



Integrated Enterprise Excellence (IEE)
System and Books:
An In-depth Review

Robert Spencer

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Quality Management Forum, a peer-reviewed
professional journal

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Presenter Biographical Sketch

Robert Spencer is Adjunct Professor of Quality Assurance Science at California State University, Dominguez Hills. He teaches courses in customer requirements analysis, change management, quality management systems, work process analysis, supply chain quality assurance, and applied statistical analysis using SPSS, SAS/JMP, R, and Minitab. His experience in business process management systems began in the late 70s with federal social program impact evaluation studies using continuous improvement tools and techniques. He holds an MS in Quality Assurance, and MA and BA degrees in psychology.

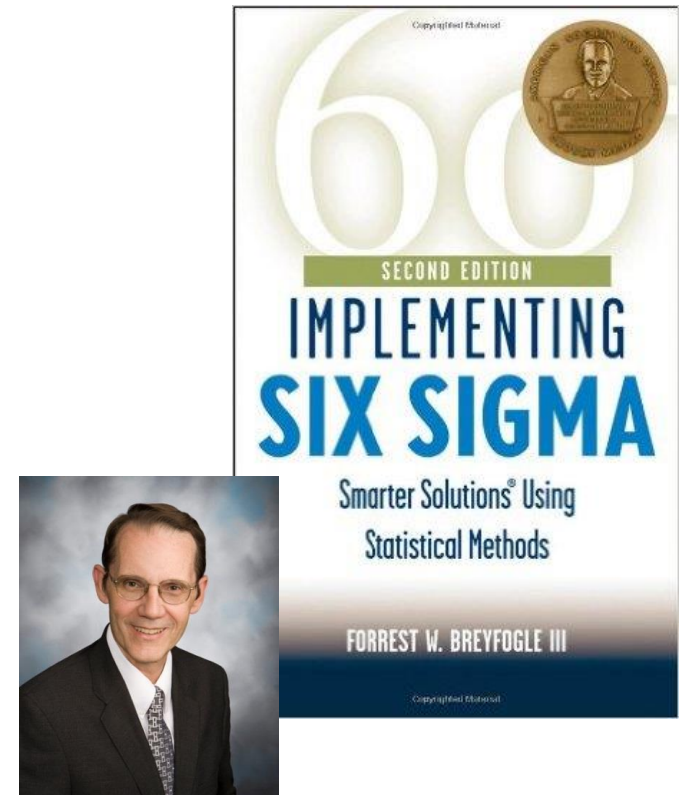



Lean Six Sigma Process Improvement Roadmap and Implementing Six Sigma

- “ The Lean Six Sigma improvement project phases are: Define-Measure-Analyze-Improve-Control (DMAIC).
- “ Breyfogle described execution of the Lean Six Sigma DMAIC roadmap in his book, *Implementing Six Sigma* (2003), which won the ASQ Crosby Medal.
- “ Breyfogle’s newer Integrated Enterprise Excellence (IEE) book-series goes Beyond Lean Six Sigma and the Balanced Scorecard.

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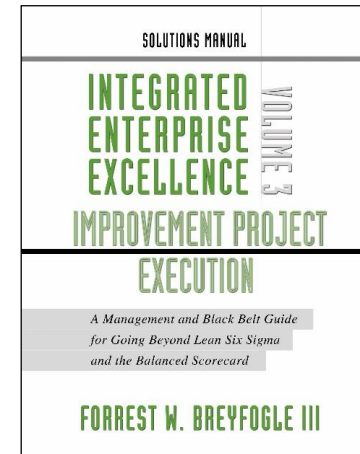
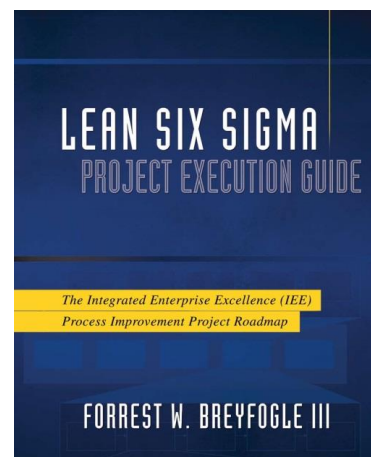
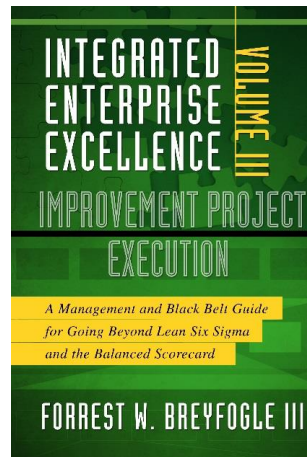
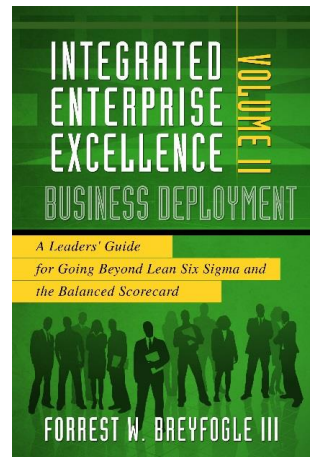
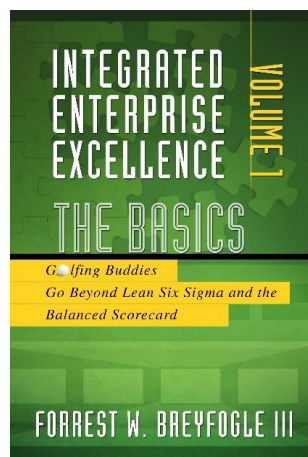
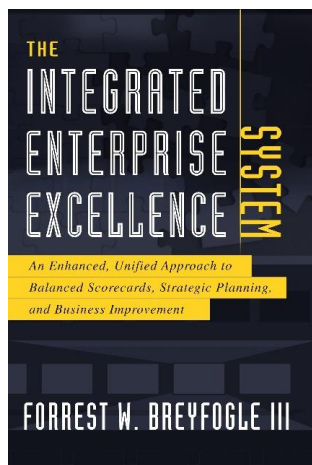


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Books Reviewed: *Quality Management Forum*


“ I reviewed the following IEE books in six issues of the *Quality Management Forum* over the past year and a half.

“ In this webinar, I will summarize highlights of these book reviews.



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Integrated Enterprise Excellence (IEE)

In the Integrated Enterprise Excellence book series, the following is provided as a definition of IEE:


“IEE is a sustainable business management governance system, which integrates business scorecards, strategies, and process improvement so that organizations move toward the three Rs of business (everyone is doing the Right things and doing them Right at the Right time).

“IEE provides the framework for innovation and continual improvement, which goes beyond Lean Six Sigma’s project-based defect-and waste-reduction methods.



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The Business Process Management Guidebook: An Integrated Enterprise Excellence BPM System

(*Quality Management Forum* Winter 2014 Vol 39, No 4)

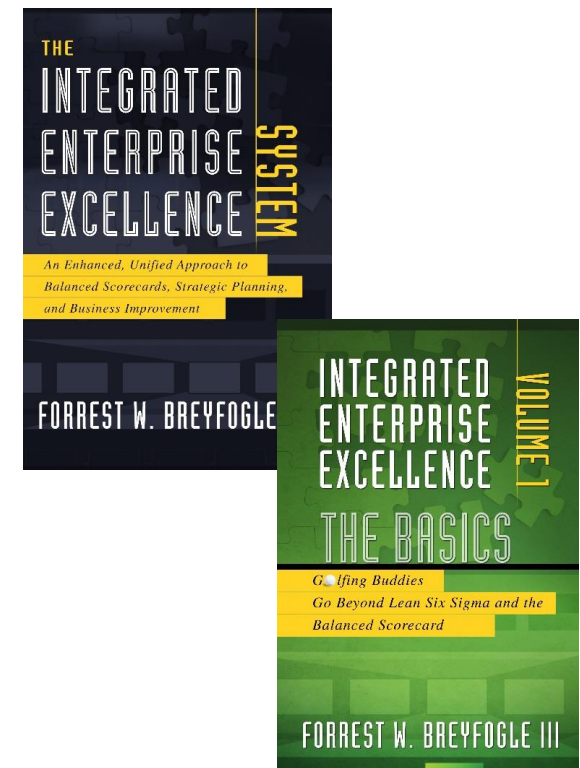
1. The Big Benefits of IEE: Recognize the development of Business Process (Performance) Management techniques and strategies.
2. TQM - was set up as a separate entity within an organization to solve quality problems.
3. Lean Six Sigma (LSS) - focus has been to execute projects, where most projects were to have validated financial benefits.
4. Integrated Enterprise Excellence - is an enterprise system for orchestrating business activities, including measurements and improvements, which truly impact the bottom line profitability of the organization.

Summary of the IEE System and Volume I Books

- “ Both the Integrated Enterprise Excellence System and Volume I books introduce the IEE methodology.
- “ These books describe:
 - “ Issues with traditional business scorecard, strategic planning and Lean Six Sigma deployments.
 - “ Issues that can occur with commonly-used techniques such as the balanced scorecard and hoshin planning.
 - “ Illustrates how the IEE system is an alternative that addresses the above issues and more.
- “ Volume I is written as a novel.

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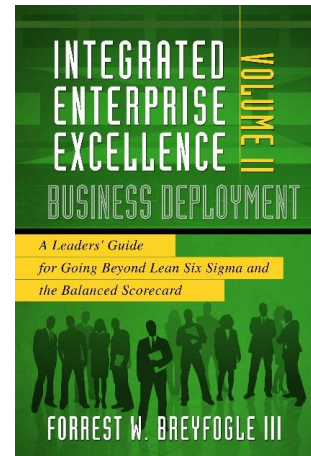
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Integrated Enterprise Excellence System and Books: An In-depth Review 

IEE Volume II

- “ IEE Volume II describes how to execute an “Enterprise-DMAIC” or E-DMAIC business management system.
- “ E-DMAIC provides an enhanced business management system that makes available:
 - “ An organizational value chain, which integrates business scorecards with the processes that created the measurement outputs.
 - “ Predictive performance scorecard measurements.
 - “ A means for determining analytic/innovatively targeted strategies that benefit the big picture.
 - “ A methodology to strategically determine which performance metrics need improvement so that the whole-enterprise benefits.
 - “ Process owners of these identified performance metrics will then be asking for the execution of improvement projects (e.g., Lean Six Sigma projects or kaizen events), which are to enhance their highlighted measurements.



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

(Quality Management Forum Spring 2014 Vol 40, No 1)

1. Why traditional business systems can stimulate the wrong behavior.
2. Transitioning from “Problem of the Day” firefighting to knowing what to measure and how to practice fire prevention.
3. Moving from a functional orientation to a culture that embraces enterprise analytics, scorecards, and performance dashboards.

Lean Six Sigma Improvement Project

“ *IEE Volume III*

- “ Provides in its over 1100 pages step-by-step execution instructions for an IEE Lean Six Sigma improvement effort following a “Project-DMAIC” (P-DMAIC) roadmap.
- “ Includes details of how to create 30,000-foot-level predictive performance metrics.
- “ Contains over 100 examples and 250 exercises.
- “ Can be used as the textbook that is followed during Lean Six Sigma training

“ *Lean Six Sigma Project Execution Guide*

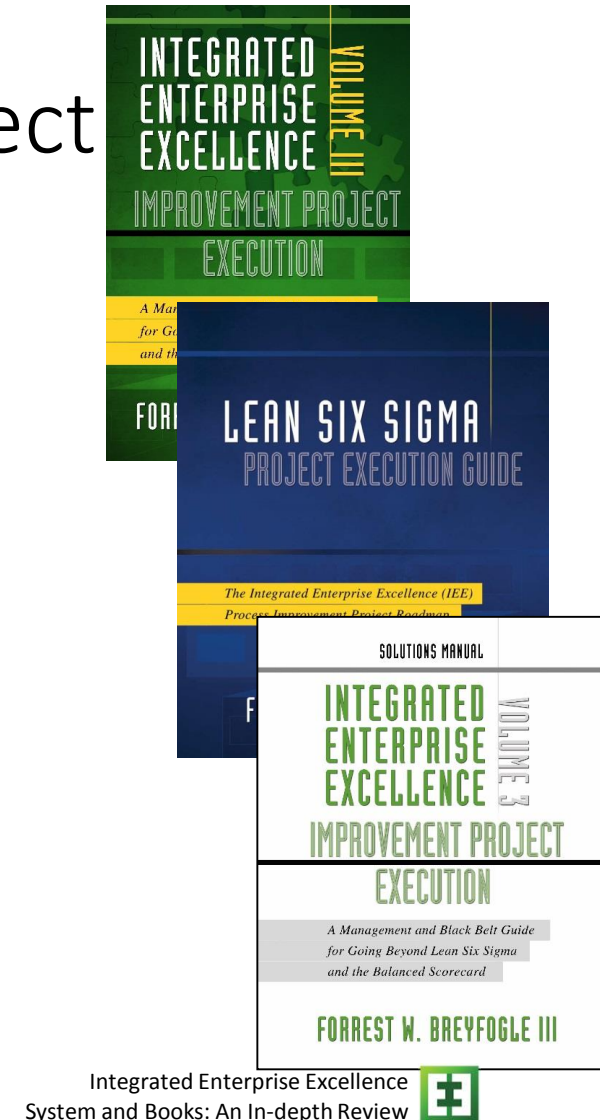
- “ Summarizes the DMAIC steps described in *IEE Volume III*.


“ *IEE Volume III Solution Manual*

- “ Provides solutions to the Exercises in *IEE Volume III*.

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Integrated Enterprise Excellence
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Integrated Enterprise Excellence Volume II - Business
Deployment: A Leaders' Guide for Going Beyond Lean Six
Sigma and the Balanced Scorecard
(*Quality Management Forum* Fall 2014 Vol 40, No 3)

1. Do you have a strategy?
2. Theory of constraints (TOC) in development of strategic plans.
3. Lean assessment.
4. Enterprise process value stream mapping.
5. Innovation and creative processes.
6. Change Readiness. [Cohen, Dan (2005). *The heart of change field guide: Tools and tactics for leading change in your organization.*]

Integrated Enterprise Excellence Volume III - Business
Deployment: A Leaders' Guide for Going Beyond Lean Six
Sigma and the Balanced Scorecard
(*Quality Management Forum* Winter 2015 Vol 40, No 4)

1. IEE E-DMAIC system process roadmap is a long-lasting enterprise-level analysis framework that promotes consistency in performance measurement with structured refinements over time.
2. IEE P-DMAIC project execution roadmap shows how to effectively integrate Lean and Six Sigma tools to improve the efficiency and effectiveness of program problem interventions.
3. Over 100 attribute and continuous data analyses are presented, along with explanations of the intent of the analyses, and value in promoting information sharing and implementation of findings.

Solutions Manual: Integrated Enterprise Excellence Volume III - Improvement Project Execution: A Management and Blackbelt Guide for Going Beyond Lean Six Sigma and the Balanced Scorecard

(Quality Management Forum Spring 2015 Vol 41, No 1)

1. A study guide that demonstrates application of statistical analysis skills using realistic business problems, related business performance data sets, and detailed project execution roadmaps.
2. The Minitab statistical analysis software package is used to conduct data analyses and prepare data summaries.
3. A big benefit to users of this manual is an included CD with all of the data sets used in the example analyses. Readers can gain practice in importing data and running through the scripts of each Minitab analysis presented.

Integrated Enterprise Excellence Volume I - The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard
(*Quality Management Forum* Summer-Fall 2015 Vol 41, No 2)

“ This book covers many characteristics of successful LSS deployments, including Wisdom of the Organization, Robust Processes, Balanced Scorecards, Profit (Voice of the Business/Critical To Quality metrics), 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.

Lean Six Sigma Project Execution Guide: The Integrated
Enterprise Excellence (IEE) Process Improvement
Project Roadmap
(*Quality Management Forum* Summer-Fall 2015 Vol 41, No 2)

“ This guide is an indispensable reference manual for Lean Six Sigma practitioners who want to execute their projects 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 a LSS improvement project.

Implementing an IEE System

- “ Benefits of implementing the IEE system are described in a one-minute video that is available through the link <http://stopfirefighting.com/>.
- “ Enterprise Performance Reporting System (EPRS) software provides automatic updates to an organization’s IEE value chain and its predictive-performance 30,000-foot-level metrics.
 - “ More information about this software is available through <https://www.smartersolutions.com/software/enterprise-performance-management-software/>
- “ IEE books are available through both Amazon and www.SmarterSolutions.com .
- “ E-books of IEE, IEE Volumes I, II, and III are available through Amazon.
- “ An additional discount is available for books purchased through the website www.SmarterSolutions.com, when using the coupon code **fb2015**.

Learn More About an MS Degree in Quality Assurance

<http://www4.csudh.edu/qa-ms/index>

The MSQA is designed to prepare professionals in quality, science, engineering, management, health care, government and service industries for career advancement. Areas of specialization include Manufacturing, and Service and Health Care. Also offered are certificates in Quality Management, Quality Engineering, Quality Auditing, Reliability Engineering, Software Quality Engineering, and Quality Assurance in Service.


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Questions?

Ask questions and offer your suggestions regarding this presentation.



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