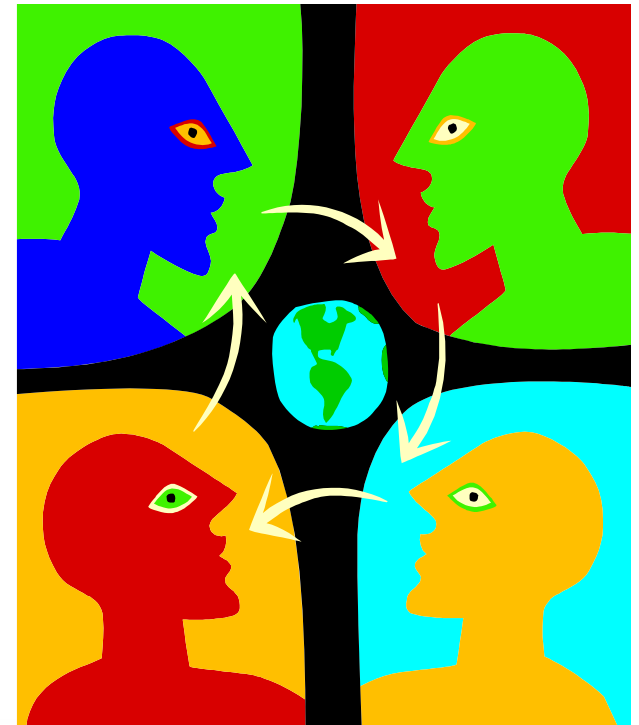


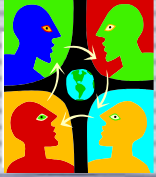
Benchmarking Excellence Study Team (BEST)

Ross A. Wirth, Ph.D.

<http://www.entarga.com>

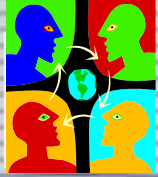
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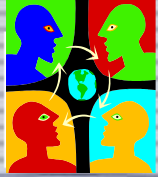
Benchmarking Excellence Study Teams

- Concept: short-term study teams – “Be the BEST”
 - Continuous improvement approach with rotating teams
- Focused on specific improvement opportunity
 - Identified by benchmarking or estimated business impact
- Cross-organization membership
 - Process owner organization
 - Owner of the improvement results
 - Provides process expertise & access to data
 - Corporate Planning – Special Projects (if available)
 - Provides manpower to analyze data & research best practices
 - Develops internal & external benchmarking studies
 - Outside consulting expertise
 - Fills in gaps in internal competency in change leadership



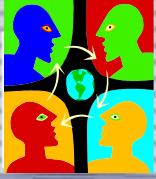
Roles associated with Study Teams

- Sponsor of the Team's problem or issue
 - Identify issue that is limiting organizational effectiveness
 - Provide feedback to the team throughout process
- Team members
 - Serve as internal consultants, drawing on their experience while purposefully moving outside-the-box
- Internal Facilitator or Outside Consultant
 - Coordinate problem identification & team kick-off
 - Coach the team on consulting process and provide analytical & teambuilding training
 - Assists in best practice research
 - Measure effectiveness & help remove barriers



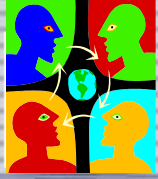
Selection of Team Members

- Competencies required for the project
 - Matched against existing competency voids & what can be developed within the required timeframe
- Employees targeted for accelerated development
 - Involvement in critical work encourages employee retention even with limited promotion opportunity
- Review & approval by the Problem Sponsor
- Voluntary employee agreement to participate
 - Based on other workload commitments & enthusiasm
 - Too often the same over-committed individuals are selected
 - Declining does not exclude them from later opportunities



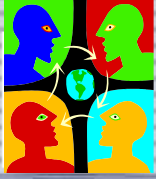
Criteria for Problem/Issue Selection

- Important strategically
 - Often questions that are outsourced to consultants
- Potential for significant organizational change
- Stretch assignment for the participants
- Broad scope with rich learning opportunities



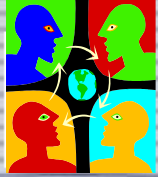
Project Prioritization

- Annually, generate a list of target studies
 - Similar to Internal Audit annual audit plan
 - Allow for ad hoc additions as events unfold
- Focus attention on one or two areas
 - Prioritize on impact and resource availability
- Present study results at quarterly strategy review meeting



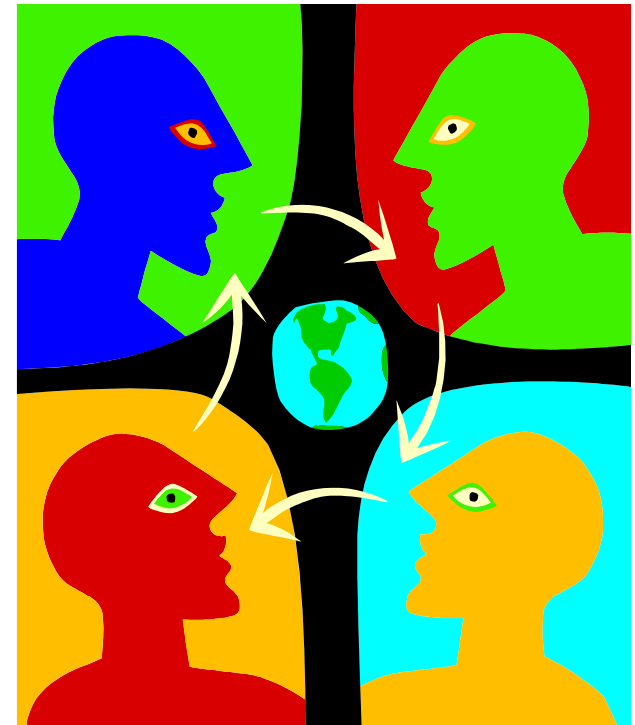
Summary – Benchmarking Excellence Study Teams

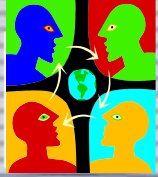
- Too often change is postponed until the situation is critical and then too much change is attempted at one time
 - Instead, Improvement Study Teams can be commissioned so that one or two short-term studies are always underway
 - The process needs to be open so everyone understands the opportunity and gets on board
 - Study results need to be communicated across the organization
- BEST approach helps create an innovative culture where change is everyone's responsibility
 - Continuous, competitive improvement
 - Open up the improvement process to those with passion and knowledge of the problem



Benchmarking Excellence Study Team (BEST)

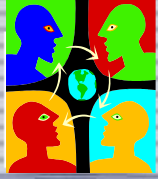
Best Practice information follows





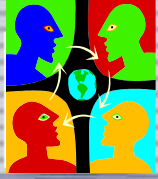
Best Practice – Action Learning

- Many companies use short-term study teams as a best practice
 - Continuous learning about how to improve
- Typical questions asked by other companies
 - “What are the cultural and organizational characteristics of a truly exemplary firm? What would we need to improve in order to be one?”
 - “What should we do to best manage the acquisition, development, and retention of talent at all levels of the organization? How can we ensure that the potential of our talent is fully realized?”



Team Action Learning

- In Action Learning, employees come together as a team to focus on a significant issue or problem
 - Issues are normally identified and sponsored by top management, but can also be more grassroots
 - Developmental experience can range from exposure to strategic issues for high potential employees to working on operational problems to deepen knowledge
 - Team duration varies with the magnitude of the issue and time needed to identify the root cause & develop a comprehensive action plan for improvement



Benefits of Team Action Learning

- Provides tangible, bottom-line impact
- Experience transferable to other work
- Builds leadership bench strength
- Accelerates employee development
- Provides cross-functional experience
- Promotes networking opportunities