

A View From The Outside - Each Making Their Contribution

Popular Name Category	Deming	Lean	Six Sigma	Theory of Constraints	Agile	Value Methodology	Baldrige Performance Excellence	ISO 9000
Business Perspective	Principles & Theories Managing Processes & Systems	Productivity Improve Processes	Productivity Improve Processes	Productivity Improve Systems	Productivity Software Development	Productivity Improve Product	Organizational Structure (Assessment)	Organizational Structure (Assessment)
Question <small>Who, What, When, Where, Why, How</small>	Why (Reason)	How (Skill)	How (Skill)	How (Skill)	How (Skill)	How (Skill)	What (Knowledge)	What (Knowledge)
Theory	Managing Towards Organizational Optimization	Removing Waste	Improve Quality (Reduce Variation)	Manage Constraints (Throughput)	Iterative & Adaptive Development)	Improve Value (Function vs Cost)	Reaching the organization's goals by aligning plans, processes, decisions, people, actions, and results.	A process approach to enhancing customer satisfaction by meeting customer requirements
Application Guidelines Application Cycle	<ol style="list-style-type: none"> Explore Prevailing Style of Management Look at the Organization Through A Map of Theories <ol style="list-style-type: none"> Variation Psychology Systems Theory of Knowledge Understand a System for Improvement Suggest Better Practices 	<ol style="list-style-type: none"> Identify Value Identify Value Stream Flow Pull Perfection 	<ol style="list-style-type: none"> Define Measure Analyze Improve Control 	<ol style="list-style-type: none"> Identify Constraint Exploit Constraint Subordinate Elevate Constraint Repeat Cycle 	<ol style="list-style-type: none"> Select Project Initiate Project Prioritize Functionalities Create 1st Functionality Deliver 1st Functionality Feedback from Sponsor & Users Rinse & Repeat Until Sponsor is Satisfied 	<ol style="list-style-type: none"> Identify Opportunity <ul style="list-style-type: none"> Search / Select Develop Understanding <ul style="list-style-type: none"> Investigate / Analyze Create Alternatives <ul style="list-style-type: none"> Speculate / Evaluate Seek Acceptance <ul style="list-style-type: none"> Develop / Present Achieve Results <ul style="list-style-type: none"> Implement / Verify 	<ol style="list-style-type: none"> Self-Assessment (application) <ol style="list-style-type: none"> Leadership Strategic Planning Customer Focus Measurements Workforce Focus Operational Focus Outside Assessment Identify Gaps Implement Corrections 	<ol style="list-style-type: none"> Self-Assessment (standards) <ol style="list-style-type: none"> Customer Focus Leadership Involvement of People Process Approach System Approach to Mgmt. Continual Improvement Factual Decision Making Outside Assessment Identify & Fill Gaps
Focus	Management Practices	How Work is Accomplished	Problem-Project Focused	System Constraints	Lightweight Development	Initiative-Project Focused	Holistic assessment of where the organization is and where it needs to be	Examine An Organization's Quality Management System
Assumptions	<ul style="list-style-type: none"> Education & Understanding Theory changes behavior A Company Will Build Its Own Solution 	<ul style="list-style-type: none"> Waste Removal Will Improve Business Performance Many Small Improvements Are Better Than Analysis 	<ul style="list-style-type: none"> A Problem Exists Figures And Numbers Are Valued System Output Improves If All Processes improve 	<ul style="list-style-type: none"> Emphasis On Speed And Volume Uses Existing Systems Process Interdependence 	<ul style="list-style-type: none"> Incremental Delivery of Functionality Has Value The End Result Is Emergent Creativity Is Valued Over Predictability & Reliability 	<ul style="list-style-type: none"> The knowledge necessary is already present People are willing to cooperate and share information 	<ul style="list-style-type: none"> Best Processes Produce Excellent Results Past Performance Predicts Future Success 	<ul style="list-style-type: none"> Meeting requirements achieves customer satisfaction Having a documented process and following them will insure consistent output.
Primary Effect	- Humanistic Management - Management Practices That Fit the Needs of Everyone	Doing More With Fewer Resources	Uniform Process Output	Faster Throughput	Emergent Product Design & Delivery	Integrated Knowledge	Processes Are In Place, Functioning, and Effective	Processes Are In Place, Functioning, and Effective
Secondary Effects	<ul style="list-style-type: none"> Prepare for the Future Create a Balanced Organizational System Protect Your Investment in your people Inspiration & Hope for a Better Future A Road Map for Change A Better Place to Work 	<ul style="list-style-type: none"> Quality Improves Uniform Output Less Inventory New Management Accounting System Flow - Performance Measure For Managers 	<ul style="list-style-type: none"> Less Waste Fast Throughput Less Inventory Fluctuation - Performance Measures For Managers Improve Quality 	<ul style="list-style-type: none"> Less Inventory/Waste Different Management Cost Accounting System (Throughput) Performance Measurement System based on Throughput Improve Quality 	<ul style="list-style-type: none"> Quick & Streaming Delivery of Value Short 'Time to Market' Reduced Defects Shorter and More Relevant Planning Cycles Adaptive & Response to Change 	<ul style="list-style-type: none"> Lower cost and/or higher performance Complete & non-redundant set of functions, their relationships & value Map functions to: costs, responsibilities, departments. 	<ul style="list-style-type: none"> Integrated Approach For Assessing Mgmt. Actions Understand Strengths and Opportunities for Improvement Improved organizational Capability and Effectiveness A list of areas for Improvement 	<ul style="list-style-type: none"> Integrated Approach For Assessing Mgmt. Actions Understand Strengths and Opportunities for Improvement Improved organizational Capability and Effectiveness A list of areas for Improvement
Criticisms	<ul style="list-style-type: none"> Difficult Truths "Deming is Hard on Managers" Takes a Long Time for Financial Results No Map To Follow 	<ul style="list-style-type: none"> Detailed Statistical or System Analysis Not Highly Valued Does Not Create Value, Only Uncovers Value 	<ul style="list-style-type: none"> Organizational Interaction Not Considered Processes Improved Independently 	<ul style="list-style-type: none"> Minimal Worker Input Data Analysis Not Valued Sub-Optimization of the system Unacknowledged debt to Systems Dynamics 	<ul style="list-style-type: none"> Lack of Overall Product Design Scope Creep (effort & product level) Teams Are Short Term Focused Unpredictable 	<ul style="list-style-type: none"> Just Cost Cutting Degrades Project Performance Already Being Done 'Change accomplished by those who show up' 	<ul style="list-style-type: none"> Copying Best Processes of Others May Not Work For You Anecdotal link between Mgmt. Processes & Results Scoring is heavily weighted on results 	<ul style="list-style-type: none"> Copying Best Processes of Others May Not Work For You Anecdotal link between Management Processes & Results
Time To See Business Results	• Long Time Horizon	• Short Time Horizon	• Short Time Horizon	• Short Time Horizon	• Short Horizon	• Medium Time Horizon	• Medium Time Horizon	• Medium Time Horizon
Scope	• Enterprise	• Local	• Local	• Local	• Local	• Local	• Enterprise	• Operational/Enterprise