

PERFORMANCE MANAGEMENT

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Tips and Tools for Improving Organizational Performance

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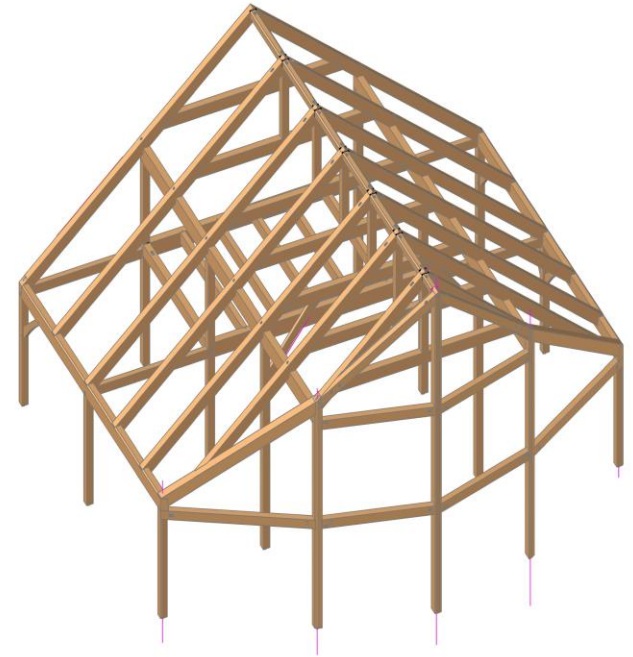
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Overview

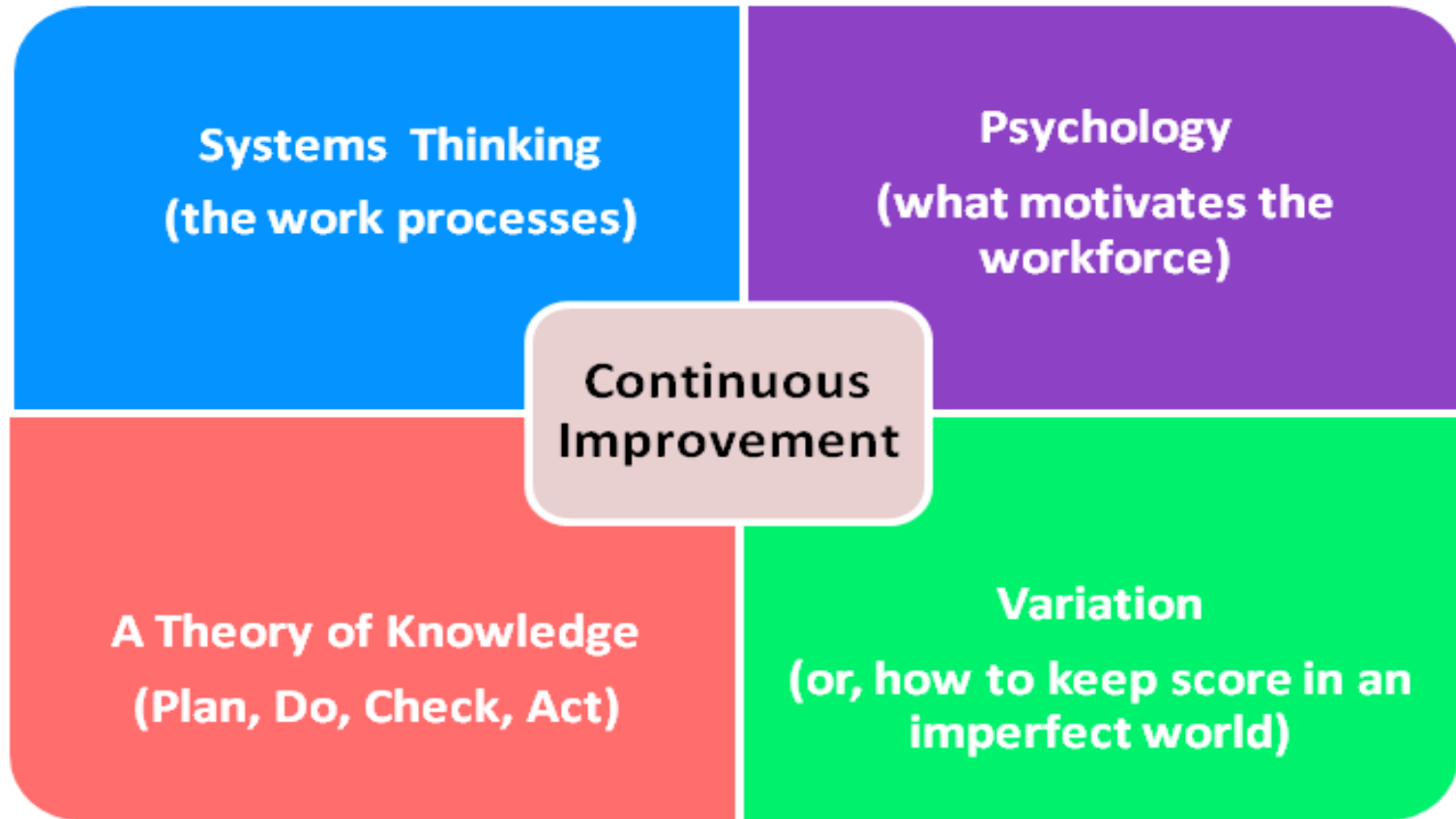
- *Tips and tools for thinking about performance improvement*
- *Based upon academic study and practical experience in the Federal workplace*
- *Bibliography and copies available*

MAJOR IMPROVEMENT FRAMEWORKS

- Business Process Reengineering
- Total Quality Management (TQM)
- Six Sigma/Lean Six Sigma
- Theory of Constraints/Lean Thinking
- Continuous Process Improvement
- International Standards Organization (ISO standards)
- Reinventing Government (Clinton Administration)
- Competitive Sourcing (A-76)
- Emotional Intelligence
- Organizational Development
- Seven Habits of Highly Effective People
- The Human Side of Enterprise
- Malcolm Baldrige Award Criteria
- Managing for Results
- Management by Objectives
- Balanced Scorecard
- A System of Profound Knowledge (Deming)



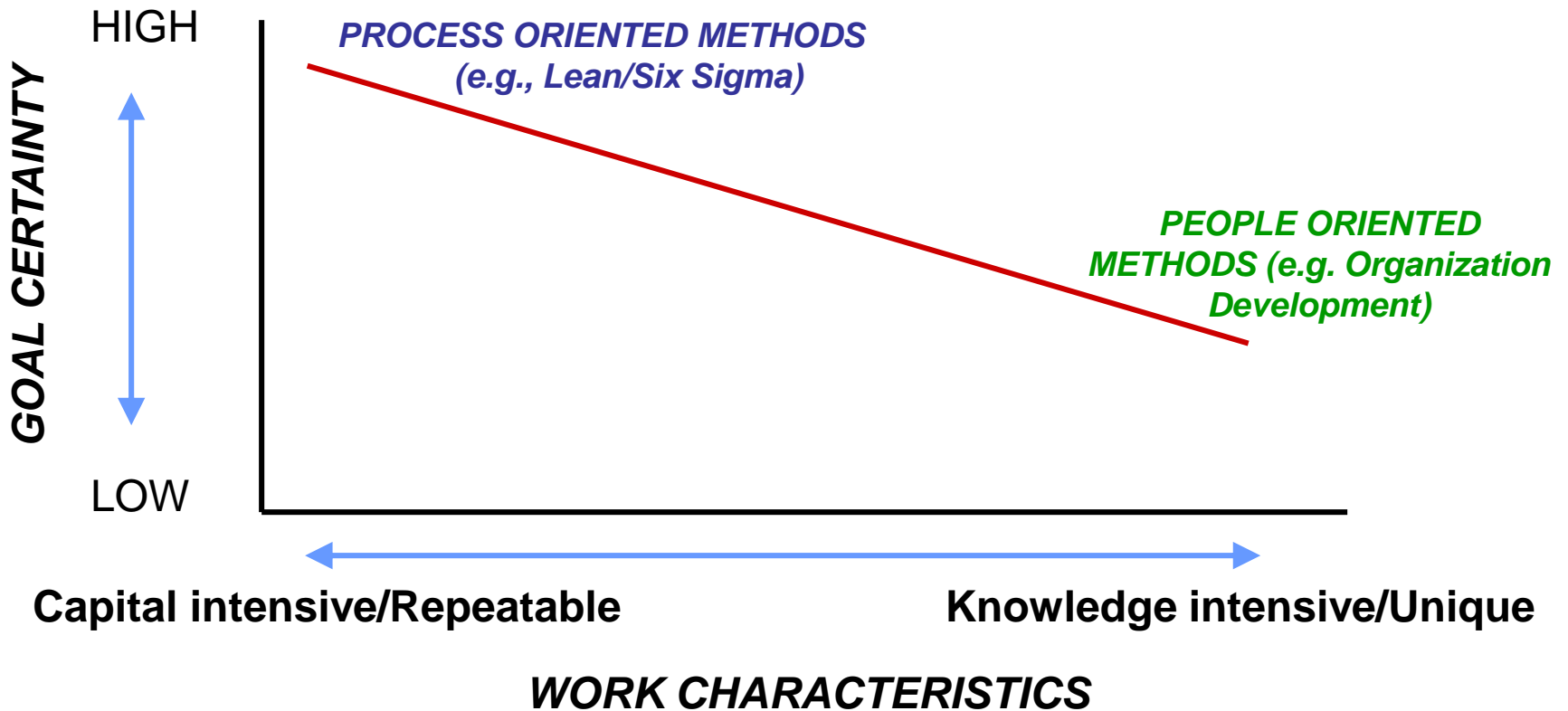
The General Framework: Deming's "System Of Profound Knowledge"



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 - Balanced Scorecard
 - A System of Profound Knowledge (Deming)
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- The diagram uses three right-facing curly braces to group the list items into three categories:
- Process and measurement oriented:** This category includes the first seven items: Business Process Reengineering, Total Quality Management (TQM), Six Sigma/Lean Six Sigma, Theory of Constraints/Lean Thinking, Continuous Process Improvement, International Standards Organization (ISO standards), and Reinventing Government (Clinton Administration).
 - People oriented:** This category includes the next four items: Emotional Intelligence, Organizational Development, Seven Habits of Highly Effective People, and The Human Side of Enterprise.
 - Balanced:** This category includes the final five items: Malcolm Baldrige Award Criteria, Managing for Results, Management by Objectives, Balanced Scorecard, and A System of Profound Knowledge (Deming).

RELATIONSHIP BETWEEN NATURE OF WORK AND GOAL CERTAINTY



SUMMARY

- The framework posed by Dr. Deming provides a concise, macro-level description of the subjects one must address in any effort to improve performance.
- All other frameworks, knowingly or not, can be fitted into the Deming model.
- All the frameworks can be adjusted, added to, or otherwise modified to be comprehensive.
- The model to be used in any situation must take into account the nature of the work being done (e.g., don't spend a lot of time on measurement if measurement is not meaningful).
- In the end, the workforce must be willing to participate in the improvement enterprise.