

Architecture For Excellence™

RVTEC

November 3, 2004

Organizational Excellence Driven By Customer Satisfaction



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www.goAFE.com

Speaker

■ *Lynn C. Wright*

Methodology / System

☞ Architecture For Excellence, Inc. - President

- 20 years of proven application of the AFE methodology and system for sustainable higher levels of excellence driven by customer satisfaction.

☞ **What We Do**

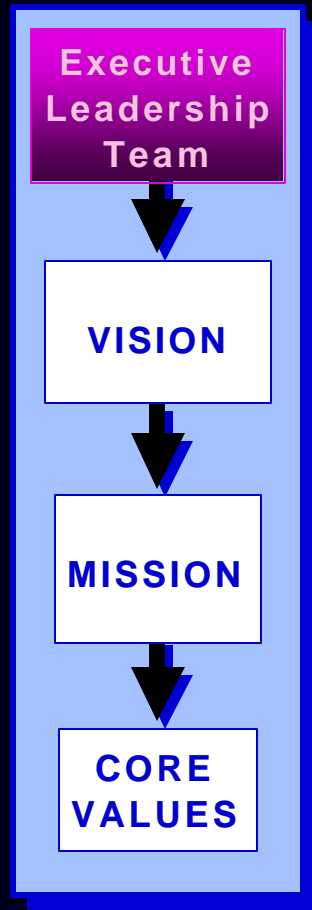
- Identify Problem Areas
- Analyze Approach for Improvement
- Provide Tailored Seminars to Enable Effective Implementation of Organizational Excellence

AGENDA

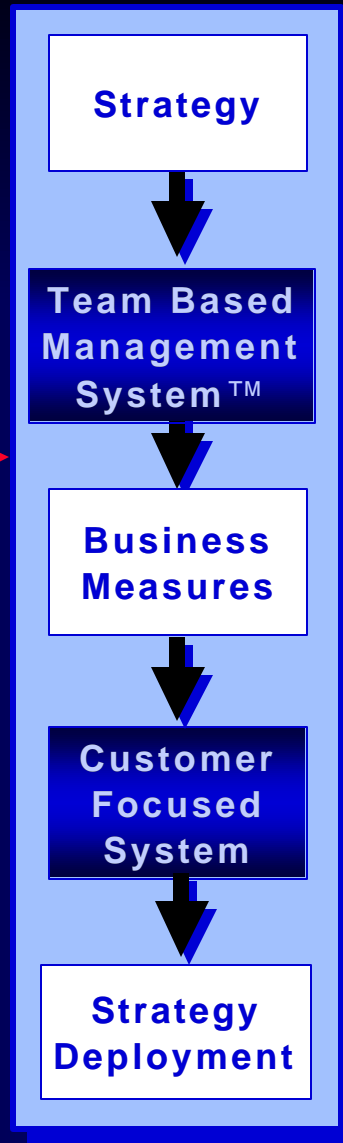
- **Intro**
- **Customer Focused System**
- **Customer Driven Excellence**
- **Leadership**
- **Organizational Teamwork**
- **Outcome**
- **Questions**

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BUSINESS PHILOSOPHY



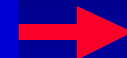
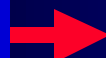
STRATEGY



IMPLEMENTATION



RESULTS



The leading edge methodology that enables business to achieve the best possible results.

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When The Architecture Was Born



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Architecture For Excellence™ Enabled Client Awards and Recognition

NATIONAL



Association For Quality and Participation

Organizational Excellence

CLEMSON
UNIVERSITY

21st Century Organizational Excellence

INDUSTRY WEEK



THE MANAGEMENT RESOURCE

Finalist in the search for America's Best Plants

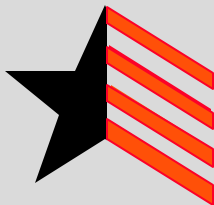
NORTH AMERICAN HEMISPHERE



SHINGO
PRIZE

for EXCELLENCE in
---MANUFACTURING---

STATE



TEXAS
BUSINESS
OF
THE **YEAR**

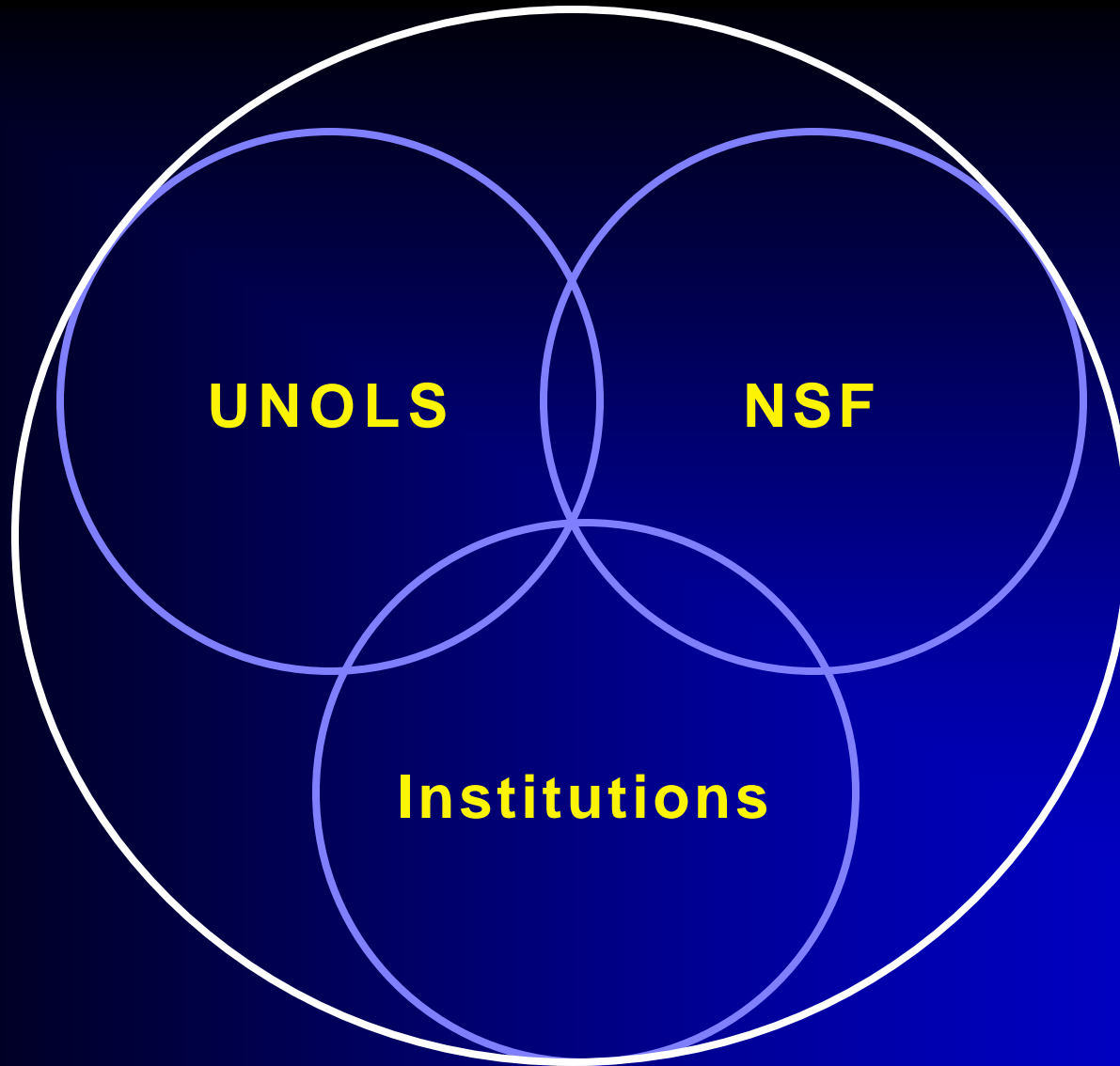
The AFE implementation has enabled clients to win many organizational excellence awards

TOP CORPORATE

Customer Satisfaction
Total Quality

Stakeholder
New Products

Research



= **Mission**

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Customer Focused System

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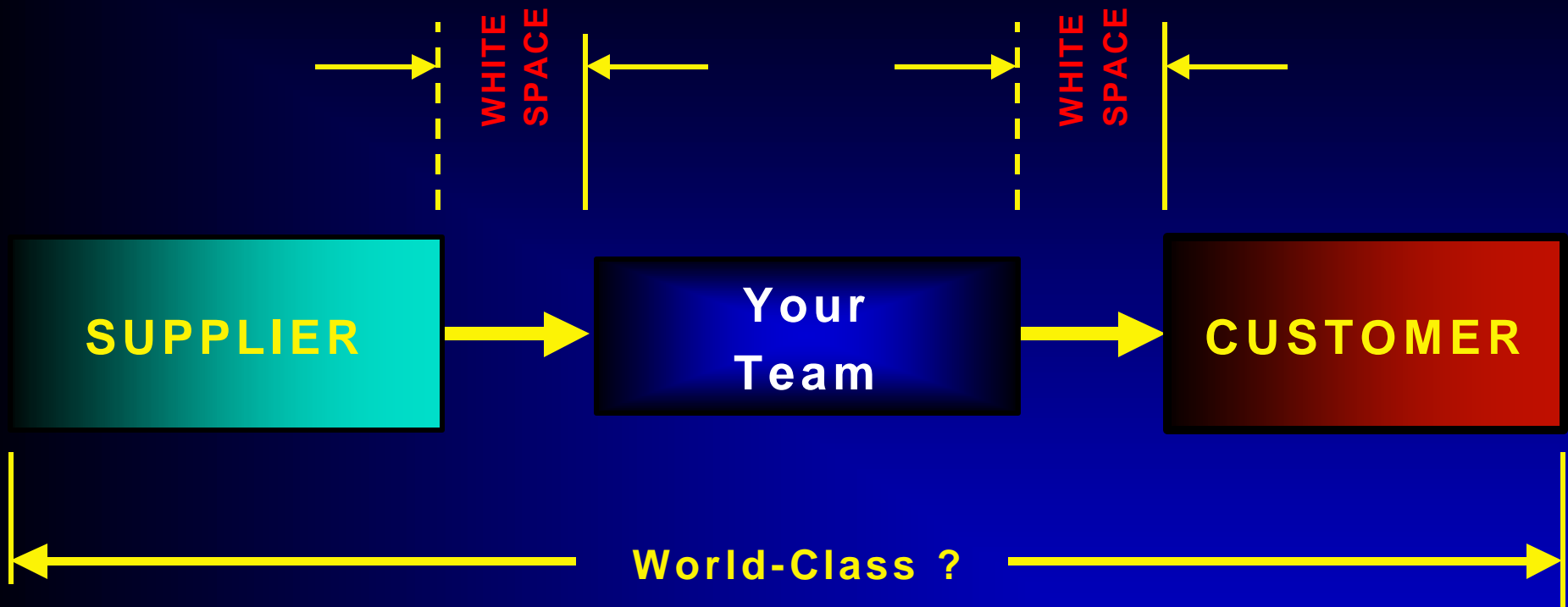


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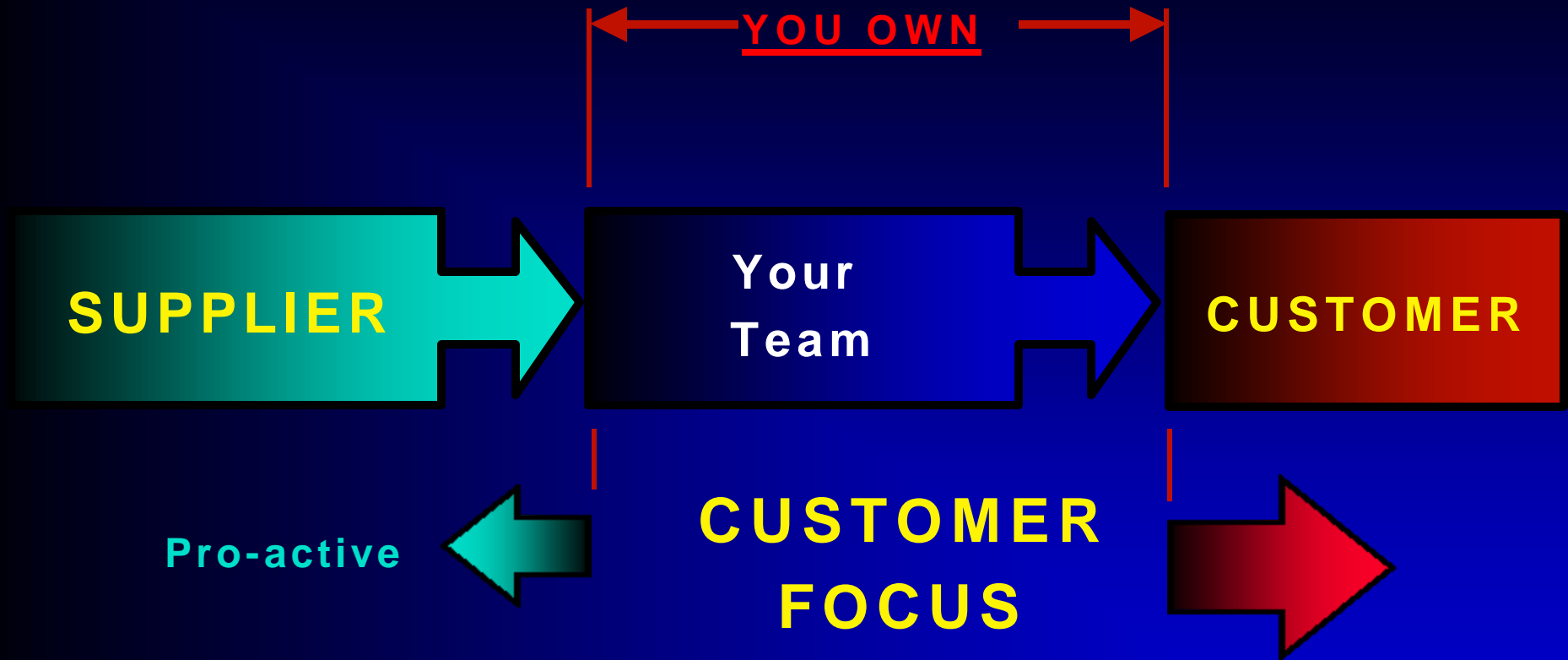
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Local Ownership

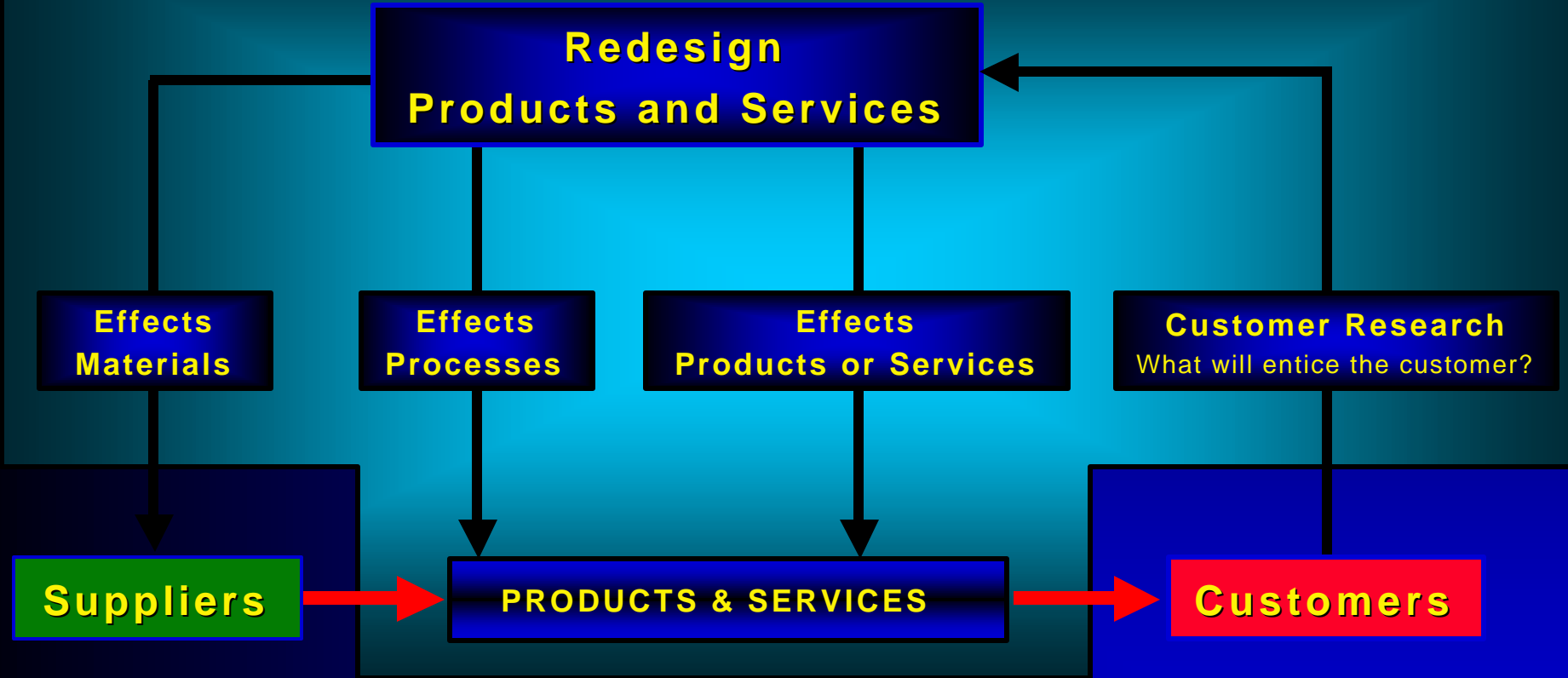


Integrated Ownership



Customer Focused System

THE ORGANIZATION



Optimize the system throughout the company.

“Customers have all the knowledge and all the money”
Sam Walton

Customer Driven Excellence

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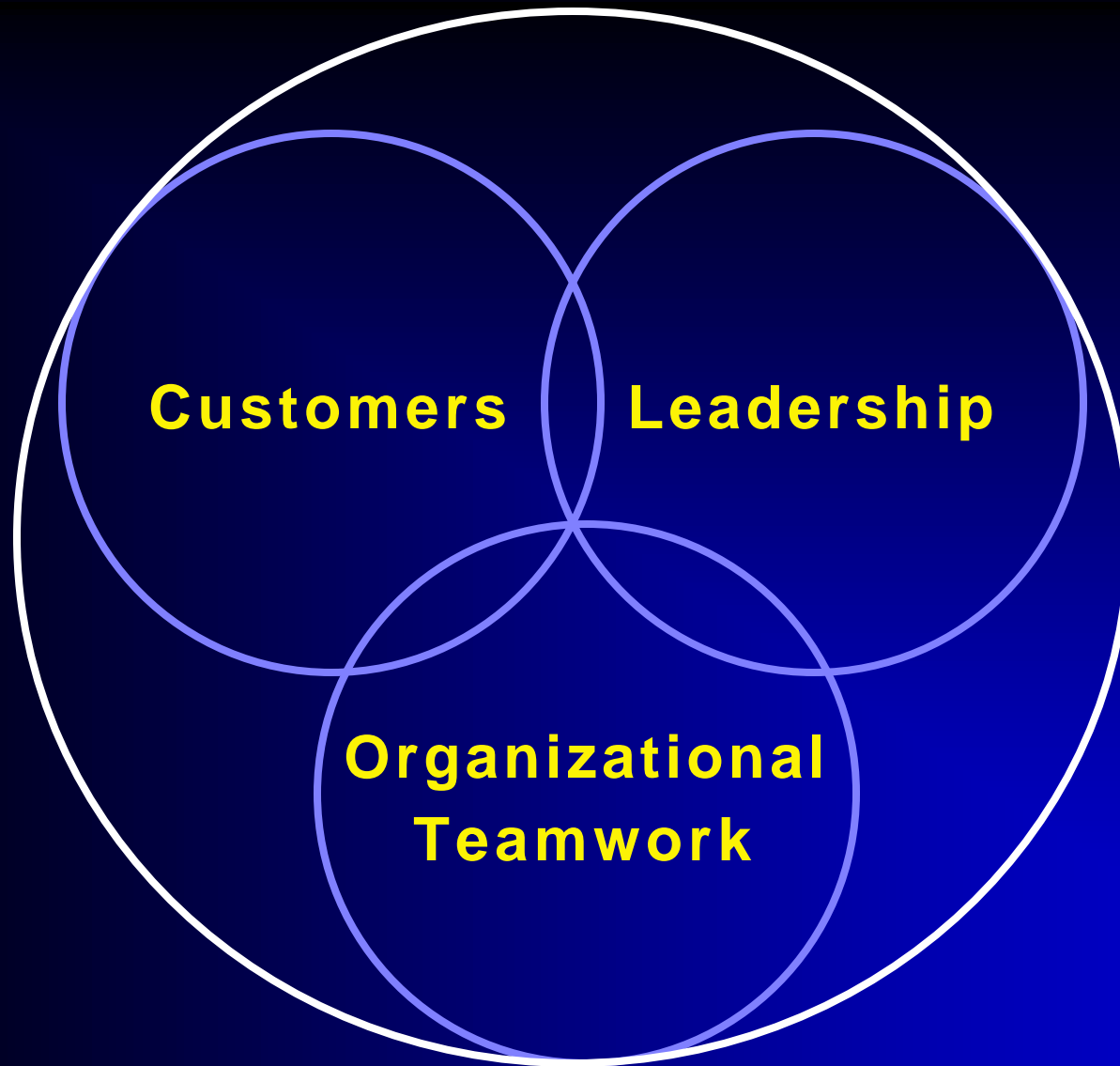


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Key Macro Elements



= Excellence

Customer Driven Improvement

- **Survey Customers**

 - ☞ **Collect Statistical Data Focused on Services**

- **Analyze Data**

- **Develop New Direction**

- **Customer Survey Result Feedback and Plan**

- **Improvement**

- **Measurement**

Customer Survey

■ Collect Two Kinds of Statistical Data

☞ Satisfaction

☞ Importance

> Measure the Gap

■ Focus on Products, Services and People

■ Survey Customers

Gap Analysis or Level of Service
Allows customers to set the baseline
by which satisfaction is measured

- Example -

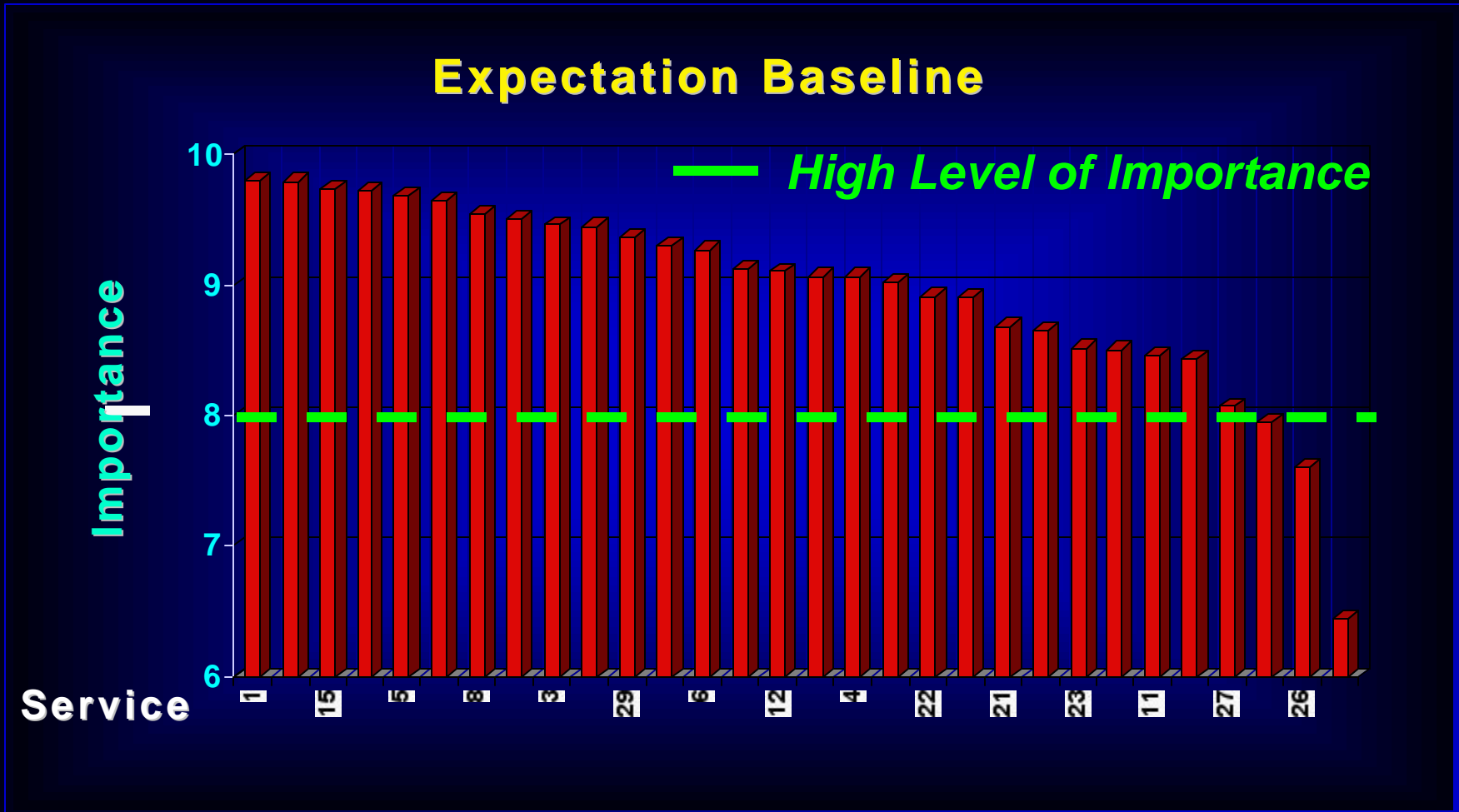
PRODUCTS & SERVICES

- Training
- Computer Services
 - Networking
 - Computers
 - Equipment
 - Applications
- Water Analysis
- Technical Services
- Data
- Presentations
- Proposals
- Science & Crew Liaison
- Instrumentation
- Calibration
 - Troubleshooting
 - Maintenance
- Safety Assurance
- Teamwork
- Cooperation

Analyze The Data

- **Satisfaction and Importance Data Collected**
- **Define the Gap (between Satisfaction & Importance)**
- **Apply Algorithm**
- **Measure Gap**
- **Chart Outcome**

Service Importance



Importance of “Conducting city business over the internet” = 6.50

Service Satisfaction

Customer Satisfaction Index (CSI)



NOTE:

— >9.0 - 10.0 CSI = high level of satisfaction

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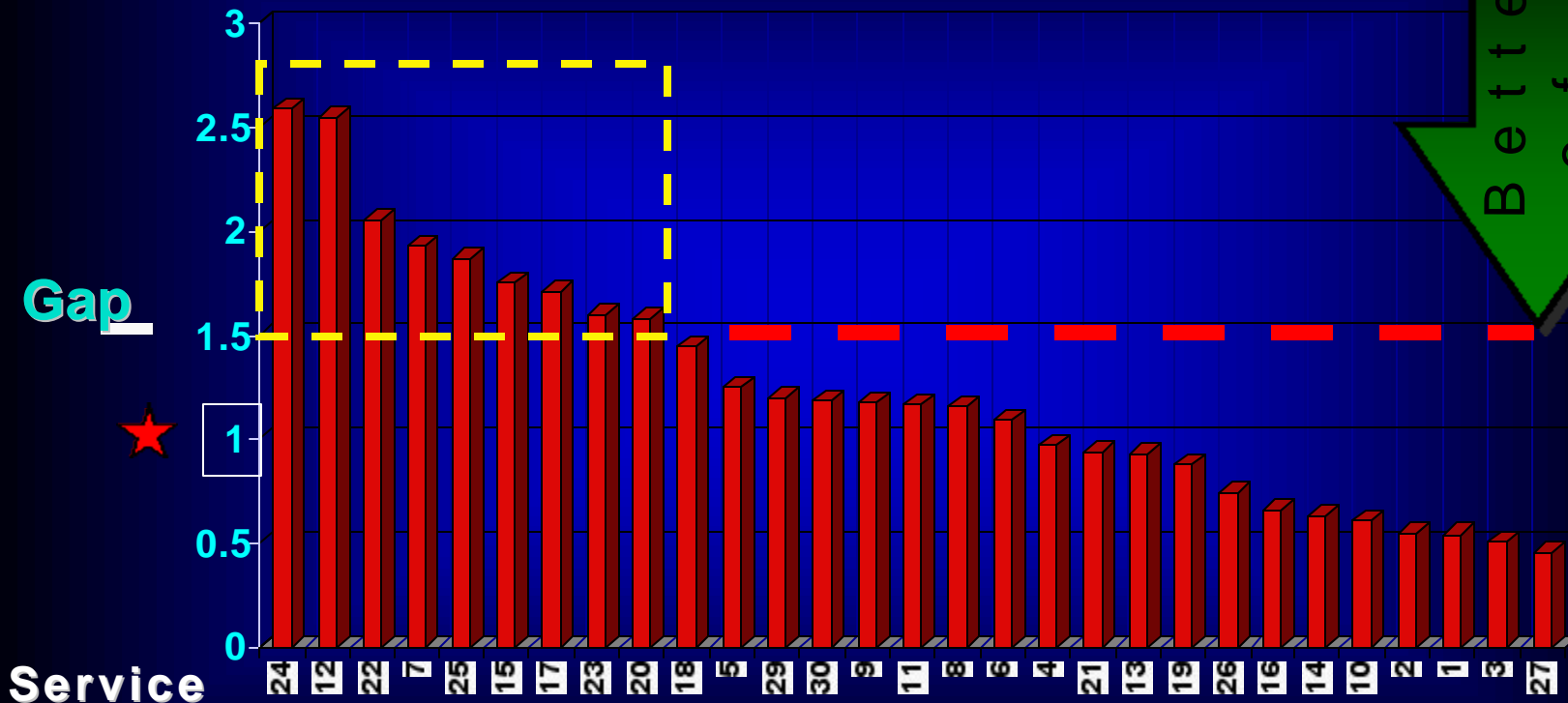
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Level of Service (Gap)

Overall 1.13

Level of Service



Greater Gaps = greater sense of urgency for improvement

*Greater Gap = Lower Level of Service
Smaller Gap = Higher Level of Service*

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Develop New Customer Focused Direction

- **Present Customer Satisfaction Outcome**
- **Team Selects Top Satisfaction Issues (Gap)**
- **Develops Implementation Strategy / Plan**
- **Provides Customer Feedback**
- **Develop Teams / Implementation Approach**
- **Measure Outcome**
- **Communicate With Customers**

Leadership

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Leadership - Ownership - Commitment

Leadership



People

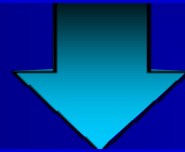
**Responsibility
&
Accountability**

+

Authority

=

Ownership



Commitment

Quality

Satisfaction

Motivation

Business Performance

Leadership

- **Communicate The Strategy**
- **Clear Lines of Reportability**
 - ☞ One supervisor
- **Clear Responsibility & Accountability**
- **Clear Direction**
 - ☞ Task / job clearly defined
 - What?
 - When?
 - Why?
 - **NOT HOW!**
- **Monitor Progress (Day to Day Operations)**
 - ☞ Be a resource when issues arise
 - ☞ Provide direction only when needed
 - ☞ Reward success

Organizational Teamwork

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Organizational Teamwork

■ Understanding People

- ☞ Understand Self
- ☞ Understand Each Other
- ☞ Appreciate Diversity

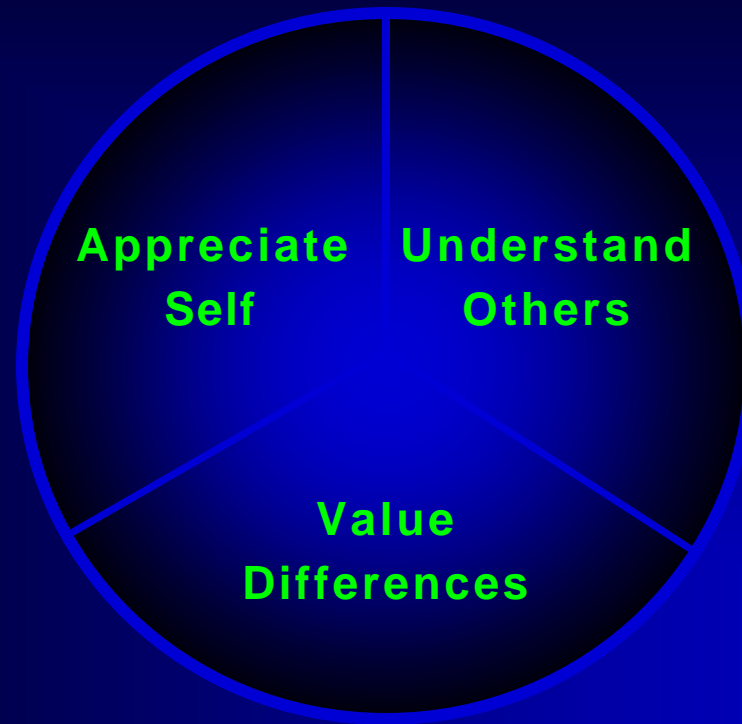
■ Support Structure

- ☞ Team Based Management

■ Teamwork

- ☞ Teams

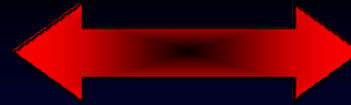
Understand People



People & Personality

Extraversion

(Inclusion, Open)

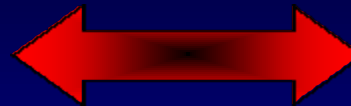


Introversion

(Exclusion, Private)

Sensing

(Present, Detailed)

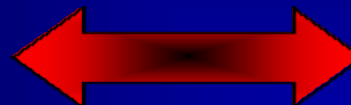


iNtuition

(Future, Big Picture)

Thinking

(Logical Values)

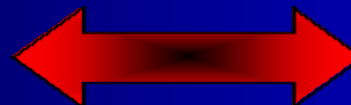


Feeling

(Humanistic Values)

Judging

(Deciding, Doing)

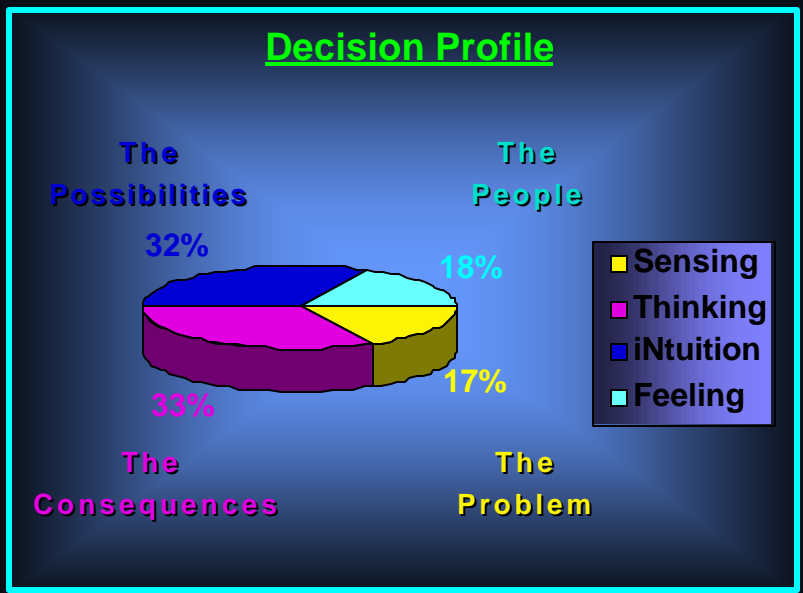


Perceiving

(Discovering, Contemplating)

IT Business Area Team

NAME	TYPE	Communication Preference Profile				
Team Member	ESTJ	SENSING		Intuition	THINKING	F
Team Member	ENFP	S	INTUITION		Thinking	FEELING
Team Member	ENFJ	Sensing	INTUITION		T	FEELING
Team Member	INTP	Sensing	INTUITION		THINKING	F
Team Leader	INTP	Sensing	INTUITION		THINKING	F



■ THE PROBLEM

- ☞ They were intelligent
- ☞ They were technically competent
- ☞ They were frustrated because they had no ability to deliver services on time

■ THE DISCOVERY

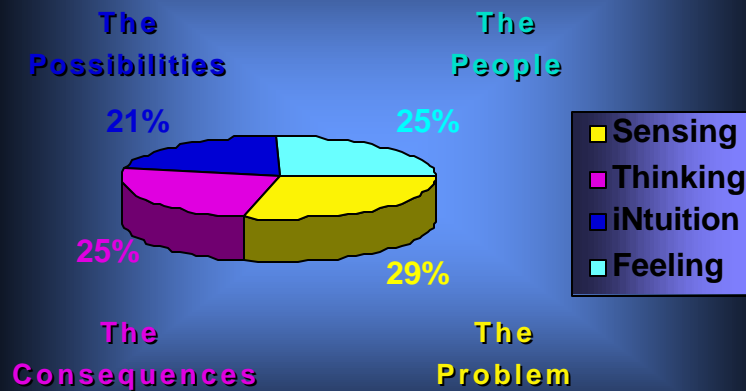
- ☞ No one had an appreciation for planning or tactical patters
- ☞ They needed the focus and process of an ISTJ

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PURSHASING Leadership Team

NAME	TYPE	Communication Preference Profile				
Team Member	ISTJ	SENSING		N	THINKING	Feeling
Team Member	ESTP	SENSING		N	THINKING	Feeling
Team Member	ISTP	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESFP	SENSING		N	Thinking	FEELING
Team Member	ISFP	SENSING	Intuition	T	FEELING	
Team Member	ESFJ	SENSING	Intuition	T	FEELING	
Team Member	ESFJ	SENSING	Intuition	T	FEELING	
Team Leader	ENFJ	Sensing	INTUITION	T	FEELING	
Marketing	ENTP	S	INTUITION	THINKING		Feeling
Team Member	ENTJ	Sensing	INTUITION	THINKING		F

Decision Profile



■ THE PROBLEM

- ☞ They had difficulty reaching agreement and agree on direction & focus

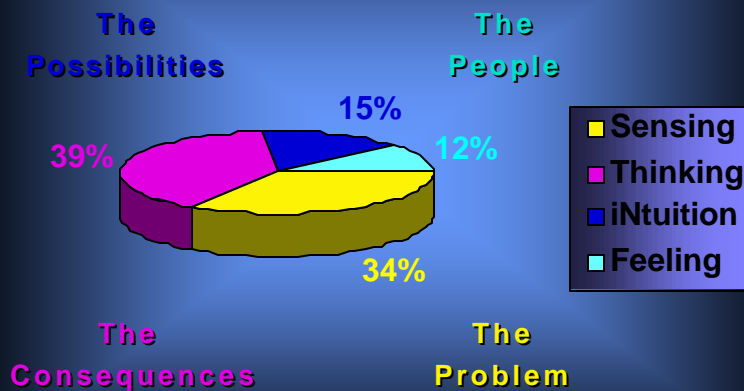
■ THE DISCOVERY

- ☞ The cost and delight of diversity
- ☞ Once synergy was reached, high performance was achieved.

ASSEMBLY Leadership Team in Group Think

NAME	TYPE	Communication Preference Profile				
Team Member	ISTJ	SENSING		N	THINKING	Feeling
Team Member	ISTJ	SENSING		N	THINKING	Feeling
Team Leader	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ESTJ	SENSING	Intuition	THINKING		F
Team Member	ISFJ	SENSING		N	Thinking	FEELING
Team Member	ISFP	SENSING	Intuition	T	FEELING	
Team Member	ENTJ	Sensing	INTUITION	THINKING		F

Decision Profile



■ THE PROBLEM

- ☞ Group Think
- ☞ They were criticized for being too controlling
- ☞ After three long meetings they decided the feedback was wrong

■ THE DISCOVERY

- ☞ NONE.

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Team Based Management

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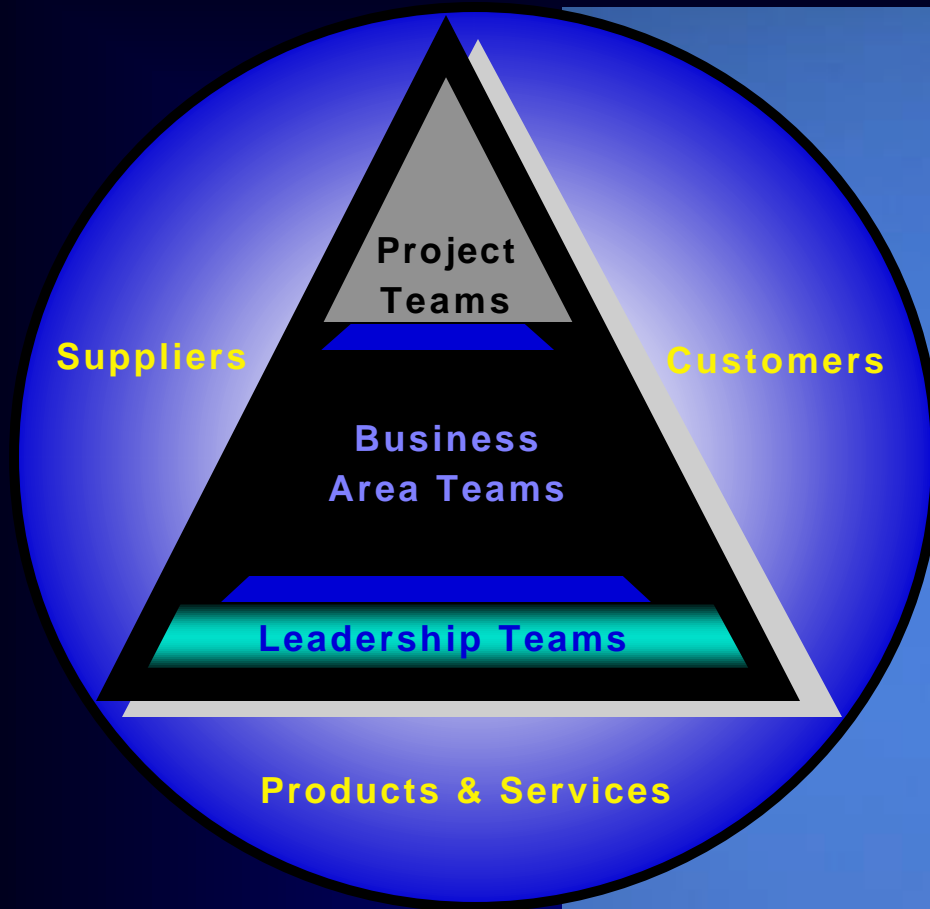


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Team Based Management System™



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Team Based Management System™

Roles & Responsibility

Meet The Objectives

Project Teams
Mission - Objectives

Business Area Teams
(Functional Areas)
Mission - Objectives - Execution

Manage The Business

IMPLEMENTATION

Leadership Teams
Mission - Objectives

Provide The Leadership

LEADERSHIP & SUPPORT STRUCTURE

Executive Leadership Team
Vision - Mission - Core Values - Strategy

FOUNDATION

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Outcome

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Organizational Excellence

- **Better Organizational Performance As Measured by Your Customers**

- ☞ **Quality**
- ☞ **Safety**
- ☞ **Operations**
- ☞ **On Time Delivery**

- **Higher Levels of Employee Satisfaction**

- **Cooperation and Teamwork Across Boundaries**

- **Lower Stress**

- **WORK SMARTER not Harder**