

# Four Principles for Jump-starting Performance Improvement - Introduction

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Four Principles for Jump-starting Performance Improvement - Introduction (#1 in the series [Four Principles for Jump-starting Performance Improvement](#))

By [Forrest W. Breyfogle, III](#)

Businesses large and small are using Lean Six Sigma to improve their organizations' performance. Too often, however, they are viewing the methodology through myopic lenses. Asked how they deploy Lean Six Sigma, they describe initiatives that reduce defects or listen better to the voice of the customer. Asked how the initiatives affect the corporate bottom line, though, too few can provide concrete data.

In contrast, other businesses are using Lean Six Sigma as the foundation of a sustainable business management system called Integrated Enterprise Excellence (IEE). In their organizations the methodology provides measurable bottom line results — often with dramatic numbers. That's because it orchestrates deployment of activities that provide the highest yields at points where they will have the greatest impact on the bottom line and applies them at the most opportune times — throughout the entire organization. Simply put, the system helps the business do the Right things and do those things Right at the Right time. The organization is now using the Three R's of Business.

Rather than seeking out flaws in a process, IEE determines whether the process itself is flawed. Rather than replicate projects, it designs and replicates systems. It moves every business unit to a new, more productive business way of life. It provides the company with a power-enhancing balanced scorecard that serves as an enterprise-wide roadmap for continually increasing corporate profitability.

Business that take the IEE approach to organizational management arm themselves with pinpointed metrics that measure as well as drive business processes. They replace fire fighting with fire prevention. They avoid the setup of projects that may be counterproductive. Their organizations are assured of predictable continuity regardless of changes in leadership. Managers solve difficult problems more quickly and more effectively. Any unit's effort to use fun house mirror metrics that violate the spirit of Sarbanes-Oxley is stopped dead in its tracks.

Below are the titles of four principles (to be discussed in separate articles) that businesses can use to help set the stage for implementing IEE in their organizations:

- A Healthy View of Numbers
- Satellite vs. 30,000-foot Metrics
- Understanding Non-conformance
- Anticipating Resistance

Adapted from "The Integrated Enterprise Excellence System: An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning, and Business Improvement," (copyright Bridgeway Books., 2008) by Forrest W. Breyfogle III, CEO of Smarter Solutions, Inc., [www.smartersolutions.com](http://www.smartersolutions.com)

Forrest W. Breyfogle, III, is the founder and CEO of [www.smartersolutions.com](http://www.smartersolutions.com), an Austin, Texas-based company. He has authored and co-authored 11 books and published over 80 technical resources for well known, worldwide publications on Six Sigma, Lean Six Sigma and Lean methods. In 2004, he was the recipient of the American Society for Quality Crosby Medal for his book, "Implementing Six Sigma," 2nd edition. Breyfogle is an ASQ Fellow and a member of the board of advisors for the University of Texas Center for Performing Excellence.

Smarter Solutions maintains an articles section, which can be found at <http://www.smartersolutions.com/articles.php>.

About the Author  
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In a professional career spanning over a quarter century, Forrest Breyfogle has established himself as a leading edge thinker, a prolific author, an innovative consultant, a world-class educator, and a successful business executive. His work is documented in eleven books and over ninety articles on the topic of quality improvement.

A professional engineer, Forrest is also a member of the board of advisors for the University of Texas Center for Performance Excellence. He is the founder and CEO of Smarter Solutions, Inc., an Austin, Texas based consulting firm offering business measurement and improvement consultation and education to a distinguished list of clients worldwide, including BAMA, CIGNA, Dell, HP, IBM, Oracle Packaging, Sherwin Williams, Cameron, TIMET, and TATA. He served his country on active

duty in the US Army for 2 years, and has played an active leadership role in professional and educational organizations. Forrest received the prestigious Crosby Medal from the American Society for Quality (ASQ) in 2004 for his book, *Implementing Six Sigma* (second edition). This award is presented annually by the American Society for Quality to the individual who has authored a distinguished book contributing significantly to the extension of the philosophy and application of the principles, methods, or techniques of quality management

He is a widely recognized authority in the field of management improvement and is a frequent speaker before professional associations and businesses. His earlier work in the field of management science has been widely acclaimed. A previous book, *Implementing Six Sigma*, sold over 40,000 copies and still ranks among the top Amazon books in Applied Mathematics/Engineering Statistics and Industrial Engineering /Quality Control.

He founded Smarter Solutions in 1992 after a 24-year career at IBM. The associates of Smarter Solutions specialize in helping companies throughout the world improve their bottom line and customer satisfaction through the implementation of techniques that are beyond traditional Lean Six Sigma and the balanced scorecard methodologies. His latest and most extensive work has been in the documentation of a new system of enterprise management, the Integrated Enterprise Excellence (IEE) system, in a series of four books. IEE provides a detailed roadmap that builds on and integrates the best practices of earlier disciplines like Six Sigma, Lean, TQM, PDCA, DOE, and TPS combined with innovative analytical tools to produce improvements at the highest level of an enterprise.

In addition to assisting hundreds of major clients in the wise implementation of improvement systems worldwide, Forrest has also developed over 300 hours of classroom instruction used to train executives, managers, and Black Belt practitioners to plan for, implement, and manage IEE systems. He also leads formal seminars and workshops worldwide.

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