

The Journey to Performance Excellence Using Baldrige and Lean Six Sigma

Business and Healthcare Opportunities to Address
New Baldrige Criteria

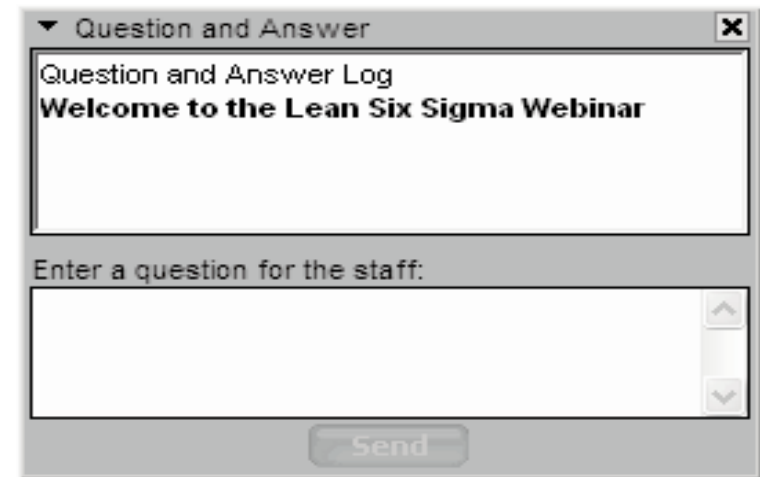


Housekeeping



Asking questions

- Use the question and answer box on the right-hand side of your webinar screen
- Submit questions as they occur to you by typing in the box then clicking send
- Questions will be answered at various points during the presentation and at the end of the session
- If we are not able to answer all of the questions, we will post the questions and answers on our blog and notify you when they are available



Introducing Our Presenter



- **Jim Christensen**, an Oriel Consultant, has more than 35 years of business experience
- He has led process improvement initiatives, in *manufacturing and service environments*, and has extensive experience in business management and corporate performance
- As a certified Six Sigma Black Belt and trained Master Black Belt, he assists organizations in significantly improving their business results
- He is a Baldrige Examiner and has led teams to provide performance reviews for the Wisconsin Forward Award

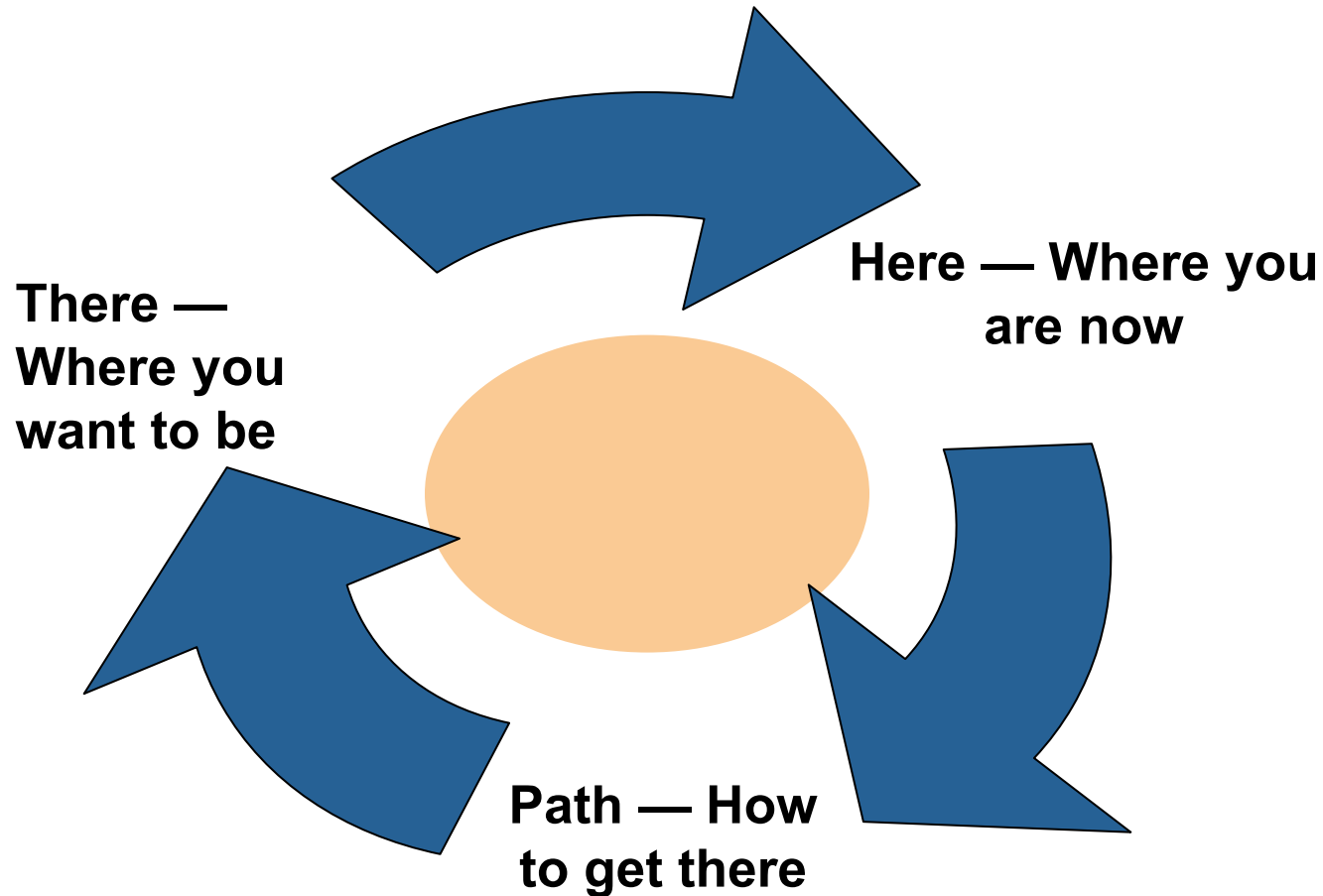


Outline



-
- Selecting approaches to planning, measurement, and improvement
 - Linkage between Baldrige criteria, balanced scorecard, and Integrated Lean Six Sigma
 - 2007-2008 Baldrige criteria revisions
 - Case studies and examples
 - Organizational payoff

Overview (at 30,000 Feet)*



Selecting Your Approaches



When organizations journey toward excellence they face choices

1. Framework – Baldrige, ISO, or internal corporate strategy
2. Measurement – Balanced scorecard, financials, etc.
3. Improvement methodology – PDCA, teams, Lean, Six Sigma, or Lean Six Sigma

Framework Approaches



- Depends on amount of outside pressure
- ISO frameworks are often due to:
 - Government or regulatory pressures
 - Customers exerting quality pressures
 - International market pressures
- Baldrige frameworks are often due to:
 - Competitive market pressures for excellence
 - Competitors recognized for Baldrige excellence
 - Patient and other customer pressures to demonstrate quality

Baldrige Criteria Characteristics



-
- Focus on results
 - Nonprescriptive and adaptable
 - Integrate key healthcare and business themes
 - Support a system's perspective to maintaining organization-wide goal alignment
 - Support goal-based diagnosis
 - Scoring approach is highly systematic, progressive, and continuously improving

Measurement Approaches



- Financial measures satisfy stakeholder pressures
- Balances scorecard satisfies financial needs plus other key contributing factors
 - Human resources growth and learning
 - Meeting customer needs
 - Process management needs

Improvement Approaches



- Individuals held accountable
- Teams using PDCA approach
- Lean (from the Toyota Production System)
- Six Sigma as developed by GE and Motorola
- Combined forms of Lean Six Sigma such as the Oriels approach

Individual and Team Approach



-
- Most common improvement approach is to hold individuals responsible for improving
 - As problems become more complex, companies use a team and Plan-Do-Check-Act (PDCA) approach
 - Teams are empowered to meet and explore current problems, plan improvements (P), pilot improvements (D), check for change (C), and finalize a new approach (A)

Lean Approach



-
- Used where companies need quick fixes
 - Creates a culture for change and improvement
 - Trains experts to lead improvement events
 - Uses the Toyota Production System tools to make improvements in daily operations
 - Oriels Lean Pathway creates a five-step framework for Lean to improve delivery

Six Sigma Approach



- Used where there are more complex problems that require teams and statistical tools to work for a longer period of time to develop solutions that fix critical operating problems for the last time
- Five-step paths for:
 - Existing processes (DEFINE, MEASURE, ANALYZE, IMPROVE, and CONTROL)
 - New processes (DEFINE, MEASURE, ANALYZE, DESIGN, and VERIFY)
- Trained experts (Green Belts, Black Belts, Master Black Belts, executive champions)

Lean Six Sigma Approach



New strategy is to use Lean and Six Sigma together so that an organization has the capability to:

- Improve complicated problems of high variability with Six Sigma tools and techniques
- Improve simpler daily work problems of high waste with Lean tools and techniques
- Provide greater short- and long-term strategic and competitive advantage

New (2008) Baldrige Criteria



Criteria changes will require more effort for business and healthcare applicants to demonstrate excellence and score higher

- New language in Section 4.1(b)3 asks for use of organizational reviews to determine need for improvements
- Revised Section 6.1 asks how processes are designed to meet customer and business requirements
- Revised Section 6.2 asks how processes are managed [6.2(a)] and improved [6.2(b)]

Section 4 Change

Baldrige Category 4*:

Item 4.1B3 has an added emphasis on the use of organizational performance reviews for systematic evaluation and improvement of key processes

b. PERFORMANCE ANALYSIS, Review, and Improvement

- (1) How do you review organizational PERFORMANCE and capabilities? What ANALYSES do you perform to support these reviews and to ensure that conclusions are valid? How do you use these reviews to assess organizational success, competitive PERFORMANCE, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? How do you use these reviews to assess your organization's ability to respond rapidly to changing organizational needs and challenges in your operating environment?
- (2) How do you translate organizational PERFORMANCE review findings into priorities for continuous and breakthrough improvement and into opportunities for INNOVATION? How are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization to enable EFFECTIVE support for their decision making? When appropriate, HOW are the priorities and opportunities DEPLOYED to your suppliers, PARTNERS, and COLLABORATORS to ensure organizational AUGMENT?
- (3) How do you incorporate the results of organizational PERFORMANCE reviews into the SYSTEMATIC evaluation and improvement of KEY PROCESSES?

- Section 4.1b(3) has added emphasis on using organizational performance reviews to evaluate and improve key processes
- Better scorecards and improvement methodologies could help organizations approach excellence in response to this new emphasis

Section 6.1 Change

Baldrige Category *6:

Item 6.1B now has three areas to address:

- 1) Core Competencies
- 2) Work Process Design
- 3) Emergency Readiness

6.1 Work Systems Design: How do you design your work systems? (35 points)

Process

Describe HOW your organization determines its CORE COMPETENCIES and designs its WORK SYSTEMS and KEY PROCESSES to deliver CUSTOMER VALUE, prepare for potential emergencies, and achieve organizational success and SUSTAINABILITY.

Within your response, include answers to the following questions:

a. CORE COMPETENCIES

- (1) How does your organization determine its CORE COMPETENCIES? What are your organization's CORE COMPETENCIES and how do they relate to your MISSION, competitive environment, and ACTION PLANS?
- (2) HOW do you design and innovate your overall WORK SYSTEMS? HOW do you decide which PROCESSES within your overall WORK SYSTEMS will be internal to your organization (your KEY work PROCESSES) and which will use external resources?

b. Work PROCESS Design

- (1) What are your organization's KEY work PROCESSES? How do these KEY work PROCESSES relate to your CORE COMPETENCIES? How do these PROCESSES contribute to delivering CUSTOMER VALUE, profitability, organizational success, and SUSTAINABILITY?
- (2) HOW do you determine KEY work PROCESS requirements, incorporating input from CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate? What are the KEY requirements for these PROCESSES?
- (3) HOW do you design and innovate your work PROCESSES to meet all the KEY requirements? HOW do you incorporate new technology, organizational knowledge, and the potential need for agility into the design of these PROCESSES? HOW do you incorporate CYCLE TIME, PRODUCTIVITY, cost control, and other efficiency and EFFECTIVENESS factors into the design of these PROCESSES?

- Systematic process design methodologies such as Design for Six Sigma (DEFINE, MEASURE, ANALYZE, DESIGN, and VERIFY) will help organizations meet new criteria
- Applies to *patients* and other customers

Section 6.2 Change

Baldrige Category 6*:

Item 6.2 has two areas to address:

- 1) Work Process Management
- 2) Work Process Improvement

6.2 Work Process Management and Improvement: How do you manage and improve your key organizational work processes? (50 points)

Process

Describe HOW your organization implements, manages, and improves its KEY work PROCESSES to deliver CUSTOMER VALUE and achieve organizational success and SUSTAINABILITY.

Within your response, include answers to the following questions:

a. Work PROCESS Management

- (1) HOW do you implement your work PROCESSES to ensure that they meet design requirements? HOW does your subsequent day-to-day operation of these PROCESSES ensure that they meet KEY PROCESS requirements? HOW is CUSTOMER, supplier, PARTNER, and COLLABORATOR input used in managing these PROCESSES, as appropriate? What are your KEY PERFORMANCE MEASURES or INDICATORS and in-process MEASURES used for the control and improvement of your work PROCESSES?
- (2) HOW do you minimize overall costs associated with inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate? HOW do you prevent defects, service errors, and rework and minimize warranty costs or CUSTOMERS' PRODUCTIVITY losses, as appropriate?

b. Work PROCESS Improvement

HOW do you improve your work PROCESSES to achieve better PERFORMANCE, to reduce variability, to improve products and services, and to keep the PROCESSES current with business needs and directions? HOW are improvements and lessons learned shared with other organizational units and PROCESSES to drive organizational LEARNING and INNOVATION?

- Systematic methodologies such as process management and Lean Six Sigma (DEFINE, MEASURE, ANALYZE, IMPROVE, and CONTROL) will help organizations approach excellence and meet new criteria
- Applies to *patients* and other customers

Added Criteria Poses Challenge



- These new criteria will pose challenges for those companies on their journey to excellence following the Baldrige approach
- We have a suggested approach that will increase their performance to meet this challenge and more...



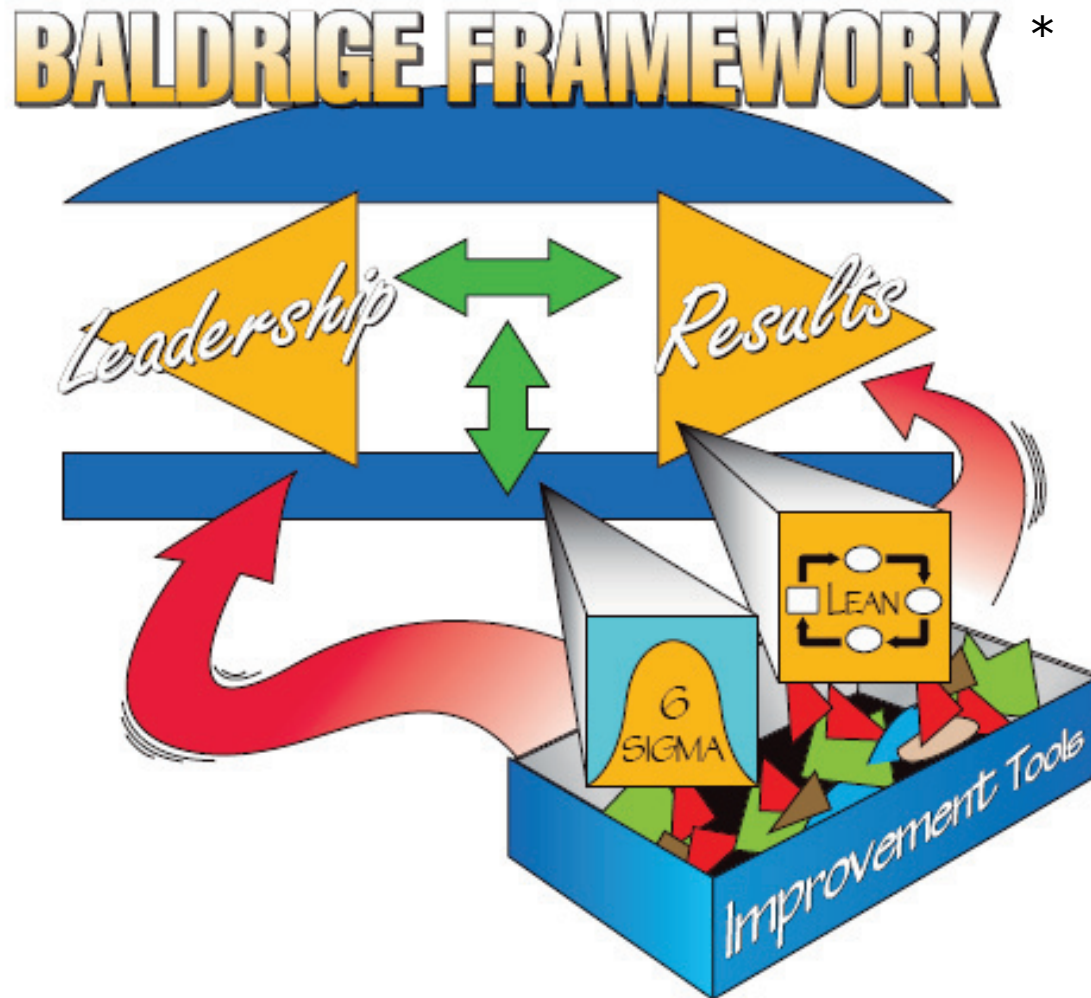
Fusing Approaches



Companies gain advantage when they combine approaches

- Align business strategy with framework such as the Baldrige criteria
- Have balanced scorecard that feeds them information on their processes and areas needed for improvement
- Have project ideas using Lean Six Sigma tools and techniques to make improvements

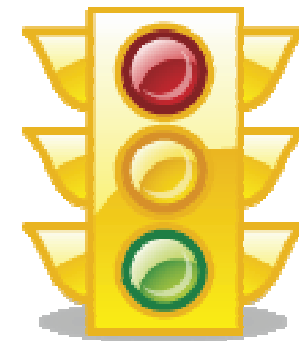
Fusing Approaches, cont.



Power of Fusion



- Linked frameworks with scorecards and improvement methodologies provide companies with the early signals needed to move rapidly toward excellence
- The value is not a question of one approach over another, but development of integrated quality strategy that fuses the value from all methodologies to produce maximized benefit so that performance approaches excellence



Scorecard Example*



Focus Area	Score	Baldrige Criteria Section	Score	Improvement Initiative	Score
Leadership	90	1.1 Senior Leadership	90		
		1.2 Governance and Social Responsibilities	65	Community Volunteer Initiative	90
Strategic Planning	70	2.1 Strategy Development	70	Fusion Strategy Improvement	70
		2.2 Strategy Deployment	65	Leadership seminar	70
Customers and Markets	75	3.1 Customer and Market Knowledge	75		
		3.2 Customer Relationships and Satisfaction	70	Customer Experience Management Initiative	75
Measurement, Analysis, and Knowledge Management	45	4.1 Measurement, Analysis and Improvement of Organizational Performance	45	Fusion Scorecard Initiative	45
		4.2 Management of Information, Informational Technology, and Knowledge	55	Process Management Initiative	45
Workforce Focus	55	5.1 Workforce Engagement	55	Change Management Initiative	55
		5.2 Workforce Environment	60	Community Volunteer Initiative	55
Process Management	60	6.1 Work Systems Design	60	Design for Six Sigma training	60
		6.2 Work Systems Management and Improvement	65	Lean Six Sigma deployment expansion	60
Results	70	7.1 Product and Service Outcomes	70		
		7.2 Customer-Focused Outcomes	70		
		7.3 Financial and Market Outcomes	70		
		7.4 Workforce-Focused Outcomes	60	Community Volunteer Initiative	70
		7.5 Process Effectiveness Outcomes	50	Design for Six Sigma training	70
		7.6 Leadership Outcomes	65		

This scorecard built in Excel integrates with the Baldrige criteria and improvement projects to show company managers at a glance where they must focus their energy to improve

Reading a Scorecard*



Focus Area	Score	Baldrige Criteria Section	Score	Improvement Initiative	Score
Leadership	Yellow	1.1 Senior Leadership	90		
		1.2 Governance and Social Responsibilities	65	Community Volunteer Initiative	Yellow
Strategic Planning	Green	2.1 Strategy Development	70	Fusion Strategy Improvement	Green
		2.2 Strategy Deployment	65	Leadership seminar	Green
Customers and Markets	Green	3.1 Customer and Market Knowledge	75		
		3.2 Customer Relationships and Satisfaction	70	Customer Experience Management Initiative	Green
Measurement, Analysis, and Knowledge Management	Yellow	4.1 Measurement, Analysis and Improvement of Organizational Performance	45	Fusion Scorecard Initiative	Green
		4.2 Management of Information, Informational Technology, and Knowledge	55	Process Management Initiative	Green
Workforce Focus	Yellow	5.1 Workforce Engagement	55	Change Management Initiative	Green
		5.2 Workforce Environment	60	Community Volunteer Initiative	Yellow
Process Management	Green	6.1 Work Systems Design	60	Design for Six Sigma training	Green
		6.2 Work Systems Management and Improvement	65	Lean Six Sigma deployment expansion	Green
Results	Green	7.1 Product and Service Outcomes	70		
		7.2 Customer-Focused Outcomes	70		
		7.3 Financial and Market Outcomes	70		
		7.4 Workforce-Focused Outcomes	60	Community Volunteer Initiative	Yellow
		7.5 Process Effectiveness Outcomes	50	Design for Six Sigma training	Green
		7.6 Leadership Outcomes	65		

This scorecard tells managers the major need for improvement is in Category 4.1, and they have an initiative that is on track to attempt to improve their greatest challenge

Drilling Down*



Focus Area	Score	Baldrige Criteria Section	Target	Score		
			2008	2008	2007	2006
Leadership		1.1 Senior Leadership	90	90	85	80
		1.2 Governance and Social Responsibilities	70	65	60	55
Strategic Planning		2.1 Strategy Development	75	70	70	65
		2.2 Strategy Deployment	70	65	60	55
Customers and Markets		3.1 Customer and Market Knowledge	70	75	70	65
		3.2 Customer Relationships and Satisfaction	70	70	65	60
Measurement, Analysis, and Knowledge Management		4.1 Measurement, Analysis and Improvement of Organizational Performance	55	45	30	25
		4.2 Management of Information, Informational Technology, and Knowledge	55	55	45	40
Workforce Focus		5.1 Workforce Engagement	55	55	45	40
		5.2 Workforce Environment	65	60	50	45
Process Management		6.1 Work Systems Design	65	60	50	45
		6.2 Work Systems Management and Improvement	65	65	55	50
Results		7.1 Product and Service Outcomes	70	70	55	50
		7.2 Customer-Focused Outcomes	70	70	60	55
		7.3 Financial and Market Outcomes	70	70	60	55
		7.4 Workforce-Focused Outcomes	65	60	50	45
		7.5 Process Effectiveness Outcomes	65	50	45	40
		7.6 Leadership Outcomes	65	65	55	50

Excel permits you to link worksheets so that you can drill down and see how current scores relate to past scores and targets – Section 4.1 shows progress and an aggressive target

Drilling Down Further*



Focus Area	Score	Improvement Initiative	Score	Expected Result of Initiative and Timeline
Leadership	Yellow	Community Volunteer Initiative	Yellow	This initiative will encourage greater volunteer efforts in the community by the workforce. All employees are encouraged to provide us with their hours of time they devote to community efforts, and leaders are encouraged to serve on boards and committees of community agencies. It is a year-long effort.
Strategic Planning	Green	Fusion Strategy Improvement	Green	Oriel Inc. is providing us with consulting advice on how to maximize our use of Baldrige, Balanced Scorecard, and Lean Six Sigma to achieve the strategic goals we developed at our retreat in Sept. 2007.
		Leadership seminar	Green	Our annual leadership retreat included an item on the agenda on expanding the understanding of our strategic plan to all employees this year. The format for doing that will be a leadership seminar scheduled for early 2008.
Customers and Markets	Green	Customer Experience Management Initiative	Green	Oriel Inc. is providing us with consulting advice on ways to improve our current voice of the customer information so that we will know more of our customer's needs and be in a better position to satisfy their needs in the future. Project will complete in September 2008.
Measurement, Analysis, and Knowledge Management	Yellow	Fusion Scorecard Initiative	Green	Oriel Inc. is providing us with consulting advice on ways to integrate our Baldrige efforts, Balanced Scorecard methodologies, and Lean Six Sigma initiatives into this scorecard report that shows us our progress in an integrated manner.
		Process Management Initiative	Green	Oriel Inc. is providing us with supplementary training for two of our existing Black Belts in their process management methodology so that we will have better records of existing processes and a better handle on those processes that must be improved in the near future.
Workforce Focus	Yellow	Change Management Initiative	Green	Oriel Inc. is providing us with a week of training on change management that will improve our ability to make improvements with less staff resistance and more adequate planning for change.
		Community Volunteer Initiative	Yellow	See above.
Process Management	Green	Design for Six Sigma training	Green	Oriel Inc. is providing us with Design for Six Sigma training that will give us the ability to design products and processes that meet customer requirements with more confidence they will be successful once developed.
		Lean Six Sigma deployment expansion	Green	Oriel Inc. consulted with us on the optimum level of deployment to meet our needs effectively. We now have a wave strategy that will meet our improvement needs effectively for a sustainable corporate program.
Results	Green			
		Community Volunteer Initiative	Yellow	See above.
		Design for Six Sigma training	Green	See above.

This worksheet contains details about each of the improvement projects so that managers can see the progress each effort is making and what needs are being addressed

So, What Is the Payoff for You?



- With Baldrige, you get clear indications compared to peers and goals
- With balanced scorecard, you get an assessment of financial performance and organizational learning, processes, and meeting customer needs
- With Lean Six Sigma, you get clear indications of the success of improvements against goals and sustainable change
- With linked Baldrige, balanced scorecard, and Lean Six Sigma, you get the added power of knowing where you are, where you need to be, and how your existing improvement efforts are doing at closing the gaps—the overall result is a fusion that permits you to manage for the long term on your journey to operational excellence

The Baldrige Payoff*



- Scoring feedback is highly systematic and continuously improved
- You can self-assess, apply to state, or go for a federal review
- Review process is done independently, consensus is reached, and then judges review again to calibrate all scoring and feedback

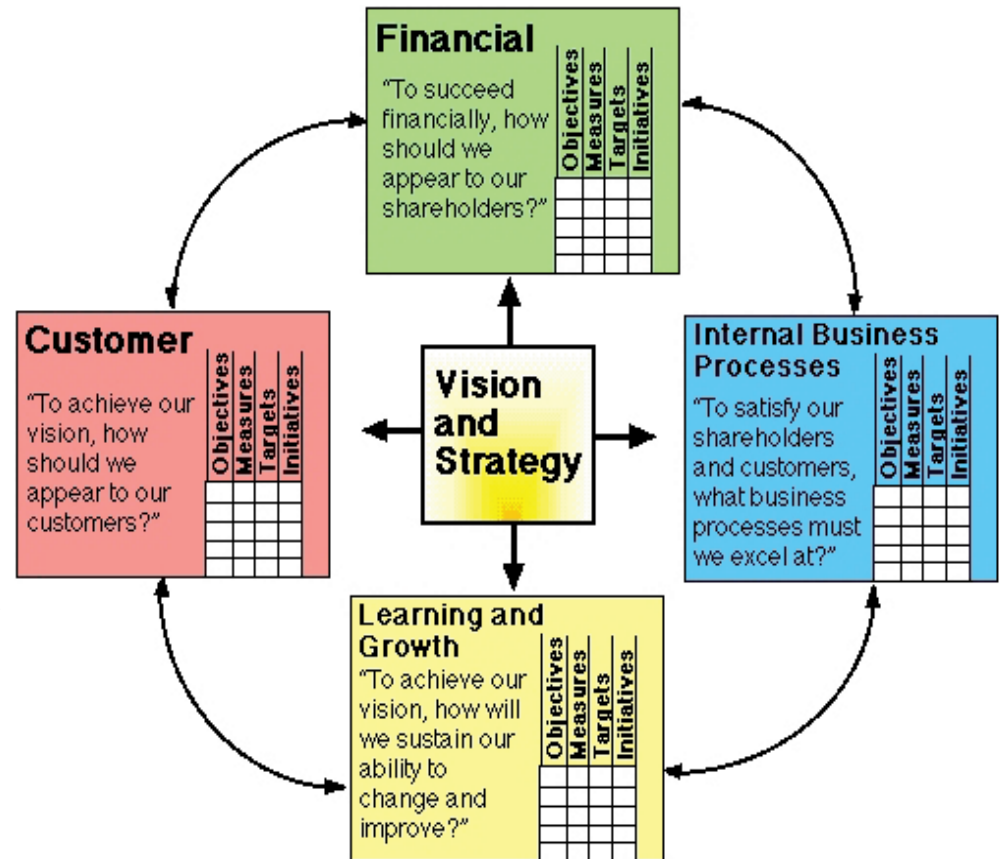
Evaluation Factor Score Summary—Item 1.2: (for Categories 1–6 only)

Factor	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
Approach	No systematic approach is evident; information is anecdotal	Beginning of systematic approach to the basic requirements of the Item	An effective, systematic approach, responsive to the basic requirements of the Item	An effective, systematic approach, responsive to the overall requirements of the Item	An effective, systematic approach, responsive to the multiple requirements of the Item	An effective, systematic approach, fully responsive to the multiple requirements of the Item
				60		
Deployment	Little or no deployment of an approach is evident	The approach is in the early stages of deployment in most areas/work units, inhibiting progress in achieving the basic requirements	The approach is deployed, although some areas or work units are in the early stages of deployment	The approach is well deployed, although deployment may vary in some areas or work units	The approach is well deployed with no significant gaps	The approach is fully deployed without significant gaps in any areas or work units
				65		
Learning	An improvement orientation not evident; improvement is achieved through reacting to problems	Early stages of transitioning from reacting to problems to a general improvement orientation	The beginning of a systematic approach to evaluation and improvement of key processes	A fact-based, systematic evaluation and improvement process and some organizational learning are in place for improving the efficiency and effectiveness of key processes	Fact-based, systematic evaluation and improvement and organizational learning are key management tools; there is clear evidence of refinement and innovation	Fact-based, systematic evaluation and improvement and organizational learning are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization
				60		
Integration	No organizational alignment is evident; individual areas or work units operate independently	The approach is aligned with other areas or work units largely through joint problem solving	The approach is in early stages of alignment with basic organizational needs identified in response to the other criteria categories	The approach is aligned with your organizational needs identified in response to other criteria categories	The approach is integrated with your organizational needs identified in response to the other criteria Items	The approach is well integrated with your organizational needs identified in response to the other criteria Items
				60		
The overall score is not intended to be a numerical average of the elements above; rather the overall range and score is one which the Examiner team felt was the most descriptive of the organization's achievement level for this Item.						
Item	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
Overall Score				X		

Balanced Scorecard Payoff*



- For most organizations who use only financial reviews, their perspective is driving through the rearview mirror
- Balanced review permits a view of leading as well as lagging indicators
- More in-depth review of key business drivers



Integrated Lean Six Sigma (ILSS) Deployment



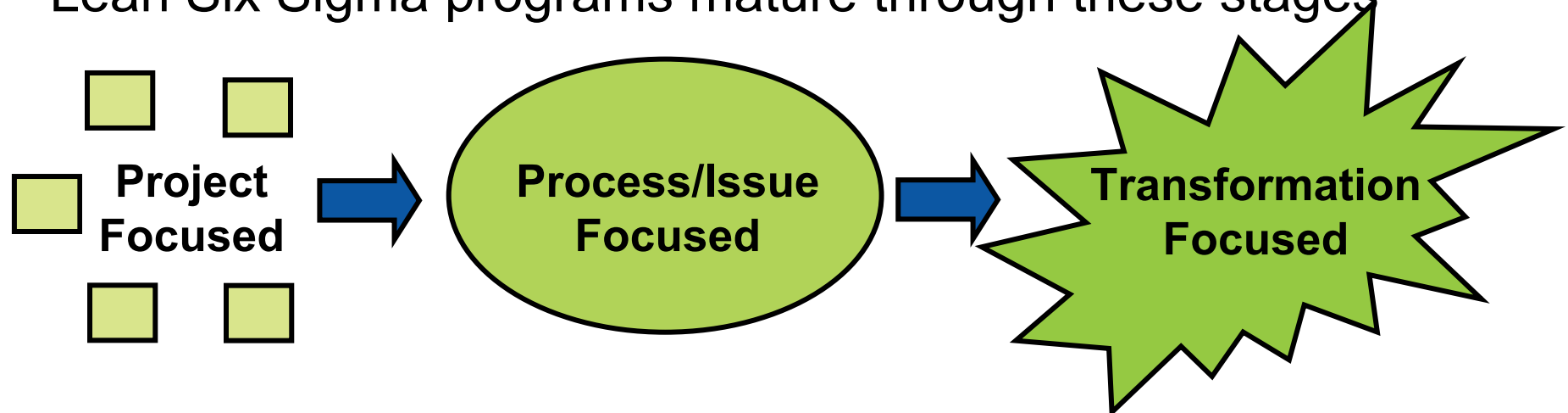
The greatest benefits to an organization from the Lean and Six Sigma approaches will come from an integrated Lean Six Sigma deployment which has the following characteristics:

- The outcome of ILSS deployment should be greater than the sum of the parts
- ILSS deployment should not provide two distinct toolkits, but a single integrated set of tools for solving a wider variety of problems
- ILSS should incorporate the conceptual strengths of each approach, not just the tools
- Black Belts trained in ILSS should be able to help the organization move towards Lean Six Sigma maturity, not just manage projects

Lean Six Sigma Maturity Model



Lean Six Sigma programs mature through these stages



- Augmented, parallel, or sequential deployment of Six Sigma or Lean program
- Method and tools selected and deployed for a particular project
- Benefits calculated and tallied for each project
- Progress of program determined by projects completed

- ILSS deployment with integrated toolkit
- Enterprise-level process management used to identify strategic business issues
- Benefits calculated for each business issue
- Progress of program determined by sustained continual improvement

- Methodology independent process excellence toolkit
- Enterprise-level Voice of the Customer process drives strategy
- Benefits calculated by innovation and value added to customers
- Progress of program determined by excellence-focused organizational culture

ILSS Deployment Approach

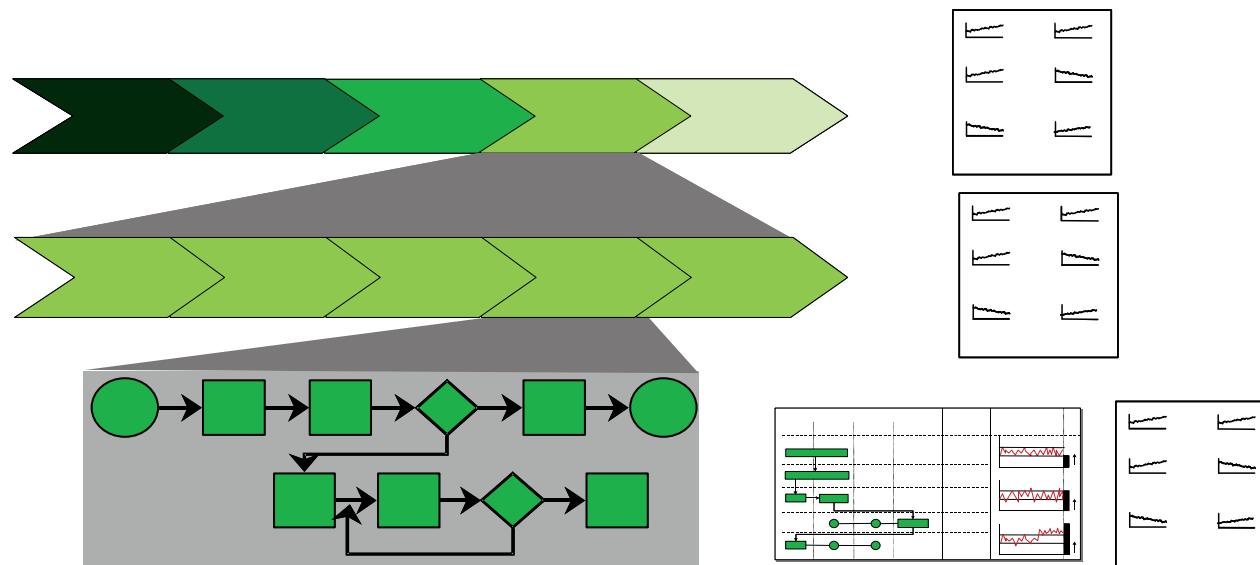


- ILSS deployment should result in the organization's growth along the maturity model
- ILSS deployment involves the following steps:
 - Managing enterprise-wide processes and key measures
 - Using process management data to identify LSS opportunities
 - Applying the appropriate tools from an integrated toolkit
 - Creating a continual improvement culture by embedding tools in everyday work

Manage Enterprise-Wide Processes

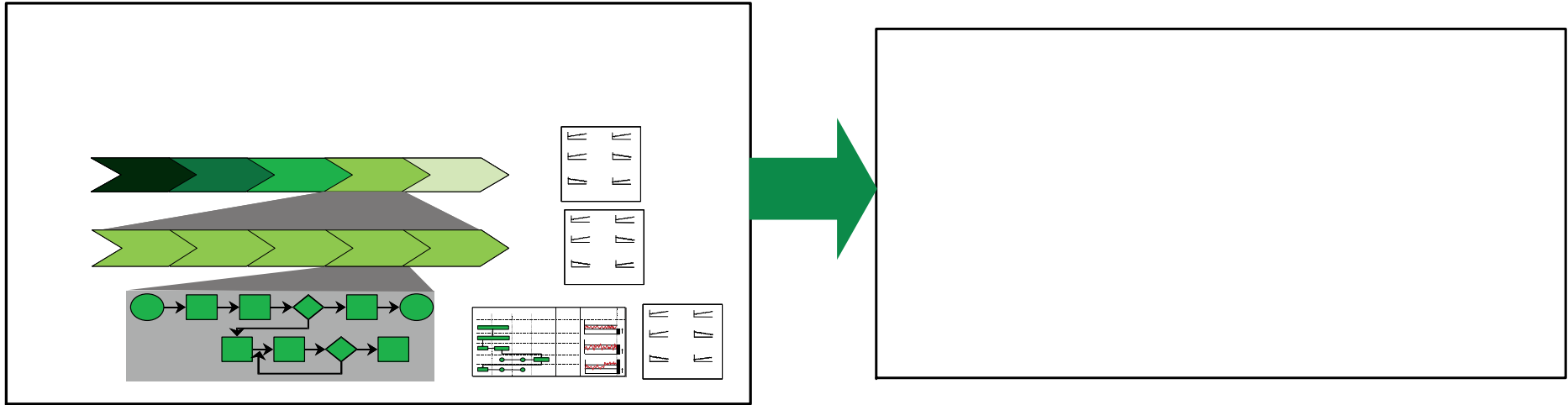


Enterprise-Wide Process Monitoring and Management



Process management systems are developed to monitor and control processes, sustain gains from projects, and serve as an input to the identification of new improvement opportunities

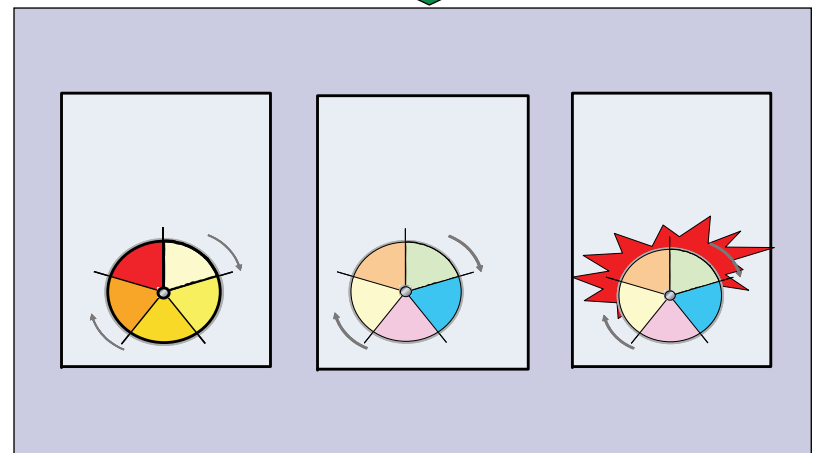
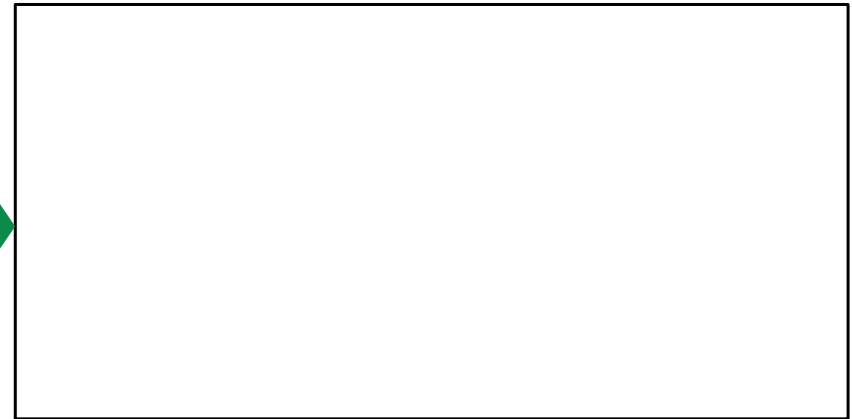
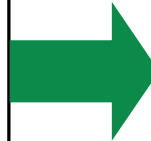
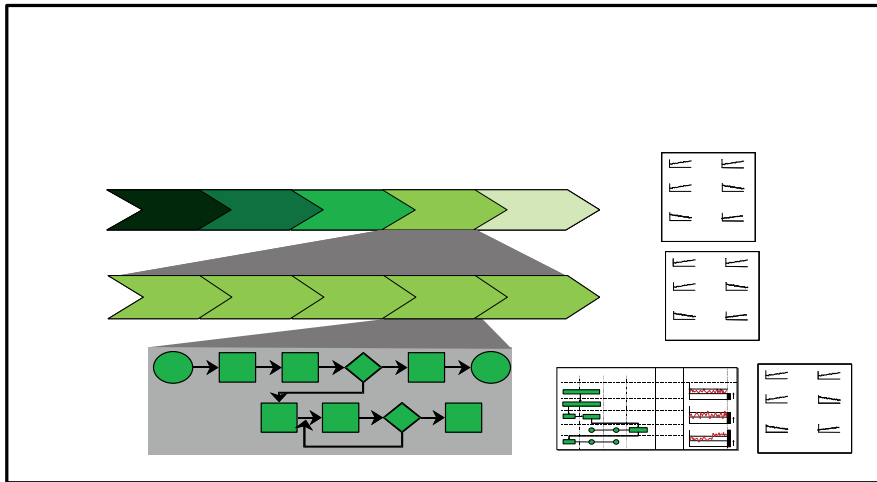
Identify LSS Opportunities



Data from the process management systems help to identify the key process and business issues that can be addressed by an integrated LSS approach

Enterprise-Wide Process Management

Apply Integrated Toolkit



The identified LSS opportunities can be addressed by the appropriate tools from the ILSS toolkit

Integrated Lean Six Sigma Toolkit

Enterprise-Wide Process Management

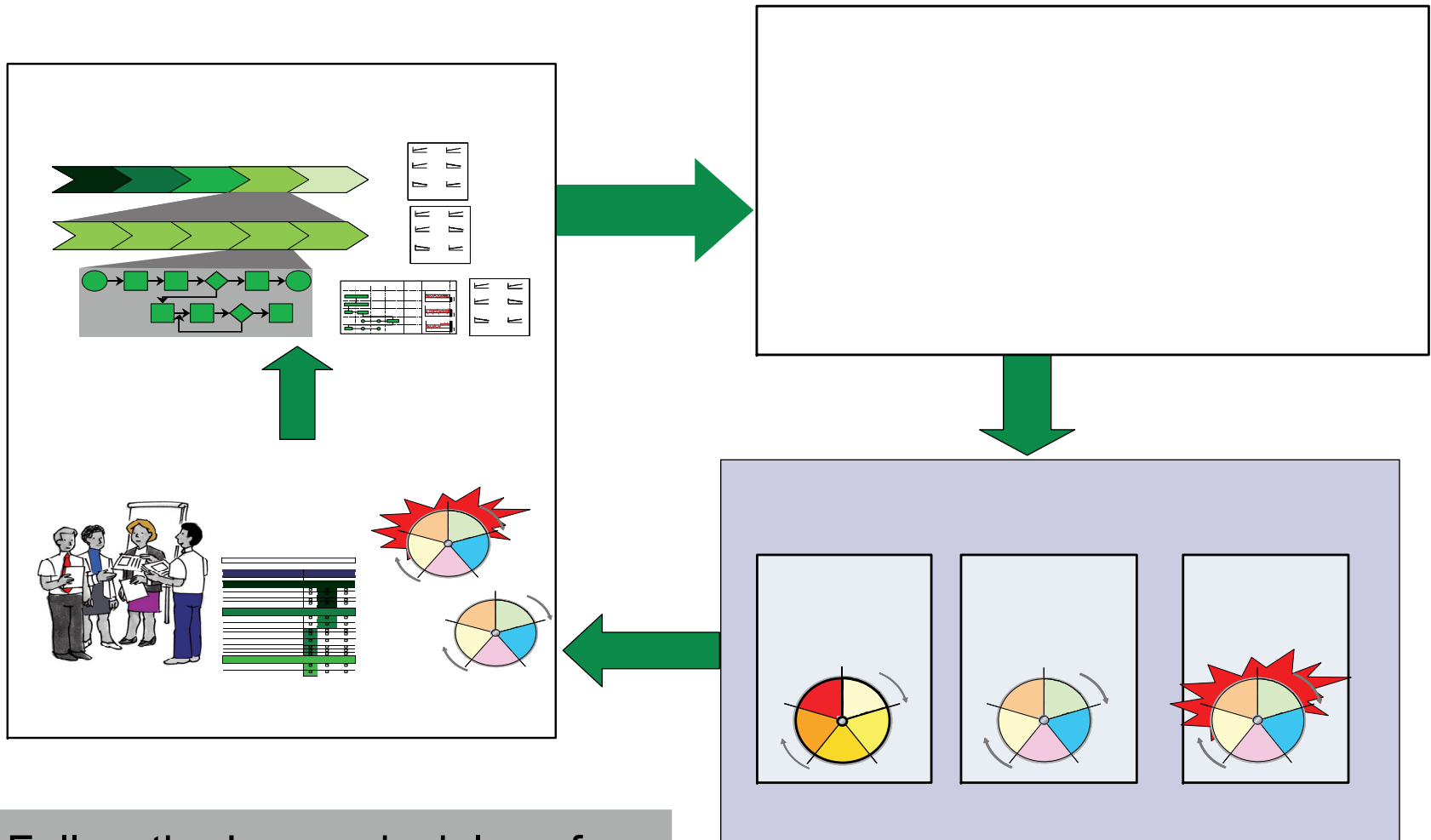
Management

Applying the Appropriate Tools



Process/Business Issue	ILSS Tool
Engaging employees in addressing workplace efficiency issues	Lean 5S
Reducing inconsistencies in shift-to-shift work practices	Lean Standardized Work
Reducing errors in order processing with unknown root causes	DMAIC Hypothesis Testing
Evaluating risk and vulnerabilities associated with proposed improvement solution	DMAIC FMEA
Balancing and optimizing between error reduction and cycle time	DMADV QFD

Create Continual Improvement Culture



Follow the Lean principles of continual improvement

Enterprise-Wide Process and Management

Lean Six Sigma Payoff*



- 3 Sigma performance is probably not good enough in the healthcare marketplace
- Integrated Lean Six Sigma tools give you the capability to view your enterprise-level processes and make the improvements needed to approach excellence

3 Sigma Vs. 6 Sigma

The 3 sigma Company	The 6 sigma Company
<ul style="list-style-type: none"> ▶ Spends 15~25% of sales dollars on cost of failure ▶ Relies on inspection to find defects ▶ Does not have a disciplined approach to gather and analyze data ▶ Benchmarks themselves against their competition ▶ Believes 99% is good enough ▶ Define CTQs internally 	<ul style="list-style-type: none"> ▶ Spends 5% of sales dollars on cost of failure ▶ Relies on capable process that don't produce defects ▶ Use Measure, Analyze, Improve, Control and Measure, Analyze, Design ▶ Benchmarks themselves against the best in the world ▶ Believes 99% is unacceptable ▶ Defines CTQs externally

The Fusion Payoff



- Linked frameworks with scorecards and improvement methodologies provide companies with the early signals needed to move rapidly toward excellence
- The value is not a question of one approach over another, but development of an integrated quality strategy that fuses the value from all methodologies to produce maximized benefit so that performance approaches excellence

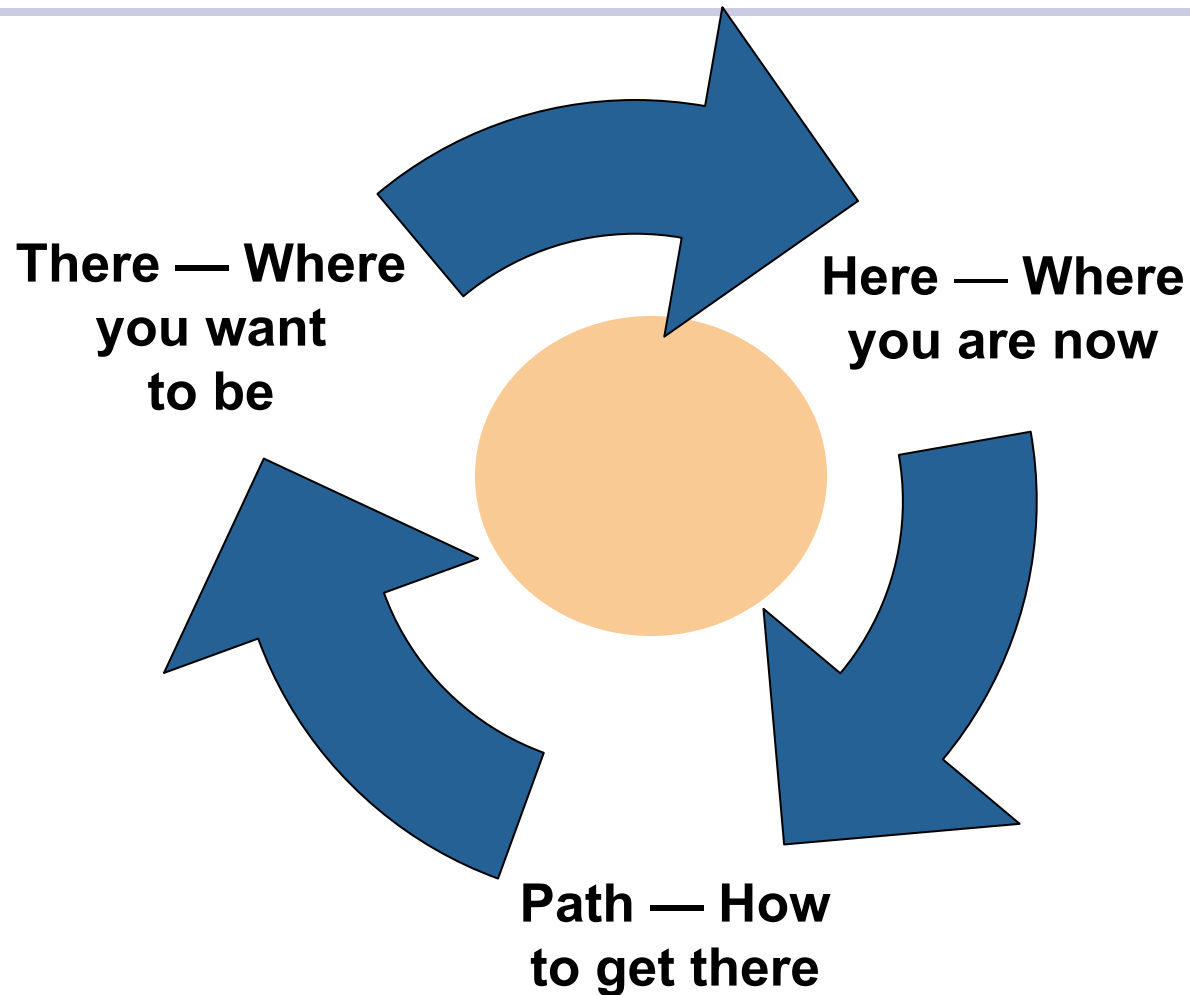
The Fusion Payoff, cont.*



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		7.3 Financial and Market Outcomes	70		
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		7.5 Process Effectiveness Outcomes	50	Design for Six Sigma training	70
		7.6 Leadership Outcomes	65		

This visual scorecard gives ability to focus where value is needed quickly

Overview (at 30,000 Feet)*



Your Turn for Questions

