

Rapid Reset Program: Key Questions and Answers by Eric Palmer

[Click here for recording of July 16, 2020 session.](#)

Thank you for registering for the IntelliVen Rapid Reset Program as presented by Eric Palmer on July 10th and July 16th, 2020. As part of the presentation, we dedicated significant time to answering questions that participants posed to Eric. Attached you will find a selection of certain key questions along with the answers provided in session. If you have other questions or comments, please email Eric at ericp@intelliven.com and he or another IntelliVen operating partner will respond to you.

Questions Addressed:

- 1. Why and how was the IntelliVen Rapid Reset Program developed?**
- 2. What is the hardest part of the IntelliVen Rapid Reset Program?**
- 3. In the IntelliVen Rapid Reset Program, once management has achieved alignment through clarity and understanding, how does the company utilize this knowledge to deliver results?**
- 4. What types of companies do you work with and which tend to benefit from the IntelliVen Rapid Reset Program?**
- 5. How long does the program take and how much does it cost?**

Question 1: Why and how was the IntelliVen Rapid Reset Program developed?

Answer: The *IntelliVen Rapid Reset Program* (RRP) was developed jointly by Peter DiGiammarino and Eric Palmer.

Peter, a successful CEO and organization development expert, and Eric, a successful CEO/COO/CFO, had successfully navigated several crises in a range of ventures over several decades. They teamed up to apply the Manage to Lead tools that Peter had created into a system that would efficiently and effectively deliver a modular response to a crisis.



The rationale behind the development of this modular program was that crises happen all the time. Unfortunately, most companies are not prepared to deal with crises and very few leverage crises to their benefit. But as I like to say, you should never waste a good crisis. It is really an opportunity in disguise.

The key is to deal with a crisis in a systematic way and our program provides a path for doing exactly that, walking clients through a series of independent modules. This approach enables a company to achieve results quickly while not overwhelming management team members while they continue to also execute their day-to-day responsibilities.

The RRP builds alignment across all stakeholders including management, the board of directors, debt holders, and employees. The RRP features a series of value-added modules that are proven to provide clarity, focus and agreement in the face of disruption and uncertainty.

Once alignment is attained, the management team develops an *Execution Roadmap* to capture all the steps required to be successful in achieving the company's agreed-upon target state. In order to assure optimal results, the deployment of a *Governance and Incentive System* is deployed. IntelliVen operating partners have an impressive track record of delivering significant results in relatively short periods of time via the deployment of the RRP.

Question 2: What is the hardest part of the IntelliVen Rapid Reset Program?

Answer: There are three distinct phases to the RRP: *Alignment*; *Execution Roadmap*; and *Governance and Incentives*.

The hardest part of the RRP is the *Alignment* phase. This is a series of modules producing deep understanding and clarity across all stakeholders on goals and objectives, purpose and focus, competitive positioning, values, and financial targets.

Each one of these modules appears to be simple and straight-forward. However, nothing could be further from the truth. In the vast majority of cases, each stakeholder has formulated their own understandings of these matters. Rarely do they share these views in a concise manner and develop joint alignment with the other stakeholders.

This lack of shared understanding is often compounded by culture, language, and geographical hurdles in today's fast-paced companies. And, frankly, there is never an



occasion in the normal day-to-day flow of the business that forces stakeholders to confront the lack of shared understanding.

Our system triggers clarity and alignment. It engages all relevant stakeholders in a process to articulate their understandings, discuss them in detail, and arrive at a jointly determined and clearly documented outcome.

The result of this process is alignment across all stakeholders. We designed the approach to be modular so the company can deal with learnings as they naturally and organically emerge. That way the results of the new alignment can then be packaged and utilized to affect the business as soon as they are completed and communicated.

Question 3: In the IntelliVen Rapid Reset Program, once management has achieved alignment through clarity and understanding, how does the company utilize this knowledge to deliver results?

Answer: Following the *Alignment* phase there are two additional steps in the RRP that are required to achieve exceptional results in the wake of a crisis.

The *Alignment* phase always produces a wealth of knowledge and clarity as management, board and employees uncover previously missed opportunities for growth and productive change. To exploit this knowledge, the next step is to develop an action plan, or *Execution Road Map*, and then deploy an effective *Governance and Incentive* mechanism.

An IntelliVen *Execution Road Map* is a concatenated series of Imperatives, Initiatives and Actions. Each Imperative, Initiative, and Action is assigned an owner and priority and placed into a sequential plan of action.

Change is often scary for employees. The change elements in the *Execution Road Map* are communicated via a series of IntelliVen Change Frameworks. These frameworks communicate the *Execution Road Map* across the whole company in a clear and simple way, minimizing concern while maximizing employee engagement. When an employee sees how their individual tasks fit into an important strategic objective for the company, the change involved becomes a lot less scary. Given context, such a change is viewed as “just part of doing my job.” This in turn makes the probability of success of the overall program much higher.

The final phase required for a successful response to a crisis is the deployment of a *Governance and Incentive System*. This enables you to monitor progress and acts as



an early warning system identifying where further engagement is required. It further links employee compensation with outcomes, which is simply the most effective, time-tested approach to bringing about change.

An effective governance system requires a regime of engagement between management and the parties tasked with ownership of various Imperatives, Initiatives, and Actions. It features a formal communication mechanism, transparency across the whole organization, and direct co-relational links among each accountable party's compensation.

Once deployed effectively, *Alignment*, the *Execution Road Map* and the *Governance and Incentive System* function together to produce a series of outcomes that deliver exceptional results.

Question 4: What types of companies do you work with and which tend to benefit from the IntelliVen Rapid Reset Program?

Answer: IntelliVen's operating partners have successfully collaborated with CEOs of privately held, venture-capital-backed, and private-equity-backed companies across multiple sectors. While all companies can benefit from the program, the ones that tend to benefit the most are those with opportunities for growth because of dynamic markets or assailable competitors.

We cannot stress this last point enough. Crises are opportunities. In a crisis, the opportunity comes about because a competitor makes mistakes, fails to serve key customers, or allows employees to become unfocused or fear unduly for their jobs.

If your company leadership can keep cool heads and understand the new environment, you can win incremental market share, customers, and talent.

The RRP provides a framework to deliver exactly that, a mechanism to understand the new environment, see these opportunities, and act on them.

Question 5: How long does the program take and how much does it cost?

Answer: The IntelliVen Operating Partner and the CEO partner on the program and work together to develop an appropriate timetable based on the company's unique situation.



The RRP is modular so it can be deployed quite quickly. In many situations, the entire program can be completed in a single fiscal quarter.

The modular structure also means the RRP starts delivering results quickly. The company can roll out the results of *Alignment* on each element as soon as it is completed, including goals and objectives, purpose and focus, competitive situation, values, and the financial model.

The most challenging and time-consuming element of the program is obtaining *Alignment*. As such, the development of the *Execution Plan* and the *Governance and Incentive Mechanism* are often deployed within a month or two following the Alignment stage.

In terms of cost, the RRP fee can vary widely. RRP is a system of modular components based on proven best practices for managing and leading through disruption. But application of RRP is a collaboration between the CEO of the company and an IntelliVen operating partner, tailoring each module to the company's specific situation and needs.

Based on an exploration of the CEO's desired outcomes, the IntelliVen operating partner will diagnose the amount of time and effort required. Factoring in company-specific attributes, a reasonable estimate based on our experience in deploying RRP a company can expect to invest between \$50,000 to \$250,000 plus out of pocket costs to complete the first three phases. In every instance of successful program completion, companies achieve returns on this investment of many multiples, from increased market share, major customer wins, and gaining new talent.

Please email Eric at ericp@intelliven.com or submit an RRP inquiry form at <https://intelliven.com/rapid-reset-program/#form> if you have other questions or comments, and he or another IntelliVen operating partner will respond to you.

To learn more about the RRP and see if it is a fit for your company, visit the RRP landing page at <https://intelliven.com/rapid-reset-program/>

