



# Breakthrough Leadership for Fast, Effective and Scalable Product Development

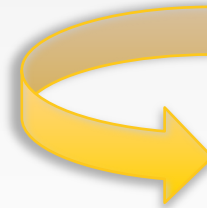
Corinne Rattay

# A Personal Story

## Well-rounded experience

- RT Software Developer
- RF Microchip Designer
- Product Manager & Product Design
- Program Manager
- Product Validation & Certification
- Customer relations & field trials
- Process Design & Auditing
- Off-shoring, Outsourcing, Scaling
- Leading large vertical multi-site Engineering organizations/ budgets
- People Leadership Development
- Human Psychology “Why people do what they do”/ “What drives people”

***First-hand lived and observed  
Successes & Failures***



***Passionate about helping high-tech  
executives accelerate desired results***

## My Personal Philosophy

“Efficiency, faster engineering cycles and better products should never be a leader’s first goal. It is when we give **meaning to the people** and help them reach, perhaps one day, true fulfillment in choosing what they do, then we can move towards market leadership & huge financial rewards.”

# Company Evolution Dilemma



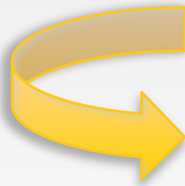
Typical Start-up

Innovation ✓✓✓

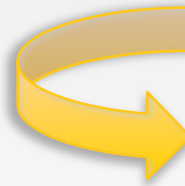
Agility ✓✓

Processes, Structure ✗

People's Drive ✓✓✓



Fast-growing



Typical Mature company

Innovation ±

Agility ✗

Processes, Structure ✓✓✓

People's Drive ±

# The Solution

The Most Successful Companies are the ones driven by:

**Experience & LEADERSHIP Focus**

Side-Effects of Leadership applied to break through existing barriers:

- Innovation, Better Products, Desired Market Disruption ✓✓✓
- Agility, Faster Cycles (despite Uncertainty and Changes) ✓✓✓
- Processes, Structure, Predictability, Scalability ✓✓✓
- Efficiency, Execution, Cost & Resource Optimization ✓✓✓

# Outline

## 3 Components for Success in Product Development (for fast-growing and mature companies)



- Proven Processes
- People, Mindset, Culture
- Breakthrough Leadership

# 1- Proven Processes

- Intelligent Process Design (top-notch know-how, proven solutions)
- Process Adoption
- Process Optimization



✓ Leading-edge process solutions



- ✓ People want and work best with a sense of Autonomy
- ✓ People want a sense of making progress (optimization)
- ✓ Process Ownership by the people affected

① Guiding people towards the best solutions they will own

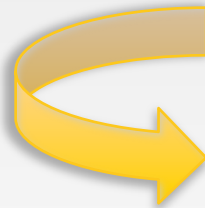


## True Story #1 – Proven Processes

- Problem: A fast-growing high-tech company doesn't scale their software development processes. It experiences unexpected delays, high bug counts, has informal to no processes, and a few really great people are unable to scale the teams while the company is hiring massively
- Obstacle: The company's engineering culture is against abandoning loose start-up principles, executives are afraid of driving teams towards processes with fear of losing key talent
- Opportunity: Understand where the real resistance comes from: it's not that "processes mean rigidity that people won't accept", it's that people are afraid to lose their freedom/ autonomy
- Solution: Move towards leading-edge processes, reinforce key talent's role, foster their desire for complete process ownership, solid integration of new hires & senior mentoring. They even received the TL9000 certification mandated by major customers ahead of their competition

## 2- People, Mindset, Culture

- People with right Skills
- People with right Values
- What Mindset & Culture?



✓ Trust, Safety,  
Open Communication in both ways



- ✓ Purpose, connecting their work to the company's goal
- ✓ My manager cares and has my best interest in mind
- ✓ Clarity on **How** we make decisions in our team

① Valuing & leveraging people for the best possible decisions



## True Story #2 – People, Mindset, Culture

- Problem: A company struggling with underdeveloped focus on Network Management Solutions (NMS)/ Operational Support Systems (OSS) and instrumentation capability in its main OS
- Obstacle: NMS/OSS aspects are being viewed as “uninteresting/ not cool” within a global engineering team. Capable people don’t want to sign up for working on these aspects
- Opportunity: Create a new dedicated team with a compelling NMS/OSS vision, leverage India
- Solution: Turn around struggling talent, hire new focused and highly motivated team in Bangalore, integrate them amazingly well into communication with US-based teams, manage first remotely then locally, create a highly scaling NMS/OSS feature velocity and code quality as well as delighted existing customers and US leadership team

## 3- Breakthrough Leadership

- Vision & Purpose
- Strategy & Consistency
- Innovation
- Commitment vs. Accountability

## 3- Breakthrough Leadership

- Vision & Purpose



- ✓ Big Vision, Bold Ideas
- ✓ People can fit their vision into the company's vision
- ✓ Compelling reasons that move us emotionally

❗ Bold Vision and Purpose move People



## True Story #3 – Vision, Purpose

- Problem: Promising US-French high-tech start-up with revolutionary technology capability has a lack of market credibility keeping potential customers and acquiring companies away
- Obstacle: This market is dominated by a handful of major players (Cisco, Broadcom, AT&T, ...)
- Opportunity: Demonstrate company's leading-edge technical and execution capabilities and credibility with an industry-first certification at the world's premier technology organization delivering innovation to this industry and promoting technologies of current major players
- Solution: Created strategic System Test Product Integration & Validation team in Silicon Valley and Paris, France, co-located with Dev-teams, established Vision, Purpose, clear focus & practices, achieved industry-first certification within 6 months. Company successfully approached prospected customers and other big players and was acquired as desired

## 3- Breakthrough Leadership

- Strategy & Consistency



- ✓ Consistency, Integrity, leaders walking the talk
- ✓ Courage, Values, Honesty, Communication
- ✓ End-to-end Alignment, Ownership, Purpose

① Leaders **Walk** their talk with **Consistency** and **Courage**



## True Story #4 – Strategy & Consistency

- Problem: Leading high-tech company with software development and release management scalability challenges struggling with moving engineering teams from tactical-driven towards long-term strategy
- Obstacle: None identified. This real experience proved unsuccessful although it was an extraordinary learning experience. Real obstacle = Executives constantly set the example of violating their own communicated strategy milestones with short-term tactical exceptions quarter after quarter
- Opportunity: Executives to show courage, integrity, consistency and walk the talk and establish strong, company-wide leadership for people to follow
- Solution: True leadership with integrity moves entire organizations no matter what the market conditions are or how they change. The lack hereof kept the company struggling with missing deadlines, decreasing code quality, dissatisfied customers, dissatisfied people, losing key talent, delayed roadmaps, challenged roadmap and revenue plans. Years later key changes at the executive level were made however the damage on entire organizations and people has not been overcome yet

## 3- Breakthrough Leadership

- Innovation



✓ Permission, Inner Drive, Inspiration,  
(financial incentive not effective)



- ✓ Leaders focus on the frame, not problems & solutions
- ✓ Leaders shift mindset from **Obstacle** to **Opportunity**
- ✓ Leaders stimulate the Collective Consciousness

① Leaders **stimulate and bring focus** to **unbounded creativity**



## On-stage Experience #1 – Innovation

- This live experience will help the audience understand how innovation can be accelerated, what out-of-the-box thinking is, what it is not and how to move towards it
- In particular, studies from MIT show that financial incentives do not increase creativity and innovation and that oftentimes they may be counterproductive
- The audience will take home a simple process they can apply to shift their level of thinking



## True Story #5 – Innovation

- Problem: French telecom infrastructure equipment supplier shifts market strategy, wants to penetrate new market with new product lines but products are only in the architecture design phase
- Obstacle: Prospected customers mandate field trials with live subscribers before selecting vendor
- Opportunity: Crystallize a novel way to move to mandated field trials within 3 months leveraging whatever technology is available within the company or with third-party off-the-self products. Learn from field-trials and accelerate product development for fast-time-to-market
- Solution: Formed new cross-European team involving research and adjacent business units to repurpose a wire-line research project into several wireless field trials and secure 3 major new customer contracts within 6 months

## 3- Breakthrough Leadership

- Commitment vs. Accountability



✓ *Internal* vs. External *Must* vs. Should



- ✓ Strong Internal Reasons, Values, Purpose
- ✓ Evaluation of Personal Safety: ok worst case
- ✓ Mindset seeing Learning opportunities vs. failure

① Commitment comes from **within** people, not from outside



## On-stage Experience #2 – Commitment

- This live experience will help the audience understand what commitment is, what it is not and how to move towards it. Too many executives demand accountability when what they really want is true “commitment” which is much stronger and contains intrinsic accountability
- Cases and reasons for “forced or empty” commitments and commitment “avoidance” are illustrated, which are far too common in the industry

# Conclusion

## 3 Components for Success in Product Development (for fast-growing and mature companies)



- ✓ How to develop & adopt Proven Processes
- ✓ How to develop People, Mindset, Culture
- ✓ Why Breakthrough Leadership is so crucial

① Leadership is across ***all levels*** and makes all the ***difference***

# Curious now about Transforming *your* R&D for Breakthrough Results?

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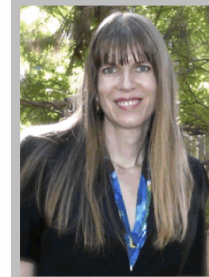
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**CR Executive Consulting, LLC**

*Moving you and your Company ahead*



Corinne Rattay, President & CEO

## You are a high-tech company and you want more

If you are a high-tech company that seeks or wants to keep its leading edge, you need fast, efficient and scalable product development cycles. And you demand maximum innovation from your R&D organizations, together with predictability. How can you get this?

### We know how it feels

- When you are under pressure to produce new, critical R&D results very fast, but reliably
- When your teams are telling you that what you demand can't be done (timeline, cost, constraints)
- When you are frustrated with your current workload and frequent cross-organizational challenges
- When you are rapidly expanding your role and responsibilities and need to scale your R&D results
- When you want to establish yourself as a recognized leader in your company and industry
- When you wonder how to get back some balance with your personal quality of life and priorities

### How we make a difference

You need and want specific, fully customized and effective solutions that are solid at the executive, big-picture level and yet carefully designed all the way down to the detailed implementation level.

You have been hesitant to work with Management Consulting firms because the overall majority of them offer pre-packaged material developed years ago, work with ideal models and generally favor invasive solutions. You are concerned and rightfully so. That's where we are entirely different.

We partner with you, elevate your thinking quality and leadership focus with leading edge skills around predictable, scientific aspects of human behavior and understanding why people do what they do.

We work at all levels in and around your organization and transform your R&D into scalable, efficient, fast time-to-market product development teams. From Product Marketing, Product Management and requirements-based dynamic roadmap slicing through Development, Product Validation, Program & Release Management and successful GA Releases, we have mastered the crucial process aspects.

Discover our [transformational vision](#) for the high-tech industry and how results from recent studies



WE MEASURE OUR  
SUCCESS ACCORDING TO THE  
IMPACT THAT WE HAVE IN DRIVING YOUR  
BUSINESS FORWARD.

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