Process Mgt

Wednesday, October 25, 2006

Benchmarking
To systematically gather info to make a better organization

What and How

Internal Benchmarking

- Data easy to collect
- "Set a Visionary standard"

- Limited Focus
- Most folks got to see it
- Internal Bias
- Most crummy depts think they're great

External Benchmarking

- Aka Competitor Benchmarking
- Relevant to Business Results
- Information Gathering Focus - Proactive
- Compare Practices

- Limited Focus
- Ethical Issues
- Antagonism
- May not lead to giant leap

Out of the Box Benchmarking

- Creative
- Giant leaps…not overly focused on catching up to competitor

- Lose focus?
- Execution versus Strategy (True for All)

User Groups

- Alliance of Non-Competitors
  - Visit each other's factory
  - Lift up the hood

Other Benchmarking

- Image Customer
- Empathic Observation of Image Customers
- Image Team Members
- Extreme Needs

Was ist das Empathic Design?

- Anthropological observation applied to software development
- A collection of observational techniques used by engineering firms
- Fill in class answers…

Why Empathic Design?
Why Observation?

- Is it a Monitor or a paperweight?
- What's the value of interview vs. observation?
- Potemkin Villages

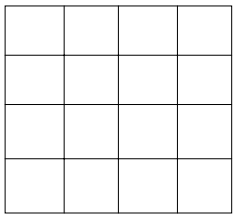
Reframing for Delight

Draft lecture

Based on *research*

Frames makes us blind and helps us to view things in an entirely new way

How many squares are there?



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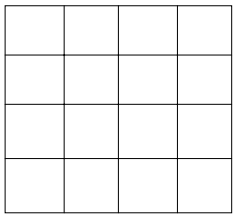

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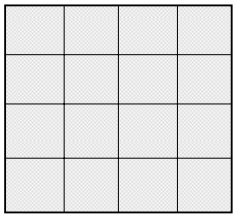

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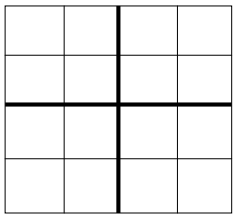

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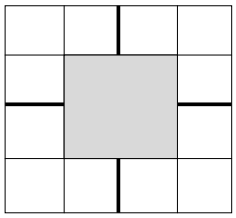

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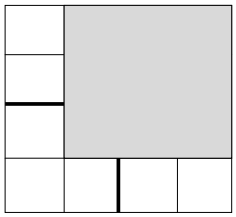

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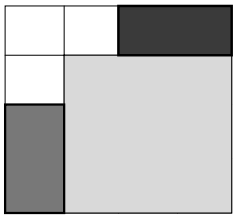

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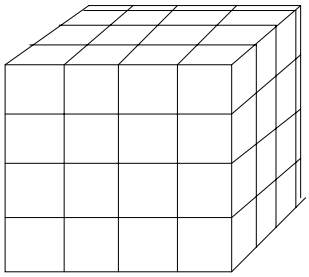
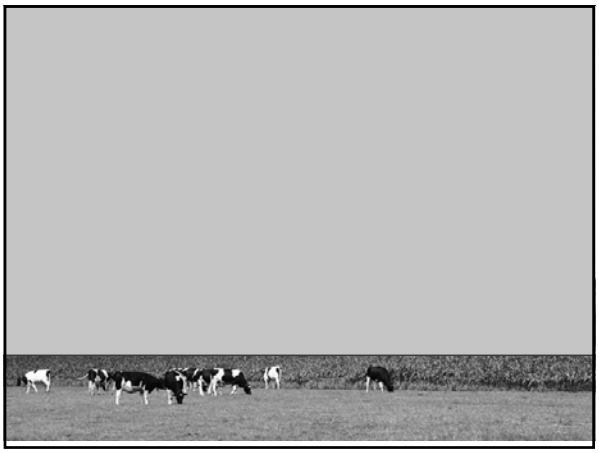


Out of intense complexities intense simplicities emerge.

- Winston Churchill



What's the real problem?
What's the Real Issue

- Georgetown mgrs don't know what is causing the problem
- Attempting solutions without understanding the problem is dangerous, not the Toyota way