



Intent

Planning

Delivery

Results

Strategic

Integral

Alliance/Partnerships

Partnership Alignment Grid

Questions to illuminate opportunity:

- How does the supply chain work in our market, and where do we fit in?
- Who can best help us to focus on and leverage our core potential?
- What sorts of relationships would enable us to maximise our impact?

Benefits to target:

- Speed through focusing your best resources onto creative innovations
- Strength through combining with the best partners' ideas & technologies
- Agility through a process for rapidly engaging new partners

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Partner Planning Workshop

Partner SWOT Analysis

Venn Analysis

Organisation

Questions to illuminate opportunity:

- What arrangement of responsibilities provides the best opportunity for control & improvement?
- What structure provides the optimum balance of efficiency, agility and accountability?

Benefits to target:

- Simplifying complexity into manageable components
- Aligning opportunity and potential with resources and authority
- New insights, creative focus and exposure of gaps and obstacles

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Organisation Transformation

Future Physical Implementation

Current Logical Analysis

Re-design

Process Mapping

Activity Network Diagram

Affinity & Work-Flow Mapping

Process Context Mapping

Process Design

Relationships

6

12

11

10

9

8

7

Metrics Deployment

Relationship Mapping

Interrelated Digraph

Process Decision Program Chart

Quadrant Chart Reporting

Communication Map

IPS & Facilitator Training

Communication

Questions to illuminate opportunity:

- What are the points of friction and zones of flow?
- What is the most efficient process for sharing information?
- How should communication be channelled to best involve timely responses/responsibilities?

Benefits to target:

- Greater focus and efficiency in meetings
- Increased synergy and reduced conflict
- Better, clearer and healthier relationships

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Managing Performance

Questions to illuminate opportunity:

- How do we ensure progress against our targets while ensuring responsibility for that progress remains deployed?
- How do we incorporate new opportunities, insights and challenges into our management process?

Benefits to target:

- Inevitable progress through a systematic & balanced understanding of responsibility
- Increased agility through deployed and informed ownership

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Quantification

Emerson SAE

Siemens SP&L

S&N Group Research

Microsoft/CL Partnership Project

Mission & Role

Questions to illuminate opportunity:

- What needs and opportunities do we exist to address?
- What do we have the potential to do better than anyone else?
- What would empower our customers to serve their customers better?

Benefits to target:

- Simplified relationships/responsibility leading to greater insight at all levels
- Improved sustainability through a compelling purpose
- Clearer market messaging

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Why-How Charting

Kano Model

Stakeholder Survey

Structure

Scenario Evaluation

Affinity Diagram

1

Customer, Alliances/Partners, Customers, Strategic Vision, Core Values, Competence

Wt. 3, 4, 5, 2, 3, 4, 4

Rank 93, 53, 165, 150, 1

Customer satisfaction and order market

Develop new business

Producing products

Maintaining supply line

Developing products and processes

Providing an effective environment

Providing and growing people

Stewarding assets and resources

Measure

Business from new markets >34%

Customer retention >85%

Target

QFD Measures & targets provide a context for systematic management at all levels of the business.

Maturity models, like the cultural spectrum (above) help to guide effective development in their use.

Progress

9

8

7

6

5

4

3

2

1

Trends

8

7

6

5

4

3

2

1

Issues

7

6

5

4

3

2

1

Vision & Direction

Questions to illuminate opportunity:

- What achievements define our collective threshold of pride?
- What goal is worth the investment of the next five years of our lives?
- What criteria determine 'best' in our industry & how well do we score?

Benefits to target:

- A constant beacon that provides context and rationale amid change
- Inspiration to align staff and stakeholder efforts, ensuring everything works together in the right direction

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Comprehensive Visioning

Goal Setting

Leadership

Systematic Planning

Measures & Target Setting

2

Address new market areas

Provide excellent customer service

Build platform of 5-10 concise statements

Reduce delivery lead times

Maximise asset utilisation (incl. IPR)

Reduce product 3, 4, 5

Build effective supplier partnerships

QFD is used to cascade top level objectives down into the processes and sub-processes of the organisation so that every activity can be honed and focused to efficiently deliver the purposes and vision of the organisation

QFD provides a map of the potential of each process to leverage the objectives.

It provides a powerful means to build commitment through soliciting ambition, creative ideas and experience from all levels in pursuit of challenging and exciting targets.

QFD provides a means to prioritise improvement effort to focus on the most important innovations.

Local Management

Critical Success Factor (CSF) Analysis

Flag Plans

Value Stream Mapping (Lean)

Systematic Meetings

Driving Improvement

Questions to illuminate opportunity:

- How do we methodically resolve the institutional reasons for our performance gaps?
- How do we harness the creativity, insight, experience and commitment of our people through change?

Benefits to target:

- Confidence born of effectively deployed and demonstrated responsibility
- Self-aligning, self-regulating, self-healing and self-determining organisation
- Mass mobilisation of improvement through extensive co-location of knowledge & authority

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

People Development

Questions to illuminate opportunity:

- How do we challenge and equip people to realise their potential and be fulfilled in their role?
- How do we use interlocking patterns of responsibility to provide a practical path for continuous development?

Benefits to target:

- Overcoming the limitations and constraints of hierarchy
- Continuous and sustained development of ourselves and our people
- Rapid utilisation and reinforcement of new skill sets

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Change Management

Systemic Problem Solving

Profile Root Cause Options

Collect Data

Launch Evaluate

Measure Maintain

Values

Questions to illuminate opportunity:

- How do we describe the things that we stand for?
- By what principles will we ensure our integrity and our culture?
- What are the 'right' behaviours, how do we encourage/enforce them?

Benefits to target:

- Knowing, with confidence, the world would not be better off without us
- Transforming power of congruence between belief, thought and action

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Value Drivers

Cultural Coherence

Personal Values

Aligning Potential

Questions to illuminate opportunity:

- How do we utilise challenges to maximise our impact on learning and growth?
- How do we configure our competence to maximise our impact on performance & potential?

Benefits to target:

- Growing not only performance, but the capacity to continue to grow performance
- Fulfillment/robustness/agility/commitment
- Seeing problems truly as opportunities

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Cascade Deployment

Teamworking Processes

TOP-BOX Plan (Delegation)

Empowerment

Smarter Working

Management Self-Appraisal

Coaching

Review & Audit

Questions to illuminate opportunity:

- How do we review and systematically improve our management process?

Scoring: Current Target

References: MBD 0606-02 HTBABB Ch 8 Review & Audit

Reference Key

MBD: Managing by Design ISBN 0954302109 available from amazon.co.uk

HTBABB: How to Build a Better Business, available through www.tesseract.com

Web based resources f.o.c. from www.tesseract.com - click on 'Big Picture' link.



Systematic Management and Organisational QFD: 10 Steps to Sustainable Transformation

Web of Quality made of People

1 Discussing business context and developing the objectives

2 Developing a process model to deliver the objectives

3 Exploring the potential of each process to maximise the impact

4 Determining process targets and developing proposals

5 Reconciling process proposals to ensure objectives are met

6 Exploring process relationships and communication needs

7 Cascade workshop deploying responsibility to the next level

8 Process team meeting to solve issues & improve performance

9 Management meeting to review progress, maintain direction...

10 Review & audit and encourage systematic management

Key to background colors: Purpose: ensure a clear understanding of how value is added to the customer; Philosophy: ensure a consistent set of values which are commonly understood; People: systematically develop and harness the potential of people; Process: continuously, professionally design and develop all processes; Predict: establish the data flows to invoke responsibility & ensure accurate decisions; Perfect: have a clear system to monitor and improve all of the above.

Storyboard: These photographs show the development of a QFD based systematic management approach. The numbers in the lower left corners relate to the numbers on the main diagram.

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