

Top Level Portfolio Diagnostic Questions

CEO/President, VP Marketing, VP Engineering, Product Line Management

Overview Questions

Is Time-To-Market (TTM) a driving influence in the company (i.e. getting the product to the customer at the right time)?

Yes/No

If so, describe what goes on (what methods, processes, systems, policies, structures, and cultural influences are in place to make it happen)?

If TTM is not a driving influence, why not? (e.g. tried it; doesn't work, long life cycles, little competition, focus is on cost reducing, positioning for sale, etc.)

If it hasn't worked in the past, why not and what are the underlying root causes?

What changes would need to be made for it to become a driving influence?

If TTM is a driving influence, how well does it work (i.e. what % of new products are hitting the "sweet spot")?

What are the main reasons it's working (top 3-5)? And why is this so? What are the root causes?

What are the main reasons it's not working (top 3-5)? And why is this so? What are the root causes?

Specific Questions

(Do you know) Is new product development (NPD) made reference to in corporate strategy? If so, how is it characterized (e.g. the sum and substance of the strategy itself; referred to continuously, occasionally, infrequently, etc.)?

Describe...

Is there a product portfolio process in place (which materializes the NPD reference in corporate strategy)?

(If so) Describe how it works (e.g. the *architecture* of the process itself, how it actually works in fact, who owns it, who participates in decision-making and implementation, how often does the driving body meet, etc.?).

To what extent does the process effectively drive the timely development of new products? In other words, how well does it work? Or is it just a hollow process that is, in fact *over-ridden* by other major/functional influences throughout the organization?

If the process works well, why is this so? What actually causes this to be the case? *Can-Do influences by host/team sources, Will-Do influences by host/team sources, supporting organizational operational processes?* How did these influences get in place? And, why do they continue to work?

If the product portfolio process is effectively *over-ridden* or is marginally effective, why is this so?

Specifically, what are those *over-riding* influences? And, why do they, in fact, *over-ride* or disable the driving influence of the portfolio? Why do you think this is the case?

What, if anything, needs to be/can be done to enable the portfolio process to drive timely NPD team formation, design-development, and on-time delivery of the new product?

Please be as specific as possible.

What about alignment issues between strategy-portfolio process-customer requirements-NPD materialization?

What needs to be done to overcome the *can't-do* influences (identify host/team sources), *won't-do* influences (identify host/team sources), organizational/operational processes that compete/render the portfolio process dysfunctional?

Check-list Questions

Are the skills/competencies of key people that impact Time-To-Market (TTM) in the organization an issue (e.g. executives, directors, managers, key technical leads)?

If so, what specific actions need to take place -- for whom (train/mentor, reassign, replace)?

Where motivation issues (i.e. *will-do/won't do*) may be a factor that gets in the way of effective TTM; what are they and where do they specifically exist at the Host and Team level?

e.g. Resistance to change, vested in as-is, potential loss of status, influence or leverage, upward mobility, no real TTM accountability. Or it's a relatively low priority, lack of incentives, lack of interest, too much time-slicing, etc.?

If any of these are in-play, what needs to take place -- by whom and in which situations (coach, discipline, reassign, replace, prioritize, *incentivize*, and/or reward)?

As far as organizational/operational issues are concerned, what are the biggest resisting forces at work with respect to TTM?

e.g. Lack of policy and operational adherence to TTM as a critical corporate priority, strategy process ineffective vis-a-vis TTM influence or priority, portfolio process non-existent/ineffective, absence of an effective *linkage* between them (strategy and portfolio), decision-making (not done. slow, poor process, diffused accountability), cross functional cooperation/accountability to insure RightTTM, absence of an effective *linkage* between portfolio execution schedules and timely/effectively staffed NPD teams, and resources (talent, budget, tools, etc.) and/or lack of proper authority at the team level.

If you were the CEO and realized that RightTTM was what will make or break this organization, what are the 3-5 things you would do to change the functioning of this company to ensure a greatly improved RightTTM performance (for not just a single product, but for all new products generated by this company)?

1.

2.

3.

4.

5.

Thank you for your time!

For Reference

RTTM Criteria

	Systems	Knowledge/Skills	Motivation	Resources
HOST	Effectiveness & alignment between: + RTTM strategy? + Understanding customer requirements? + Effective portfolio process? + Timely new product releases?	+ Grasp importance of RTTM? + Capabilities to enact?	Willingness to: + Act and make real changes? + Effectively implement? + Effectively support required systems?	Provisioning for: + Sufficient people? + Sufficient skills? + Enough budget? + Balanced resource utilization? + Communications?
TEAM	Effectiveness of: + Integration of customer requirements into products? + Performance to schedule? + Teamwork? + Right tools & processes?	+ Professional skills? + Product specific knowledge? + Technical skills?	+ Willingness to act to attain NPD Team objectives? + Control issues (function vs PM)?	Sufficiency of: + People? + Tools & processes? + Budget? + Communications?
	The delivery system	Can Do - Can't Do	Will Do - Won't Do	Available - Unavailable

RTTM Issues

typical assessment of the root causes of poor performance*

	Systems	Knowledge/Skills	Motivation	Resources
HOST	+ Lack consistent and well communicated RTTM strategy + Lack formal process for gathering & understanding customer requirements + No portfolio process for aligning new product introductions with resources needed to achieve goals + Limited product roadmap (functionality over time)	+ Limited knowledge of RTTM best practices + Resistance to adoption of new ideas + Poor inter-functional communications + Poor inter-functional accountability + Unstructured decision-making process	+ TTM performance shortfalls + Resistance to change + Vested in as-is + Fear loss of influence + Fear loss of professional identify + Fear loss of promotability	+ Miss-aligned skill set (for technology being developed) + Miss-aligned quantity of resources for number of projects in the pipeline + Miss-aligned R&D budget for number of projects in the pipeline + Inadequate communications between functions and team
TEAM	+ Requirements from key customers poorly understood & integrated into new products + Continually fall short of TTM targets + Poor cross functional team cooperation & communication + Lack of formal/standardized process for managing NPD projects	+ Limited knowledge of RTTM best practices + Lack PM leadership skills + Lack authority to act + Limited or lack technical skills + Competency of team to "fit" the project + Lack of common tools & processes	+ TTM performance shortfalls + Low professional interest Control issues (PM vs. functions): + Performance appraisals done by functions + \$ increases given by functions	+ Lack necessary quantity of the "right" people available at the "right" time + Insufficient budget for the number of projects being executed + Overly time sliced + Inadequate communications with team and with provisioning functions
		Can Do - Can't Do	Will Do - Won't Do	Available - Unavailable

* Poor performance = low profit & revenue caused by new products that are late and/or that don't meet customer expectations (i.e. wrong products at the wrong time)

** RTTM = Reliable-Time-To-Market

RightTTM Diagnostic

resistance considerations

	Capability/Knowledge	Motivation	Organizational/Operational
HOST restraining forces	<p>Can Do/Can't Do</p> <ul style="list-style-type: none"> Limited RTTM related skills/competencies Learning & adoption of new skills Changes in operating modalities <ul style="list-style-type: none"> e.g. inter-functional communications & accountabilities Changes in decision-making criteria 	<p>Will Do/Won't Do</p> <ul style="list-style-type: none"> RTTM related performance shortfalls Resistance to change Vested in as-is Fears: <ul style="list-style-type: none"> Loss of influence Promotability Professional identity etc. 	<p>Can Do/Can't Do &/or Will Do/Won't Do</p> <ul style="list-style-type: none"> Absence of/ineffectual RTTM related processes & disciplines Effectiveness & alignment between: <ul style="list-style-type: none"> Clear strategy Understanding customer requirements Effective portfolio process (aligned) Timely new product releases Staffing: <ul style="list-style-type: none"> qty., skills, positioning in organization Authority to act Decision-making: <ul style="list-style-type: none"> criteria, timing, and process Intra & inter-organizational accountabilities Resource allocation: <ul style="list-style-type: none"> people, budgets, tools, facilities, etc. Organizational and team behavior per RightTTM mindset
NPD TEAM restraining forces	<p>Can Do/Can't Do</p> <ul style="list-style-type: none"> Limited RTTM related skills/competencies PM leadership skills Authority to act Technical skills Competency of team re "fit" to project Tools and processes Resources needed 	<p>Will Do/Won't Do</p> <ul style="list-style-type: none"> RTTM related performance shortfalls Control issue: <ul style="list-style-type: none"> performance appraisals, \$ increases controlled by functional "bosses" not PM Overly "time sliced" Little professional interest Not qualified 	<p>Can Do/Can't Do &/or Will Do/Won't Do</p> <ul style="list-style-type: none"> Ineffectual NPD teams, processes, tools, disciplines Team insufficiently empowered by host: <ul style="list-style-type: none"> budget/resource constrained decision-making authority not defined Accountability for project Critical communications: <ul style="list-style-type: none"> unknown sources or "blocked"