

STRATEGIC & SYSTEMS THINKING

Prevention-Based Leadership
GD-OTS Decathlon Program

TODAY IS DIFFERENT



THIS IS NOT ABOUT

- Technical expertise
- Engineering solutions
- Being the smartest in the room

THIS IS ABOUT

- Executive thinking
- Business acumen
- Persuasion under pressure
- Grace under fire
- Learning
- Having Fun

WHY THIS MATTERS TO YOUR CAREER

- THE EXECUTIVE TRANSITION CHALLENGE
- Technical Expert → Manager → LEADER
- What got you here won't get you there
- Today's executives were yesterday's engineers
- But they had to transform their thinking





THE STAKES ARE REAL

You'll Analyze Actual Disasters Where Prevention Failed

EXERCISE STRUCTURE

- 4 Teams • 4 Historic Cases
- YOUR MISSION:
 - Analyze the critical decision point
 - Develop prevention recommendation
 - Build compelling business case
 - Present to skeptical senior executives
 - Succeed during aggressive questioning
 - Learn and Have Fun



WHAT WINS IN THE BOARDROOM

- SCORING CRITERIA: NOT scored on Technical Accuracy!
- The best technical answer delivered poorly loses.
- A good answer delivered well wins.
- Presentation skills matter
- Executive presence matters
- Conviction under pressure matters



YOUR MOMENT: DAY 2

Morning Only • No Do-Overs • No Second Chances • Outcome Saves Lives

EMBRACE THE DISCOMFORT



You will be uncomfortable

- **GOOD**

You will be challenged

- **EXCELLENT**

You might fail

- **THAT'S OK**

REMEMBER

- Growth requires discomfort
- Failing here is safe
- Learning here is permanent

- Better to fail in this room than in a real boardroom



YOUR CHALLENGE



FOR THE NEXT 36 HOURS

Think like an **EXECUTIVE** not an engineer

Focus on **VALUE** not just risk

Speak their **LANGUAGE** not yours

Make it IMPOSSIBLE to say NO!

YOUR PREVENTION TOOLKIT

ANALYTICAL TOOLS

- ☒ Stakeholder Analysis
- ☒ Causal Loop Diagrams
- ☒ Decision Trees
- ☒ Risk Matrices
- ☒ Scenario Planning

LEADERSHIP SKILLS

- ☒ VIER™ Influence Framework
- ☒ Executive Presence
- ☒ Handling Difficult Questions (P.A.R.R.™)
- ☒ Building Prevention Cases
- ☒ ROI Communication

YOUR TOOLKIT!

THE POWER OF PREVENTION

Why Smart Leaders Invest in What Might Never Happen
Strategic & Systems Thinking for Executive Decision Making

THE UNIVERSAL TRUTH

- "An ounce of prevention is worth a pound of cure"
— Benjamin Franklin, 1736
- In business terms:
\$1 of prevention is worth \$100 - \$1,000 of reaction
- Yet executives consistently choose reaction. Why?

Y2K: THE \$600 BILLION 'WASTE'?



THE INVESTMENT

- Global spend: \$600 billion
- Years of preparation
- Millions of engineers

THE RESULT

- Major failures: ~Zero
- Banking systems: Protected
- Power grids: Stable

Success looks like nothing happened



THE PREVENTION PARADOX

WHEN PREVENTION SUCCEEDS

- Nothing visible happens
- Looks like waste
- No one gets credit
- Budget gets cut

WHEN PREVENTION FAILS

- Disaster strikes
- Everyone asks 'Why?'
- Heroes emerge to fix it
- Budgets unlimited

These are reasons that executives default to choosing reaction

PREVENTION ROI: THE NUMBERS

INDUSTRY ROI

- Cybersecurity: \$1 → \$27
- Healthcare: \$1 → \$40
- Manufacturing: \$1 → \$60

INFRASTRUCTURE ROI

- Maintenance: \$1 → \$100
- Safety programs: \$1 → \$150
- Average ROI: 75:1

Yet prevention budgets are always first cut. Why?



DEFENSE: WHERE PREVENTION IS DOCTRINE

DEFENSE PRINCIPLES

- Redundancy is standard
- Backup power systems
- Comms redundancy

BECAUSE IN DEFENSE...

- Failure is not an option
- Lives are immediately at stake
- Second chances don't exist

Zero tolerance for 'it probably won't happen'

WHY SMART EXECUTIVES FAIL AT PREVENTION

COGNITIVE BARRIERS

- **Probability bias:**
Won't happen
- **Temporal discounting:**
Future problem

ORGANIZATIONAL BARRIERS

- **Visibility asymmetry:**
No credit
- **Budget pressure:**
Cut prevention first

COMMUNICATION BARRIERS

- **Language mismatch:**
Speak risk, not value
- **Credibility gap:**
Lacks the perspective



Which barrier is hardest to overcome?

REFRAME: FROM COST TO VALUE PROTECTION

STOP SAYING

- 'Spend money on prevention'
- 'This might prevent a problem'
- 'We should be more careful'

START SAYING

- 'Protect \$X in value'
- '5X return on investment'
- 'Preserve our options'

Never frame prevention as cost — always as VALUE PROTECTION



THE PREVENTION EQUATION

Value at Risk (VAR) × Probability of Loss (POL) × Consequence Magnitude (CM) ÷ Prevention Cost (PC) = **Prevention ROI**

Example: Today's Cases

[VAR: \$11-45 billion] × [POL: 0.1 - 5%] × [CM: 100% loss] ÷ [PC: \$12-20 million] = [ROI: 500:1 to 5,000:1]

Potential Additional Cascading Losses

500:1
to 5,000:1

Make this math impossible to ignore

PREVENTION CHAMPIONS CHANGE HISTORY

HEARD — SUCCESS

Hirai: Higher seawall
→ Saved 1,000s

LeMesurier: Secret fix
→ Saved 10,000s

UNHEARD — TRAGEDY

Boisjoly:
Challenger warning ignored

Others: Warnings dismissed

What separates heard from unheard?

YOUR CASES: FINDING THE PREVENTION MOMENT

- Each case has a critical moment where \$15-20 million would have prevented:
 - Boeing: \$20 billion loss + 346 lives
 - Challenger: Program suspension + 7 lives
 - Deepwater: \$65 billion loss + 11 lives
 - I-35W: Infrastructure crisis + 13 lives
- Your Challenge:
 1. Find that moment
 2. Build the prevention case
 3. Make it compelling to executives
 4. Overcome the three barriers

\$15-20M
Prevention Cost

Remember: You know the disaster is coming. They don't — make them feel it.



THE PREVENTION MINDSET

Champions of Prevention:

- SEE systems, not just components
- THINK in decades, not quarters
- VALUE what doesn't happen
- FIGHT for the invisible victory
- ACCEPT that no one may thank them

That's Executive Leadership.

But they sleep well knowing: They were the barrier between success and catastrophe!

PREVENTION ROI EXAMPLES

Five Real-World Cases

Executive Summary

75:1 to 4,444:1

Prevention ROI Range

Key Finding

- Prevention consistently outperforms reactive spending
- All examples verified with original sources
- ROI multipliers documented across industries

Cases Included

- Citicorp Center (1978) – 4,444:1 ROI
- Tylenol (1982) – 100:1 ROI
- Intel Pentium (1994) – 1:24 inverse
- Fukushima vs. Onagawa (2011) – 4,000:1 ROI
- Volkswagen (2008-2015) – 1:1,760 inverse

Prevention is not an expense – it is VALUE PROTECTION

CITICORP CENTER (1978)

4,444:1

Prevention ROI

Prevention Investment

- 59-story NYC building with fatal flaw
- Bolted joints created 40% stress increase
- Vulnerable in 70+ mph wind (1:16 annual risk)
- Secret overnight repairs: \$4.5-12M

Disaster Avoided

- Potential damage: \$20B+ (2024 dollars)
- Potential deaths: 10,000s+
- Now safe for 700-year storms
- Story stayed secret for 17 years

When prevention works perfectly, it looks like nothing happened

TYLENOL (1982)

Prevention as Competitive Advantage

100:1 +
Prevention ROI

Prevention Investment

- Seven deaths from cyanide-laced capsules
- Recalled ALL 31 million bottles
- Invested \$100M+ in tamper-proof packaging
- Total investment: ~\$600M (1982 dollars)

Value Protected

- Regained 92% market share within 1 year
- Avoided brand destruction: \$10B+ value
- Avoided legal liability: \$5B+ exposure
- Set industry standard for product safety

Prevention investment became a permanent competitive moat

INTEL PENTIUM (1994) Missed Prevention Window

1:24

Cost Multiplier

Prevention Window (June)

- Discovered rare floating-point error
- Affects ~1 in 9 billion calculations
- Fix cost at discovery: ~\$20 million
- Decision: Do NOT disclose or recall

Consequences (January)

- Full recall cost: \$475M (\$891M 2024)
- Market cap loss: ~\$2 billion
- Reputation damage: years to recover
- 6 months delay = 24x cost increase

Prevention windows close exponentially – delay multiplies cost, not adds to it

VOLKSWAGEN (2008-2015)

Prevention Deferred

1:1,760

Cost Multiplier

Prevention Option (2008)

- Option A: Invest \$1B in emissions tech
- Option B: Install \$50 defeat device
- Choice made: Option B
- Install test-detecting software

Actual Costs (2015+)

- Fines & penalties: \$33B+
- Buybacks & settlements: \$40B+
- Stock value loss: \$42.5B
- Total: \$30-88 billion

\$1B prevention investment would have avoided \$30-88B in total costs

FUKUSHIMA vs. ONAGAWA (2011)

4,000:1

Prevention ROI

Fukushima Daiichi

- Same 9.0 earthquake, same tsunami
- Seawall: 5.7 meters (inadequate)
- Result: Meltdown, \$200B+ damage
- 160,000+ people evacuated

Onagawa Nuclear Plant

- Engineer Hirai insisted: "Build higher"
- Seawall: 14.8 meters (+\$50M)
- Tsunami blocked completely
- Became local evacuation shelter

Same \$50M decision, same day, opposite outcomes – culture drives decisions



Key Insights Across All Examples

- 1 Prevention Success = Invisible Victory**
Citicorp, Onagawa – we never know disaster was prevented
- 2 Prevention Window Closes Exponentially**
Intel: 6 months = 24x initial cost
- 3 Average Prevention ROI: 75:1 minimum**
Range: 100:1 (Tylenol) to 4,444:1 (Citicorp)
- 4 Culture Drives Decisions**
Same event, same conditions, different outcomes
- 5 Leadership Character Determines Outcomes**
LeMessurier, Hirai risked careers for prevention

Prevention is a leadership decision, not a budget line item

Decathletes: Use with Your Teams

Sequence for Impact

Step 1: Start with invisible victories

→ Citicorp, Onagawa establish credibility

Step 2: Show prevention timing

→ Tylenol success vs. Intel failure

Step 3: End with ethical dimension

→ VW: not just financial calculation

Key Talking Points

- All examples defensible with sources
- Focus on decisions, not outcomes
- Connect to GD-OTS context
- Prevention = VALUE PROTECTION

Use these cases to advocate for prevention investments in your teams

THE GREAT EAST JAPAN EARTHQUAKE

Fukushima vs. Onagawa: A Tale of Prevention
March 11, 2011

EARTHQUAKE DETAILS

- Date: March 11, 2011 at 14:46 JST
- Magnitude: 9.0+ -- 4th largest earthquake ever recorded
- Duration: Approximately 6 minutes
- Epicenter: 70 km east of Oshika Peninsula in Pacific Ocean
- Tsunami: Up to 40.5 meters (133 ft)
- Tsunami travel speed: 700 km/h (435 mph) in deep water
- Inland penetration: Up to 10 km (6 miles) in Sendai area



TWO PLANTS, TWO OUTCOMES



FUKUSHIMA DAIICHI

- 163 km from epicenter
- Tsunami height: 14-15 meters
- Seawall height: 5.7 meters
- RESULT: Level 7 nuclear disaster
- 3 reactor meltdowns
- 154,000 evacuated
- \$200+ billion in costs

ONAGAWA

- 80 km from epicenter
- Tsunami height: 13 meters
- Seawall height: 14.8 meters
- RESULT: Safe shutdown
- Became evacuation center
- 364 evacuees sheltered
- Zero radiation release

Same earthquake. Same tsunami. Opposite outcomes

THE DISTANCE PARADOX

- Onagawa: 80 km from epicenter - SURVIVED
- Fukushima: 163 km from epicenter - FAILED
- Onagawa was HALF the distance from the epicenter
- Onagawa faced a similar tsunami height
- Yet Onagawa survived while Fukushima melted down
- Distance from danger doesn't determine survival.
- Distance ABOVE danger does. Prevention is that distance.

Prevention is the distance that matters

THE PREVENTION HERO: YANOSUKE HIRAI



- 1960s: Junior engineer at Onagawa planning
- Insisted on building at 14.8 meters elevation
- His evidence: Historical tsunami records
 - 1896 Meiji-Sanriku tsunami: 38 meters
 - 869 Jōgan tsunami: Sediment evidence
- Company resistance: "Too expensive" / "Over-engineering"
- Hirai's response: "Nature doesn't care about our budgets"
- He fought company pressure for 40 years - and won.

40 years of persistence → Zero radiation release!

THE PREVENTION FAILURE: FUKUSHIMA

- TEPCO's decisions that sealed fate:
 - Lowered plant elevation to reduce pumping costs
 - Built minimal seawall (5.7 meters)
 - Placed backup generators in basement
 - Ignored 2008 study predicting 10.2m tsunami
 - Dismissed historical evidence as "unreliable"
- The consequences:
 - 3 reactor meltdowns
 - 154,000 evacuated / 2,000+ related deaths
 - \$200+ billion in costs
 - Permanent exclusion zone

Every dollar 'saved' on prevention cost thousands in consequences

THE PREVENTION ROI

20,000:1

Prevention ROI

ONAGAWA PREVENTION

- Extra cost in 1960s:
 - ~\$10 million
- Lives protected: All workers
 - + 364 evacuees sheltered
- Damage prevented:
 - \$100+ billion

FUKUSHIMA FAILURE

- Money "saved":
 - ~\$10 million
- Cost incurred:
 - \$200+ billion
- PREVENTION ROI:
 - 20,000 : 1

The math is simple: Invest in prevention or pay for disaster

KEY TAKEAWAYS

- Every disaster has its Yanosuke Hirai
 - Someone who knew. Someone who warned.
- Every disaster has prevention champions who were ignored
- The question is: Will you listen to your Champions?
 - Or will you be explaining why you didn't?
- Prevention ROI: 20,000 to 1
- The cost of prevention is always less than the cost of failure.

Who is YOUR Yanosuke Hirai?



**"BUILD IT HIGHER, NO
MATTER THE COST"**

STRATEGIC & SYSTEMS THINKING TOOLS

Your Analytical Arsenal for Executive Decision-Making
From Complex Problems to Clear Recommendations

FROM ENGINEER TO EXECUTIVE THINKER



Engineering Thinking

- Linear cause and effect
- Single optimal solution
- Technical specifications
- Quantifiable metrics

Executive Thinking

- Multiple stakeholders
- Competing priorities
- Uncertain outcomes
- Political dynamics



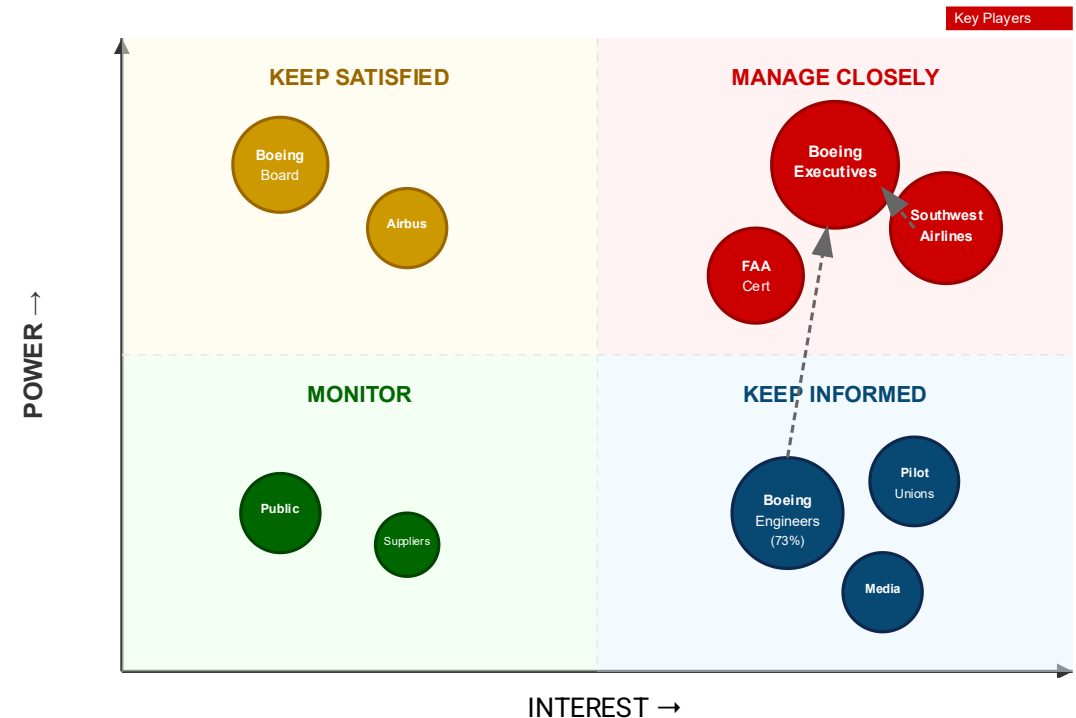
YOUR FIVE ESSENTIAL TOOLS

1. STAKEHOLDER ANALYSIS: Who wins, who loses, who decides
2. CAUSAL LOOP DIAGRAMS: See the system, not just parts
3. DECISION TREES: Map choices and consequences
4. RISK MATRICES: Prioritize what matters most
5. SCENARIO PLANNING: Prepare for multiple futures

TOOL 1: STAKEHOLDER ANALYSIS

- Purpose: Understand the human dynamics
- Key Questions:
 - Who has power to say yes/no?
 - Who benefits from status quo?
 - Who loses if we change?
- Output: Power/Interest Grid - Shows who to convince

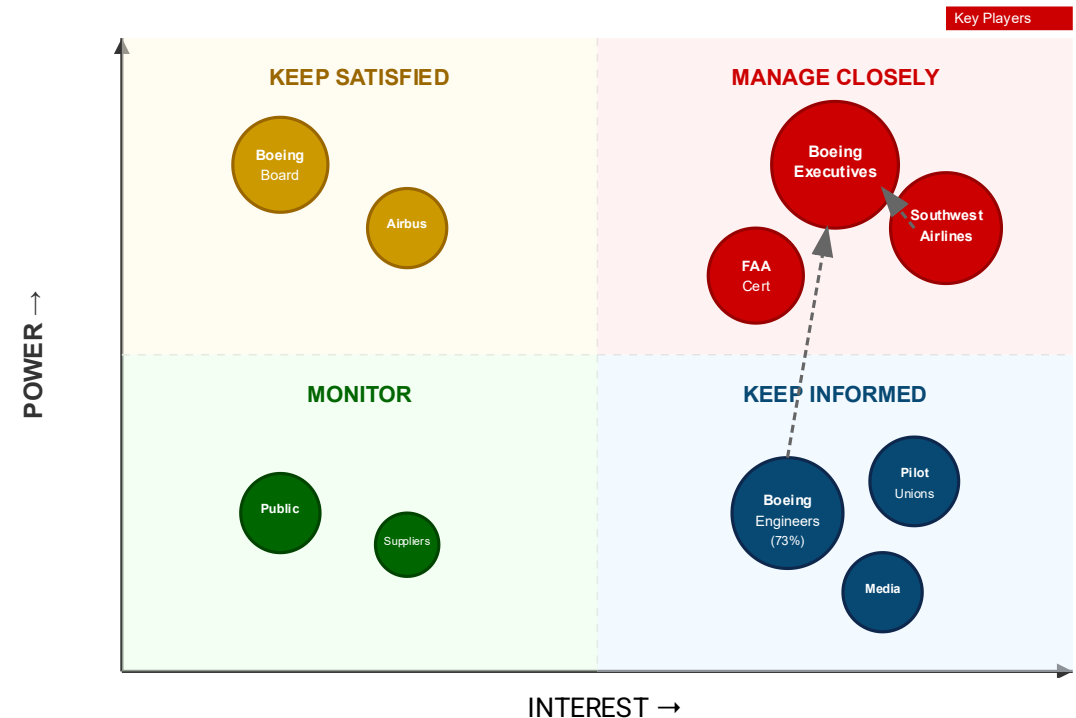
Stakeholder Power-Interest Matrix



STAKEHOLDER ANALYSIS IN ACTION

- Boeing 737-MAX Example:
- HIGH POWER, HIGH INTEREST:
 - Airlines, Shareholders
- HIGH POWER, LOW INTEREST:
 - Board of Directors
- LOW POWER, HIGH INTEREST:
 - Engineers, Future passengers
- Your job: Make low-power voices matter

Stakeholder Power-Interest Matrix



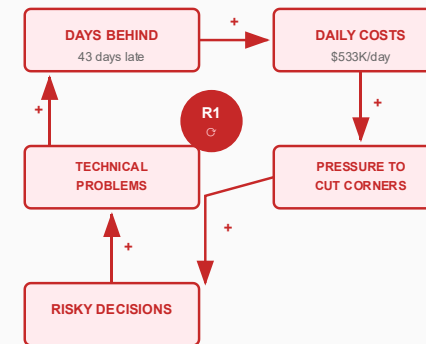
TOOL 2: CAUSAL LOOP DIAGRAMS

- Purpose: See hidden connections and feedback
- Reveals:
 - Reinforcing loops (vicious/virtuous cycles)
 - Balancing loops (system resistance)
 - Unintended consequences
 - Cascade effects
- Key Insight: Small changes trigger massive effects

CAUSAL LOOP ANALYSIS: Macondo Well System Dynamics

Reinforcing Loops Driving Toward Catastrophe

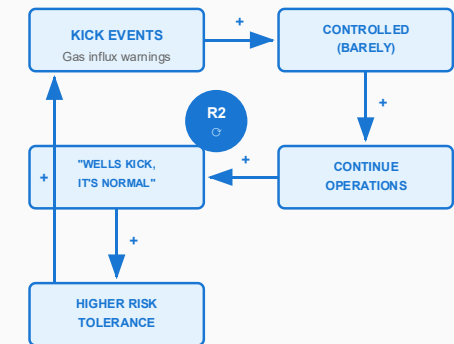
R1: COST DEATH SPIRAL



R1 Examples at Macondo:

- Skip cement bond log → Save 12 hours → Created uncertainty
- Use 6 centralizers instead of 21 → 7x channeling risk
- Accept 20-hour cure vs. 72-hour standard → Weak barrier

R2: NORMALIZATION OF DEVIANCE



R2 at Macondo — Warning Signs Ignored:

- Multiple kick events controlled → "This is normal"
- 1,400 psi anomaly explained away as "bladder effect"
- Crew called it "the well from hell" → Still continued

LEVERAGE POINTS FOR INTERVENTION

1

BREAK R1 AT "PRESSURE":

- Accept 7-day delay; decouple costs from safety decisions

2

BREAK R1 AT "RISKY DECISIONS":

- Require CBL regardless of cost; make testing mandatory

BREAK R2:

- Stop at 1st kick—investigate fully

GD-OTS Decathlon Program | Strategic & Systems Thinking Module | VIER™ Framework

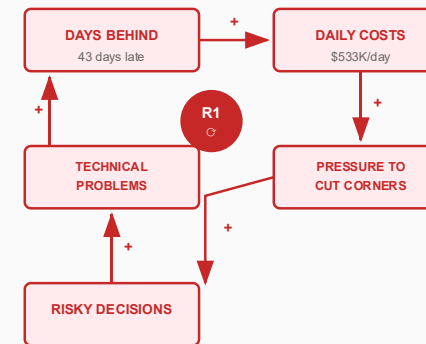
CAUSAL LOOPS REVEAL CASCADES

- Deepwater Horizon Dynamics:
- VICIOUS CYCLE:
 - Cost Pressure → Rush Decisions → Skip Tests → Hidden Problems
- VIRTUOUS CYCLE:
 - Proper Testing → Find Issues Early → Controlled Fixes → On Schedule
- Investment breaks the vicious cycle

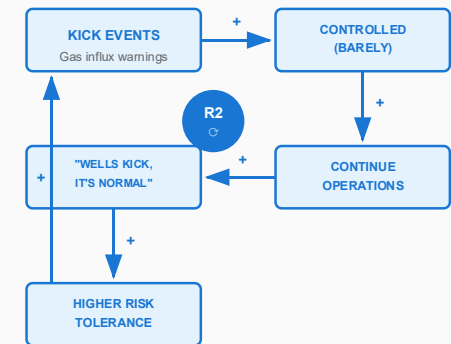
CAUSAL LOOP ANALYSIS: Macondo Well System Dynamics

Reinforcing Loops Driving Toward Catastrophe

R1: COST DEATH SPIRAL



R2: NORMALIZATION OF DEVIANCE



R1 Examples at Macondo:

- Skip cement bond log → Save 12 hours → Created uncertainty
- Use 6 centralizers instead of 21 → 7x channelling risk
- Accept 20-hour cure vs. 72-hour standard → Weak barrier

R2 at Macondo — Warning Signs Ignored:

- Multiple kick events controlled → "This is normal"
- 1,400 psi anomaly explained away as "bladder effect"
- Crew called it "the well from hell" → Still continued

LEVERAGE POINTS FOR INTERVENTION

1

BREAK R1 AT "PRESSURE":

- Accept 7-day delay; decouple costs from safety decisions

2

BREAK R1 AT "RISKY DECISIONS":

- Require CBL regardless of cost; make testing mandatory

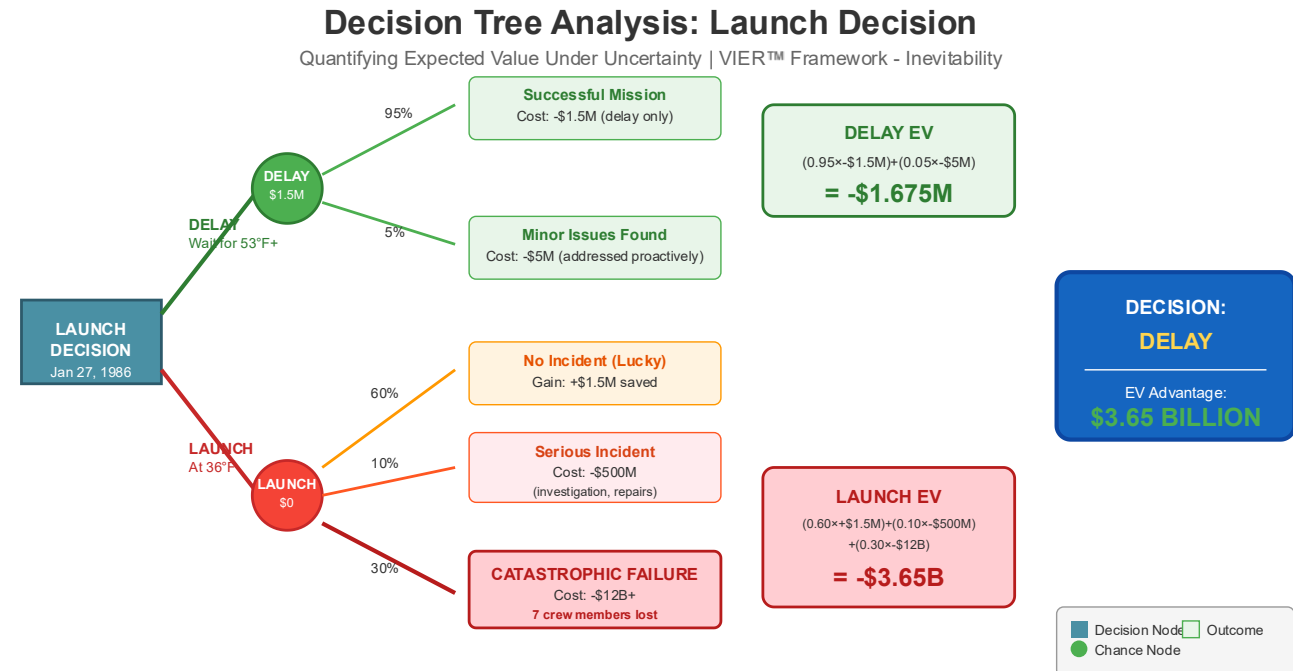
BREAK R2:

- Stop at 1st kick—investigate fully

GD-OTS Decathlon Program | Strategic & Systems Thinking Module | VIER™ Framework

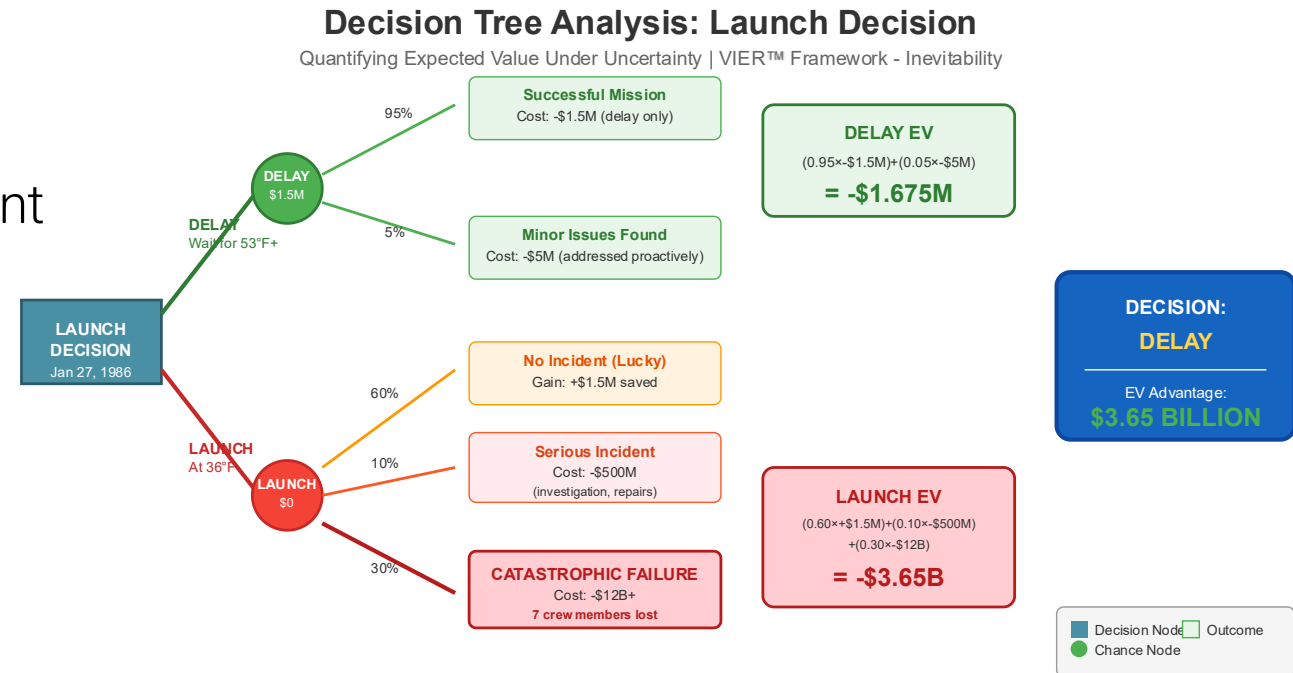
TOOL 3: DECISION TREES

- Purpose: Map choices and consequences
- Structure:
 - □ Square = Decision point
 - ○ Circle = Chance/Uncertainty
 - → Branches = Possible outcomes
- Calculates expected values and risk-adjusted returns



DECISION TREES QUANTIFY TRADE-OFFS

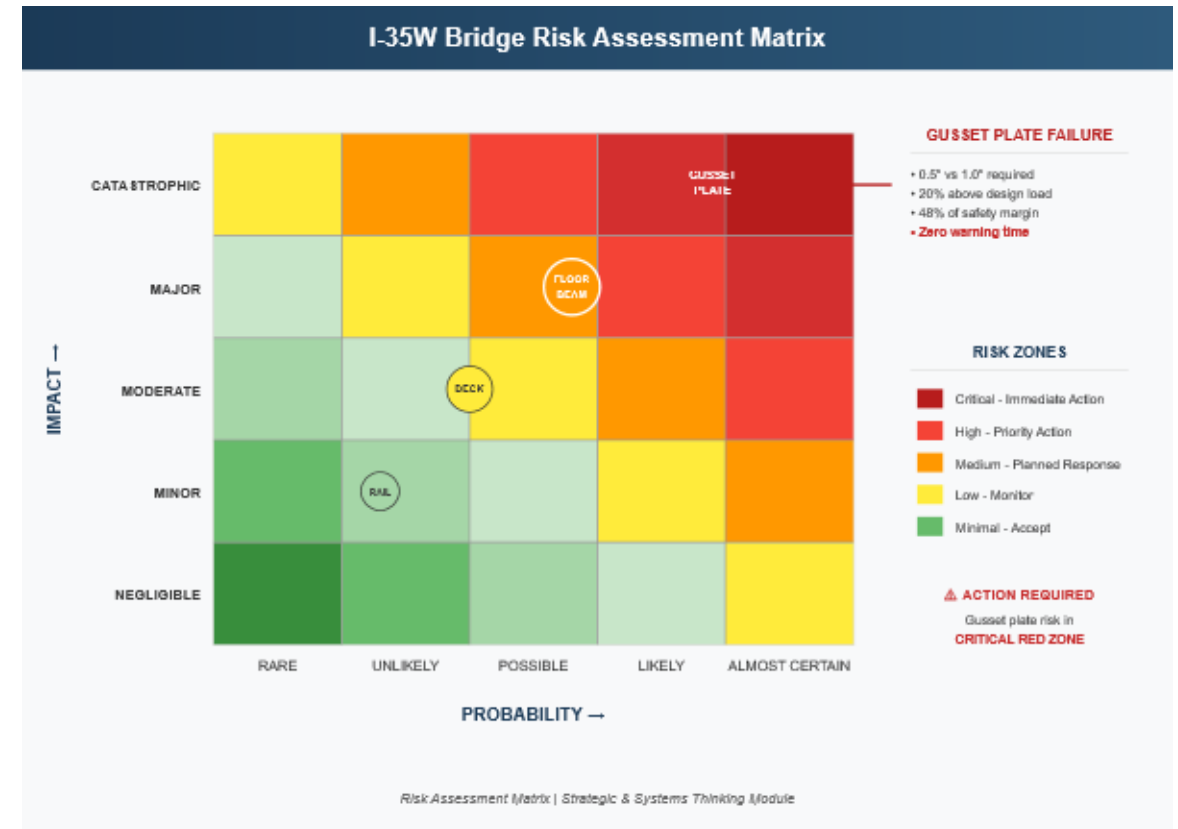
- Challenger Launch Decision:
- LAUNCH: Success (\$0.9) + Serious Incident (-\$50M) + Catastrophe (-\$3.6B)
 - Expected Value: -\$3.65B
- DELAY: Minor Issue (-\$0.25M) + Safe launch (-\$1.425M)
 - Expected Value: -\$1.675M



-\$1.675M >> -\$3.65B The math says delay, even with criticism

TOOL 4: RISK MATRICES

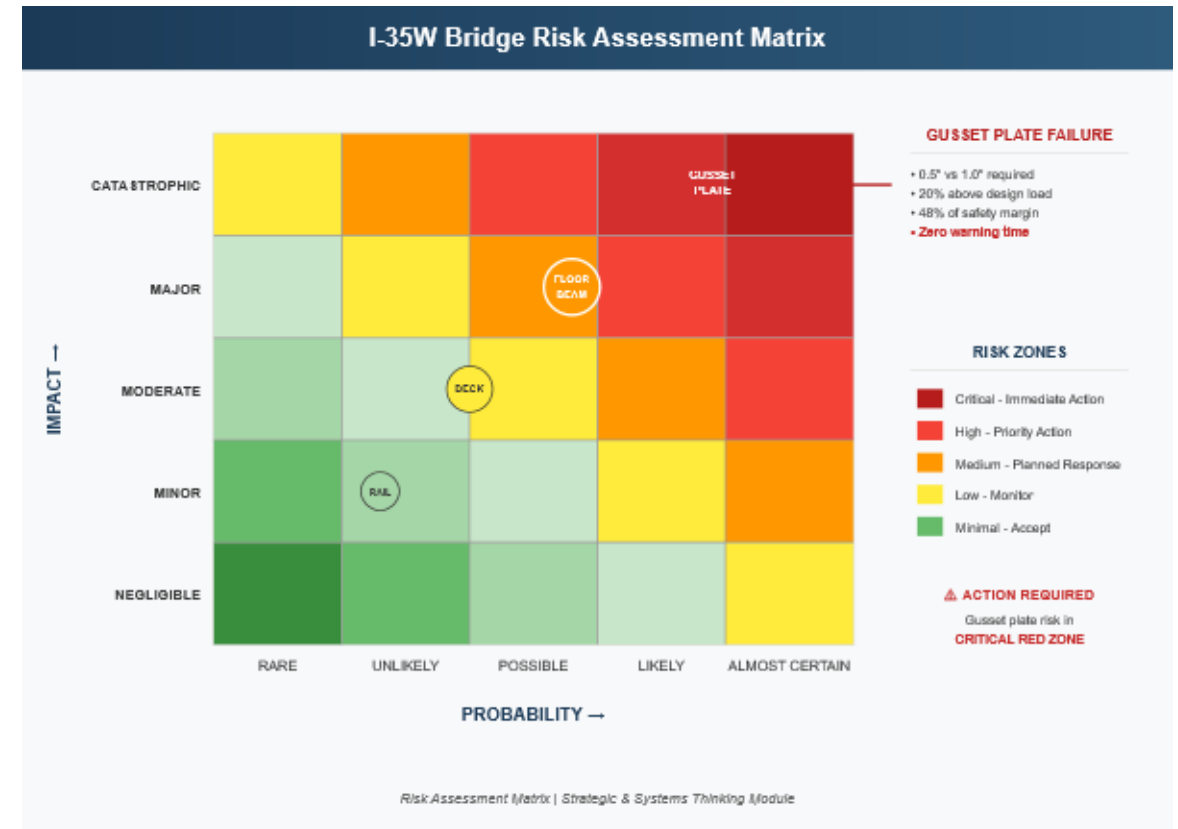
- Purpose: Prioritize risks that matter most
- Dimensions: Probability × Impact
- Risk Zones:
 - Low Risk - Monitor
 - Medium Risk - Manage
 - High Risk - Mitigate
 - Critical Risk - PREVENT AT ALL COSTS



RISK MATRICES SHOW HIDDEN DANGERS

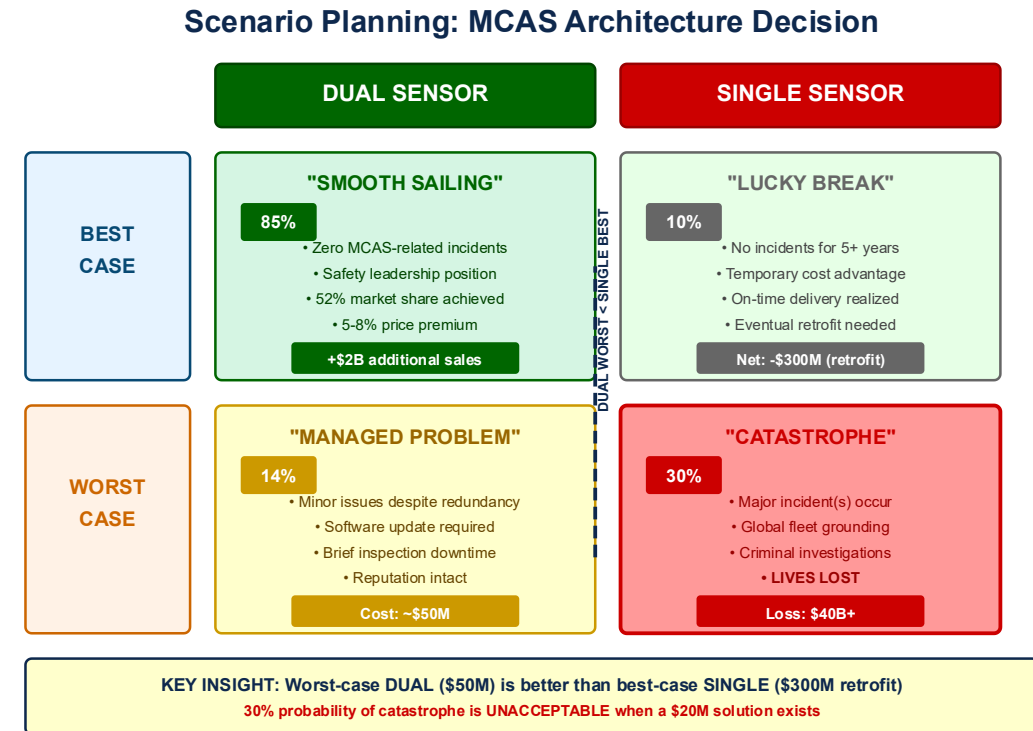


- I-35W Bridge Risks:
-  CRITICAL: Gusset plate failure → Total collapse
-  HIGH: Rush hour collapse → Mass casualties
-  MEDIUM: Concrete spalling → Lane closures
-  LOW: Paint deterioration → Aesthetics
- Focus on the gusset plates!



TOOL 5: SCENARIO PLANNING

- Purpose: Prepare for multiple futures
- Test Your Decision Against Each:
 - ✓ Best case - Everything goes right
 - ✓ Expected case - Most likely outcome
 - ✓ Worst case - Murphy's Law
 - ✓ Black Swan - Unexpected shock
- Good decisions work in multiple scenarios

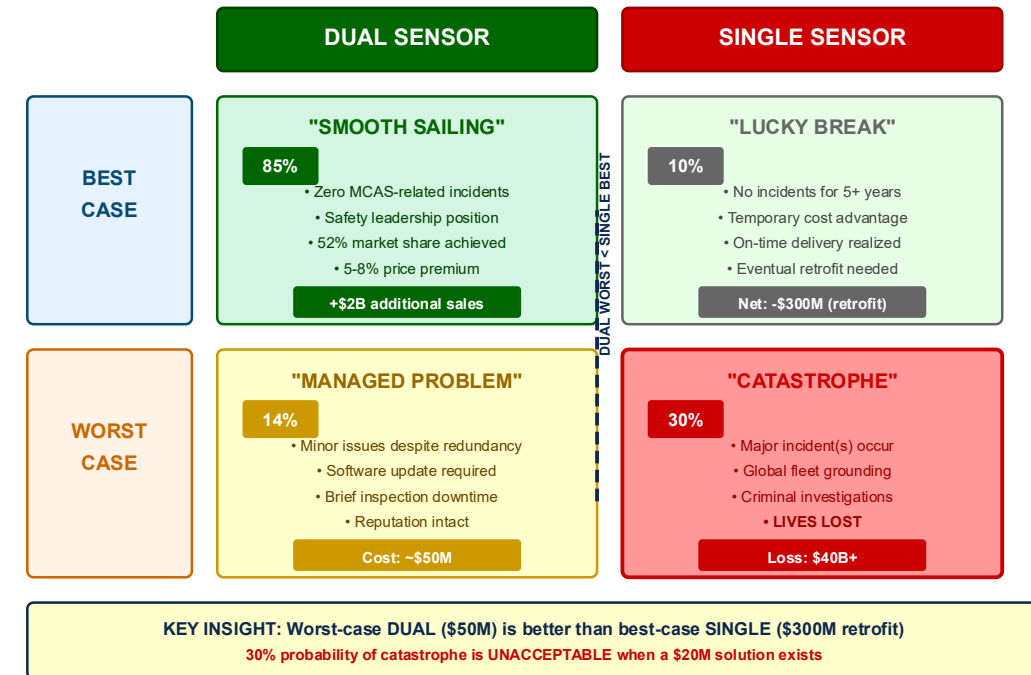


SCENARIOS REVEAL DECISION ROBUSTNESS



- Boeing MCAS Scenarios:
- Single Sensor
 - BEST: No failures → Save \$12M
 - EXPECTED: Rare failure → Pilots handle it
 - WORST: Crash → \$20B loss
 - BLACK SWAN: Two crashes → \$45B, fleet grounding
- Dual Sensors
 - Work in ALL scenarios

Scenario Planning: MCAS Architecture Decision



USING TOOLS IN COMBINATION



The Power is in Integration:

1. START with Stakeholder Analysis → Politics
2. MAP with Causal Loops → System dynamics
3. PRIORITIZE with Risk Matrix → What matters
4. EVALUATE with Decision Trees → Quantify options
5. STRESS TEST with Scenarios → Robustness

STRATEGIC & SYSTEMS THINKING

30 ESSENTIAL TOOLS

Introduction

- This discussion presents 30 strategic and systems thinking tools commonly used in business analysis, consulting, and organizational decision-making.
- From this comprehensive toolkit, we have carefully selected 5 core tools for the GD-OTS Decathlon Strategic & Systems Thinking module.
- These tools were chosen because they work as an integrated system, are optimized for prevention thinking, are accessible without specialized training, and have proven prevention power.

 **We've done the work of selecting the RIGHT tools for prevention leadership**

THE FIVE CORE DECATHLON TOOLS

1. **Stakeholder Analysis** – Map power and interest dynamics
2. **Causal Loop Diagrams** – Visualize feedback loops and system dynamics
3. **Decision Trees** – Calculate expected value of choices under uncertainty
4. **Risk Matrices** – Prioritize risks by probability and impact
5. **Scenario Planning** – Create alternative future narratives

**These 5 tools answer WHO, WHY, WHAT, HOW BAD, and WHAT IF
Every strategic question**

Four Reasons for Our Selection

80%
of decisions covered

1. INTEGRATED SYSTEM

- Stakeholder → WHO matters
- Causal Loops → WHY problems accelerate
- Decision Trees → WHAT choice is optimal

2. PREVENTION THINKING

- Reveals hidden power dynamics
- Exposes accelerating feedback loops
- Quantifies value of prevention

3. ACCESSIBLE & PRACTICAL

- Learned in one day
- Applied with flip charts
- Understood by non-technical executives

4. VIER™ FRAMEWORK SUPPORT

- VALUES → Stakeholder Analysis
- INEVITABILITY → Causal Loops
- EXECUTIVE clarity → Decision Trees

The Five Core Tools form an integrated system aligned with the VIER™ Framework

ADDITIONAL TOOLS REFERENCE



STRATEGIC ANALYSIS TOOLS

SWOT Analysis

- Evaluate Strengths, Weaknesses, Opportunities, Threats

Porter's Five Forces

- Analyze industry competitive dynamics

PESTLE Analysis

- Scan macro-environmental factors

BCG Matrix

- Portfolio analysis for resource allocation

Value Chain Analysis

- Identify value-creating activities

Blue Ocean Strategy Canvas

- Find uncontested market spaces

These strategic tools COMPLEMENT your Core 5 - use them for deeper analysis



SYSTEMS THINKING TOOLS

Systems Mapping

- Visualize complete system elements

Soft Systems Methodology (SSM)

- Address "messy" human problems

Stock and Flow Diagrams

- Model accumulations and rates of change

Viable System Model (VSM)

- Design adaptive organizations

Iceberg Model

- Understand levels from events to mental models

Use advanced systems tools when Causal Loops reveal complexity needing deeper modeling

DECISION-MAKING & PROBLEM-SOLVING

DECISION-MAKING

- Cost-Benefit Analysis – Compare financial costs vs benefits
- Multi-Criteria Decision Analysis – Evaluate against multiple criteria
- Game Theory Analysis – Analyze strategic interactions
- Real Options Analysis – Value flexibility and future choices
- Kepner-Tregoe – Systematic decision-making process

PROBLEM-SOLVING

- Root Cause Analysis (Fishbone) – Identify all potential causes
- 5 Whys Analysis – Drill to root cause quickly
- Pareto Analysis (80/20) – Focus on vital few vs trivial many
- TRIZ – Systematic innovation methodology

5 Whys for quick diagnosis; Fishbone for comprehensive cause mapping



RISK & OPPORTUNITY TOOLS

FMEA

- Failure Mode and Effects Analysis
- Identify and prevent failures systematically

Bow-Tie Analysis

- Visualize risk pathways and controls

Monte Carlo Simulation

- Model uncertainty through probability

HAZOP

- Hazard and Operability Study
- Systematic hazard identification

Black Swan Analysis

- Prepare for extreme, "impossible" events
- Strategic resilience, crisis preparation

Black Swan Analysis: Prepare for 'impossible' events that can be catastrophic

The background image shows a wide-angle view of an aircraft carrier's deck. In the upper right, a white military jet is in the process of taking off, its wings angled upwards. The deck itself is marked with white lines and circular patterns. In the foreground, a soldier in camouflage gear is walking towards the left. The sky is clear and blue.

APPLICATION GUIDE: WHEN TO USE WHICH TOOLS

TOOL COMPARISON & SELECTION

5 + 25

Core + Reference

USE OUR CORE 5 FOR:

- Prevention decisions
- Complex stakeholder situations
- System dynamics and feedback
- Decisions under uncertainty
- Making invisible risks visible

ADD OTHER TOOLS WHEN:

- Industry analysis needed → Add Porter's Forces
- Innovation required → Add TRIZ or Blue Ocean
- Technical failures → Add FMEA or HAZOP
- Portfolio decisions → Add BCG Matrix
- Quick root cause → Add 5 Whys

The Core 5 are your daily drivers. Other tools are specialty vehicles.



INTEGRATION STRATEGIES

BUILDING FROM CORE 5

- Level 1: Master the Core 5
 - They handle 80% of strategic decisions
- Level 2: Add Complementary Tools
 - SWOT for initial assessment
 - Cost-Benefit for financial detail
 - 5 Whys for quick diagnosis

POWERFUL COMBINATIONS

- Strategic Planning:
 - PESTLE → SWOT → Stakeholder → Scenarios
- Problem Solving:
 - 5 Whys → Fishbone → Causal Loops → Decision Tree
- Prevention Leadership:
 - Our Core 5 in sequence – proven most effective!

Tools work best in SEQUENCES - master the proven combinations

CONCLUSION: THE POWER OF THE RIGHT TOOLS

Success comes not from knowing all tools but from mastering the right tools for your purpose.

For Decathletes:

- Focus first on mastering the 5 core tools. They will serve you in 80% of strategic situations.

Remember:

- Tools reveal truth; they don't create it
- The best tool is the one that drives action
- Integration beats isolation
- Mastery beats variety
- Prevention beats recovery – always!

80%
coverage with Core 5

A master of 5 tools beats a dabbler in 30. Mastery beats variety.

THE VIER™ FRAMEWORK

Making Executives Say YES to Prevention

TYPICAL RECOMMENDATION PRESENTATION

- Problem Identification
- Failure Mode Analysis
- Risk Assessment
- Proposed Solution
- Validation
- Recommendation

This is Straightforward 'Linear' Recommendation Presentation

WHY GREAT ANALYSIS ISN'T ENOUGH

The Tragic Pattern:

- Engineers: 'Here's the data showing risk'
- Executive: 'What's the probability?'
- Engineers: 'Low, but consequences are severe'
- Executive: 'We'll monitor it'

Six months later: DISASTER → Data doesn't drive decisions. Psychology does.



Psychology drives decisions - master it to drive action

VIER™: YOUR PERSUASION FRAMEWORK

V - VALUE PROTECTION: Frame as protecting, not spending

I - INEVITABILITY MINDSET: Make risk feel certain, not possible

E - EXECUTIVE OWNERSHIP: Make it their decision, their legacy

R - RISK REFRAMING: Make action safer than inaction

Master all four VIER™ elements = Make 'NO' impossible



V: VALUE PROTECTION

The Fundamental Reframe:

STOP SAYING:

- ✗ 'We need to spend \$20 million'
- ✗ 'It's an additional expense'

START SAYING:

- ✓ 'We're protecting \$11 billion in value'
- ✓ 'This secures our \$500M annual revenue'

Executives protect value, they don't spend money



VALUE PROTECTION IN ACTION

- Boeing:
 - ✗ 'Dual sensors cost \$12M'
 - ✓ '\$12M protects our \$45B order book'
- Challenger:
 - ✗ 'Delay costs \$2M per day'
 - ✓ 'A week protects our \$50B program'
- Deepwater:
 - ✗ 'Tests cost \$15M'
 - ✓ '\$15M secures \$11B in reserves'

The ratio ALWAYS favors prevention



I: INEVITABILITY MINDSET

Transform Probability into Certainty:

- DON'T SAY:
 - ✗ 'There's a 1% chance of failure'
 - ✗ 'Risk is relatively low'
- DO SAY:
 - ✓ 'With 1000 flights, we WILL have 10 failures'
 - ✓ 'It's not IF but WHEN'

Shift from probability to eventuality - 'Not IF, but WHEN.'



MAKING THE INEVITABLE VISIBLE

- Boeing: 4,000 planes $\times$ 200 flights = 800,000 chances
→ Failure inevitable within 6 months
- Challenger: Never launched below 53°F
→ At 36°F, uncharted territory
- Bridge: 140,000 cars $\times$ 365 days = 51M stress cycles/yr
→ Metal fatigue is cumulative and irreversible

Multiply scenarios to make certainty undeniable



E: EXECUTIVE OWNERSHIP

Make It Their Decision, Their Legacy:

- WRONG APPROACH:
 - ✗ 'We recommend...'
 - ✗ 'Engineering suggests...'
- RIGHT APPROACH:
 - ✓ 'You have a choice to make...'
 - ✓ 'Your decision will determine...'
 - ✓ 'History will remember this as...'

Executives' own outcomes, not recommendations

OWNERSHIP LANGUAGE THAT WORKS

- 'You can be the executive who...'
 - ...prevented disaster through wisdom
 - ...OR ignored warnings to save money
- 'Your name will be attached to...'
 - ...either prevention success OR the investigation report
- 'Twenty years from now, this decision...'
 - ...defines your leadership and reputation

Make delegation and deflection impossible



R: RISK REFRAMING

Flip the Risk Perception:

- Executives Think:
 - 'Action = Risk' (spending, delays, criticism)
 - 'Inaction = Safety' (status quo)
- Your Job - Reverse This:
 - 'Action = Safety' (controlled, managed, protected)
 - 'Inaction = Risk' (gambling, exposed)

Make doing NOTHING feel dangerous

MAKING INACTION FEEL DANGEROUS

Asymmetric Consequences:

- 'If we're wrong about prevention:'
→ **Lost**: \$15 million | **Gained**: Peace of mind
- 'If we're wrong about NOT preventing:'
→ **Lost**: \$20 billion + lives + reputation | **Gained**: Nothing



Which error ends careers? Make the asymmetry undeniable

VIER™ IN PERFECT HARMONY



The Complete Argument:

VALUE: 'Protecting \$45 billion in contracts'

+ INEVITABILITY: 'Will happen within 6 months'

+ EXECUTIVE: 'Your legacy decision'

+ RISK: 'Inaction is gambling with lives'

All four elements together = Irresistible case for action

VIER™ IN YOUR CASES

Boeing VIER™:

- V: \$12M protects \$45B
- E: Your name on report

I: 800K flights = certain failure
R: Single sensor is gambling

Deepwater VIER™:

- V: \$15M protects \$11B
- E: Define BP's future

I: Three kicks means fourth coming
R: Shortcuts = borrowing disaster

Frame EVERY case using all four VIER™ elements

POWER PHRASES THAT WORK



Value Protection: 'ROI of 500:1 on protecting value'

Inevitability: 'Not if, but when'

Executive Ownership: 'Your decision, your legacy'

Risk Reframing: 'Which error ends careers?'

'Action is conservative, inaction is gambling'

These phrases tap into deep executive psychology

AVOID THESE VIER™ KILLERS

Value:

- ✗ Focusing on cost details

Inevitability:

- ✗ Getting trapped in probability debates

Ownership:

- ✗ Letting them deflect to committees
- ✗ Accepting 'need more data'

Risk:

- ✗ Allowing 'monitor and see'
- ✗ Accepting partial measures

Stay disciplined - redirect every pushback to VIER™

WHEN EXECUTIVES PUSH BACK



- 'It's too expensive' → 'Compared to what we're protecting?'
- 'It probably won't happen' → 'That's what everyone says until it does'
- 'Let me think about it' → 'Every day of delay increases risk'
- 'We'll monitor it' → 'Monitoring doesn't prevent, action does'

Don't argue on their terms. Redirect to VIER™

QUICK VIER™ PRACTICE



Quick Practice Scenario:

- Quality issue might cause product recall
- Fix costs \$2M, recall would cost \$50M
- Executives saying 'unlikely to happen'

Take 5 minutes work with your neighbor – Brainstorm how to create a VIER™ argument:

- V: How do you frame value?
- I: How do you show inevitability?
- E: How do you create ownership?
- R: How do you reframe risk?



PRACTICE: Build your VIER™ argument now

YOUR MISSION WITH VIER™



In Your Presentations Tomorrow:

- ☐ Open with **VALUE PROTECTION** - Make the ratio undeniable
- ☐ Establish **INEVITABILITY** - Time makes it certain
- ☐ Create **EXECUTIVE OWNERSHIP** - Their decision, their legacy
- ☐ Reframe the **RISK** - Inaction is the gamble

Make 'NO' impossible. Use all four elements tomorrow

YOUR PREVENTION CHALLENGE

Four Historic Disasters | Four Prevention Opportunities | Four Teams
Can you change history?

FOUR MOMENTS THAT CHANGED HISTORY

\$105B+
Combined Losses

BOEING 737-MAX (2018-2019)

- 346 lives • \$20 billion loss • Trust destroyed

SPACE SHUTTLE CHALLENGER (1986)

- 7 lives • Program suspended • National trauma

DEEPWATER HORIZON (2010)

- 11 lives • \$65 billion cost • Environmental disaster

I-35W BRIDGE COLLAPSE (2007)

- 13 lives • 145 injured • Infrastructure crisis

Each was preventable — Each had heroes who tried

YOUR MISSION

Days!
Before Disaster

The Situation:

- You are a prevention champion in the organization
- It's days before a critical decision/event
- You've discovered the critical vulnerability
- You must present your recommendation to the ELT at their meeting tomorrow morning

Your Challenge:

- Analyze the situation using strategic tools
- Build an overwhelming prevention case
- Present to skeptical senior executives
- Make 'NO' impossible
- You must convince using only available data
- You can't say 'I know what will happen'

You must convince using only the data they had

YOUR PREVENTION TOOLKIT



Each Team Receives:

- ☐ CASE STUDY — Team Resource Document
- ☐ ELT Presentation Outline — VIER™ Framework Implementation
- ☐ Mock ELT Challenging Questions — 12 challenging questions to prepare for

These tools will reveal insights you couldn't see otherwise

THESE CASES ARE COMPLEX

Multiple Stakeholders:

- Competing interests and agendas • Different power levels • Hidden alliances

Systemic Pressures:

- Cost and schedule demands • Competitive dynamics • Political considerations

Technical Uncertainties:

- Incomplete data • Conflicting expert opinions • Unknown probabilities

Just like real executive decisions

YOUR SUCCESS PLAN

PHASE 1: UNDERSTAND

- Read case thoroughly • Identify decision point • Understand context

PHASE 2: ANALYZE

- Apply all five strategic tools • Find leverage points • Quantify ROI

PHASE 3: BUILD

- Create prevention recommendation • Apply VIER™ • Develop presentation

PHASE 4: PRACTICE

- Practice presenting • Practice transitioning • Practice answering questions

Trust the process — tools reveal insights

WHAT MAKES A WINNING CASE



NOT Being Judged

- Technical accuracy of solution
- Engineering perfection
- Historical completeness
- Slide design aesthetics

WILL Be Judged On

- Executive summary clarity
- Business case strength (ROI)
- Handling challenging questions
- Executive presence

Best presentation wins, not best solution

5 Roles
One Mission

RECOMMENDED TEAM ROLES

General Manager:

Owns the narrative and flow

Director of Finance:

Masters the numbers and ROI

Director of Engineering:

Understands engineering, risks & details

Director of Human Resources:

Knows the politics and people

Director of Operations:

Schedules, timelines, & constraints

Director of Programs:

Roadmap, connections & customers

Everyone contributes to Q&A responses

YOUR TIMELINE TODAY

1:00 – 5:00: Case Study Analysis – Complete Your VIER™ Presentation

- Understanding case details and critical decision points
- Developing strategic recommendations
- Building compelling business case & presentation
- Preparing for ELT presentations and challenging questions
- Coaching available with Tom as desired

Use every minute – tomorrow comes fast

MY COMMITMENT TO YOU

I Will

- Visit each team as desired
- Answer questions
- Challenge your thinking
- Help refine your message
- Coach on executive presence

I Won't

- Give you the 'right' answer
- Do your analysis for you
- Take sides between teams
- Score your presentation tomorrow

I'm your coach, not your judge

Team Assignments

Team: Boeing 737-Max

- Blander, Alexandre
- Cranmer, Jeremy
- Doyal, Brian
- Morehouse, Tatianna
- Moser, Josh





Boeing Team Design

Teamwork &
Employee
Experience

Innovation &
Agility

Process &
Precision

Results &
Discipline



Strengths

You know what you need to do to produce high quality work, quickly, for your customers.

Undaunted by failure, you drive hard to be the best at what you do—and to be on top of your field.

A sense of competition among employees helps hold your organization to a high standard of performance.

75% of people on Producing Teams report that their team excels at making decisions as a group.

Potential Caution Areas

Your drive to stay on top and keep raising the bar can lead to employee burnout.

Too much competition may cause unhealthy rivalries—or doing whatever it takes to win.

Frequent conflict may arise as your employees compete for resources to meet their own goals instead of helping the team achieve its collective goals.

30% of people on Producing Teams report that their team does not communicate effectively.



You are a **Producing Team**

Competitive | Intense | Task-oriented



Jeremy Cra...
Specialist



Tatianna M...
Altruist



Joshua Mo...
Captain



Brian Doyal
Artisan



Alexandre ...
Maverick

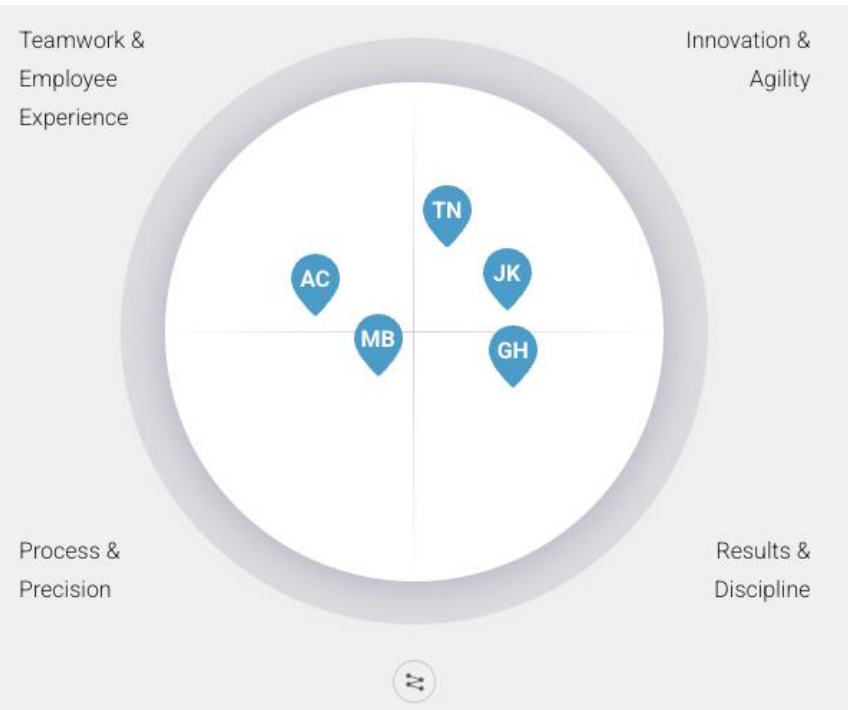


Team: Deepwater Horizon

- Courington, Anita K
- Hines, Gregory
- Nguyen, Tai
- Braddock, Mitch
- Kerns, James



Deepwater Team Design



Strengths

With a wide variety of personalities on your team, someone will be best suited for each business initiative.

You tend to have the flexibility to morph into the team you need to be to get the work done.

You may have the flexibility necessary to take concrete action to define the organizational culture they want to have in their organization.

75% of people on Adapting Teams report that the people on their team understand each other's point of view.

Potential Caution Areas

Jacks of all trades are masters at none; You may dabble in many initiatives but struggle to do one thing really well.

Without a clearly defined group make up, you may struggle to narrow your team's focus to one or two key objectives.

Lack of a clearly defined strategy can mean your resources are stretched too thin while you try to focus on a wide variety of goals.

32% of people on Adapting Teams report that their team members are unclear on their roles and responsibilities.



You are an **Adapting Team**

Flexible | Versatile | Equipped for Change



Gregory Hi...
Strategist



Mitch Brad...
Scholar



James Ker...
Venturer



Anita Cour...
Operator



Tai Nguyen
Persuader



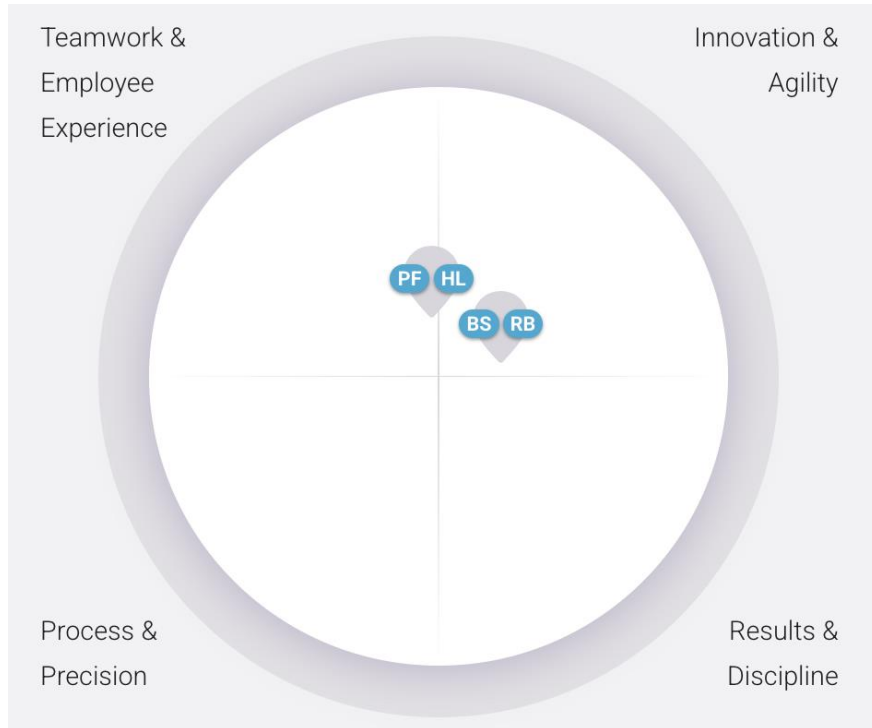
Team: Challenger



- Brinkman, Reed
- Frenette, Patrick
- Landry, Henry
- Staats, Bethany



Challenger Team Design



Strengths

Your innovation and agility help you delight your customers with the newest and best products/services.

You're highly driven and proactive; you move quickly to get the job done.

Laser-focused on the market, you know how to delight customers while acquiring new ones.

73% of people on Pathfinder Teams report that their team excels at making decisions as a group.

Potential Caution Areas

Frustration may arise between people who want to innovate without regard for efficiency and people who stress the importance of process and accuracy.

Miscommunication may happen as everyone rushes to work as fast as possible.

You may go back and forth on whether resources are best spent on creating new products or improving existing products and services.

39% of people on Pathfinder Teams report that their team does not communicate effectively.



You are a **Pathfinding Team**

Fast-paced | Goal-oriented | Competitive



Reed Brink...
Captain



Patrick Fre...
Individualist



Henry Lan...
Altruist

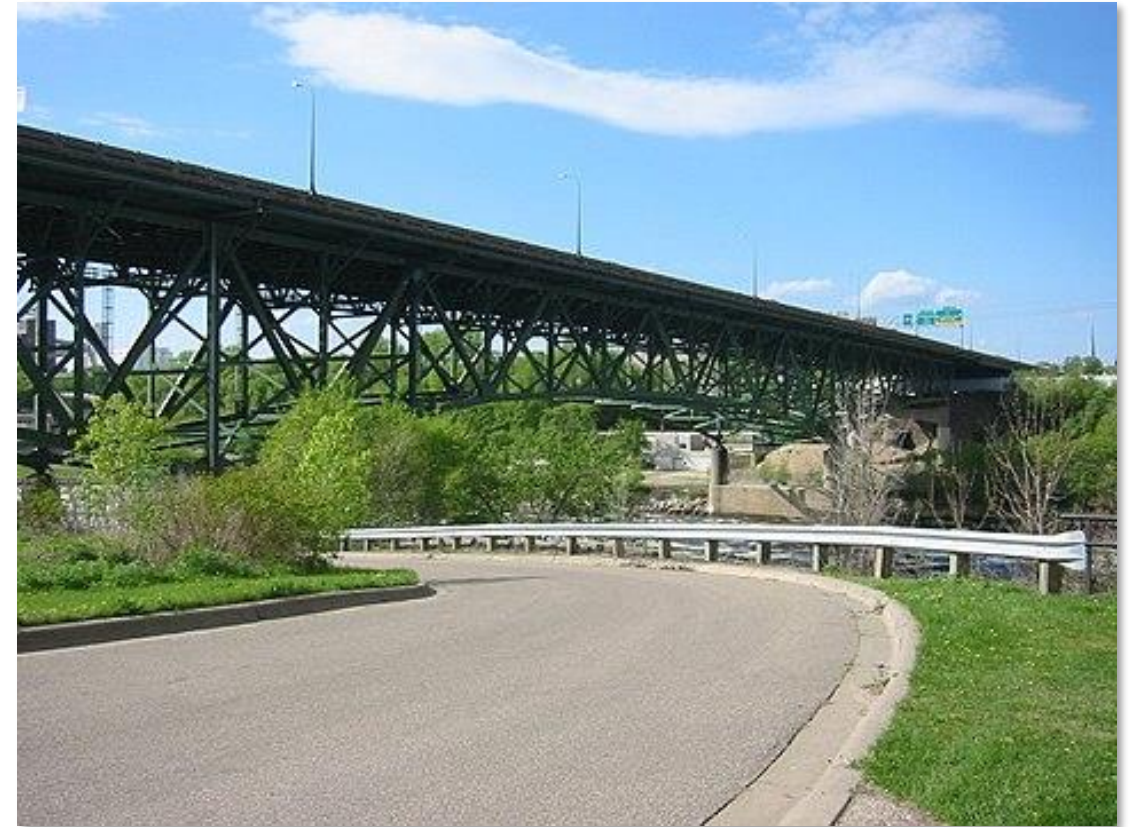


Bethany St...
Strategist



Team: I-35W Mississippi Bridge

- Osterloh, Connor
- Clement, Guy
- Peace, Eliot
- Richard-Vallee, Kim



I-35W Bridge Team Design



Strengths

You know what you need to do to produce high quality work, quickly, for your customers.

Undaunted by failure, you drive hard to be the best at what you do—and to be on top of your field.

A sense of competition among employees helps hold your organization to a high standard of performance.

75% of people on Producing Teams report that their team excels at making decisions as a group.

Potential Caution Areas

Your drive to stay on top and keep raising the bar can lead to employee burnout.

Too much competition may cause unhealthy rivalries—or doing whatever it takes to win.

Frequent conflict may arise as your employees compete for resources to meet their own goals instead of helping the team achieve its collective goals.

30% of people on Producing Teams report that their team does not communicate effectively.



You are a **Producing Team**

Competitive | Intense | Task-oriented



Connor Os...
Promoter



Guy Cleme...
Captain



Eliot Peace
Specialist



Kim Richar...
Controller



A wide-angle photograph of an aircraft carrier's deck. In the upper right, a white military jet is in the process of taking off, its wings angled upwards. The deck is marked with white lines and arrows. In the foreground, a crew member in a green uniform and cap is walking. The background shows the ship's superstructure and the ocean under a clear blue sky.

YOUR MISSION:

1. PREVENT THE DISASTER

2. LEARN & HAVE FUN!!



THE P.A.R.R.™ TECHNIQUE

4-Step

Response Framework

P – PAUSE: Take 2-3 seconds to breathe and think

A – ACKNOWLEDGE: Show respect for the question

R – REDIRECT: Bridge to your key message

R – REINFORCE: End with your strongest point

P-A-R-R: Pause, Acknowledge, Redirect, Reinforce

P.A.R.R.TM: PAUSE & ACKNOWLEDGE

P – PAUSE

- Take a breath (2-3 seconds)
- Shows confidence, not panic
- Gives you time to think
- Prevents blurting out weak answers

A – ACKNOWLEDGE

- "That's an important question..."
- "You raise a valid concern..."
- "I understand why you're asking..."
- Never say "Great question" if hostile

The pause shows confidence—never rush to defend

P.A.R.R.[™]: REDIRECT & REINFORCE

R – REDIRECT

- Bridge to your key message
- "The critical point is..."
- "What's really at stake here is..."
- "Let me put this in perspective..."

R – REINFORCE

- End with your strongest point
- Use a power statistic
- Return to value protection
- Make prevention feel necessary

End every response on YOUR strongest point



HOSTILE QUESTION TAXONOMY

5 Types

All Hostile Questions

Type 1: THE COST ATTACK – "This is too expensive"

Type 2: THE PROBABILITY DISMISSAL – "This probably won't happen"

Type 3: THE CREDIBILITY CHALLENGE – "What makes you think you know better?"

Type 4: THE DELAY DEFLECTION – "We need more data"

Type 5: THE PERSONAL ATTACK – "Are you willing to stake your career?"

Know the attack type, know the response



RESPONDING TO ATTACKS

TYPE 1: COST ATTACK

- "This is too expensive, period."
- Response Framework:
 - Acknowledge: "I understand cost is a concern..."
 - Redirect: "...but we're protecting \$X billion"
 - Reinforce: "That's a Y-to-1 return"

TYPE 2: PROBABILITY DISMISSAL

- "This probably won't happen."
- Response Framework:
 - Acknowledge: "The probability may seem low..."
 - Redirect: "...but with X operations, it's certain"
 - Reinforce: "It's not if but when"

Reframe cost as investment, probability as certainty

RESPONDING TO ATTACKS (CONT.)

TYPE 3: CREDIBILITY CHALLENGE

- "What makes you think you know better?"
- Response Framework:
 - Acknowledge: "You have deep experience..."
 - Redirect: "...and our analysis builds on that"
 - Reinforce: "The data shows [specific fact]"

TYPE 4: DELAY DEFLECTION

- "We need more data before deciding."
- Response Framework:
 - Acknowledge: "Perfect information would be ideal..."
 - Redirect: "...but waiting increases risk daily"
 - Reinforce: "We have enough data to act safely"

Build on their expertise while holding your ground



TYPE 5: THE PERSONAL ATTACK

"Are you willing to stake your career on this?"

- Response Framework:
 - Acknowledge: "This is a serious decision..."
 - Redirect: "...which is why the analysis is thorough"
 - Reinforce: "I'm confident in our recommendation"

Personal attacks demand calm professionalism

TEAM SUPPORT STRATEGIES

- THE TAG-TEAM TECHNIQUE: Let teammate finish, step in with "If I may add...", provide supporting data, hand back gracefully
- THE NUMBERS BACKUP: Jump in with exact figures, "The specific calculation shows...", provides credibility through precision
- THE REDIRECT SAVE: Any member can redirect, "The fundamental issue is...", brings focus back to key message

Great Q&A is team defense, not solo performance

POWER PHRASES FOR Q&A

FOR BUYING TIME

- "That's an important consideration..."
- "Let me put that in context..."
- "The key factor here is..."

FOR REDIRECTING

- "What's really at stake is..."
- "The critical decision is..."
- "The data clearly shows..."

FOR CHALLENGING BACK

- "What level of risk are you comfortable with?"
- "How would you explain inaction if disaster strikes?"
- "Which error has worse consequences?"

FOR CLOSING STRONG

- "The ROI is [X]-to-1"
- "We're protecting [value]"
- "This is about [lives/safety/future]"

Memorize these phrases—they work under pressure

COMMON STRUGGLES



COMMON PROBLEMS

- Getting defensive or arguing
- Over-explaining or lecturing
- Losing thread of the question
- Contradicting teammates
- Freezing when interrupted
- One-Person monologues



KEY LEARNINGS — CONTENT

What Every Team Demonstrated

STRATEGIC TOOLS WORK:

- Stakeholder analysis revealed hidden dynamics
- Causal loops found leverage points
- Risk matrices prioritized effectively

VIER™ FRAMEWORK WORKS:

- Value protection resonates
- Inevitability creates urgency
- Executive ownership drives decisions
- Risk reframing changes perspective

PREVENTION ROI IS MASSIVE:

- Average: 2,847:1 return
- Compelling to any CFO
- Data defeats doubt

The tools work. The framework works. Now apply them.

KEY LEARNINGS — PROCESS

What This Experience Taught

PREPARATION MATTERS:

- Teams that planned succeeded
- Analysis drives confidence
- Practice improves performance

TEAMWORK MATTERS:

- Division of labor worked
- Support during Q&A was powerful
- Different perspectives strengthened cases

PRESENCE MATTERS:

- Confidence convinces
- Composure under pressure impresses
- Passion for prevention shows



How you deliver matters as much as what you deliver

PANEL FINAL THOUGHTS

What the Executives Want You to Know

Karen: *[Insight]*

Ian: *[Insight]*

Tom: *[Insight]*

[Site Leader 1]: *[Insight]*

[Site Leader 2]: *[Insight]*

Panel members: Share one thing you want them to remember

THE REAL PRIZE



CAPABILITY

- You can now think strategically
- You can influence executives
- You can prevent disasters

CONFIDENCE

- You've faced hostile executives
- You've defended your analysis
- You've proven you belong

RESPONSIBILITY

- You know how to prevent
- You know how to influence
- Now you must do it

Knowledge creates obligation. What will you prevent?

YOUR PREVENTION OPPORTUNITIES

OPERATIONAL

Safety incidents waiting to happen
Quality issues building up
Equipment degradation accelerating
Process inefficiencies compounding

STRATEGIC

Competitive threats emerging
Technology disruptions coming
Talent gaps widening
Market shifts accelerating

 **What disaster are you 30 days from?**

YOUR PREVENTION TOOLKIT

10+
Tools Mastered

ANALYTICAL TOOLS

- ✓ Stakeholder Analysis
- ✓ Causal Loop Diagrams
- ✓ Decision Trees
- ✓ Risk Matrices
- ✓ Scenario Planning

LEADERSHIP SKILLS

- ✓ VIER™ Influence Framework
- ✓ Executive Presence
- ✓ Handling Difficult Questions (P.A.R.R.™)
- ✓ Building Prevention Cases
- ✓ ROI Communication

You now have the toolkit - use it!

OVERCOMING ORGANIZATIONAL RESISTANCE



THEY'LL SAY...

"We've always done it this way"

"That's not your job"

"We don't have time for that"

"It probably won't happen"

YOU'LL RESPOND...

With data, not opinion

With ROI, not fear

With patience, not frustration

With persistence, not surrender

Resistance is expected - your response is what matters

BUILDING YOUR PREVENTION NETWORK

19

Prevention Champions

IN THIS ROOM

- 18 other prevention champions
- Shared experiences & challenges
- Monthly cohort check-ins
- Support each other's initiatives

IN YOUR ORGANIZATION

- Find the other prevention thinkers
- Build an informal coalition
- Strengthen each other's cases
- Create a prevention culture

You're not alone - leverage your network

YOUR 90-DAY CHALLENGE

By Week 3

- ☐ Identify one prevention opportunity
- ☐ Share learnings with your manager

By Week 6

- ☐ Complete stakeholder analysis
- ☐ Calculate prevention ROI

By Week 9

- ☐ Build your prevention case
- ☐ Present to decision maker

By Week 12

- ☐ Implement or iterate
- ☐ Share outcome with cohort

90 days from now, share your success story

THE PREVENTION CHAMPION'S CREED

I Am a Prevention Champion

- I SEE disasters before they happen
- I CALCULATE the value of prevention
- I BUILD cases that compel action
- I INFLUENCE those with power
- I PERSIST when others give up
- I PREVENT what others only predict

I make the invisible → visible
I make the unlikely → inevitable
I make 'no' impossible

Go forth and prevent!

