

PREFACE

This book has been written to create a comprehensive corporate performance measurement system that will enable leadership to balance profitability and growth. Having worked with many CEOs, owners, presidents, and general managers, I have had the opportunity to observe that visibility of contributors to profitability has been lost. There lies an ocean of information unutilized in the absence of a business model that identifies components of profitability and establishes measurement standards.

Six Sigma Business Scorecard offers a new approach to establishing a corporatewide measurement system that will enable leadership to monitor a company's performance against expected performance. Customers expect better, faster, and cheaper; the Six Sigma Business Scorecard promotes these requirements. The Business Performance Index (BPI_n) allows an organization to determine the "sigma" level as a relative measure of performance. This is the first time a model for establishing corporate sigma level has been developed as a leading indicator of corporate performance.

The first four chapters in the book establish a baseline and define the Six Sigma Business Scorecard. The next four chapters focus on implementing the Six Sigma Business Scorecard system. Chapters 9–12 focus on monitoring performance using the Scorecard. The final chapter integrates the ISO 9001:2000 and Six Sigma methodology where the scorecard is used to establish measures of effectiveness and Six Sigma is

used as a methodology for continual improvement. Six Sigma Overview and Leadership for Performance chapters have been included to maximize the benefits derived from the Six Sigma Business Scorecard.

This book expounds on Leadership for inspiration, Managers for improvement, and Employees for innovation. To sustain profitability and growth, a clear responsibility for growth has been identified as Chief Growth Officer (CGO), who is responsible for internal and external research and development.

The target audience for this book includes leaders, managers, supervisors, and employees who are responsible for achieving superior results and making their business or department perform better, faster, and cost-effectively on a continual basis.

Six Sigma Business Scorecard presents the revolutionary method for determining corporate sigma level that was employed successfully by Motorola in the early 1990s. Corporations who have been implementing Six Sigma need a method to determine the corporate sigma level. This book does just that.