

New England Collaborative Solutions



Organization Alignment Model

To achieve results through business process improvement requires a holistic approach.

Introduction

NECS is a Management Consulting firm that collaborates with clients to improve their performance primarily through the analysis of their existing business problems and collaborates with clients to develop plans and improve their results. Applying industry best practices NECS provides services on issues of:

- Cost Reduction;
- Reducing Waste;
- Customer Loyalty;
- Business Growth Strategy;
- OCM Supporting SAP/ERP or Other Major Change Initiatives;
- Developmental Coaching

With National and International experience across a variety of industries and a focus on collaborating with clients to assist them:

- **Improve** their productivity; profitability; customer loyalty;
- **Reduce** costs; customer complaints; delays; waste;
- **Maximize** competitive advantage; position for growth; and be the employer of choice.

To achieve the results NECS focuses on:

Process	Human Capital	Strategy
Lean/Six Sigma	Training	Annual Goals Review
Cycle Time Reduction	Organizational Development	Strategic Planning
Business Process Reengineering	Developmental Coaching	Entrepreneurial Leadership and Strategic Thinking
Business Process Improvement	Organizational Change Management	

Gary J Comeau
 W. 781.620.1006
 C. 781.929.1148
 F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Strategy Overview

Strategic planning is a tool that allows an organization to plan for the future and determines what resources will be needed to achieve success. The strategic planning process helps the organization identify market opportunities and the resources needed to convert the strategy into an actionable plan.

Annual Goals
Review

Strategic
Planning

Entrepreneurial
Leadership and
Strategic
Thinking

Human Capital Overview

“Take care of the people and the business will take care of itself.” Large scale initiatives typically fail due to a lack of attention to the **“PEOPLE.”** The people are the foundation to any successful initiative. **Empowerment** is critical but must be supported with **Education** and **Enablement**. NECS recognizes the criticality of empowering, educating and enabling the people and provides a range of Human Capital services.

Developmental Coaching - The Developmental Coaching process is a structured, open-ended, and pragmatic approach to personal and professional growth. The process is designed to help individuals develop the attitudes, skills, and qualities necessary for personal and organizational leadership. NECS delivers developmental coaching focused Executive Leadership, Leadership and Sales.

Training and Development – Training and development can be an effective tool to help a company meet the challenge of a rapidly changing and complex environment. Simply stated it is a tool that can help a company’s ability to improve and make a profit. NECS makes a distinction to differentiate between training and development. Training is basically teaching someone a new set of skills. Development is getting them to use their skills more often and more effectively.

NECS provides customized courses designed to meet a company’s needs based on a complete assessment. **A sample list of customized courses is available upon request.**

NECS also provided developmental programs that focus on an individual’s untapped potential in the areas of:

- Executive Leadership Development
- Leadership Development
- Management Development
- Sales Leadership Development
- Team Leadership Development

Organizational Change Management (OCM) - Organizational Change Management engages **all employees** in a structured approach to transition individuals, teams, and organizations (people) from a current state to a desired future state. Research has shown that over 60% of all change initiatives fail due to people related issues. OCM is necessary for successful change initiatives such as: Business Process Improvement, IT, ERP, SAP, etc and NECS’s documented methodology supports them.

DISC Behavior Profile – DISC is the four quadrant behavioral model based on the work of William Moulton Marston PhD (1893–1947) to examine the behavior of individuals in their environment or within a specific situation (otherwise known as environment). The assessments classify four aspects of behavior by testing a person's preferences in word associations. DISC is an acronym for:

- **Dominance** – relating to control, power and assertiveness
- **Influence** – relating to social situations and communication
- **Steadiness** (submission in Marston's time) – relating to patience, persistence, and thoughtfulness
- **Conscientiousness** (or caution, compliance in Marston's time) – relating to structure and organization

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 71.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Organizational Change Management Framework

OCM contributes to successful change initiatives such as: Business Process Improvement, IT, ERP, SAP, etc and NECS's

OCM Framework	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Stakeholder Engagement	SE Strategy	Interviews	Follow-up	Interviews	Follow-up	Interviews
Leadership Alignment	Business Case	Performance Scorecard	Transition Leadership Workshops			Optimization Sessions
Change Readiness	Change Readiness Assessment	Workshop Session		Focus Group Sessions	Site Readiness	Post Go Live Support
Organization Alignment	Organization Assessment	Organizational Impact Assessment	Organization and Job Design	Performance Management and Incentive Reward		
Communication	Communication Strategy	Initial Communication Plan	Update and Execute Communications	Roll Out Communications		Post Go-Live Communications
Team Effectiveness	Team Structure and Charter	Steering Committee & Project Team	Project Team & Site Teams	Site Team and End Users		
Training & Development	Training and Development Determined by a Needs Assessment					

My approach follows my documented Methodology/Framework leading to significant impact on the following areas:

- Communication
- Stakeholder engagement and involvement
- Culture
- Sponsorship/Leadership effectiveness
- Job role and organizational alignment
- Project team performance

My standard Organizational Change Management (OCM) approach includes seven (7) major work streams that are mutually dependent and are sequenced against my methodology:

- Stakeholder Engagement
- Leadership Alignment
- Change Readiness
- Organization Alignment
- Communication
- Team Effectiveness
- Training

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Customer Loyalty Overview

Customer Loyalty - Improving revenue and achieving customer loyalty during changing times requires more than lip service - it requires an organization with a customer-centric strategy. Historically, during times of change, companies focus on the short term rather than focusing on long-term growth and customer retention which ultimately leads to improving revenue.

Research shows that it costs five times as much or more to acquire a customer than it does to retain a customer. According to Frederick Reichheld, author of "The Loyalty Effect," he estimates that companies can boost profits almost 50% by retaining just 5% more of their customers. In a past Boston Globe article, "Some Have What It Takes To Earn Customer Loyalty," Enterprise Rent-A-Car, Harley-Davidson and the Vanguard Group were described as companies that turned customer loyalty into success. In a survey: Vanguard discovered that 70% of their customers and employees were loyal; Enterprise Rent-A-Car found 75% of their customers and employees to be loyal; while Harley-Davidson found that they had an 80% loyalty rate.

Customer Loyalty Management Awareness – A workshop with senior management to determine if customer loyalty is a strategy for their organization.

Customer Loyalty – a program for developing loyal customers and creating sustainable organizational success.

Business Process Improvement (BPI) Overview

Business Process Improvement – BPI is a systematic approach to help an organization optimize its underlying processes to achieve more efficient results. The organization may be a for-profit business, a non-profit organization, a government agency, or any other ongoing concern. Most BPI techniques were developed and refined in the manufacturing era, though many of the methodologies (like Six Sigma) have been successfully adapted to work in the predominantly service-based economy of today. While there are differences in the challenges that each type of industry poses, the fact remains that the core principles of BPI and how they apply to business improvement remain portable across industries and functions.

It should be noted that BPI focuses on "doing things right" more than it does on "doing the right thing". In essence, BPI attempts to reduce variation and/or waste in processes, so that the desired outcome can be achieved with a better utilization of resources.

BPI works by:

- Defining the organization's strategic goals and purposes (*Who are we, what do we do, and why do we do it?*)
- Determining the organization's customers (or stakeholders) (*Who do we serve?*)
- Aligning the business processes to realize the organization's goals (*How do we do it better?*)

The goal of BPI is a radical change in the performance of an organization, rather than a series of incremental changes (compare TQM). Michael Hammer and James Champy popularized this radical model in their book "Reengineering the Corporation: A Manifesto for Business Revolution" (1993). Hammer and Champy stated that the process was not meant to impose trivial changes, such as 10 percent improvements or 20 percent cost reductions, but was meant to be revolutionary.

Many businesses in the 1990s used the phrase "reengineering" as a euphemism for layoffs. Other organizations did not make radical changes in their business processes and did not make significant gains, and, therefore, wrote the process off as a failure. Yet, others have found that BPI is a valuable tool in a process of gradual change to a business. (Source: Wikipedia)

BUSINESS PROCESS IMPROVEMENT THROUGH VARIATION REDUCTION (Six Sigma) - Focuses on eliminating variation without changing the process. This involves a strategy of developing solutions by eliminating "Root Causes" of variations that are causing business problems.

BUSINESS PROCESS IMPROVEMENT - CYCLE TIME REDUCTION (Lean) - The application of the principles and practices of Continuous Improvement to key business processes with the added element of SPEED. Cycle Time Reduction is about: Reducing Cycle Times; Focusing on Processes; The Elimination of Waste; and Focuses on Speed. A few of the many results from Cycle Time Reduction are: Enables Company to Focus on Customer; Maintains Focus on Process; Prevents Errors; Provides a Measure of Poor Quality Cost (Waste); and much more.

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 71.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

BUSINESS PROCESS IMPROVEMENT - LEAN/SIX SIGMA - Lean and Six Sigma are the two most important improvement methodologies of our time that interact and reinforce one another; and they are much faster if Lean and Six Sigma are implemented and work together. Lean focuses on simplification and streamlining; while Six Sigma focuses on optimization. Of the Eight Speed Bumps applying Lean will help reduce or eliminate the first five speed bumps and Six Sigma will address six and seven.

1. **Over production** (the most common type of waste)
2. **Excess inventory** caused by over production.
3. **Waiting** — People or Products
4. **Unnecessary movement** of work products.
5. **Unnecessary movement** of employees.
6. **Unnecessary or incorrect processing.** (people watching a machine that can be taught to monitor itself)
7. **Defects** leading to repair, rework, or scrap.
8. **Human**

BUSINESS PROCESS IMPROVEMENT - BUSINESS PROCESS REENGINEERING – A clean sheet of paper approach to the rethinking and redesigning of an enterprises business process from the customer’s perspective.

Post Merger Facilitation (PMF) – NECS’s proprietary Post Merger Facilitation (PMF) cements the links between **strategy** and **operations** by tying **performance metrics** into **management actions**. NECS specializes in helping organizations develop and maintain a competitive advantage. Our Inside-Out Method closes the gap between current and desired performance by aligning processes with people and strategy.

D.I.A.L.O.G (Data Indicating the Alignment of Organizational Goals) - is an organizational assessment instrument, based on the Baldrige Program, to address strategic, customer, and process issues. It will identify any disconnects.

This instrument will allow you to rapidly chart where your organization is strategically, as well as, from an organizational excellence standpoint and assist in determining whether or not your people...

- understand your strategy,
- are committed to your overall goals (and aligned),
- are creatively involved in meeting customer needs, and
- are encountering obstacles in achieving your goals.

The instrument focuses on seven categories called the **Criteria For Excellence**: Leadership; Strategic Planning; Customer Focus; Information & Analysis; Human Resource Development and Management; and Business Results.

Upon completion of the assessment a summary report is presented identifying, for management, which categories need to be addressed; focusing on what is important now.

If any of these symptoms sound familiar: profitability is slipping; customers defecting; employee turnover high; market share is eroding; internal conflict is the order of the day; you spend more time reacting to competition; or the best reason of all – **you just want to improve!** - **Call for a free consultation.**

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 71.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

OUR METHODOLOGY ACCELERATED SIX SIGMA — FAST®

Focus - focus in on the problem that is keeping the management team awake at night, based on the 80/20 or 4/50 rule (4% of the business is responsible for 50% of the waste, rework costs, etc).

Analyze - conduct an analysis, using the organizations expertise, to determine the root cause.

Sustain - develop an implementation plan

Test - monitor results and adjust as needed

NECS FAST® Methodology

	F	A	S	T
	FOCUS	ANALYZE	SUSTAIN	TEST
Activities	<ul style="list-style-type: none"> • Management selects problem • Track problem • Set goals 	<ul style="list-style-type: none"> • Determine root cause • Verify • Solutions • Pilot • Implement 	Permanent Solutions	<ul style="list-style-type: none"> • Monitor for results • Tell the story
TOOLS	<ul style="list-style-type: none"> • JIT-Training • V.O.C. • QA Data • QI Story • Line Chart • Matrix 	<ul style="list-style-type: none"> • Pareto chart • C & E • Why • Contingency 	Implementation Plan	<ul style="list-style-type: none"> • Line Chart • Presentation • Journey • Advanced Six Sigma
CHANGE MANAGEMENT STAKEHOLDER MANAGEMENT				

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Customer Centric • Strategy • People • Process

SIX SIGMA

SIGMA	DEFECTS PER MILLION
2 Sigma	308,733
3 Sigma	66,803
3.5 Sigma	Average (about 30K/M)
4 Sigma	6,210
5 Sigma	233
6 Sigma	3.4

AVERAGE COMPANY

It can cost the average company up to \$125K-\$200K (or more) for every \$1M in revenue:

For a \$5M company = \$625K-\$1M (or more) in waste

For a \$10M company = \$1.25m-\$2M (or more) in waste

For a \$100M company = \$12.5m-\$20M (or more) in waste

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Common Types of Waste - There are typically eight types of waste that every business must deal with.

<ul style="list-style-type: none"> • Over production (the most common type of waste)
<ul style="list-style-type: none"> • Excess inventory caused by over production.
<ul style="list-style-type: none"> • Waiting — People or Products
<ul style="list-style-type: none"> • Unnecessary movement of work products.
<ul style="list-style-type: none"> • Unnecessary movement of employees.
<ul style="list-style-type: none"> • Unnecessary or incorrect processing. (people watching a machine that can be taught to monitor itself)
<ul style="list-style-type: none"> • Defects leading to repair, rework, or scrap.
<ul style="list-style-type: none"> • Human Capital

Lean - The Antidote to Waste

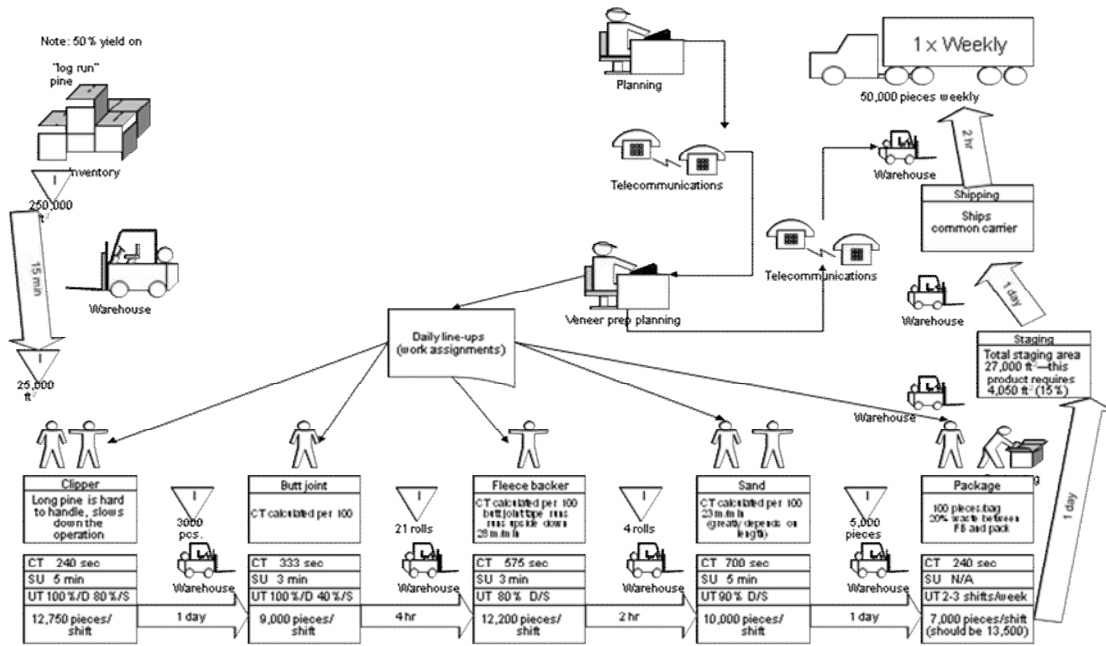
To remove the waste, we turn to the five S's. The principles of reorganizing work so that it's simpler, more straightforward, and visually manageable are:

1. **Sort** — keep only what is needed. Pitch everything else.
2. **Straighten** — a place for everything and everything in its place.
3. **Shine** — clean machines and work area to expose problems.
4. **Standardize** — develop systems and procedures to monitor conformance to the first three rules. (This includes the define and measure aspects of Six Sigma's DMAIC.)
5. **Sustain** — maintain a stable workflow (i.e., statistical process control) and the improvement phase of Six Sigma.

Gary J Comeau
W. 781.620.1006
C. 781.929.1148
F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com

Lean – Value Stream Map

Current Value Stream Analysis



NECS - WWW.NECS-MA.COM

781.929.1148 - gjcomeau@necs-ma.com

11/3/2010

15

Gary J Comeau
 W. 781.620.1006
 C. 781.929.1148
 F. 781.620.1043
gjcomeau@necs-ma.com
www.necs-ma.com