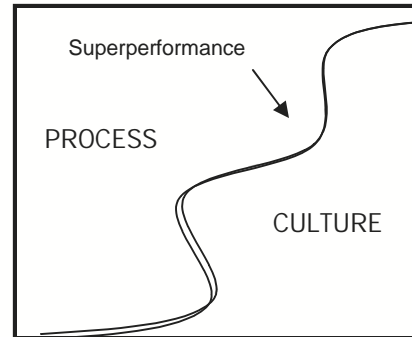

Superperformance Campaign
Blueprint for a Revolution

CORPUS  OPTIMA

Corpus Optima and Superperformance Background

Corpus Optima is an optimization consultancy specializing in organizational Superperformance (defined as industry-outperforming ROI sustained over time.) Corpus Optima leverages the best of improvement and complexity science to inform the interaction of process and culture, the twin hemispheres of organizational Superperformance. Dave Guerra discovered these principles through a ten-year study of the behavior of real Superperformers across a variety of industries, including Berkshire Hathaway, Southwest Airlines, Harley Davidson, Toyota, and others.



The Edge of Superperformance

This led to the development of the *Superperformance Campaign Framework*, a package of consulting services and capability development tools designed to help organizations catalyze and sustain unprecedented new levels of performance. Today, these principles are being used by a growing number of major corporations, small to medium sized businesses, and nonprofit organizations to drive performance improvement, catalyze cultural transformation, and assure operational excellence.

As a core part of this offering, Corpus Optima has created a process for developing Superperformance Consultants (implementation experts) to deploy and perpetuate these principles throughout their organizations. Through structured learning, project work, coaching and mentoring, and on-the-job application Corpus Optima prepares these agencies to continue the application of the Superperformance methodologies.

Corpus Optima's Superperformance Implementation Services help organizations discover, equip and deploy performance transformation strategies that integrate seamlessly into existing capital projects, initiatives and operating environments. The Corpus Optima Superperformance Toolset, another core component, is a blended learning system designed for easy replication internally. The system includes both instructor-led and virtual instructor-led interactive and experiential learning, with follow-on Web 2.0 collaboration and application learning elements. This approach thus brings a sustainable and cost-effective "high-tech, high-touch" approach to capability improvement.

We provide the *Superperformance Campaign Framework* through the Corpus Optima performance consulting and education services team – a group of subject matter experts dedicated to Superperformance implementation, education, and coaching. As the primary researchers of Superperformance and originators of the Superperformance Toolset, Corpus Optima is the most experienced organization in the world at implementing Superperformance methodologies. This makes Corpus Optima a uniquely valuable choice for optimization partner.

In keeping with a vision to be the leading provider in this segment, the company has formed alliances to bring additional value to our customers. Where needed, we leverage our alliance partnerships to further optimization efforts.

The Truth about Revolution

The Superperformance Campaign Framework is an *organic approach* that has proven successful in both accelerating short-term results as well as sustaining new levels of improved performance over time. This unique approach contains three broad phases that build on each other. This design enables an organization to move at its own pace and to expand or contract activities to correspond with immediate needs and appetite, while retaining a consistent, long-term, optimization approach.

The plan is a phased implementation process characterized by repetitive PDSA learning cycles, projects driven by key customer requirements, and internal capability development. It provides a way to test changes on a small scale before embarking on larger system or organization-wide deployment. We work with clients to tailor the *Superperformance Campaign Framework* to project, function or company-specific goals, strategies and operating structures.

The three phases are Discovery, Implementation, and Evaluation:

DISCOVER	TRANSFORM	EVALUATE
Organizational / Project Assessment	Certifying Internal Consultants	Evaluation and Action
Executive Education	Deploying Projects	Global Equipping
Transformation Planning	Targeted Learning	Aligning Structures
Establishing Key Metrics	Global Engagement and Involvement	Planning for Sustainability

Discover – Educate executive leadership in the underlying optimization science and principles of Superperformance and provoke a call to action. Assess project, function, or organizational performance and create key metrics and transformation goals for process and culture. Align business strategy and core business processes to key customer requirements. Then create relevant, line of sight improvement targets, stretch goals and appropriate measures.

Transform – Using *intrinsically* motivated process owners, organic application, and the Superperformance optimization methodology, enable people to take action. Recast transformation targets into *customer-focused* team projects. Organize individual team efforts with clear charters, success criteria, rigorous reviews, and the power to act. Engage and involve everyone in the transformation.

Evaluate – Evaluate and take action as indicated to hold the gains or design new tests of change. Syndicate desired changes across the organization. Adopt a continuous optimization philosophy and continually enroll everyone. It is essential to drive projects to timely results. Achieve acceleration by employing an “action-learning methodology” – combining structured education with real-time application work and coaching to quickly bridge from *learning* to *doing*. Align structures to reinforce the new way of being.

Campaign Approach

A typical Superperformance Campaign includes the following core objectives:

- Create a deep appreciation for the power of the Superperformance principles and provoke a call to action,
- Provide a systematic approach that has actionable items to improve culture and process now, while at the same time supporting the necessary longer-term revolution process.
- Be flexible enough to adapt to the dynamic environment and needs of the organization.
- Provide leaders, managers, employees and internal change agents with the skills they need to act on performance and cultural challenges.
- Develop real understanding for the relationship of Superperformance to the organization’s unique business case, engendering buy-in from everyone.
- Help the organization transition from the previous level of performance to one that demonstrates new levels of support for people, process and the current environment.
- Support the organization’s internal change agents, managers, and team leaders to transform the capabilities of different groups within the organization.
- Provide the organization’s workforce an opportunity to develop new skills that enable them to create the ideal culture and achieve new levels of process performance.
- Implement a dynamic learning system capable of providing replicable practices which can be used to systemically develop cultural and process improvement capabilities throughout leadership, management, employees and change agents.

The key to an effective Superperformance Campaign is taking the long view: promoting the selection and management of process improvement and cultural transformation projects that will yield results with the highest systemic impact and sustainable changes. More importantly, this approach recognizes the importance of matching the appropriate methodology to the specific optimization project. Every project does *not* warrant the rigor of a full scale *Super Project* methodology. Many organizations have utilized other less complex methodologies to improve their performance levels. In those cases, there is (most likely) a great deal of “low hanging fruit” that can be addressed with the use of some simpler improvement methodologies such as *Rapid Cycle Process Improvement*. This approach incorporates concepts of lean and small scale testing, and we recommend the use of *Rapid Cycle Process Improvement* to pluck the low hanging fruit in any organization in the initial stages of implementation.

Once beyond the low hanging fruit, the more rigorous statistical control, and agile project optimization techniques contained within the Super Project methodology become more appropriate for improving performance levels.

Therefore, a *Superperformance Campaign* approach drives to prioritization of the right projects and matching of those projects to the appropriate methodology to produce results quickly and cost effectively.

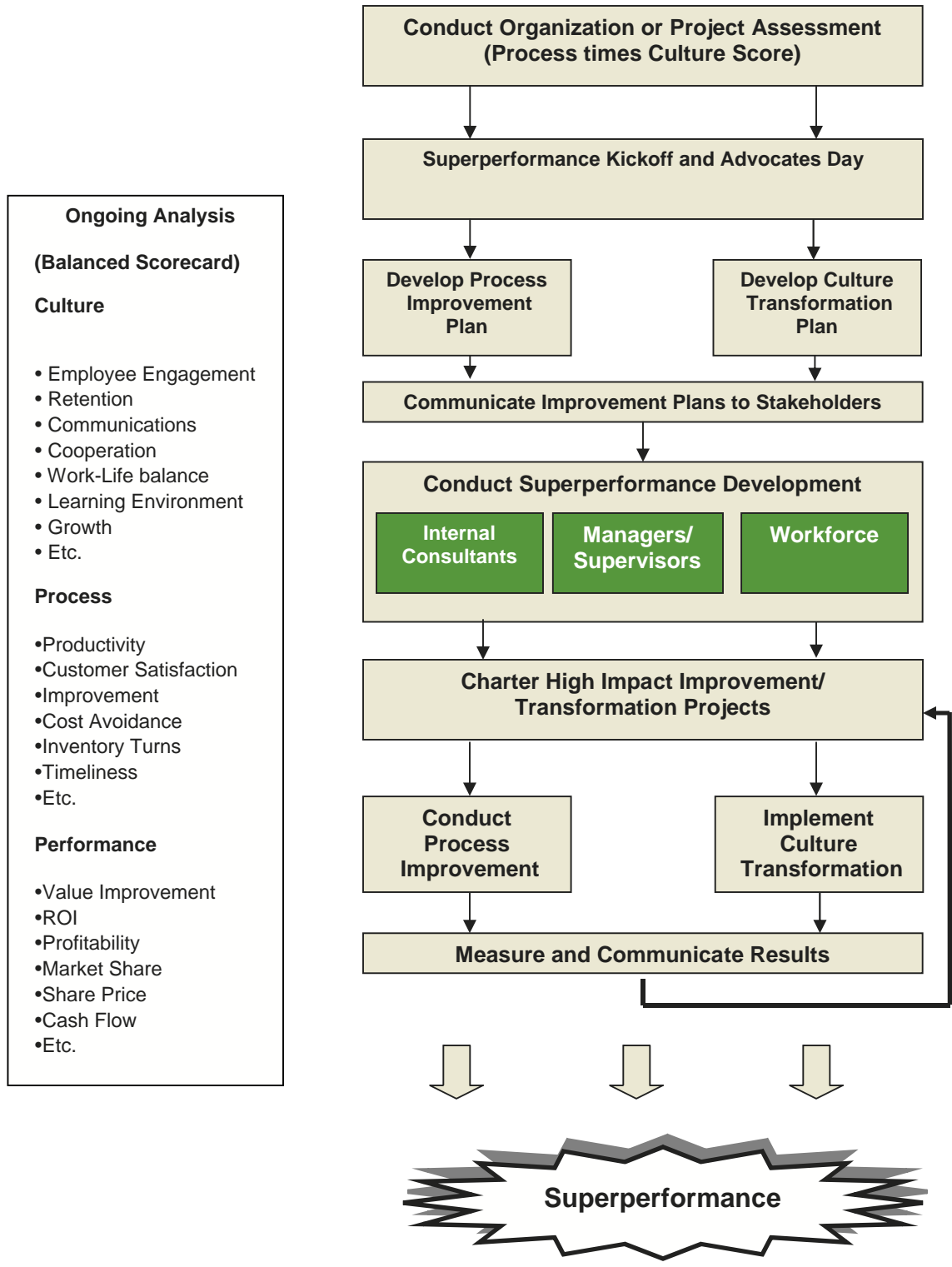
Requisite Involvement of Passionate Individuals

At the same time, it focuses directly on engaging the inspiration, involvement, and passion of people. This adds the essential energy of cultural revolution to the transformation. The Campaign Plan ensures that all of the improvement projects and organic efforts are organized through this integrated and energized approach. And lastly, project teams receive just-in-time training in relevant methodologies as they work through their projects – with the help of expert coaching and support.

Corpus Optima's combination of Superperformance process and culture transformation methodologies offers a unique approach that cannot be found anywhere else in the world.

The following pages provide a high-level graphic depiction of a Superperformance Business Improvement Campaign and descriptions of the various components in our Campaign.

Superperformance Transformation Campaign Algorithm



The Campaign Process

Intervention	Target Audience	Purpose
<p>Superperformance Kickoff and Advocates Day (2 Days Leaders plus 1 Day Advocates)</p>	<p>Senior Management Advocates Middle Management controlling resources assigned to projects</p>	<ul style="list-style-type: none"> • Understand Superperformance • Secure Commitment and Buy-in • Align with Customer Requirements and Business Strategy • Identify/Charter Projects • Describe process and tools • Discuss how to support the transformation and manage differently for Superperformance
<p>Superperformance Consultant (SPC) Development and Project Work (4 Weeks + Project Work)</p>	<p>Superperformance Consultants Change Agents Performance Consultants</p>	<ul style="list-style-type: none"> • Understand Superperformance • Project Team Foundations • Develop capability for use of Superperformance methodologies • Apply Superperformance methodologies to improvement projects • Learn to use statistical methods for analyzing performance and testing changes
<p>Superperformance Facilitator (SPF) Development (3 Days)</p>	<p>Managers and Supervisors</p>	<ul style="list-style-type: none"> • Understand Superperformance • Develop capability for use of intermediate level Superperformance methodologies, including Rapid Cycle Process Improvement and Cultural Best Practices • Discuss how to support the transformation and manage differently for Superperformance • Increase Self-Awareness
<p>Organic Superperformance (2 to 4 hours)</p>	<p>Workforce and Suppliers</p>	<ul style="list-style-type: none"> • Understand Superperformance • Develop capability for use of strategic Superperformance methodologies, especially process improvement, teambuilding, systems thinking, voice of the customer, and relationship skills • Discuss how to support the transformation and work differently for Superperformance

Components of a Superperformance Campaign

A Corpus Optima Superperformance Campaign typically consists of the following interventions:

(1) Superperformance Kickoff

Any major initiative must begin by creating alignment and support at the senior levels of the organization. We accomplish this through a *Superperformance Kickoff* event. This two-day program will introduce senior management to Superperformance principles and methodologies. The hands-on, interactive workshop is designed to accomplish the following objectives:

- Describe the importance and impact of Superperformance.
- Discuss the key criteria for success associated with Superperformance implementation
- Install a balanced scorecard or vector of measures
- Create shared understanding of the organization's strategic business goals and how Superperformance will support these goals
- Identify key Superperformance projects for implementation in the organization and determine the appropriate methodology for each
- Allocate resources for identified projects
- Plan the change campaign associated with Superperformance implementation

Program Topics:

- The Case for Superperformance
 - Overview/Background
 - The Science of Superperformance
 - Case Examples/Results
 - Statistics and Measurement
 - Superperformance Culture
- Superperforming Leadership
 - Paradoxical Leadership
 - Servant Leadership
- The Psychology of Superperformance
 - Vehicle for Transformational Change
 - Integration with Business Strategy
- Business Strategy and Balanced Scorecard
 - Strategies, Initiatives and Measurements of Success
- Performance Drivers / Barriers to Success
- Project Prioritization, Methodology Selection, and Resource Allocation
- Campaign Implementation Planning

(1a) Advocates Day

Cascading Superperformance through the organization means providing each level in the organization with the skills and knowledge required for successful implementation. Once alignment and buy-in are created at the Leadership Team level, the next phase involves preparing Advocates to support the Superperformance projects that will be executed within

their organizations. Superperformance Advocates should control required resources, own the specific process portfolios affected, and commit to conducting ongoing project reviews with the Superperformance project teams.

During this extra day of development, Advocates will receive an overview of the learning that will be ultimately delivered to Superperformance Consultants. Advocate development will focus on the tools and methods and their application within continuous process improvement and cultural transformation projects. In particular, Advocates will learn how to lead differently within the context of a Superperformance environment and effective ways to support the teams. The Superperformance Advocates Day is designed to meet the following objectives:

- Understand the organization as a System (linkage of processes.)
- Define The Model for Improvement methodology and the various tools applied for continuous improvement
- Create appreciation for the critical role of an inspired culture to bring about a lasting change
- Determine appropriate application for various improvement tools and methods
- Define criteria for selection of the ideal Superperformance Consultants
- Manage the change campaign associated with Superperformance projects
- Plan support required for Superperformance projects in the organization

Program Topics:

- Role of the Advocate
- Systems Thinking, Process Performance and Improvement
- Understanding Statistical Variation in Process Performance
- Human Factors in Project Work
- Enrolling Others
- Superperformance Consultant Selection
- Supporting Superperformance Projects
- Conducting Project Reviews

Although project selection and prioritization begins in the Superperformance Kickoff Retreat, final project selection, project chartering, and resource allocation is ideally completed during the Advocates Day. The projects are evaluated based on *customer requirements, analysis complexity* and *issue complexity* and matched to the appropriate methodology.

2) Superperformance Consultant Development/Project Work

The Superperformance methodology is applied when the project's issue is of major importance, affects multiple company functions, and contains complex analysis requirements. To implement this methodology most effectively, Corpus Optima's approach develops implementation experts, or Superperformance Consultants ("SPC"), in an organization. These individuals undergo extensive development to increase capabilities for leveraging both process and culture, and lead project work. Throughout the process, experienced Corpus Optima consultants provide coaching and guidance. Additionally, the

consultant facilitates regular project reviews to maintain forward moving progress.

Corpus Optima’s approach to developing Superperformance Consultants and undertaking Project Work is based on an *Action Learning Model*. This model combines experiential practice with real-time project implementation and mentoring. Prior to commencing the Superperformance Consultant Development Program, Superperformance Consultants are assigned specific performance transformation projects and teams (based on the outcomes of the Superperformance Kickoff Retreat and Advocates Development Day.) As candidates complete each segment of learning, they will immediately apply the concepts and tools acquired to relevant projects in the organization – with the assistance of an assigned Corpus Optima consultant. Superperformance Consultant Development is typically delivered in four segments over a four-month period of time, applies The Model for Improvement methodology, and contains equally robust elements of process and culture.

The Superperformance Consultant Development Program includes a statistical analysis and statistical process improvement capabilities component. Note that Superperformance Consultants are expected to possess a laptop computer equipped with MINITAB software, MS Excel and Qual-Stat Vector of Measures throughout the 4-week program.

Week	Topics
1	<ul style="list-style-type: none"> • Introduction to Superperformance • The Model for Improvement • Cultural transformation and improvement • Superperformance Simulation exercise • Acting on the Voice of the Customer • Process documentation • Performance measurement and Sigma performance • Guidelines for effective project chartering • Introduction to basic functions of statistical software <p><i><u>Project Mentoring that follows Week 1</u></i></p> <p><i>Project Chartering and Planning; Process Mapping; Data Collection Plan, Relationship Skills, Servant Leadership</i></p>

Week	Topics
2	<ul style="list-style-type: none"> • Data stratification, pareto analysis, and quantitative process analysis • Quality comparative methods • Sources of Variation (SOV) studies • Relationship Skills and Emotional Intelligence • Community Building and Team Facilitation Skills • Diversity and Well Being • Dialogue Skills <p><u>Project Mentoring that follows Week 2</u> As-Is Process Analysis; Data Collection, Teambuilding Skills</p>
3	<ul style="list-style-type: none"> • Correlation and regression analysis techniques • Construction of statistical control charts • Interpretation of statistical control charts • Involving process owners to certify proposed changes • Using Creativity and Emotional Intelligence <p><u>Project Mentoring that follows Week 3</u> Data Collection; Root Cause Analysis, Using Creativity and Emotional Intelligence</p>
4	<ul style="list-style-type: none"> • Planning for Change • Evaluating Solutions • Holding Gains and Syndicating Success • Celebrating the Improvement • Understanding Well Being • Embracing the New State <p><u>Project Mentoring that follows Week 4</u> Variation Analysis; Process Stabilization; Implementation planning, Conducting Post-Mortems, Encouraging the continued growth of team members</p>

4) Superperformance Facilitators (SPF)

Superperformance Facilitator (SPF) development is a very powerful approach for cascading Superperformance approaches and techniques throughout an organization. Managers and Supervisors receive a subset of the more comprehensive Superperformance curriculum. Manager and Supervisor development emphasizes: 1) understanding Superperformance, 2) a structured methodology for undertaking performance transformation projects; 3) a toolset for application of cultural best practices, and 4) use of intermediate Superperformance tools within that methodology. This level of skills and knowledge enables Managers and Supervisors to dramatically increase personal effectiveness, support the transformation, become servant leaders, function as high performing members on Superperformance project teams as well as valued participants on projects that do not require the Superperformance level of analysis and rigor.

Managers and Supervisors will complete a 3-day training program. This program is designed to provide participants with an overview of Superperformance as well as key concepts associated with effective application, including the transference of this knowledge to the manager's daily work. The majority of the program focuses on the use of rapid cycle performance improvement and cultural best practices. This highly interactive and hands-on experiences is designed to accomplish the following objectives:

- Bring into use a proven method for accelerating improvement.
- Broadly apply a highly effective, scalable, and proven improvement method.
- Increase personal awareness, emotional intelligence, and relationship skills.
- Acquire a new portfolio of skills for leveraging teams, workgroups and communities of practice.
- Develop the high level of involvement required for success in today's surprise-filled environment.
- Create high energy and involvement for positive change.

Program Topics

- Understanding Superperformance
- Process
 - Rapid Cycle Process Improvement
 - Chartering Teams
 - Using Systems Thinking
 - Developing Theories
 - Testing Changes Faster
 - Statistical Thinking
- Culture
 - Understanding Servant Leadership
 - Building Trust
 - Teambuilding
 - Relationship Skills
 - Promoting Commitment
 - Dealing with Change Creatively
- Action Planning for Integration into Daily Work

5) Organic Application

Organic application is a way to bridge the gap between the need for results and the desire for comprehensive employee involvement in organization-wide change efforts. The fundamental premise of this approach is that the solution to an issue resides with process owners, those employees who work with the issue on a daily basis. And these people in the organization can make change happen if they are freed from the boundaries that typically stifle participation and creativity; and if management is willing to lead by listening and responding quickly to employee generated improvement proposals. To move to a new state everyone must go to work on the transformation.

Organic application is fundamentally an “action accelerator in a box.” It bridges the gap between systemic improvement targets and implementation of organization-wide action to achieve those goals. Organic learning and application is the right approach anytime and anywhere:

- there is real management support to take action
- there is a culture in place that encourages and celebrates bottom-up involvement
- there is a clear and well-defined goal and application of a clear method or tool
- there are employees who can provide know-how, creativity and energy to accelerate ideas for achieving that target into action.

Organic application does not replace other improvement tools such as rapid cycle process improvement, root cause analysis, teambuilding, relationship skills and process documentation. It is designed to take the output of these tools and leverage that knowledge to create and execute practical action plans that convert knowledge into action. It provides an alternative to the “reinventing the wheel” syndrome where many organizations invest time finding solutions to the same problem and no action is taken. All positive results or recommendations are syndicated across the organization with a focus on implementing these recommendations at a local level with the employees closest to the action.

Other Considerations to Maximize a Superperformance Campaign

Development of appropriate infrastructure to support an ongoing Superperformance Business Transformation Campaign is key to its sustainability. Components of this infrastructure include, but are not limited to:

- A system-level performance optimization function.
- Ongoing measurement and reporting of process and culture results.
- An ongoing process for project identification, selection, and prioritization.
- Procedural and technological mechanisms for tracking projects and project results.
- Communication strategies within the organization.
- Appropriate reward, recognition, and incentive programs.
- Ongoing career development for Superperformance Consultants (SPCs).

Corpus Optima offers a cadre of experienced experts in these areas that will leverage best practices and work with your management team and workforce to construct the required organizational infrastructure.

Requirements for Organizations

Strong dedication, commitment and sponsorship of the Superperformance campaign is required of an executive leadership team. This commitment is demonstrated through:

- Instilling constancy of purpose
- Use of a balanced scorecard and understanding of variation to inform decisions
- Selection and allocation of Superperformance Consultants
- CEO sponsorship for the Superperformance Campaign
- Senior level Advocates assigned to each improvement project who have the authority to engage resources and make decisions
- Accountability for project returns expected of project advocates
- Availability of financial representatives to assist with analyzing, estimating, tracking, and documenting project financial returns
- A disciplined monthly project review process
- Willingness to review and modify incentive programs

ABOUT CORPUS OPTIMA

Corpus Optima is a management and leadership coaching, consulting and education company specializing in organizational Superperformance. Corpus Optima leverages the best of improvement and complexity science to amplify process and culture together. These concepts are based on the books *Superperformance: New Profound Knowledge for Corporate Leaders*, *The Superperforming CEO: Liberating the Promise Within*, and the upcoming *Super Projects: From Management to Optimization*, by Dave Guerra, co-founder and managing partner. Corpus Optima, founded in 1996, serves a growing list of Fortune 500, prominent healthcare, and nonprofit community organizations. For more information, contact us at 832-497-1283 or email info@copusoptima.com.