Overview of the Cue See Model

In this chapter, I will introduce a multilevel framework to think about value creation in business, inspired by biology. Organizational parasites feed on this process and the flow of value being created is the fundamental basis on which to consider whether or not a given actor is a net value creator or destroyer. First, I will look at the parasite-inspired methods to avoid value destruction and then examine the Cue See model to nurture value creation and prevent parasite infections.

The Cue See model is an approach for leading all aspects of the business value creation process. It includes methods for designing processes and structures, analytical techniques for planning, forecasting and tracking value creation, and a leadership language for the entire organization to share a “mental model” that facilitates teamwork. Figure 4.1 gives a pictorial overview of the major ideas. The Cue See model suggests that value creation and destruction can be viewed across levels of analysis in an organization.

Organizations are a means to achieving results. In other words, leaders and followers design businesses to realize ultimate goals (e.g. trophy in Figure 4.2). Every choice a leader makes is designed to achieve the firm’s ultimate future aspirations. Organizational strategies, cultures, and structures are “big picture” enabling functions to support the attainment of goals important to realizing the mission and vision of the firm. Here, senior leaders collaborate to establish the vision for the future of the organization, the goals that will represent the achievement of the vision and decide upon the value chain that will be resourced to execute effectively (Kim, Dansereau, & Kim, 2002). Senior leaders are central to establishing the culture about how the people in the organization will work together, and to whom each person will report.

Figure 4.2 is to be reviewed from right to left—beginning with the end in mind. If ultimate goals frame all actions, they set the requirements for success of processes, assets, and structures. This approach to goal setting suggests how the leaders must design and enable the value chain—the core process—punctuated
Scaffolding for designing and leading the instrumental factors of organizations

Use of interdisciplinary analytical methods to better support leaders’ decisions

Ultimate aspirations frame lower level actions

Value creation flows across time and place, with complex feedback loop and detours

Useful prescriptive framework and set of methods for leaders

Concepts and tools may serve as a preventative organizational “wellness” program

Scaffolding for designing and leading the instrumental factors of organizations

Cue See Model

Figure 4.1 Overview of the Cue See Model.