

# IMT/KSM

### Natural Laws

Past = Present = Future

# of Natural Laws

100%

# of Natural Laws

100%

# of Natural Laws

100%

**Laws are not created... they are discovered.**

1

### Conditions

Past      Present      Future

Unique Conditions

Unique Conditions

Unique Conditions

**Conditions are always unique [time, location, people, etc].**

2

### Related Unique Conditions

Past Conditions

Present Conditions

Future Conditions

**Conditions are related to the previous conditions.**

3

### The Event

Natural Laws = Natural Laws = Natural Laws

Unique initial conditions

Time (dt)

Unique final conditions

**Unique Final Conditions are Set by Initial Conditions**

4

### Spectrum of Observation

“The Observant”

1. Understanding
2. Sees Future
3. Observe/Know
4. No Decisions
5. No Control

“The Observant”

1. Consistency
2. More likely
3. Differences
4. Simplicity
5. Accountable

LS: Observant

RS: Non-Observant

“Non-Observant”

1. Confused
2. Surprised
3. Thinking
4. Decisions
5. Rule Based

“Non-Observant”

1. Needs all details
2. Inconsistency
3. Can't tell the difference
4. Complexity
5. Not accountable

5

### Cycle of Learning / Rate of Change

100%

Information

Process

Change

Apply

Perception of Information

Time

6

### Kashiwagi Solution Model (KSM)

Information Level

Time

Almost all LS

Half LS Half RS

Almost all RS

Left Side Characteristic

Opposite

Right Side Characteristic

7

### Kashiwagi Solution Model (KSM) Type A / Type C Characteristics

- Ratio of Right Side (RS) and Left Side (LS) characteristics are dependent on the level of information a person perceives at a given point in time (P).
- All LS and RS characteristics are related.
- Everyone has both RS and LS characteristics.
- Each characteristic and its opposite are put into a KSM and determined as a LS or RS characteristic.
- LS characteristics correlate with a person who perceives more information [Type A] and RS who perceives less [Type C].

Level of Perception

Time

(LS)

No Information

Information

(RS)

No Influence

Influence

(RS)

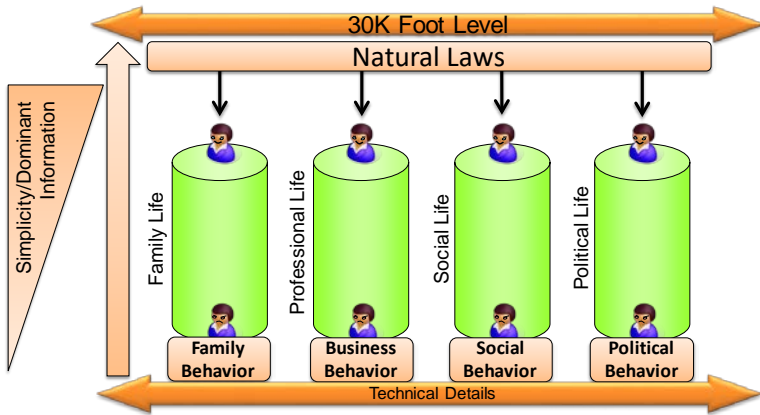
No Decision Making

Decision Making

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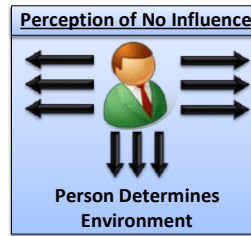
# IMT/KSM

## Personal Life Silos



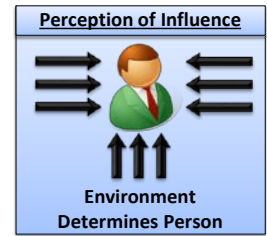
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## No Influence vs Influence



**More Likely to:**

1. Plan things in advance.
2. Be accountable.
3. Have vision.
4. Listen to others.
5. Think of other people.
6. Be at peace.
7. Self-improvement.

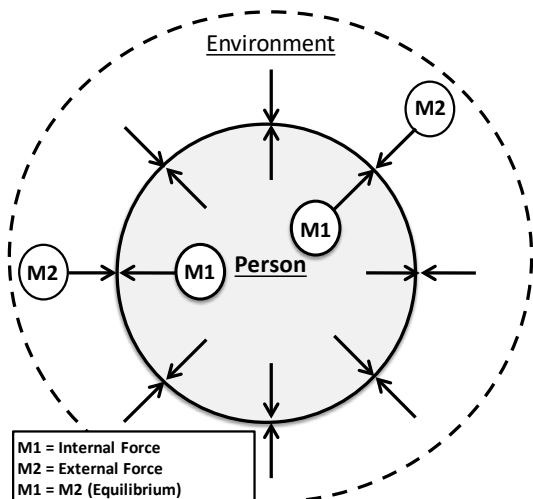


**More Likely to:**

1. Believe in luck and chance.
2. Blame others.
3. Be surprised.
4. Be emotional.
5. Try to control others.
6. Feel controlled by others.
7. Be reactive.

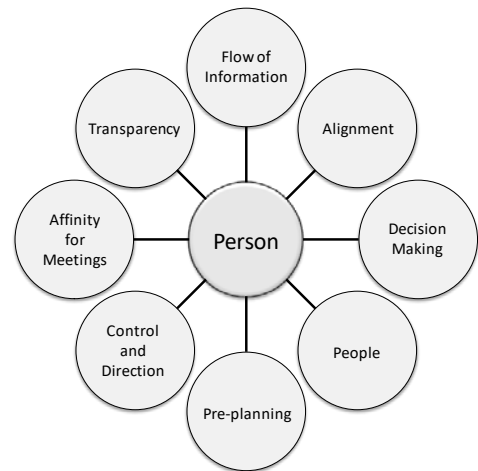
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## Equilibrium



11

## Who is on my Molecule (WIOMM)



12

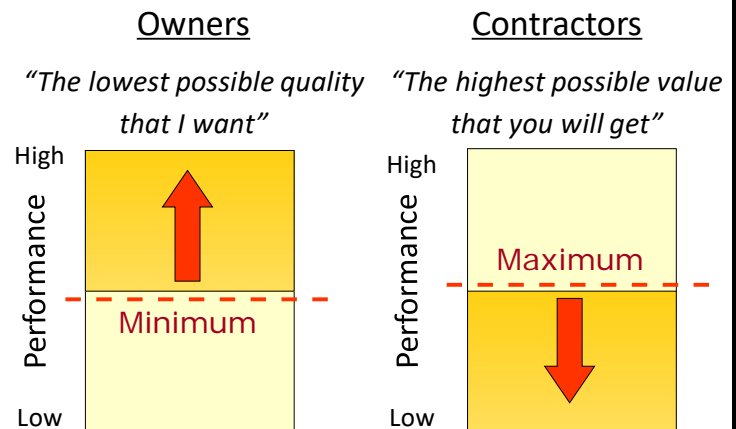
## Industry Structure

Performance	High	<b>III. Negotiated-Bid</b> Minimized competition Long term Relationship based Vendor selected based on performance	<b>II. Best Value</b> Transparency Language of metrics Identify and utilize expertise Value of expertise increases Lower cost and high quality <b>Utilize Expertise (No Thinking)</b>
	Low	<b>IV. Unstable Market</b>	<b>I. Relationship or Price Based</b> Land of the blind Land of busybodies Group therapy No accountability Everyone has great value <b>Manage, Direct and Control (Influence)</b>
		Low	High

Perceived Competition

13

## Minimum Standards



14

# The Best Value Approach

## The Best Value Approach (BVA)

The Best Value Approach is not a change in processes or steps; it is a change in paradigm. It is an expert's use of common sense and logic in all aspects of their life to minimize risk and increase performance:

- "Win-Win".
- Environment of transparency.
- Performance metrics.
- Minimized direction and control.
- Minimized decision making.
- Efficiency.
- Alignment of expertise.
- Supply chain approach.
- Minimized transactions.
- Risk mitigation.
- Planning.
- Minimized communications.
- Accountability.

1

## BVA Certification

- A+: Has passed the "train the trainer" exam on an annual basis and has obtained all other certifications (A, B+, B, B-).
- A: Has regularly passed an audit on documentation according to local Best Value Board regulations.
- B+: Has passed the IMT exam within the last 2 years.
- B: Has passed the BVA PIPS exam within the last 2 years.
- B-: Has attended a Best Value training given by certified instructors [hold the A+ Rating].

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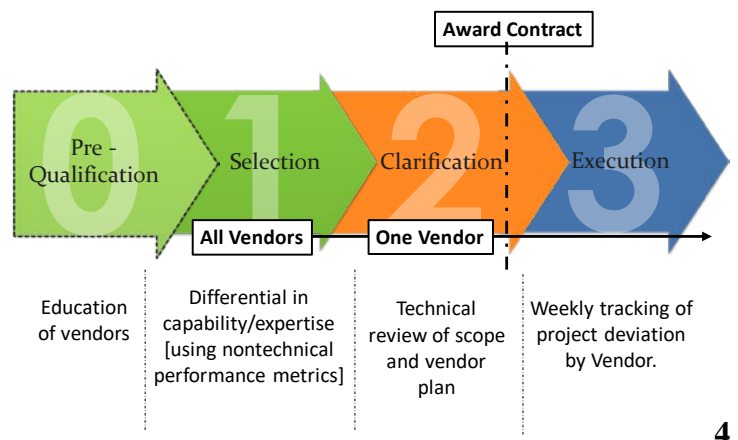
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**Perceived Competition**

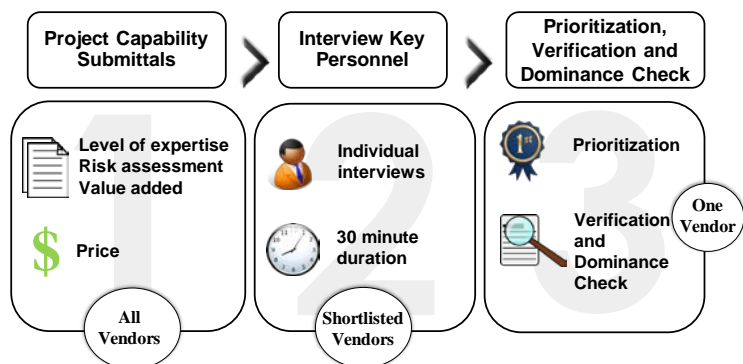
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## Performance Information Procurement System (PIPS)



4

## Selection Phase Stages



5

## Selection Criteria and Weighting

### Selection Criteria

- Level of Expertise (LE).
- Risk Assessment (RA).
- Value Added (VA).
- Cost.
- Interview.

### Prioritization and Weights

- LE (35%).
- Cost (35%).
- Interview (20%).
- RA (5%).
- VA (5%).

Note: The exact weighting for each criteria is determined by the user. It is recommended that selection should be governed primarily by the level of expertise of the vendor and cost.

6

# The Best Value Approach

## Rating Submittals Guidelines

- Two components:
  1. High performance claim.
  2. Verifiable performance measurements [VPM] to substantiate each claim.

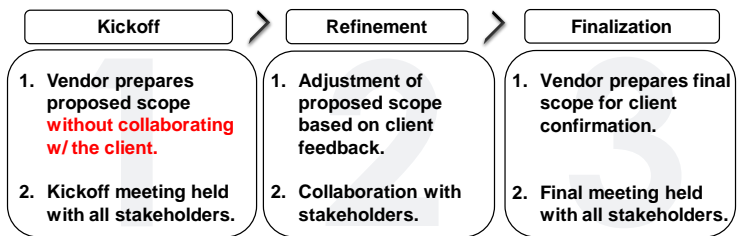
### Rating Guidelines

- High performance claim with VPM. 6-10
- High/Low performance claim with no VPM. 5
- Vague, requires decision making, etc. 5
- Don't Know 5
- Low performance claim with VPM. 4-1

7

## Clarification Phase Stages

- The BV Vendor leads the clarification phase.
- No “work” should be done in the clarification.
- There is no negotiation of scope.
- The client must listen before providing feedback.



8

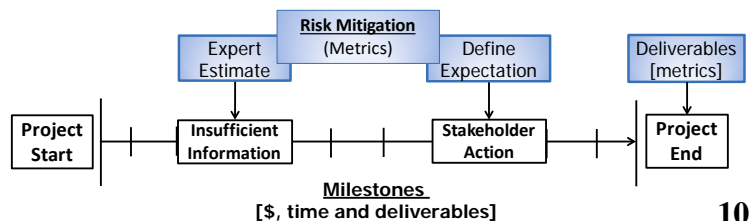
## Clarification Proposal

- Executive summary of project scope.
- Project Assumptions: “what is in and out” of scope.
- Performance measurements.
- Detailed project schedule.
- Simplified Milestone schedule (integrated with time, cost, and performance measurements, and client actions).
- Identification of areas that are unforeseen, have a lack of information, or are risks that they do not control.
- Risk Management Plan which includes:
  - A list of all identified risks prioritized by importance.
  - Plan to minimize/mitigate risk from occurring.
  - Action if risk occurs with an estimated impact (Days/\$\$).
- Weekly risk report (WRR).

9

## Best Value Expert's Plan

- Detailed schedule from beginning to end defined by milestones in terms of time, cost, quality and performance.
- Expertise used to create estimates in areas where there is insufficient information and to define expectations in areas where stakeholder's actions are required.
- Risk mitigation with metrics to create transparency.
- Current/end performance in simple, non-technical metrics.



10

## Weekly Risk Report (WRR)

- The WRR is a simple excel document which tracks and documents project deviation from initial plan in terms of cost, time and quality.
- The sections of the WRR include:
  - Project information/setup page.
  - Milestone schedule (date, % and deviation).
  - Cost deviations (modifications/change orders).
  - Deviations (source, solution, time and cost deviations).
  - Overview risk management plan (risk mitigation).
  - Performance Measurements.

11

## Director's Report

- Compilation of multiple Weekly Risk Reports (WRR).
- Provides the most accurate performance information without subjective bias.
- Identifies trends and sources of risk.
- Creates the transparency for all stakeholders who are interested in improving.
- Minimizes the need for thinking and decision making of all stakeholders.

12