

*FORCE  
MULTIPLIERS  
And  
Constraints  
Theory*

*AFFINITY SYSTEMS LLC*

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## **A Military Definition**

**force multiplier A capability that, when added to and employed by a combat force, significantly increases the combat potential of that force and thus enhances the probability of successful mission accomplishment. (JP 3-05.1) (US DoD)**

## **A Civilian Definition**

**force multiplier A capability that, when added to and employed by a competitive force, significantly increases the power potential of that force and enhances the probability of successful business mission accomplishment.**

# Mission

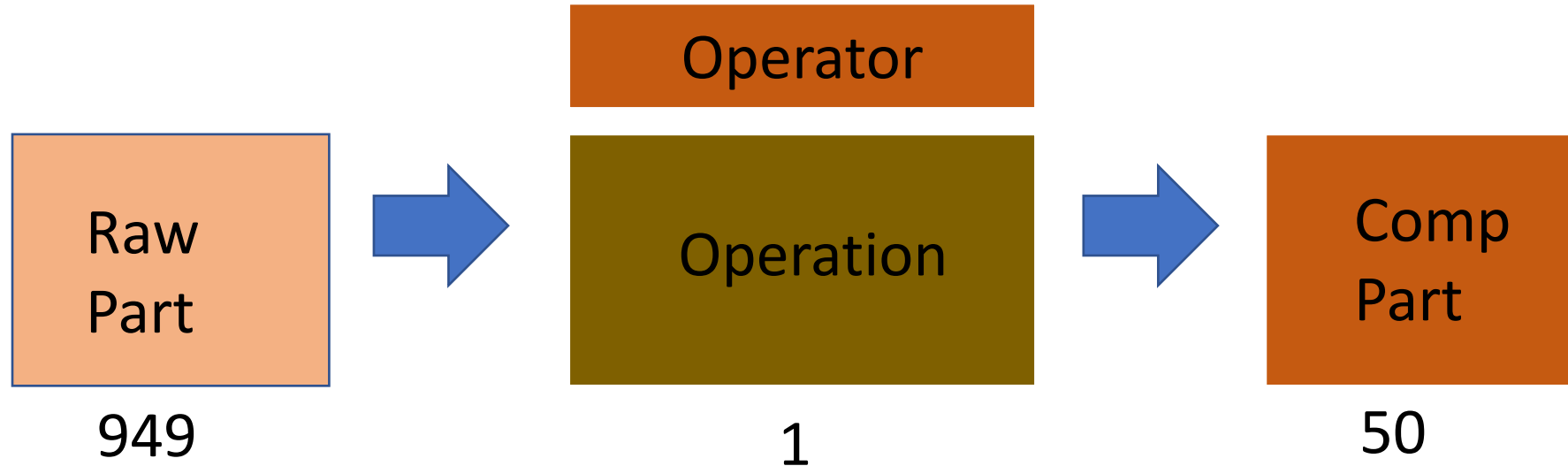
**Force multipliers are actions planned and taken to achieve the business mission. Critical to that point is defining the mission.**

**Every business mission needs to be written and shared. Once identified and understood, multipliers are analyzed for current state effectiveness and to establish the performance levels each must attain to serve the mission.**

**There are numerous force multipliers in every business of every type. The business drivers one example. The problem is they are, for the most part, dependent to the higher level.**

**There are two fundamental mission types. Those aiming multipliers at serving customers, and those focused on serving the bottom line.**

## Mission



**Customer foreman calls- I'm in trouble and know it's in the middle of the night. My suppliers' parts are stuck on a boat in the middle of the ocean. I need these parts ASAP or our lines will shut down, and in turn those of my customers. Can you help me out?**

# **BOTTOM-LINE is Mission**

**I'd like to do that but would have to bust a setup. Tell you what, my boss will let me do it if you can pick up the cost."**

**Pause – "You're in operations not purchasing and lack the power to authorize the expense? Well, sorry, but I can't do it. I'll move your order up. How long? We'll have your parts tomorrow afternoon".**

**Customer – "I'll remember this the next time we place an order".**

**Mutters to self, "Guess what you SOB".**

# **BOTTOM-LINE is Mission**

**End of the month foreman budget review.**

**“I see your setup costs are way over budget. What happened.”**

**Our foreman “I was called by a customer, and they were in danger of shutting down their lines. I broke the setup, ran parts and a maintenance guy used his pickup to deliver the first parts”.**

**“You didn’t have the authority to do this.”**

**“But our shared mission is customer service.”**

**“That’s only true as long as you stay on budget. I’m have to write you up. “**

## **BOTTOM LINE is Mission**

**At the monthly budget review meeting the foremen replied “If you want to beat me up on customer service, don’t tell me the budget is king . Change the measurement. That’s all I ask. Measure what you treasure.**

**The telephone rings. The plant manager returns to the staff, “Well, looks like it doesn’t matter. That customer just cancelled their orders and gave them to our competitor”. He looked at the foreman “and you’re fired”.**

## **CUSTOMER is Mission**

**Your foreman-"I just started a new part. Let me check the status. You know, we are a little ahead. Tell you what, I'll break the setup and run your part."**

**Customer foreman-"hey man I don't want you getting in trouble, but I sure appreciate what you are doing".**

**"No sweat, at our company, the customer is first. Do you need the parts in batches as they run off the line or all at once?"**

**Customer foreman- "Thank you for bailing me out. If you could hand deliver the first batch it will keep our production line running. I'll remember this next time we place an order".**



# **CUSTOMER is Mission**

**End of the month foreman budget review.**

**“I see your setup costs are way over budget. What happened.”**

**Our foreman “I was called by a customer, and they were in danger of shutting down their lines. I broke the setup, ran parts and a maintenance guy used his pickup to deliver the first parts”.**

**“Good, you made the absolute correct call. You’re over budget but we’ll make it up later.”**

**Telephone rings “Wow, we just got a huge order from the customer that you bailed out. Good job”,**

## **Lesson learned**

**Future state planning determines the subordinate force multipliers.**

**Share the business mission. Once identified and understood, analyze multipliers for current state effectiveness and the performance levels each must attain to serve the mission.**

**There are numerous force multipliers in every business type. The business drivers are one example. But, for the most part, they are dependent on the higher conceptual levels. Following is a short exercise to discover the true mission objective.**

# Mission

## Serve the Customer

Rank the force multipliers by importance to achieving the mission.

Rate the current status capability.

Rate the required status to meet the future mission.

Be careful not to conflate the mission with feel-good interpretations of multiplier affect.

<b>Purpose</b>			
Mission: <b>Service the Customer</b>			
Strategy to Achieve Mission: Goods – Make or Buy, Services Offered			
Strategy to Achieve Mission – Sourcing and distribution of product			
Establish KPI's and Metrics based on selected Force Multipliers			
Deployment-Rate the Force Multiplier ability to achieve the mission			
<b>Force Multiplier</b>	<b>Rank</b>	<b>Status Now</b>	<b>Status Needed</b>
Speed		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Quality		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Customer Service		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Delivery		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Sales		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Volume		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Engineering Prototype		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Flexibility		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Price		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Information		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Supply Chain		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Add as needed		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

# Mission

## Serve the Bottom Line

Rank the force multipliers by importance to achieving the mission.

Rate the current status capability.

Rate the required status to meet the future mission.

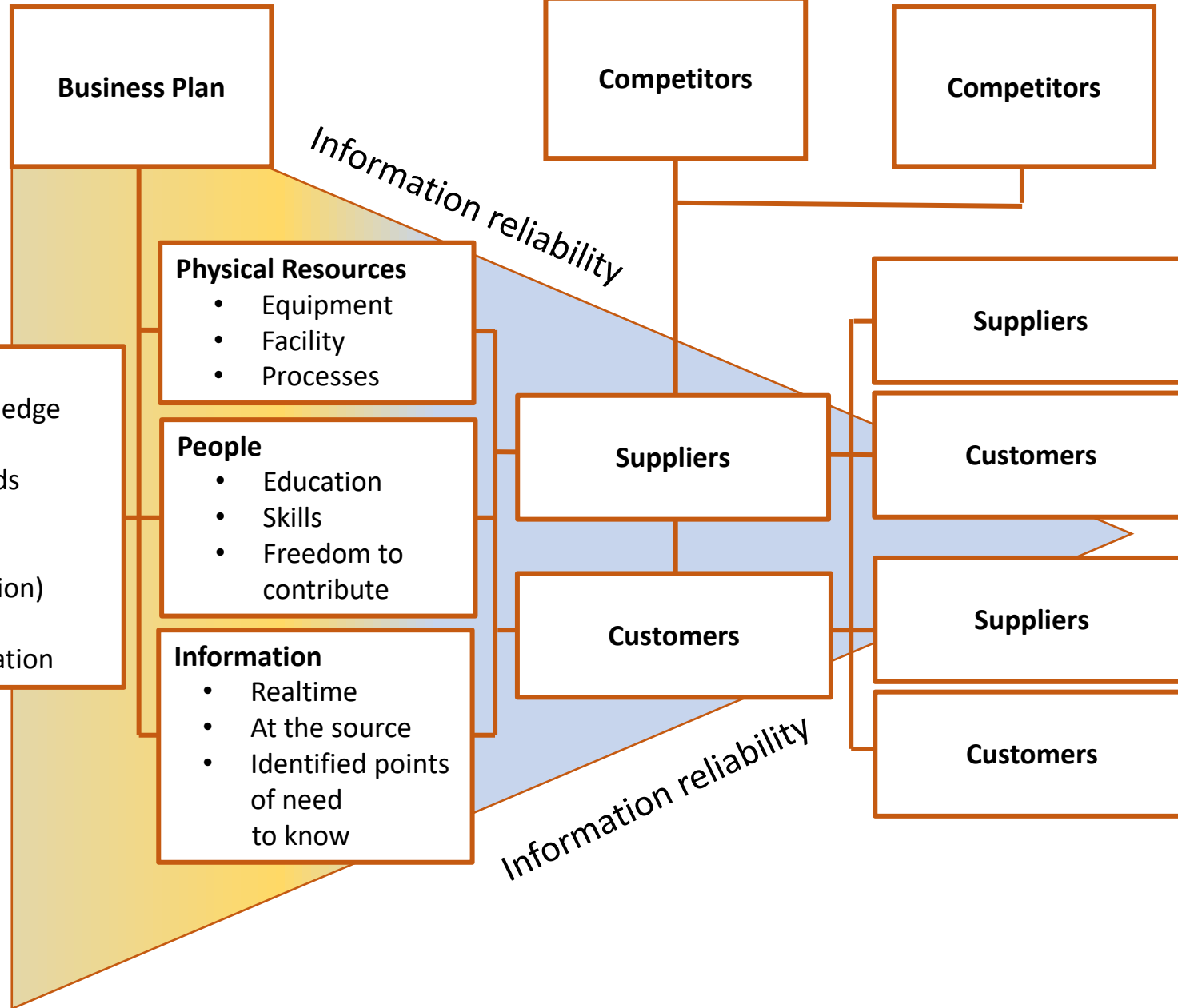
Be careful not to conflate the mission with feel-good interpretations of multiplier affect.

Purpose			
Mission: <b>Service the Bottom Line</b>			
Strategy to Achieve Mission: Goods – Make or Buy, Services Offered			
Strategy to Achieve Mission – Sourcing and distribution of product			
Establish KPI's and Metrics based on selected Force Multipliers			
Deployment-Rate the Force Multiplier ability to achieve the mission			
<b>Force Multiplier</b>	<b>Rank</b>	<b>Status Now</b>	<b>Status Needed</b>
Speed	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Quality	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Customer Service	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Delivery	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
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Information	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Supply Chain	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Add as needed	<input type="text"/>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

Must have  
Complete accurate  
information from the  
source (multiple points)

- Intangibles**
- Collective knowledge
  - Skills
  - Attitudes towards people
  - Trust
  - Creativity (ideation)
  - Special skill sets
  - Security-information

Outsmart  
Outmaneuver  
Must have offense  
and defensive  
position



<b>Force Multiplier</b>	<b>Rank</b>	<b>Status Now</b>	<b>Status Needed</b>	
Speed		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	*
Quality		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	
Customer Service		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	
Delivery		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	
Sales		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	
Volume		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	*
Engineering		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	*
Flexibility		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	*
Price		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	
Information		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	* *
Supply Chain		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	*
Add as needed				

**Identify the activities required to change each force multiplier to achieve the desired results.**

**This chart dovetails with Constraints Theory, isolating the core business processes that need attention.**

**Design the ACTION program to identify causes, effects, solutions, and implementation strategies.**

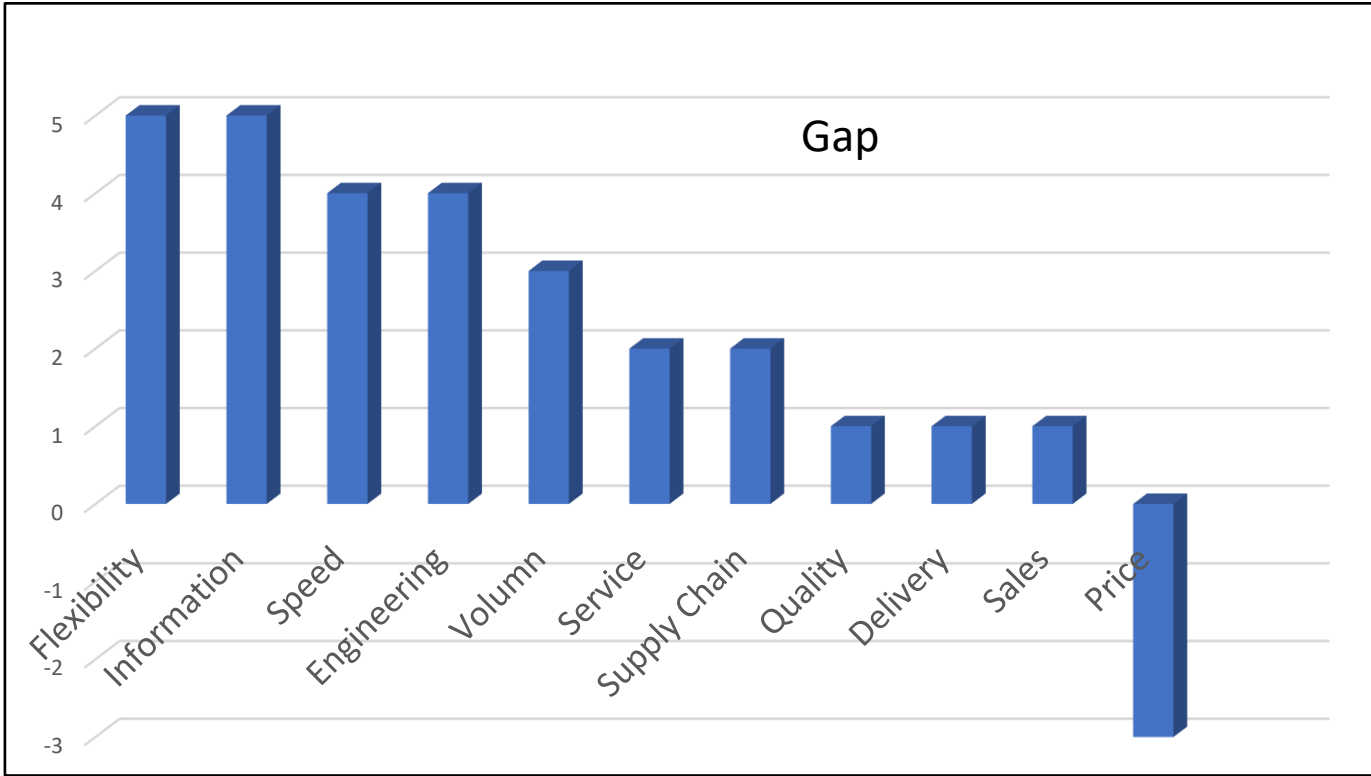
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# Analysis

Current Position

	Current	Objective	Gap
Speed	6	10	4
Quality	8	9	1
Service	8	10	2
Delivery	8	9	1
Sales	7	8	1
Volumn	5	8	3
Engineering	5	9	4
Flexibility	5	10	5
Price	8	5	-3
Information	5	10	5
Supply Chain	7	9	2

Desired Position



Put data into Pareto diagram or constraints chart.

What process improvement focus will yield the highest return?

Obviously, any area has a return on investment, but which ones have the highest return on performance?

Which ones will provide a stronger force multiplier?

What is the root problem?

What is the metric?



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