Chapter 6

Applying the Cue See Model

This chapter is the most practical, showing how to apply Cue See concepts. Consistent with Antonakis and House's (2013) approach, the Cue See model focuses on goal attainment. Further, it is consistent with the Multidisciplinary Assessment Process (MAP), a variant of RBT (Molloy et al., 2011). The MAP directs leaders to (1) define a winning idea; (2) embed it into the Resource Based View’s theory of the firm’s competitive advantage; (3) measure it; and (4) provide evidence of value creation. Consistent with the aspirations of the MAP, the Cue See approach is intended to provide scaffolding for business design and governance at all levels of leadership. Further, it may help identify and inoculate where operational risks may be mitigated and parasites thwarted. The procedures used to apply the model parallel those recommended by risk managers including (1) Envisioning Goals, (2) Specifying Process Performance, (3) Identifying Decision Variables and Uncertainties, (4) Identifying Constraints, and (5) Model and Optimize.

What is not surrounded by uncertainty cannot be the truth.
Richard Feynman

Steps

Step 1: Envision

Strategic goals frame an organization. The starting point is a vision for a new firm, a new product/service line, a new process or an existing process needs to be
managed. This involves scanning the environment, and testing hypotheses about the business model with market data (Blank & Dorf, 2012). All other steps in the Cue See process are designed to achieve these ultimate goals. Real Options examine uncertainty, and volatility with creative ideas about strategies to mitigate the downside, and leverage the upside of enterprise risk. Once a repeatable, scalable business model is found, the remaining steps are applied, otherwise the leader “pivots” to a different business model and continues to test hypotheses (Blank &