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**BOOTSTRAP SEMINAR**  
Nov 30 – Dec 2, 1992

Foil Set 1:

**BOOTSTRAPPING —**

**HIGH-LEVERAGE INVESTMENT STRATEGY FOR ORGANIZATIONAL IMPROVEMENT**

Douglas C. Engelbert, Bootstrap Institute

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**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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**Hypothesis #3: Bootstrap Strategy**

Early strategic focus on tools and processes that improve both the product cycle and the *improvement cycle* offers *compounded leverage* for bootstrapping organizations into the 21<sup>st</sup> century.

• **Motivating observations**

- Going after the improvement capability
- Bootstrapping for compound leverage
- Investment criteria — leveraging group knowledge work (CODIAK) as a core capability
- Conclusion

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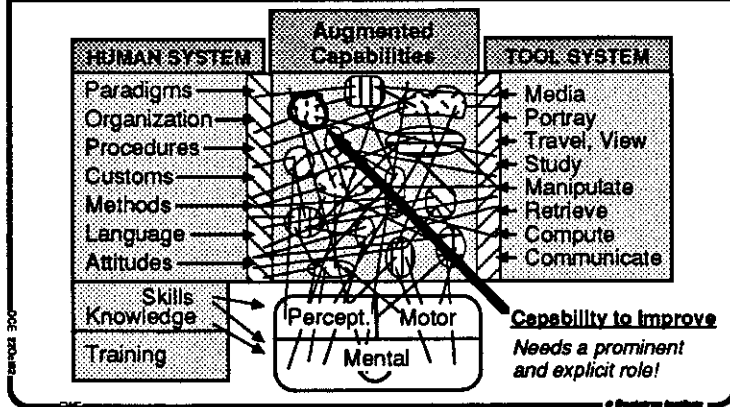
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**EVERY ORGANIZATION NEEDS AN EVOLUTIONARY CAPABILITY!**



← (From A5 & C28)

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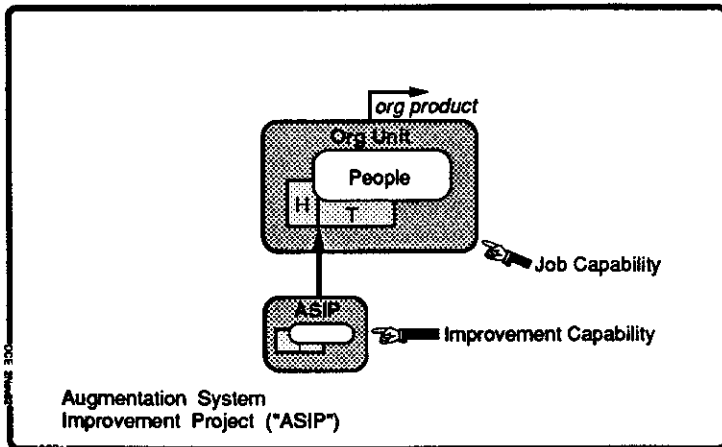
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**IMPROVE YOUR ORGANIZATION BY IMPROVING ITS AUGMENTATION SYSTEM**



Introducing a generic label for an organizational activity that is charged with improving the augmentation system (improving the capability) of another org activity.

In the ABC Model, B is A's ASIP, and C is B's ASIP.

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OCIE Strategic

END

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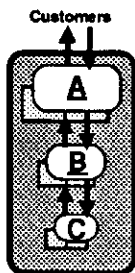
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### BOOTSTRAPPING: STRATEGIC INVESTMENT CRITERIA



Selecting capabilities for C to improve that serve A and C, as well as B, offers special investment leverage. Start with these 3 most-basic capabilities:

1. doing group knowledge work;
2. transfer results "up the line" to respective "customers" (↑);
3. integrate information coming "down the line" from respective "customers" (↓).

(note that capabilities 2 and 3 depend on 1)

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← (Same as D20 & E3)

*This provides a very solid entry into the whole story of the bootstrap strategy — and also directly sets the stage for the "Bootstrap Launch" approach developed in Section L of this binder.*

*We'll outline below the approach to augmenting the CCom's group work and transfer processes, employing selected augmented capabilities that are also direct candidates to improve both B and A.*

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### THIS EMERGES AS THE HIGHEST-LEVERAGE BASIC ORGANIZATIONAL CAPABILITY

*The Concurrent Development, Integration, and Application of Knowledge (CODIAK)*



Developing an evolving knowledge base that integrates the concurrent contributions of many distributed participants, operating from the many (nested) knowledge domains involved within and among our enterprises, and concurrently supporting their application of the included knowledge.

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← (Same as E8)

*Since the concept of a bootstrapping strategy for augmenting organizational capability first emerged in 1961, this core capability has consistently out-pointed every other candidate for being the "bootstrap launching target."*

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