

Organizational Excellence:

Organizational Alignment and Performance Optimization

Art Johnson - Infinity Systems

Stephanie Thompson - Crowned Bridge

Organizational Excellence:

Organizational Alignment

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Organizational Alignment

Strategy
Structure
Culture



Optimal Performance



Organizational Excellence

Organizational Alignment



Strategy



Organizational Excellence

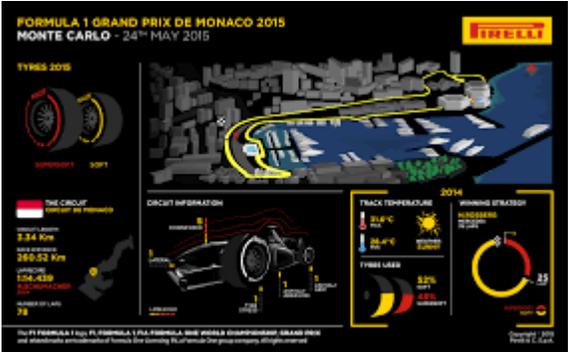
Organizational Alignment

Structure



Organizational Alignment

Culture



Organizational Alignment

Components of Alignment



- 80% of business leaders do not believe that their organization's efforts to improve employee engagement do anything to drive business outcomes at their companies.
- 85% of...
 - Employees aren't sure what their organizations are trying to achieve.
 - Senior leadership teams spend less than 1 hour per month discussing their business strategy, with 50% spending no time at all.

*Studies by CEB and Partners in Leadership



The Dark Side of Employee Engagement

- 31% of employees are “highly engaged”
- Among “highly engaged” employees, 60% do not believe their work is aligned with company goals.
- “The correlation between engagement and performance outcomes is far from perfect [and] many engaged individuals and teams are not delivering the results that leaders expect.”

*Harvard Business Review



Organizational Alignment

Engagement + Purpose = **Alignment**



“Though leaders are skilled at creating value through process improvements, they have much to learn about creating value by aligning the mission and purpose of their company with business strategies, culture, brand, and performance measures.”

-Chris Groscurth, Gallup



*“All organizations are perfectly aligned
to get the results they get.”*

- Arthur Jones



Organizational Excellence:

Performance Optimization

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“The rung of the ladder was never meant to rest upon, but only to hold a man’s foot long enough to enable him to put the other somewhat higher”

– Thomas Huxley

Quality Management System

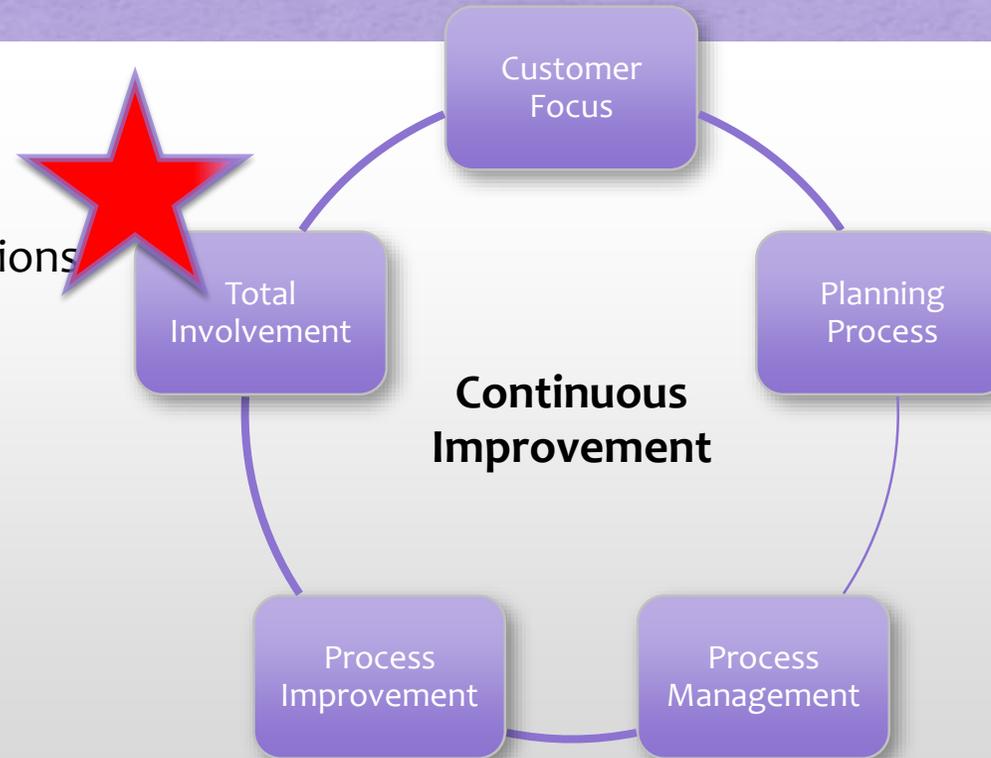
(QMS) Basics

- Edwards Deming, Father of quality,
- Key learnings:
 - Systems thinking
 - Plan-Do-Study-Act cycle
 - Common vs special variation
 - Quality costs
 - Employee wellness linkage
 - Culture of excellence



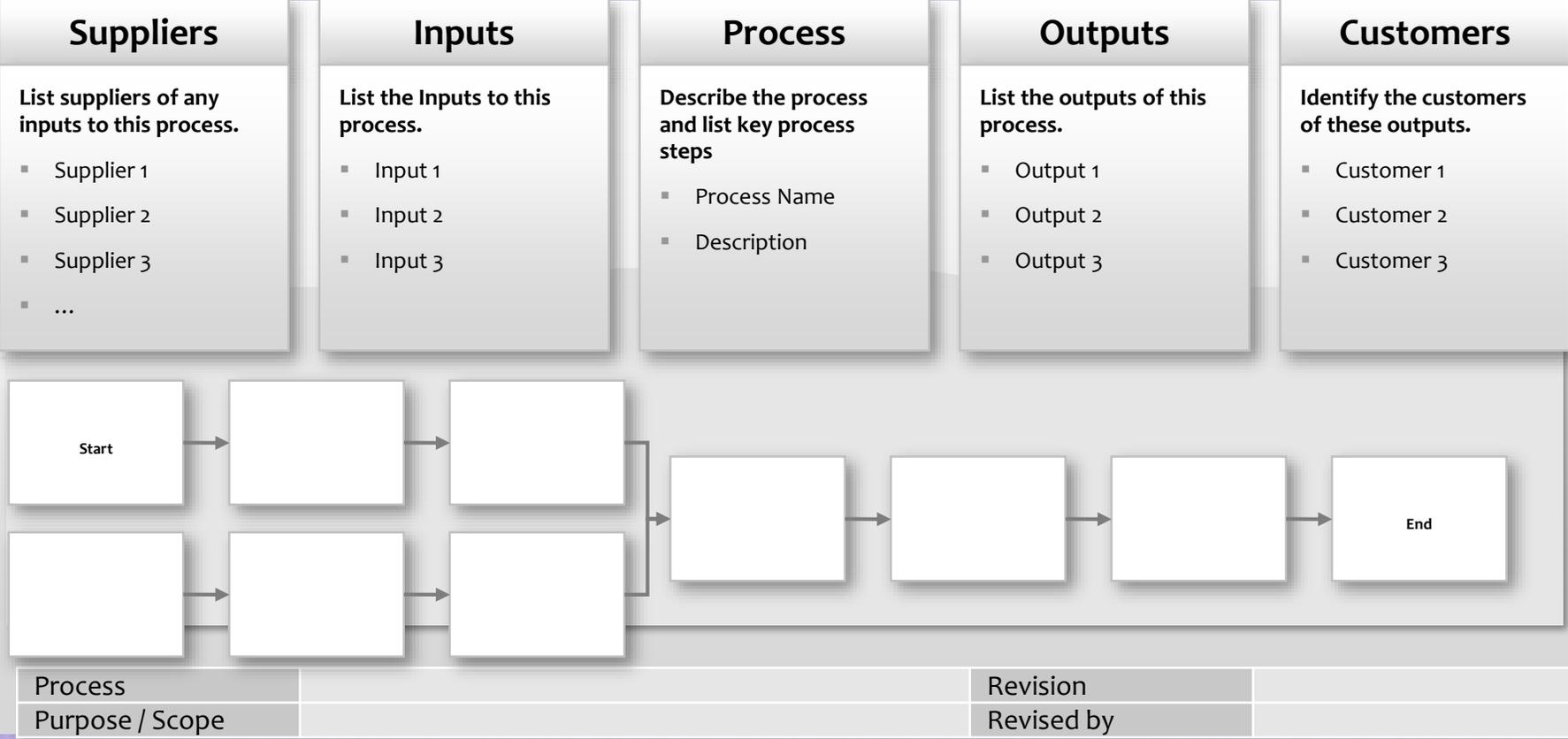
Total Quality Management (TQM)

- Leading with objectives
- Customer oriented
- Internal and external customer relations
- Zero- Error program
- Work in processes
- Continues improvement with measuring units
- Involvement of all employees
- trainings and further education
- frequent management audits



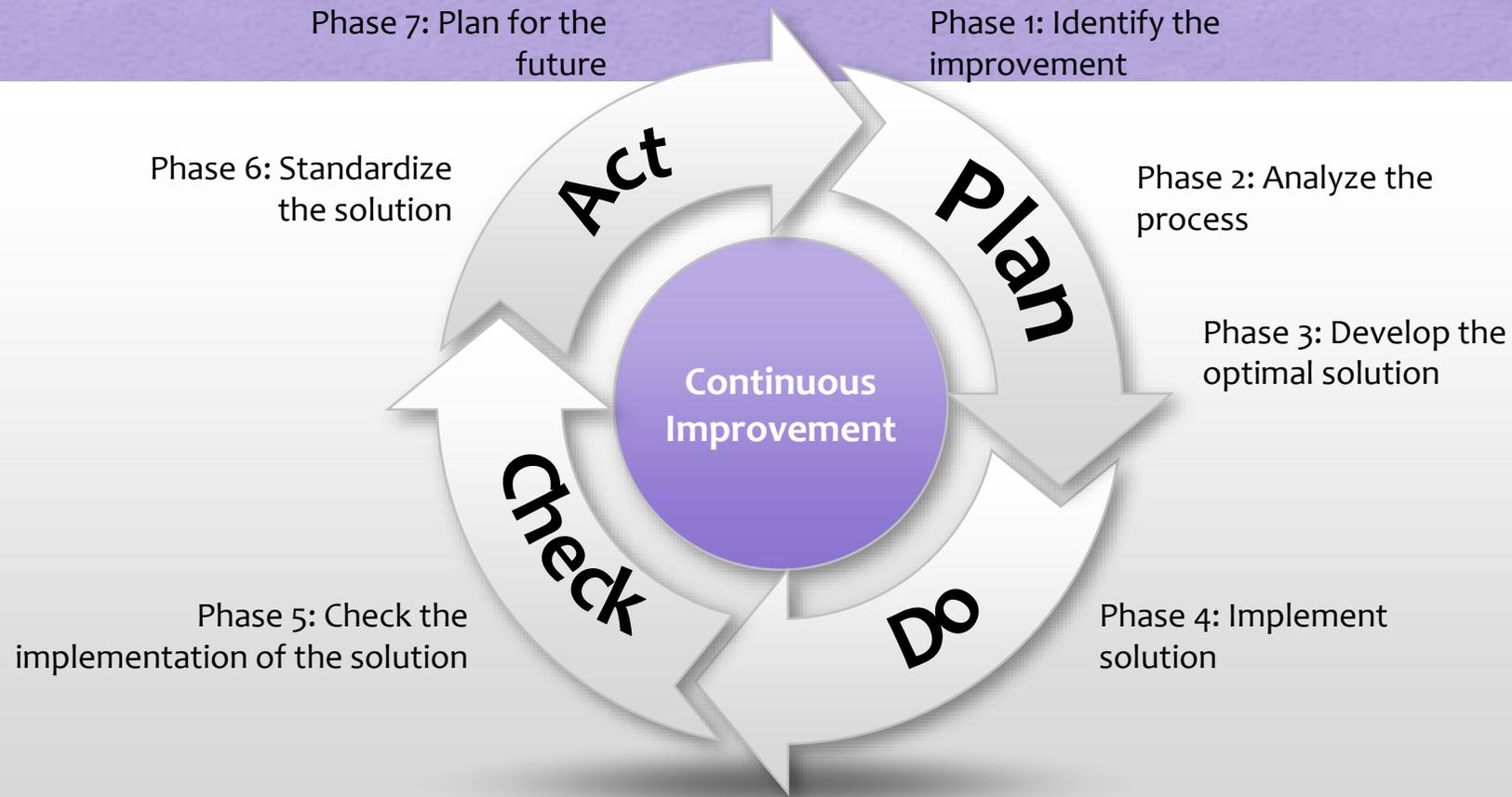
SIPOC Analysis

The SIPOC Diagram shows the business continuum from suppliers through customers

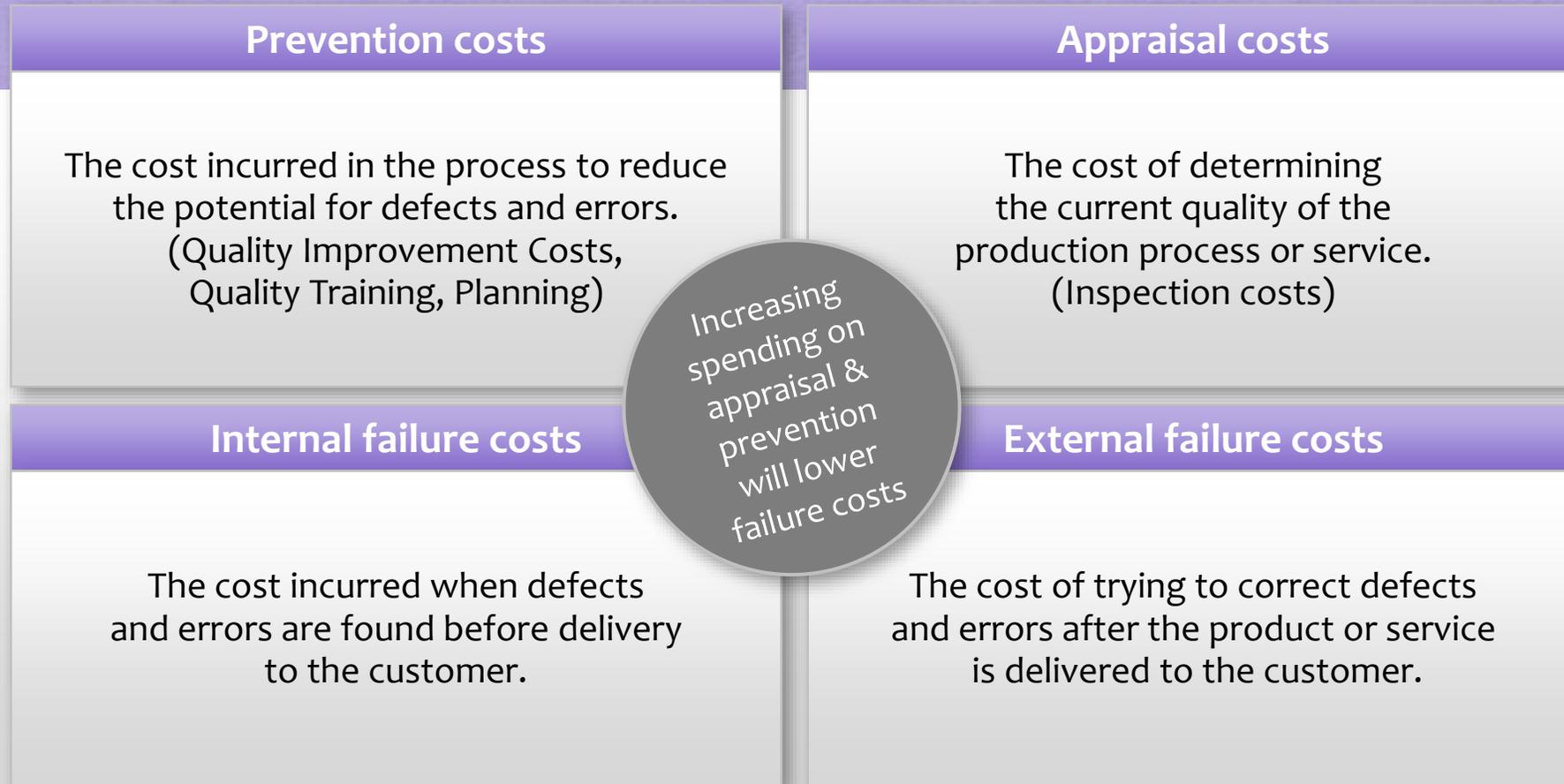


Deming Cycle (PDCA / PDSA)

Repeating the cycle again and again for **continuous improvement**

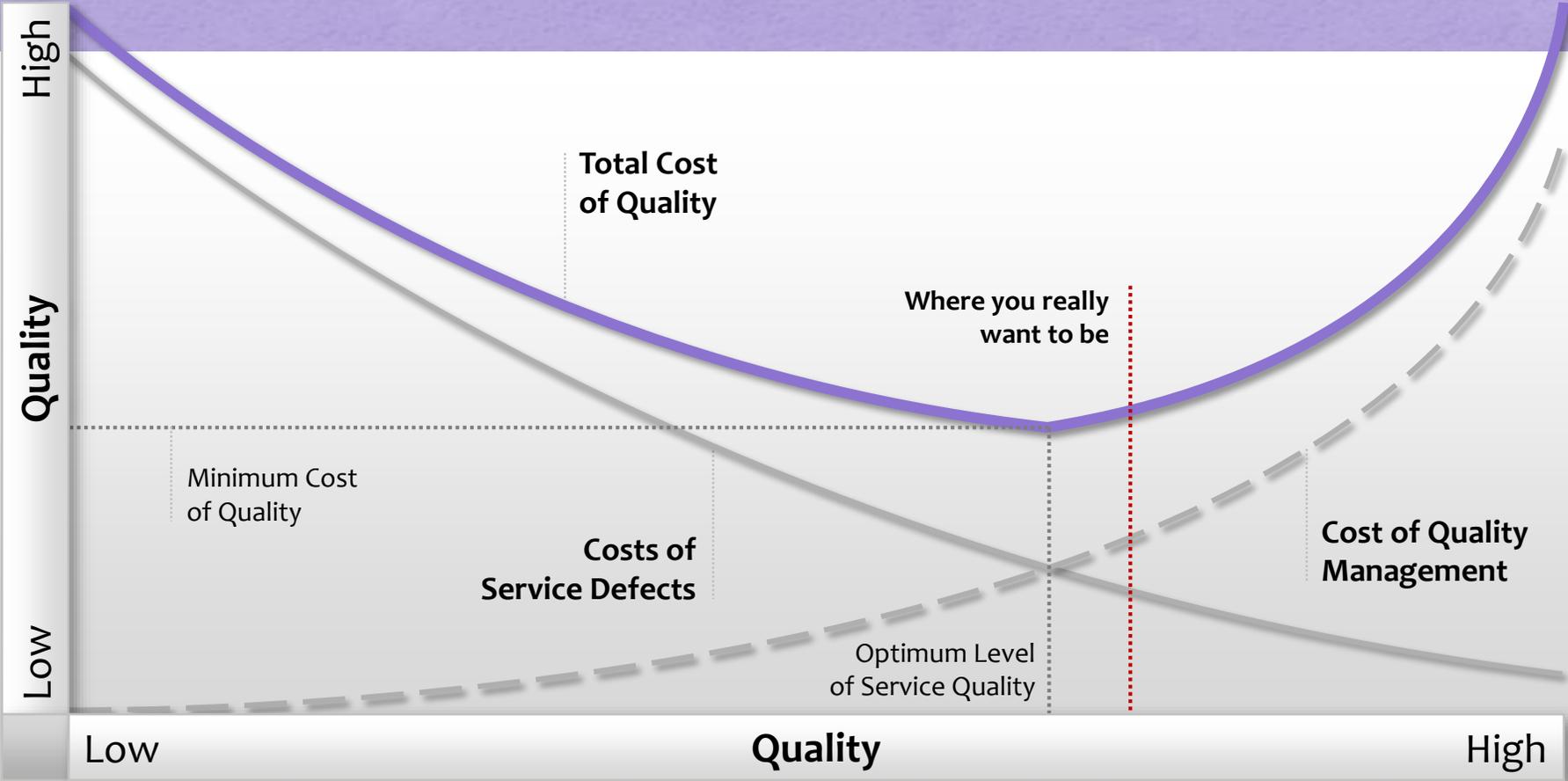


Costs of Quality



Costs of Quality

Illustration



Employee Empowerment

Involving employees and teams in product and process improvements

Using the power of the Team to suggest and implement change

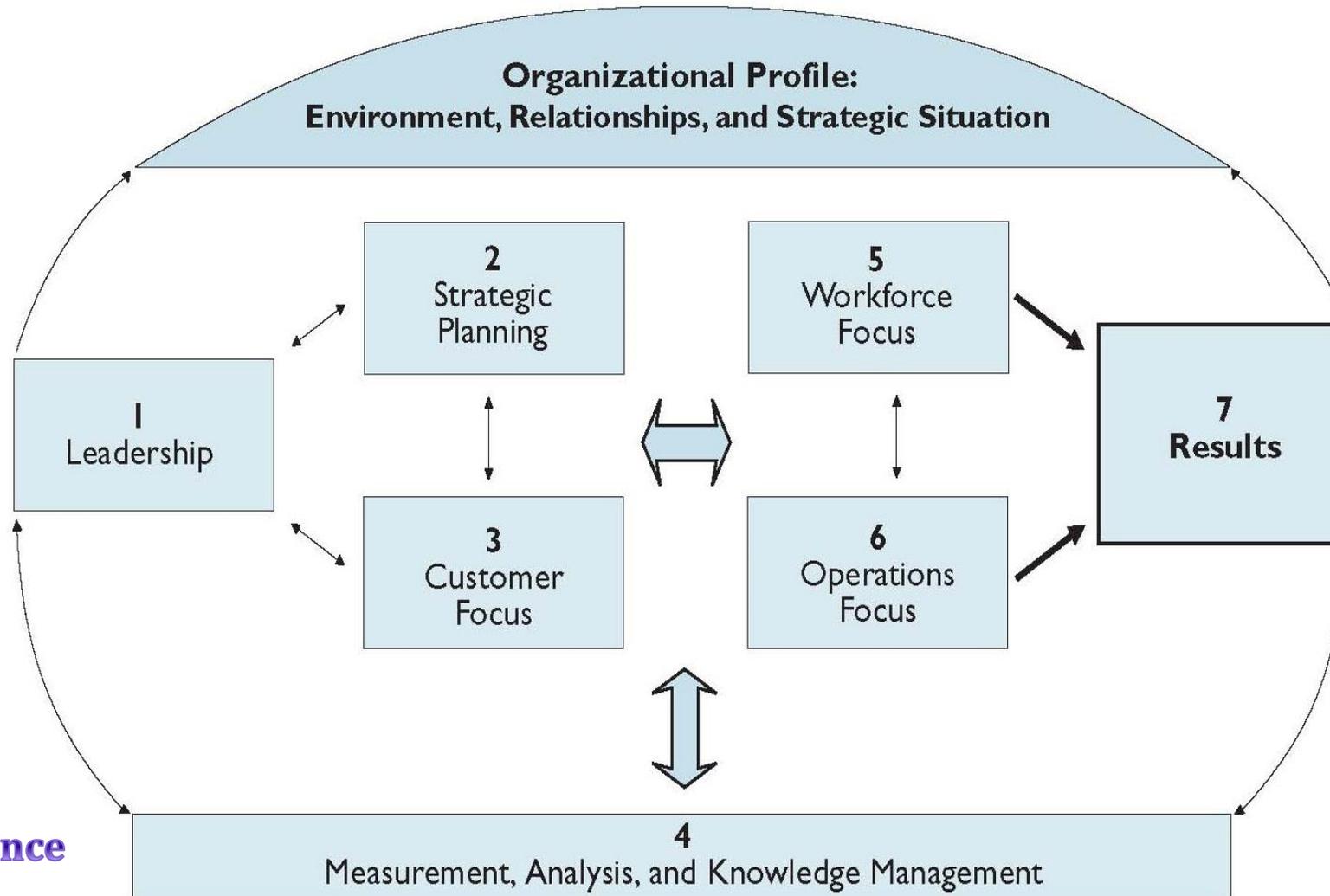


Worldwide

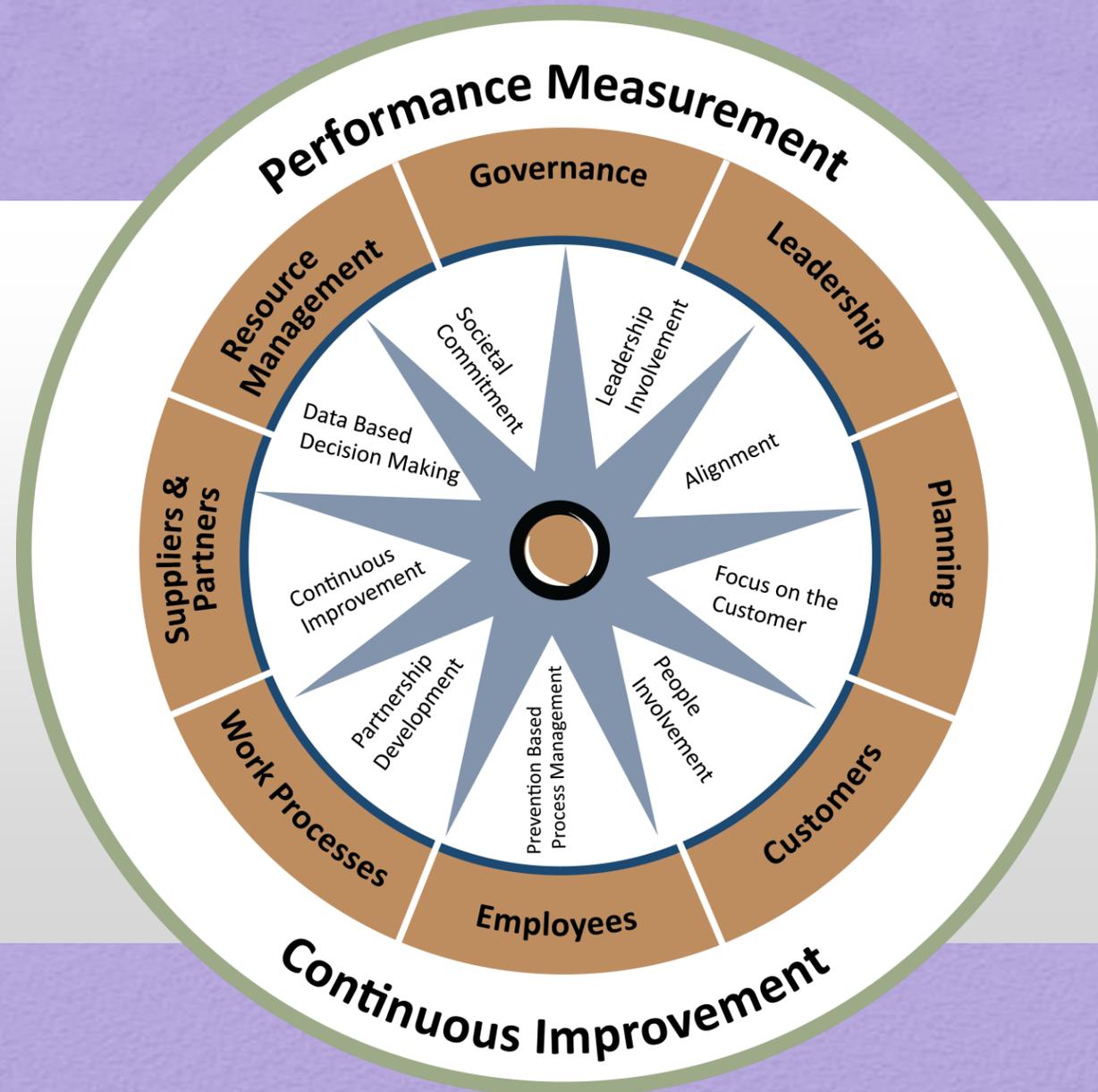
- Many countries have a national quality or organizational excellence award



Baldrige Criteria for Performance Excellence (USA)



What Matters Gets Measured



Principles

1. Leadership involvement
2. Alignment
3. Focus on the customer
4. People involvement
5. Prevention based process management
6. Partnership development
7. Continuous improvement
8. Data based decision making
9. Societal commitment



**Exceptional
quality,
safety and
patient
outcomes**

Key Management Areas

- Governance
- Leadership
- Planning
- Customer
- Employees
- Work Processes
- Suppliers & Partners
- Resource Management
- Continuous Improvement & Performance Measurement



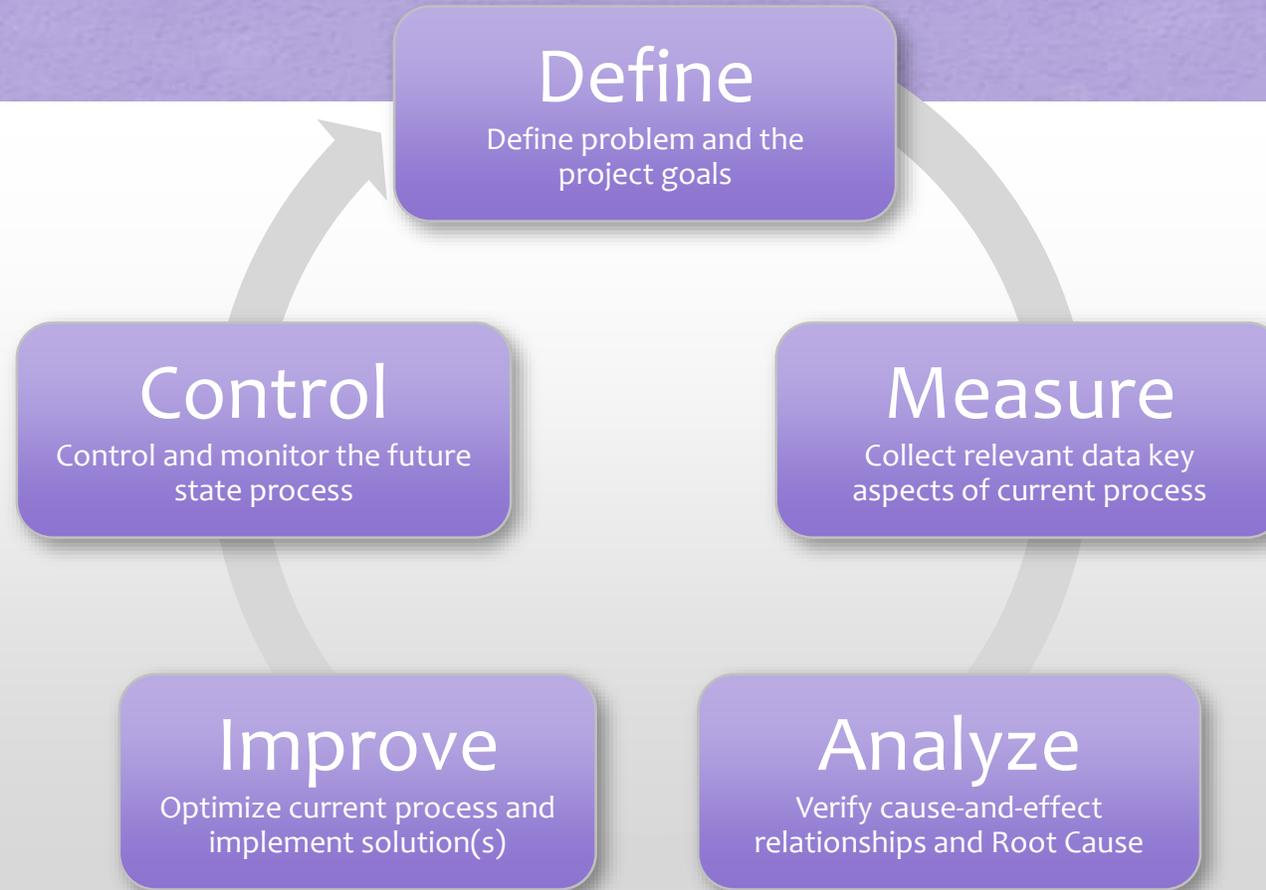
**Exceptional
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Improvement Process

- Identify opportunities for improvement
- Prepare action plans to address opportunities
- Prepare GANTT chart with actions over desired time period
- Assign overall responsibility to Excellence Manager
- Establish regular meeting schedule

DMAIC Problem Solving

Can be applied to both professional and personal situations



Action Plan

Key Management Area:

Practise:

Action Steps:

1.

2.

3.

Responsibility:

Timing:

Measurement:

Cost:

Benefits

- Provides the foundation on which to develop an organization
- Provides an integrated and coordinated way to drive tangible results
- Identifies the interdependencies and interrelationships between management areas
- Reduces non-value adding activity
- Contributes to becoming an 'employer of choice'

*"Coming together is a beginning. Keeping together is progress.
Working together is success" – Henry Ford*

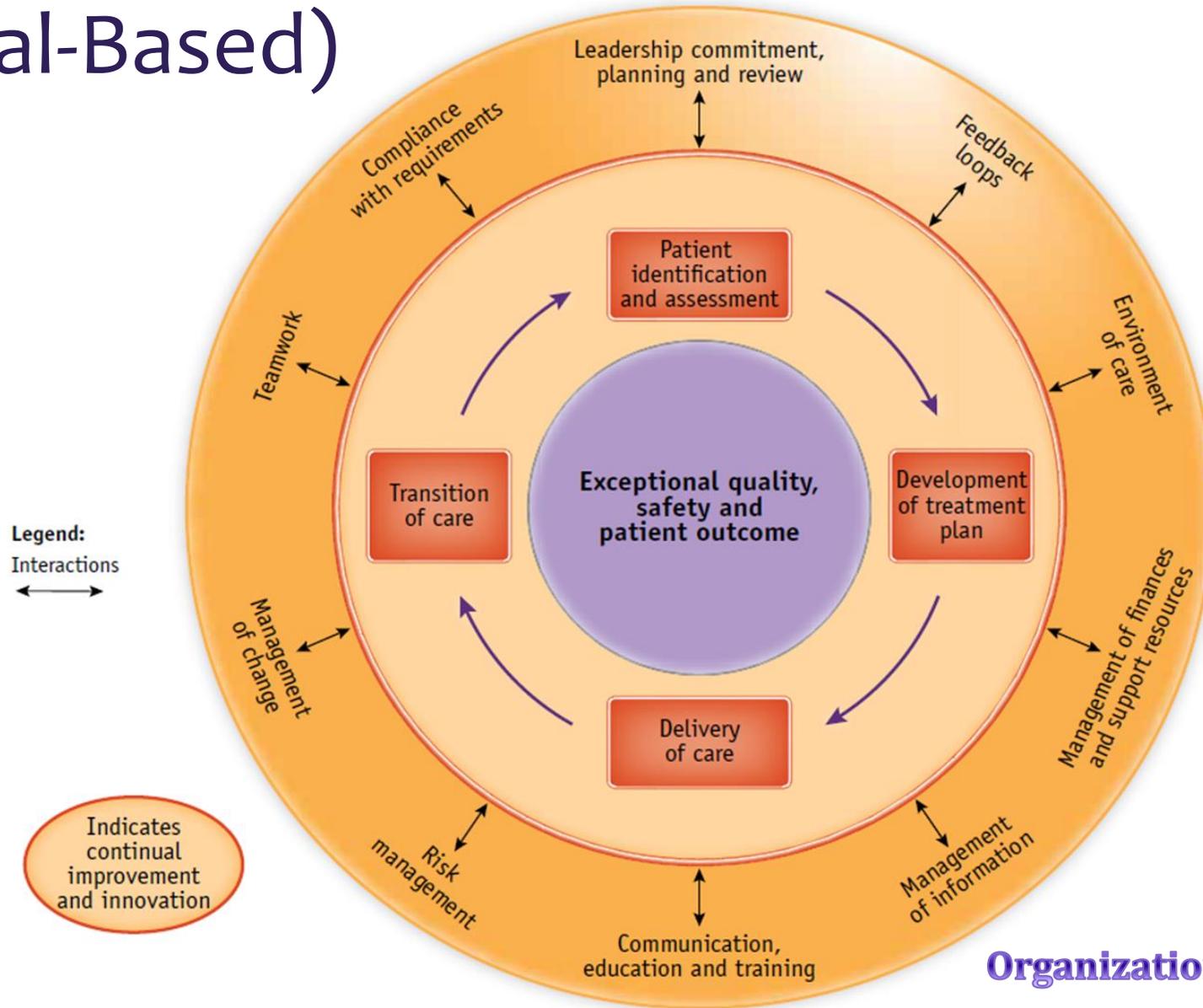
Tips for Success

- Leadership commitment paves the way
- Build on the organizations' strengths
- Share responsibility across the organization
- Concentrate on opportunities that directly link to strategic direction (**ALIGNMENT**)
 - Start with 'quick wins'
 - Involve people
 - Communicate success/results of changes

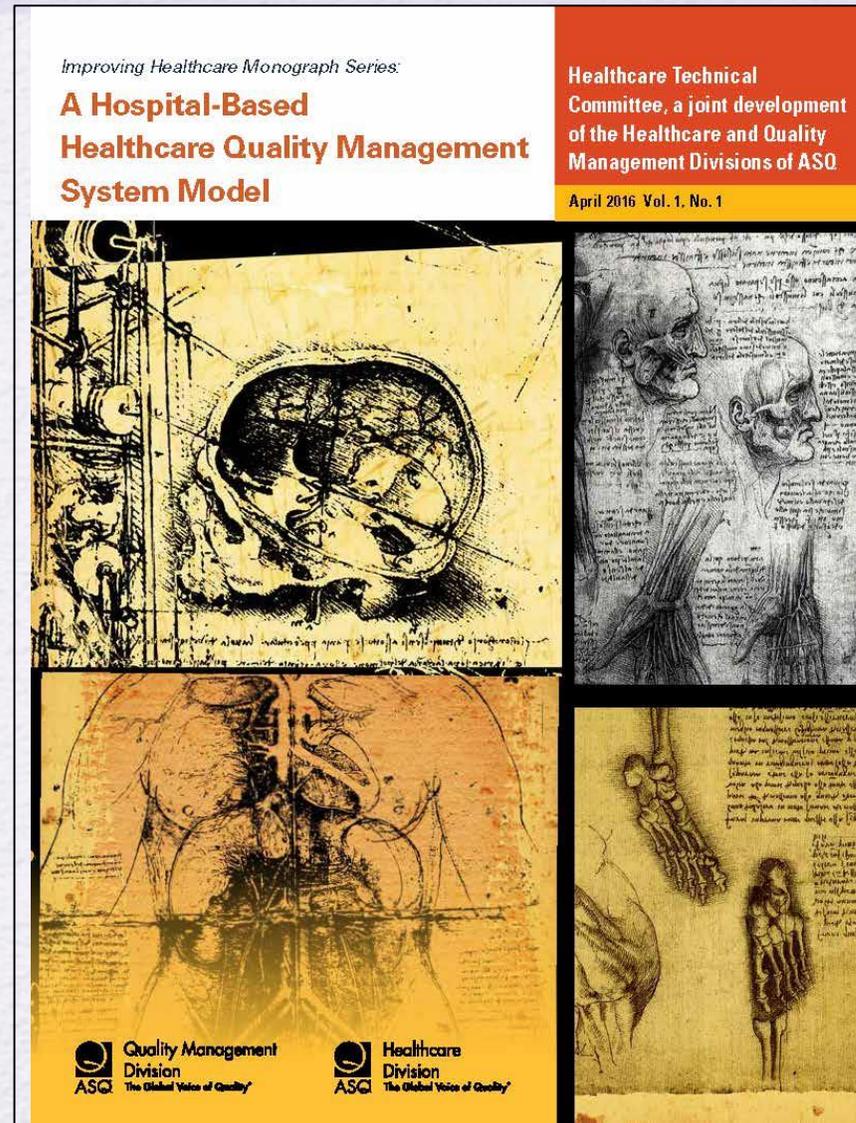
“Leaders don’t force people to follow – they invite them on a journey”

– Charles S. Lauer

Quality Management System Model (Hospital-Based)



Hospital Based Healthcare QMS Model



Available at

<http://asqhcd.org/hbok-99-001/>

Thank you!

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