

APQC's 2005 Member Meeting: Managing Organizational Improvement and Change

An event for members, by members

January 25-28, 2005 • Houston, Texas • The Houstonian Hotel • (713) 680-2626

Keynote Presentations

- **"The Art of Business"--Stan Davis**, business adviser and author. Davis is considered one of the world's most distinguished business experts. In a rapidly changing business environment, he offers a fresh perspective that draws from his vast experiences as a strategy and management consultant. **Each attendee will receive a copy of his upcoming book, *The Art of Business: Make All Your Work a Work of Art* (Barrett-Koehler, 2005).**
- **"Business Process Management"--Cindy Hubert**, executive director of Customer Solutions, APQC. Business process management (BPM) is a management approach used by many organizations to govern work flow. Instead of managing work flow by the more traditional functional hierarchy (such as the finance and accounting or marketing departments), business process management directs an organization's focus—across business units and functions—to a particular process (such as paying an invoice or building awareness with customers).

This session will integrate the findings from APQC's current research focused on BPM and the early results from its Open Standards Benchmarking Collaborative™ (OSBC) research initiative. Attendees will learn how organizations using BPM are linking those activities to valid and reliable metrics and benchmarks to initiate organizational change.

- **"Benchmarking for Business Excellence"--William Sacherek**, benchmarking manager, The Boeing Co. Benchmarking should have purpose. It should be a continuous process in a dynamic business environment used to determine standards for business excellence. Many times the effectiveness of benchmarking is hampered by people "driving by benchmarking" (determining the answer before defining the problem). This session is an overview of how the Boeing Co. has deployed benchmarking as one of the tools used to search for the DNA of business excellence. It will focus on showing how benchmarking is facilitating priorities, accountability, strategic alignment, engagement, and implementation.
- **"Driving Business Value with Virtual Collaboration"--Victor Gulas**, chief people and knowledge officer, MWH Global. MWH is a global consulting engineering/construction firm delivering large environmental and infrastructure projects. This presentation will present the approach MWH took in building a collaborative culture to drive value to its customers and staff; the result is its ability to transfer knowledge around the globe instantly. This session will discuss how MWH leverages a people-centric strategy to drive business results and the challenges/trade offs of such an approach.
- **"Beyond Compliance with Sarbanes-Oxley" --Mike Davidson**, senior director, Alvarez and Marsal. The Sarbanes-Oxley Act 2002 has been a major focus of the finance function in most organizations for the last year. This session will look at how

organizations have responded to Sarbanes-Oxley thus far and what key challenges lay ahead. The presentation will also explore how companies can best approach integrating their Sarbanes-Oxley compliance efforts into a broader process improvement program to better leverage the companies' financial and human capital.

- **"Integrating the Balanced Scorecard and Six Sigma to Drive Strategic and Operational Results"--Bob Paladino**, senior vice president of global performance at Crown Castle International, and **Tom McCarty**, director of consulting services for the Corporate Initiatives Group at Motorola. In this session, participants will learn from two leading companies: Balanced Scorecard Hall of Fame Award winner Crown Castle International Corp. and Malcolm Baldrige Award winner Motorola Inc. Both have integrated their scorecard and Six Sigma methods to drive performance. In this session you will:
 - learn how a strategy map is used to identify financial, customer, operations, and people objectives for measurement in the balanced scorecard;
 - understand how the balanced scorecard is used to identify and select key Six Sigma projects;
 - review Motorola's proven DMAIC approach for solving problems and eliminating defects; and
 - benefit from a live case study integrating these proven methods in fast-paced environments.
- **"Meeting the Challenge of Sarbanes-Oxley at Ford Motor Co."--Mark J. Duhaime**, director of management systems, Ford Motor Co., information technology. In addition to a brief overview of the Sarbanes-Oxley Act of 2002, this presentation will provide information on Ford's aggressive approach to assessing its initial compliance and the improvement approaches taken to achieve compliance.
- **"Let Customer Satisfaction Drive Your Business, and Your Business Drive Customer Satisfaction"--Russ Evans**, vice president of global sales and customer relations, MEDRAD Inc., and **Bob Schmidt**, manager of global customer satisfaction, MEDRAD Inc. Use the voice of the customer to guide improvement initiatives throughout the organization. Using customer data and issues collected from various listening posts, focusing on solutions, and determining which initiatives optimize improvement helps achieve the results that are most important to your customer. Building customer loyalty is the goal.
- **"Assessing Quick-Win Improvement Opportunities"--Kate Vitasek**, managing partner, Supply Chain Visions and **Michelle Frazier**, project manager: distribution operations, Sprint North Supply. Most managers know their companies have opportunities for immediate improvements. But the hard part for many is determining which items are quick winners and getting the extra resources to work on them. This session will show an easy-to-follow method for assessing opportunities in your operations. The speakers will then show how one company worked effectively with summer interns as a key to getting the extra resources they needed to tackle such improvement projects.
- **"Linking Information Technology to Business Value using Standard Processes and Metrics"--Michael W. Smith**, vice president, Gartner, Inc. Measuring the value created by IT-enabled business initiatives has never been easy. One of the reasons is the absence of a common language that both IT and business stakeholders can use to communicate. In this session, participants will discuss how to use standard business process definitions and metrics to build a common language for explaining the business

value of IT.

- **"Using an Integrated, Continuous Improvement Model to Transform Organizational Culture and Maintain a Focus on the Customer"--Mark Palla**, knowledge management & benchmarking SME, Raytheon Company; **Jan Reissdorf** and **Joe Sladeczek**, Raytheon Company. Raytheon Six Sigma is a knowledge-based process for transforming an organization's culture to maximize customer value and expand business. Since the inception of Six Sigma at Raytheon, the effort has touched all parts of the company through the completion of more than 2,500 projects, many of which included customers and suppliers in the process. In this session, participants will learn how Raytheon:
 - defines the principle difference between Raytheon Six Sigma and traditional Six Sigma programs;
 - established a Six Sigma infrastructure, including training, tools, people, and innovation;
 - weaves knowledge management, Raytheon Six Sigma, and its integrated product development process into a measurable, continuous improvement process; and
 - creates communities of practice that share knowledge as a result of Raytheon Six Sigma projects.

The presentation will also include a case study on delivering customer value and bottom-line results through enterprise best practices replication.

Panel Discussions

- The keynote presenter, **Stan Davis**, will join a group of today's business leaders in an interactive panel discussion. This panel will discuss many of the issues outlined in Davis' keynote presentation, as well as react to questions raised from the audience related to how these senior leaders **prepare for and manage change** within their organizations. **Panelists:** Carla O'Dell, president, APQC (Moderator); Stan Davis, business adviser and author; Jay Collins, president, Oceaneering International, Inc.; Leo Linbeck, CEO, Linbeck Construction Corporation
- This session will focus on reviewing and discussing the **results of APQC's latest Benchmarking Benchmarking survey effort**. This survey will focus on understanding **the current state of benchmarking** in the responding organizations. The session will be moderated by APQC and also include a panel of individuals from APQC member organizations that manage the benchmarking functions or spend significant amounts of their time on benchmarking activities. **Panelists:** Moderator, Ron Webb, executive director of membership, audience members
- This interactive session will function as a wrap-up to summarize the lessons from many of the keynote and breakout sessions, discuss what's next in organizational improvement and change, and garner input from the attendees on how to make next year's event an even bigger success. **Moderator:** Ron Webb, executive director of membership, APQC