

# Book Review

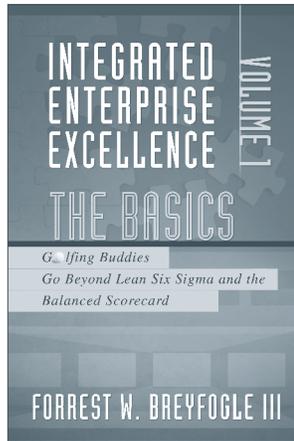
By Robert Spencer

*Integrated Enterprise Excellence, Volume 1—The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard*  
Forrest Breyfogle III  
Austin, TX: Citius Publishing, 2008

The Integrated Enterprise Excellence book series in four volumes describes the IEE methodology, which structurally integrates and aligns Lean, Six Sigma, and other tools, such as Theory of Constraints (ToC) to business metrics and improvement needs. Within IEE, enterprise-level business metrics and operational metrics pull from the most appropriate Six Sigma/Lean tools for undertaking analyses and making improvements.

This delightful book is written as a novel about four friends who learn together about IEE implementation in their different business settings and as a personal tool to improve their own lives, particularly their golf game. The book covers many examples to help managers, leaders, practitioners, and others understand the basics of the Integrated Enterprise Excellence (IEE) system, where improvement projects are designed to be in true alignment to business needs, and where projects are executed using an effective roadmap that truly integrates Six Sigma with Lean tools. IEE is a compelling statistically-based business system and improvement methodology that enhances how operations are measured and continuously improved.

In this story, four friends who met while pursuing their MBA degrees are tracked through their time together during monthly golf outings where they share their friendship, discuss their careers, and seek advice from one another about the challenges they face in business and in their personal lives. The game of golf provides an intriguing metaphor for business complexities and challenges, changing conditions, chances for creativity, and rewards that these gentlemen experience in promoting excellence in their companies. Hank is Vice President of Operations at Hi-Tech Computers. Jorge is Senior Vice President at Harris Hospital. Wayne is Vice President of Research and Development at Wonder Chem, where he manages product development, and Zach is Vice President at Z-Credit Financial. These leaders share their experiences and discover powerful new insights that help them see how they can improve their games, both in business and in golf.

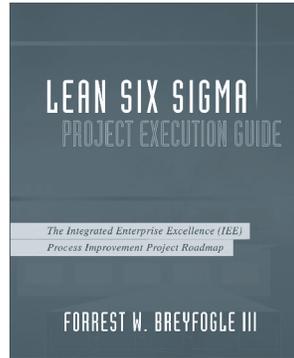


Hank, Jorge, Wayne, and Zach cover a wide range of issues during their golf games together, including multiple plant locations, domestic and global, new competition, growing regulations, need for improved delivery times, more flexibility, lower prices, perfect products, reduced costs, constant pressure from Wall Street to increase quarterly profits, product demand changes, increased throughput, yield, high cost, concern for overall business issues, financial resources, top management support, balanced scorecards development and use, and organizational vision (objectives, measures, targets, initiatives). Details are presented about how Hank implements a Lean program, Wayne manages a Lean Six Sigma deployment, George creates an IEE business strategy, and Zach implements a balanced scorecard system. Considerable insight is presented regarding how people should do their jobs, especially at the executive level. Explicit roadmaps are presented to help the reader understand how quality metrics and Lean Six Sigma methods are combined in a broad view and subsequently developed in the details.

The book presents two appendices that should be particularly valuable to Lean Six Sigma practitioners. The first is reproduced from an article by Breyfogle in the *Six Sigma Forum Magazine* (2005). A list of 21 common problems in designing and implementing a Lean Six Sigma (LSS) deployment are presented along with suggestions on how to handle typical issues and problems. A second appendix is reprinted from iSixSigma “Ask the Expert” (Breyfogle, 2004) about concepts applicable to Lean Six Sigma deployments and suggestions to ensure successful implementations. In addition, the book covers many necessary characteristics of successful LSS deployments, including Wisdom of the Organization, Robust Processes, Balanced Scorecards, Profit (Voice of the Business/Critical To Quality metrics) and Key Performance Indicators (Voice of the Customer), Teams (systematically tackling problems and working together), and the role of Champions to overcome resistance and maintain project momentum.

Overall, this book presents an entertaining and effective story to help Lean Six Sigma practitioners comprehend and deploy IEE principles that support the organization’s ability to attain strategic goals.

*Lean Six Sigma Project Execution Guide: The Integrated Enterprise Excellence (IEE) Process Improvement Project Roadmap.*  
Forrest Breyfogle III  
Austin, TX: Citius Publishing, 2012



In this volume Breyfogle provides a business system roadmap for integrating predictive scorecards and strategic planning (analytically and innovatively) in the design of improvement projects that can accomplish benefits for the business as a whole. Organizations design Lean Six Sigma programs to implement improvement projects that are expected to reap financial benefits; however, it is important to note that Lean Six Sigma is not a business system, but rather a project-based process improvement methodology. The detailed roadmaps in this guide can help organizations keep their perspective on the big picture of the entire organization and not limit improvement projects to specific functions or processes that may not materially contribute to overall strategic business goals.

The first eight pages of the manual cover in detail the characteristics of deliverables for a successful LSS process improvement project completion. In addition, a detailed project execution roadmap format is presented, which offers a consistent methodology that can be readily referenced when executing organizational improvement projects.

Five major roadmap categories are covered throughout the manual, including

1. A list of deliverables, suggested tools, and what is expected.
2. Roadmaps (a detailed step-by-step process for selecting and applying various Six Sigma/Lean tools and techniques through execution of the LSS Define-Measure-Analyze-Improve-Control [DMAIC] roadmap).
3. Check sheets (high-level checklists for each DMAIC project phase that can be used by Black Belts, Green Belts, Champions, and Executives to ensure that all major phase requirements have been met).
4. Tools (a high-level description of many tools that are typically used in Lean and Six Sigma projects).
5. Statistical execution examples (using the Minitab statistical analysis system to display typical analyses, statistical calculations, tabular data summaries, and graphical representations of data).

This guide is an indispensable reference manual for Lean Six Sigma practitioners who want to execute their project efficiently and establish good communications about project status to team members, program managers and executives monitoring progress with strategic goals. Project success relies on advanced planning and a standardized planning methodology. The guide offers all the details to quickly design and implement an LSS improvement project.

Robert Spencer is editor of the *Quality Management Forum*.