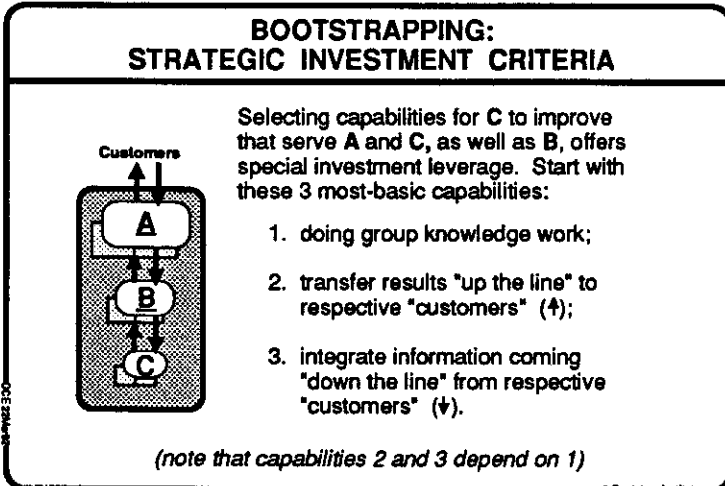
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*Important -- note that improving these basic capabilities, and harnessing them in all 3 activities (i.e. A, B and C), will yield the compound returns in organizational improvement that characterizes the Bootstrap Strategy.*

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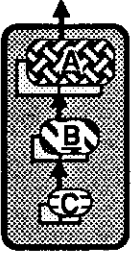
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**D21**

**THIS MODEL PROVIDES SOME STRATEGICALLY USEFUL OBSERVATIONS**



Activity A involves a wide mix of activities, methods, and physical processes, including operational interactions with the outside world.

Activity B has a different mix: very people oriented and knowledge-work based; expert at knowing what improvements to make, and how to make them.

Activity C is much like B, but with smaller, more "mobile" client group; higher investment leverage.

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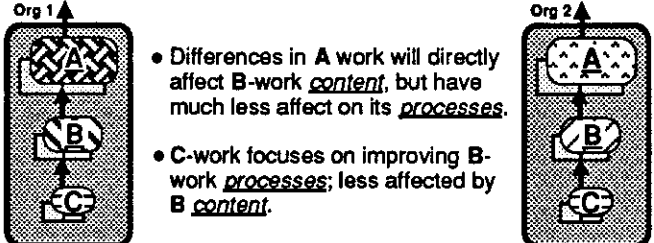
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**D22**

**HERE IS A PARTICULARLY USEFUL STRATEGIC OBSERVATION FROM THIS MODEL**

*How different, or similar, will the C-type activity be from org to org?*



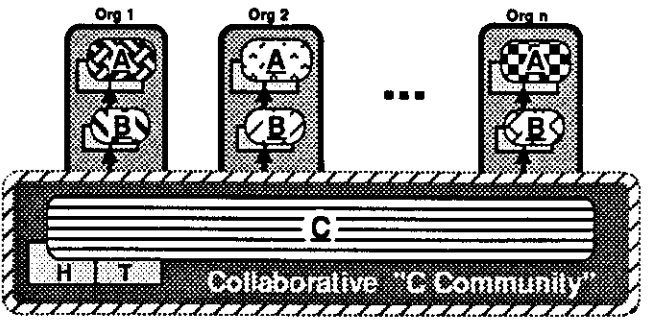
- Differences in A work will directly affect B-work content, but have much less affect on its processes.
- C-work focuses on improving B-work processes; less affected by B content.

**C Activities will have much in common from org to org -- in both content and process.**

*This C-Community concept will be developed extensively in Foil Set J -- toward a proposed consortium, the Bootstrap Initiative. A draft plan for launching the Initiative is found in Section L.*

**D23**

**SIMILARITIES AMONG C ACTIVITIES OPENS STRATEGIC OPTION: COLLABORATIVE "C SUPPORT"**







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**CONCLUSION**

- Prevailing B practices will *not* lead directly to high-performance organizations.
- Orgs need an explicit C Activity to establish and support a *coherent* high-performance B Activity.
- For bootstrapping leverage C should first augment the *group knowledge work* capability -- a core competency in the org's capability infrastructure.
- Doing this improvement work within a C Community offers further, compounded leverage.

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