

Index

- 1X=10X/10X=1X Principle, 152
5S, 128
10-minute check, 9–12, 181
360 assessment, *see assessments*
Aberdeen Group, 6
acceptable quality level (AQL),
172–173
ACFC (At the Customer, For the
Customer), 26
action register, 66
Activity Survey, 90, 93, 95, 101
analysis paralysis, 15, 65
APQC (American Productivity
& Quality Center), 17,
109–114, 120, 163, 169–170
categories (level 1), 39, 109–112,
116, 128, 169–170
level 2 processes, 39, 112–114,
120, 128, 170–171
Process Classification
FrameworkSM (PCF),
109–110, 112–114, 163,
169–170
subprocesses, 113–114, 116, 120,
128–129
Artisans, *see Keirsey Temperament
Sorter*
assessments, 4, 17, 23, 29, 34, 36,
49–50, 52, 54, 56, 59, 68,
70–72, 85–86, 101, 107,
129–130, 135, 146, 173, 182
360 assessment, 85–86
Organizational Diagnostic
Assessment (ODA), 58, 60,
90, 92–94, 104, 107
Keirsey Assessment
(KTS-II), *see Keirsey
Temperament Sorter*
process portfolio assessment, 135
self-assessment scorecard, 56–57,
109, 182
Work-Out assessments, 101

- automation, 16, 64, 101, 105
 - processes, 64, 101, 105, 128
 - systems, 64
- balanced scorecard, 8, 39, 44, 50, 52–55, 65–67, 69–70, 93, 100, 131
 - dashboard, *see dashboards*
 - example of, 55
 - IT balanced scorecard, 51, 55
 - metrics, 51, 53, 55, 67
- baseline, 18, 49, 57, 69, 172–173
- benchmarks, 54, 56, 58, 60–61, 85, 90, 104, 110, 114, 172–173
 - BIC, 62
- benchmarking, 14, 17–18, 23, 26, 39, 103, 172
- best-in-class (BIC), 7, 50, 54, 56, 58, 62–65, 67, 68, 77, 92, 103
- Bhaumik, Kaushik, 133
- Black Belt, *see Six Sigma*
- Board of Directors (BOD), 32, 70, 75
- breakout groups, *see Work-Out*
- Buffet, Warren, 151–152
- bureaucracy, 78, 90
- Burning Platform, 70–71, 75, 82, 165
- business case, 131
- Business Core Competency Model (BCCM), 27, 90, 101–102, 130–131
 - Core, 2, 63, 101–103
 - Center of Expertise (COE), 101–103, 107, 176
 - Shared Service, 101–103, 131
- Business Intelligence (BI), 6
- Business Process Improvement (BPI), 24–26, 30, 45, 54, 56, 90, 92, 105–106, 108–110, 112, 114, 116, 120–121, 128, 163, 169, 175
 - BPI committee, 110
 - BPI metrics, 129
 - BPI process, 111
 - BPI team Structure, 114
 - BPI toolkit, 42, 46, 108
- Business Process Management (BPM), *see dashboards*
- Business Process Outsourcing (BPO), 24–26, 30, 78, 90, 92, 106, 129–141, 163
 - Leader, 132
 - offshoring, 134
 - platform BPO, 138
- business restructuring, 1–2, 13, 20
 - financial restructuring, 2
 - framework, 14, 25, 79, 87, 143, 181
 - launching the project, 30, 49, 63, 70, 75, 92
 - operational restructuring, 2
- business unit (BU), 90, 100, 103, 105
 - Leader, 90, 93, 100–101, 104–105
- cash flow, 135, 137
- categories, *see APQC*
- census, *see data*
- Center of Expertise (COE), *see Business Core Competency Model*
- CEO (Chief Executive Officer), 1, 3, 15, 19–20, 32, 36, 39, 45, 60, 65–66, 70–70, 82, 85–86, 90, 101, 105, 116, 128, 134–136, 140, 163, 165–167, 172, 175, 180
- CFO (Chief Financial Officer), 15–16, 20, 33, 60, 166, 172
- Champion, 19–20, 32, 110, 116
- change acceleration program (CAP), 51
- change management and
 - communications (CMC), 18–19, 23, 33, 39, 46, 71–72, 78–80, 82, 84–85, 87, 136, 143, 182
- communication plan, 166
- communication program, 137

Index

- Leader, 39, 71, 73–74, 85, 106
 - organization structure redesign, 137
 - strategy, 18, 50, 73, 80, 85, 87
 - transition plan, 136
- Character Types, *see Keirse*
 - Temperament Sorter*
- CI Champion, *see Continuous Improvement*
- CI Council, *see Continuous Improvement*
- CIO (Chief Information Officer), 15, 22, 35, 166, 172
- clinical data management (CDM), 140
- Cognizant Technology Solutions, 133, 135, 137–139
- Colbert, Paula Zilka, 176
- communication program, *see change management and communications*
- compensation, 41
- conscious/unconscious continuum, 3–4, 9, 49, 89, 161
 - conscious competence, 3–4, 89, 161–162
 - conscious incompetence, 3–4, 47, 49, 89
 - unconscious competence, 3–4, 161–162
 - unconscious incompetence, 3–4, 47, 49
- contingency workforces, 138
- Continuous Improvement (CI), 5, 26, 40, 47, 128, 132, 161–180
 - CI Champion, 110–112, 169
 - CI Council, 167, 171
 - CI Dashboard, 162, 171–174
 - CI Leader, 118, 167–169, 171, 179
 - CI Organization, 162, 167–169
- control phase, 23
- Core activities, *see Business Core Competency Model*
- core versus non-core debate, 134
- costs, 2, 4, 13, 78
 - flexible structure, 5, 78, 137
 - import fee, 7
 - lowering, 13, 135
 - shipping, 7
- cost/benefit analysis, 36, 45, 66, 167
- CPA (Certified Public Accountant), 36
- Critical to Quality (CTQ), 117–117
- culture, 5, 18, 32
 - corporate, 18, 32
- customer, 9, 34, 36, 39, 43, 51, 56, 63, 78, 116–118
 - customer focus and growth, 78
 - customer retention, 51
 - customer satisfaction, 56, 63
 - customer service, 120
- dashboards, 8, 34, 36, 39, 43
 - Business Process Management (BPM), 39, 43, 172
 - metrics, 42
 - scorecard, 53
- data, 9, 14–17, 29, 35, 37, 42–43, 46, 60, 95
 - census, 59–60
 - data capture template, *see forms management*, 29, 37, 43, 140
 - mining, 38
 - modelers, 16, 35, 37, 43, 45, 166
 - organization charts, 59, 90, 95
 - repository, 41
 - validation, 29, 35, 37–38, 42–43, 90, 121
- defects, 172
- delegation, 20
- drill-down tree, *see Six Sigma*
- economies of scale, 103
- Eight Steps to Successful Change*, 80–81
- Einstein, Albert, 153
- elevator speech, 70–71, 73–75, 82, 165

- enterprise resource planning (ERP), 50, 65
- eRoom, 42
- Excel, *see* *Microsoft*
- execution timeline, 90
- facilitation, *see* *Work-Out*
- failure modes and effects analysis (FMEA), *see* *Six Sigma*
- finance, 15, 32, 39, 56, 130
 - lead, 36, 39
- financial analysis and tracking, 36, 45
- financial indicators, 6–9, 131
 - cash flow, 6
 - FTE, 6
 - profitability, 6
 - R&D, 6, 32, 140–141
 - revenue growth, 6
 - SG&A, 1, 6–7
- financial opportunities, 95, 131
 - template, *see* *Forms*
- financial restructuring, *see* *business restructuring*
- fishbone diagrams, *see* *Six Sigma*
- Forming–Storming–Norming–Performing, 100
- forms, 70, 74, 103
 - data capture template, 120–127
 - data request form, 79
 - financial savings template, 128
 - goals and objectives form, 70
 - risks, mitigating factors, and interdependencies, 74
 - status update form, 70, 75–76
 - travel and expense form, 70
- Fortune 100, 7
 - companies, 7
- Framework, *see* *business restructuring*
- full-time equivalent (FTE), 6, 95
- General Electric (GE), 22, 90–91, 175
- General Manager (GM), 112
 - governance, 19, 30, 52, 79
 - Green Belt, *see* *Six Sigma*
 - Guardians, *see* *Keirsev Temperament Sorter*
 - Hackett, 17
 - Hatch, David, 6
 - headcount, 93
 - health, 9, 17
 - financial, 9
 - organizational, 17
 - Heraclitus, 80
 - human capital, 45, 58
 - human capital management (HCM), 39
 - human resources (HR), 15, 22, 32, 41, 58, 60, 74, 106, 130, 179
 - Idealists, *see* *Keirsev Temperament Sorter*
 - inefficiency symptoms, 58–59
 - information technology (IT), 8, 30, 32, 35, 37, 51, 55, 71, 74, 105–106, 130, 180
 - IT balanced scorecard, *see* *balanced scorecard*
 - Leader, 34–35
 - infrastructure, 24, 34
 - interdependencies, 35, 70–71, 104–105
 - form, *see* *forms*
 - internal auditor, 37, 121
 - International Organization for Standardization (ISO), 50
 - interviews, 93–94, 107, 114–115
 - common questions, 115
 - intuitive analysis, 4
 - investments, 7–8
 - Jobs, Steve, 151
 - Kaizen, *see* *Six Sigma*
 - Keirsev, Dr. David, 147
 - Keirsev Temperament Sorter (KTS), 144, 146–158

Index

- Artisans, 147–148, 150–155, 157
 - Composer (ISFP), 148, 150
 - Crafter (ISTP), 148, 150
 - Performer (ESFP), 148, 150
 - Promoter (ESTP), 148, 150–152
- Character Types, 147
- Guardians, 147–148, 150–151, 153–155, 157–158
- Inspector (ISTJ), 148, 150–151
- Protector (ISFJ), 147–148, 150
- Provider (ESFJ), 148, 150
- Supervisor (ESTJ), 148, 150
- Idealists, 147–148, 150–151, 153–155, 157
 - Champion (ENFP), 148, 150
 - Counselor (INFJ), 148, 150
 - Healer (INFP), 148, 150, 152
 - Teacher (ENFJ), 148, 150–151
- KTS-II assessment, 88–89, 94, 147, 157
- Rationals, 147–148, 150, 153–155, 157–158
 - Architect (INTP), 148, 150
 - Fieldmarshal (ENTJ), 147–148, 150
 - Inventor (ENTP), 148, 150–151
 - Mastermind (INTJ), 148, 150
 - Temperament Maps, 154–155
- key performance indicator (KPI), 6, 17, 64, 67, 131, 173
- kick-off presentation, 90, 100, 104
- Kim, Edward, 144
- Kotter, John P., 80–81
- knowledge management (KM), 19, 22, 34, 59, 70, 164, 178–189
 - database, 70
 - process knowledge, 179
 - system, 41, 43
 - technical/SME knowledge, 178
 - tribal knowledge, 178
 - labor arbitration, 135
 - launching the project, *see business restructuring*
 - lawyer, 132
 - layoffs, 83–84
 - Q&A, 83–84
 - layers, 59–61, 78, 83, 95, 100, 104, 107–108, 129
 - leadership team, 3–4, 9, 18, 32, 36, 39, 129
 - Lean, *see Six Sigma*
 - legal, 32, 108
 - level 2 processes, *see APQC*
 - Linksys, 42
 - Machiavelli, Niccolò, 80
 - manufacturing, 56, 64–65
 - marketing, 32, 39
 - Merrill, 42
 - market share, 77–78
 - Master Black Belt, *see Six Sigma*
 - metrics, 5–6, 8, 15, 17, 23, 34, 37, 50, 58, 65, 110, 121
 - BPI metrics, *see Business Process Improvement*
 - financial, 6–9
 - scorecard, *see balanced scorecard*
 - standard reporting, 15
 - Microsoft
 - Excel, 15–16, 42
 - Project, 42, 70
 - Visio, 45
 - milestones, 19
 - Minitab, 45, 70
 - Mini Work-Out, *see Work-Out*
 - new product introductions (NPI), 63–64
 - NexGen Advisors, 1–2, 7, 13, 144
 - BCCM, *see Business Core Competency Model*
 - patent pending framework, 2, 14

- non-value-added, 95, 108, 134
- offshoring, *see Business Process Outsourcing*
- operating rhythm, 32
- operational restructuring, *see business restructuring*
- operations, 32–33, 51
 - efficiency, 51
- Oracle Financials, 16
- organization, 56
 - charts, *see data*
 - structure, *see Work-Out*
- Organizational Change Management (OCM), 156–158
- Organizational Diagnostic Assessment (ODA), *see assessments*
- Organizational Design (OD), 104, 107
- organizational development, 92
- Organizational Efficiency (OE), 17, 24–26, 30, 45–46, 61, 90, 92–94, 106–107, 129–130, 163
 - analysis, 46
 - benchmarks, 61
 - toolkit, 46
- Outsourcing, *see Business Process Outsourcing*
- Pareto Charts, *see Six Sigma*
- payroll, 95
- people factor, the, 145, 158
- performance management, 31, 173
- platform BPO, *see business process outsourcing*
- playbook, 2, 13, 28, 41, 70–71, 144–145, 181
- Please Understand Me*, 147
- PMI (project management institute), 33
- PMO (project management office), 30, 33, 39–40, 42, 45, 70–71, 74, 106, 133
 - leader of, 33–34, 36, 90, 163
 - operations, 33–34, 42, 70, 74
- point-of-sale (POS), 138
- Prince, The*, 80
- Princess Diana, 152
- processes, 9, 56
 - analysis of, 17
 - business processes, 8
 - improving, *see Business Process Improvement*
 - mapping, 45, 107, 118, 120–121
 - maturity, 9
 - monitoring, 54
- procurement, 130
- product development, 39, 56, 63–64, 110, 112
- production, 39
- pricing strategy, 5
- profit margins, 2, 4–5, 13, 77
- Program Manager, 112, 121, 171
- project planning, 33
- project team, 70–71, 73–75, 116
 - leader, 106
- Pulse Survey, 19–20, 39, 84–86, 99
- Quick Tips, 5, 9, 10, 16, 20, 23, 31, 33, 40, 42, 43, 46–47, 52, 59, 62, 66, 73, 92, 100, 111, 112, 116, 132, 165, 168, 175
- quick wins, 2, 85, 106
- R&D (Research & Development), *see financial indicators*
- RASCI model, 30, 70–71, 74
- Rationals, *see Keirsev Temperament Sorter*
- real estate, 130
- reductions in force (RIF) 1, 25, 35, 136

Index

- request for proposal (RFP), 131–132
- resistance, 3, 18, 72
- Restructuring Lead, 20, 29, 32–34, 36, 45, 74–75, 90, 110, 163
- Return on Investment (ROI), 45, 133, 166
- revenue, 2, 107
 - increase in, 2, 107–108
- Risk Management, 30, 35, 43, 63, 71, 74
 - database, 42
 - leader, 35–37, 44, 133
 - system, 44
 - team, 74
- risks and mitigants, 35, 70–71, 104–105
 - form, *see forms*
- Road Map, 50–54, 56, 69, 92–93, 100, 131, 181–182
 - Five common elements of, 50
- root cause issues, 4, 5, 37, 107, 118, 121, 171, 173
- sales, 15, 39, 56, 62–63
 - forecasting, 63
 - global sales organization, 107–108
- Schweitzer, Albert, 152
- scorecard, *see balanced scorecard*
- self-assessment scorecard, *see assessments*
- Senior Leadership Team (SLT), 15, 19–20, 32, 58, 60, 65–67, 70–75, 80, 82, 85–87, 162, 165, 167–168, 175
- Senior Vice President (SVP), 15, 90, 93, 100–101, 104–105, 107, 112, 114
- SG&A (selling, general, and administrative), 1, 135
 - as percentage of revenue, 6, 7
- Shared Service, *see Business Core Competency Model*
- SIPOC Diagram, 111, 116, 118–119
- Six Sigma, 23, 26, 33, 44–46, 65, 95, 108, 112, 116, 128, 162, 166, 168–169, 171, 179
 - Black Belt, 37, 46, 112, 121, 128, 168–169, 171
 - drill-down trees, 46
 - failure modes and effects analysis (FMEA), 46
 - fishbone diagrams, 46, 95, 98, 107
 - Green Belt, 112, 171
 - Kaizen, 108, 169
 - Lean, 23, 26, 44, 64–65, 108, 128, 162, 169
 - Master Black Belt, 33, 46, 121, 128, 168–169, 175
 - pareto charts, 46, 95–97, 107
 - training, 110, 162, 171
- skip-level meetings, 9, 85–86
- span of control (SoC), 25, 59–62, 104, 107
 - delaying, 83, 108
- sponsor, 19–20
- stakeholders' analysis, 70–73, 80
- standard platforms, 7, 9
- status update, *see forms*
- Steering Committee, 21, 29, 32, 36, 40, 45, 70, 79, 110, 128
- strategic planning, 145
- strategic positioning, 140
- strategy, *see change management communication*
- Strategy Council, 10
 - resources for, 33
- Subject Matter Expert (SME), 22–23, 62, 100, 108, 118, 120, 129, 178
- Success Factors and Derailers, 27
- supplier, 132–133
- supply chain, 56, 63–64, 128
 - supply chain management (SCM), 63

INDEX

- Synergy Leaders, 145, 156
- technology, 7, 8, 56, 64, 100, 103
- templates, *see forms*
- Theory of Constraints (TOC), 26, 128
- Total Quality Management (TQM), 108
- training, 18, 22, 175, 177
- transaction-based pricing, 138
- transactional activities, 7, 103, 108
- Transition Management (TM), 21
team, 21, 32
- transition plan, *see change management and communications*
- Trump, Donald, 151–153
- Tuckman, Bruce, 100
- unconscious competence/
incompetence, *see conscious/ unconscious continuum*
- value-add activities, 134
- variance report, 95
- Visio, *see Microsoft*
- Voice of the Customer (VOC), 116
- volume-based arrangements, 138
- waste, 2, 26
process, 26
- Webcast, 75
- Webex, 45–46
- Welch, Jack, 90–91, 153
- Winfrey, Oprah, 151–152
- Winning*, 91
- Work-Out (WO!), 15, 90–91, 93, 95,
100–101, 105–107, 133, 182
breakout groups, 101, 103–106
calendar, 90
facilitation, 51, 90–92, 100,
103–104
inputs, 93, 104
mini Work-Out, 133
organization structure, 103–107
participants, 93, 95, 101, 106
recommendations, 101, 105
team, 103–106
- workshop, 90
- workstreams, 13, 23–26, 30, 34–35,
37, 45–46, 70–71, 74, 87,
89, 92, 95, 105–106, 108,
129–130, 182
- BPI, *see Business Process Improvement*
- BPO, *see Business Process Outsourcing*
- leader, 33, 35–36, 40, 90
- OE, *see Organizational Efficiency*
- yellow pad sessions, 132