

C O N T E N T S

List of Figures and Tables	v
Foreword	xi
Acknowledgments	xiii
About the Authors	xv
Introduction	xix

PART ONE The 3-D Concept

1 Three Dimensions of an Organization	3
2 The Value Dimension	13
3 The Resource Dimension	23
4 Managerial Practices in a One-Dimensional Organization	35

PART TWO The CEO's Agenda

5 Two-Dimension Management	57
6 Making the System Visible	63
7 Demonstrating How	75
8 Evolution of a Management System	85

9 Performance Planned	91
10 Performance Managed	103
11 What It Will Take	127

PART THREE A Closer Look at Belding

12 Belding Case Tools, Stage I	143
13 Belding Case Tools, Stage II	155
14 Return to Belding Engineering	191

Afterword	223
Endnotes	225
Index	231

<http://www.pbookshop.com>

LIST OF FIGURES AND TABLES

Figures

Figure 1.1	The Four Key Requirements of a Business	5
Figure 1.2	The Value Machine	8
Figure 2.1	The Components of a Process	15
Figure 2.2	Value Creation System	17
Figure 2.3	Value Creation System with Customer Service Emphasis	19
Figure 2.4	An Organization's Value Dimension	21
Figure 3.1	The Dilbert Reality of Functional Silos	25
Figure 3.2	The Two Views of an Organization	31
Figure 4.1	The Belding Engineering Corporate Structure	37
Figure 4.2	Current Belding Management Planning System	38
Figure 4.3	Belding New Product Development Process	44
Figure 4.4	Performance Planned and Managed System	53
Figure 5.1	Owens' List of Major Problems at Belding	58
Figure 5.2	Owens' List of Action Steps	59
Figure 6.1	The Value Creation Hierarchy	65
Figure 6.2	Level 1: Enterprise/Business	66
Figure 6.3	Level 2: Value Creation System	67
Figure 6.4	Level 3: Processing Sub-Systems	68
Figure 6.5	Level 4: Single Process	69
Figure 6.6	Level 5: The Performer Level	69
Figure 7.1	Cross-Functional Process Map	78
Figure 9.1	Management Domain Chart Format	96
Figure 9.2	Management Planning Calendar Format	97

Figure 10.1	Belding CEO Agenda	103
Figure 10.2	Metrics Linked to a Dashboard	105
Figure 10.3	Belding Tracker System	107
Figure 10.4	The Sales Manager’s Instrument Panel	110
Figure 10.5	Performance Managed Calendar Format	114
Figure 10.6	Human Performance System	116
Figure 10.7	The Manager’s Role in Performance Support	118
Figure 11.1	Belding CEO Agenda	127
Figure 12.1	Belding Super-System Map	146
Figure 12.2	Cross-Functional Value Creation System Map	147
Figure 12.3	Business Process Framework	150
Figure 12.4	Value-Resource Detail Chart	152
Figure 13.1	Belding Value-Resource Map	162
Figure 13.2	“Launched” Processing Sub-System Map	163
Figure 13.3	“Job Designed” Process	164
Figure 13.4	Measures Chain for Belding’s Job Designed Process	166
Figure 13.5	Performance Planned and Managed Hierarchy	168
Figure 13.6	Belding Management System Tools	169
Figure 13.7	Belding Performance Planned Calendar	170
Figure 13.8	Belding Performance Managed Calendar	172
Figure 13.9	Sample Performance Trackers at Belding	175
Figure 13.10	Tracker System and Management Calendar	177
Figure 13.11	New Measurement System	180
Figure 13.12	Sample Tracker with User’s Guide	182
Figure 13.13	Troubleshooting Logic Diagram	184
Figure 13.14	Sample Meeting Agenda	184
Figure 14.1	Scenario 1: Before	201
Figure 14.2	Rework Tracker	202
Figure 14.3	Region One Sales Tracker	203
Figure 14.4	Scenario 2: Before	205
Figure 14.5	Product Delivered Tracker	206
Figure 14.6	Opportunity Pipeline Tracker	207
Figure 14.7	Belding Sales Tracker	208
Figure 14.8	Scenario 3: Before	209
Figure 14.9	Scenario 3: After	210
Figure 14.10	Scenario 4: Before	211

Figure 14.11	First-Level Priority Resets	212
Figure 14.12	Second-Level Priority Resets	213
Figure 14.13	Third-Level Priority Resets	214
Figure 14.14	Scenario 5: Before	214
Figure 14.15	Belding Change Control Management System	215
Figure 14.16	Scenario 6: Before	216
Figure 14.17	Scenario 6: After	217
Figure 14.18	Final Scenario: Before	218
Figure 14.19	Revenue and Earnings Tracker	219
Figure 14.20	Belding Performance Indicators Model	220

Tables

Table 4.1	Function Performance Metrics	40
Table 4.2	New Product Development Function Goals	45
Table 4.3	New Product Development Function Goals vs. Actual Results	46
Table 8.1	Performance Management Routine	88
Table 9.1	Management Planning Sequence	92
Table 10.1	Human Performance System Variables vs. Managerial Tasks	117
Table 10.2	Implementing and Managing the Human Performance System	120
Table 13.1	Belding Management Domain Matrix (Excerpt)	185
Table 13.2	Sample Management Guide with Questions to Ask (Excerpt)	190

<http://www.pbookshop.com>

To Geary Rummler, my partner, friend, and wise guide through many years;
to my partners at PDL, Cherie Wilkins, and Rick Rummler, whose loyalty
and dedication to our team keep me in the game; and to
my dear wife, Lory, who keeps my days bright.

—Alan J. Ramias

To Geary, my mentor, partner, and friend, who set me on this path, and to Chip,
my husband and silent partner, who walks it all with me.

—Cherie L. Wilkins

<http://www.pbookshop.com>

<http://www.pbookshop.com>