

Proposed three-hour tutorial for ASEM Conference, 12-15 November, 2008, West Point, NY
Presenter: Forrest W. Breyfogle III

Achieving Enterprise Excellence: Going Beyond Lean Six Sigma and the Balanced Scorecard

Course Description:

This three-hour interactive seminar introduces participants to an enterprise management system that blends analytics with innovation to improve operations enterprise-wide. Material is presented through lecture, discussion, handouts, and practical exercises. A reference text is provided to the student without cost.

Workshop Leader:

Forrest W. Breyfogle, III, is the founder and CEO of Smarter Solutions Inc. and the developer of the Integrated Enterprise Excellence system. In 2004 Mr. Breyfogle received the American Society for Quality Crosby Medal for his book, *Implementing Six Sigma*, 2nd edition. He is a professional engineer, an ASQ Fellow, and a member of the board of advisors for the University of Texas Center for Performing Excellence. He has authored and contributed to eleven books and published over eighty technical articles on integrating enterprise excellence, Six Sigma, and Lean methods. Mr. Breyfogle has conducted numerous workshop sessions worldwide -- serving a distinguished group of clients, including BAMA, CIGNA, Dell, HP, IBM, Oracle Packaging and TATA. He has a MSME degree from the University of Texas and a BSME from the University of Missouri at Rolla.

Agenda:

- 0. Opening and Introductions: (10 min)**
 - Business challenges and session objectives

- 1. Traditional Scorecards and Strategy Building (25 min)**
 - Characteristics of a good metric
 - Scorecards/dashboards metrics
 - The balanced scorecard
 - Red-yellow-green scorecard reporting
 - Process tracking and process capability

- 2. Process Improvement Strategies (25 min)**
 - Six Sigma, Lean Six Sigma
 - Theory of constraints (TOC)
 - Integrating best practices
 - Designing projects that resolve enterprise needs

- 3. Data Interpretation (45 min)**
 - Example: Reacting to data
 - Variation and process performance
 - Determine the capability of a stable process
 - Scorecard/dashboard metric alternatives
 - Insightful synthesis and graphical representation of data
 - Developing a “random sample of the future”

4. Implementing Best Practices: Creatively using Conventional Tools for Improved Decision Making (45 min)

- Value chain with performance metric tracking
- Improvement project selection alternatives: Traditional Lean Six Sigma vs. alternatives
- Alternative enterprise measurements, analyses, and improvements
- Benefits of alternative methodology

5. Summary and Conclusions (30 min)

- Linking business goals, performance metrics, analytics, innovation, strategies, and system improvements
- Deployment initiation: A start small building strategy
- Next steps
- Questions and answers

Class Handout:

The course will reference the contents of a new book by Mr. Breyfogle which will be provided to the students at no cost:



The Integrated Enterprise Excellence System: An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning, and Business Improvement

IEE methods, tools and techniques – and how they creatively integrate the best practices of established business measurement and improvement systems.

“This book is rich in content, with examples of how specific analytical and decision support techniques can be merged to create a climate for perpetual enterprise growth and progress.” **Matt Spinola, CEO, Primacy Relocation**
ISBN-13: 978-1-934454-11-4 ISBN-10: 1-934454-11-7 216 pages, paperback, \$16.95

Endorsements of Presentations:

I was delighted that Forrest took the time to visit the Grand Rapids Section 1001 of the American Society for Quality. Forrest's 1-hour presentation and 1-day workshop were valuable to our members. Some comments I heard were:

- A very unique approach to standard scorecards
- A much better way to present and analyze our company's performance
- A good tool to identify meaningful projects to work on

I recommend anyone who is interested in helping their company improve their metrics and scorecards contact Smarter Solutions to learn how to do so.

Michael Tappy | SCNA Quality | Steelcase Inc. | 616.554.8189 (desk) | 616.291.8905 (cell)

I have seen many groups within an organization struggle in aligning their Six Sigma efforts with business improvement results. The one day session offered by Smarter Solutions / Forrest Breyfogle that introduces the Integrated Enterprise Excellence (IEE) System shows how this gap between business goals and process improvement can be closed. I am looking forward to reading the series of books and learning more about IEE.

Ed Matthews, ASQ CQM, ASQ CSSBB and Certified Lean Expert, ASQ Section 0701

Endorsements of IEE System:

“IEE offers an overall management system that provides the framework where companies can implement and benefit from Dr. Deming’s methodologies.”

—**Bill Wiggenhorn, Retired President of Motorola University**

“IEE represents the best of best practices in measurement and improvement.”

—**Mike Jones, Past President, ASQ**

“What grandmaster chess is to checkers, Integrated Enterprise Excellence is to the organizational improvement practices being deployed in most businesses today.

—**Kenneth E. Case, PhD, PE; Regents Professor Emeritus, School of Industrial Engineering and Management, Oklahoma State University; Past President, ASQ**

Referenced chapters, sections, and examples are from

The Integrated Enterprise Excellence System:

An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning, and Business Improvement,
Forrest W. Breyfogle III, Bridgeway Books, Austin, TX 2008

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