

ICRA Leadership Program

Over the past two decades Six Sigma has swept across the landscape of international commerce and distinguished itself as a new and better way of doing business. To this end, Six Sigma has evolved from a powerful defect reduction tool in the 1980s to a system of business management in the 1990's. Over this period of time, the business world has witnessed a phenomenal growth of Six Sigma - in terms of its capability and capacity for realizing the types of quantum change that drives unprecedented success. And now in the 2000's, we see Six Sigma being transformed again, to an even higher level, but with a new focus - Value Creation.

The origins of Six Sigma can be traced back to Motorola during the mid to late 1980s. It was here that Six Sigma was borne out of a market-driven need to make extensive improvements in customer satisfaction - in a relatively short period of time. More specifically, Six Sigma was focused on their key products, services, transactions, events, and activities. Historically speaking, this inaugural era of Six Sigma is now commonly referred to as the first generation or SSG1 for short. Looking back at this era, it is now easy to see that SSG1 was primarily customer-centric in nature.

Around 1994, the focus of Six Sigma turned another corner. It was at about this time that Dr. Mikel J. Harry and Mr. Richard Schroeder extended the power of Six Sigma by centering its capability on improving the fundamental economics of a business. They were able to return tremendous financial benefits directly to the bottom line of large-scale corporations, such as ABB, Allied, and GE, just to name a few. It was within these pioneering companies that the second generation of Six Sigma found its roots, now known as SSG2. Through the power of SSG2, organizations around the world discovered the power of Six Sigma, thus igniting a global revolution in how world-class companies conduct their daily business. In this context, it can be said that SSG2 was largely provider-centric.

It was during fiscal year 2000 that Dr. Harry called upon his substantial experience and many lessons-learned to integrate the tools of SSG1 with the practices of SSG2, but with a new focus of even greater significance and reach - Value Creation. Dr. Harry realized that an organization's ability to create and exchange value (in a quality way) is what a good business is all about - from the customer's and provider's perspective. In this sense, Dr. Harry understood that the customer and provider must concurrently realize full value entitlement in every aspect of the business relationship if that union is to grow and prosper. This line of reasoning ushered in the third generation of Six Sigma, or SSG3 as it is now called. With this generation came the mantra: Quality of Business before the Business of Quality.

Simply stated, SSG3 creates higher levels of tangible value by focusing business leaders, operational managers, and key Six Sigma players on a simple, but highly effective four-phase process, called ICRA™. These letters stand for the progressive flow of strategic activity leading to the on-going creation of value - Innovation, Configuration, Realization and Attenuation. Of interest, the ICRA™ strategy was first developed by the co-creator of Six Sigma™, Dr. Mikel J. Harry in the year 2000 and then extended as a viable management competency model in 2002.

When considering ICRA™ as a strategic process, it is important to recognize that the Innovation Phase is about discovering and defining new opportunities. From here, we are naturally guided to the Configuration Phase where channels are created to move raw ideas from visionary concepts to detailed plans. Following this, the Realization Phase is invoked so as to transition the critical designs from mere ideas into a physical existence. Once the ideas have been manifested into a deliverable form, the Attenuation Phase seeks to identify and abate the many risks commonly associated with the act of realization. Such is the process of value creation. This ICRA™ roadmap takes on even more meaning when it is crossed with the four primary domains of an enterprise - Market, Business, Product, and Process. The resulting intersects of ICRA™ and MBPP™ reveal the 16 core competencies of a world-class business. When these competencies are focused on the creation of value, the net effect is a comprehensive and unparalleled set of business skills.

Through skillful delivery of the program's experience-based content, each participant will learn the overarching nature, aims, practices, skills, tools, and tactics commonly associated with each of the 16 value creation competencies. Reinforcement of these objectives is achieved through interactive discussion of real life scenarios, exercises, and case studies, as well as role-playing. In addition, the participants will gain tremendous insights in how to assuredly and consistently leverage the power of Six Sigma through the human resource, regardless of business type or size.

This highly innovative training program provides key Six Sigma leaders, business executives, and operational managers with the essential vision, strategies, mindset, tactics, and skills that can drive an organization to a world-class level of business value. As heralded by many great captains of industry, Six Sigma has proven itself as a viable market-driven methodology that can rapidly produce incredible breakthrough success stories time after time. Coupling the progressive improvement power of SSG1 and SSG2 with the strategic power of SSG3 provides an enterprise with the necessary knowledge mass and improvement momentum to realize even more spectacular levels of on-going breakthrough in business performance - regardless of the organization's type or size.

Program Outline & Objectives

Overview

Innovating the Opportunity

- What does it mean to innovate something?
- What is the nature and defining character of an opportunity?
- What does the phrase innovating the opportunity actually mean?
- How can this concept be applied at the personal level?
- How can this concept be applied at the professional level?
- How does this concept relate to the idea of Quality?
- How does this concept relate to the practice of Six Sigma?
- How should this concept be manifested within a business enterprise?
- How should this concept be transmitted throughout a business enterprise?
- How does this concept relate to the idea of value creation?

Configuring the Portal

- What does it mean to configure something?
- What is the nature and defining character of a portal?
- What does the phrase configuring the portal actually mean?
- How can this concept be applied at the personal level?
- How can this concept be applied at the professional level?
- How does this concept relate to the idea of Quality?
- How does this concept relate to the practice of Six Sigma?
- How should this concept be manifested within a business enterprise?
- How should this concept be transmitted throughout a business enterprise?
- How does this concept relate to the idea of value creation?

Realizing the Value

- What does it mean to realize something?
- What is the nature and defining character of value?
- What does the phrase realizing the value actually mean?
- How can this concept be applied at the personal level?
- How can this concept be applied at the professional level?
- How does this concept relate to the idea of Quality?
- How does this concept relate to the practice of Six Sigma?
- How should this concept be manifested within a business enterprise?
- How should this concept be transmitted throughout a business enterprise?
- How does this concept relate to the idea of value creation?

Attenuating the Risk

- What does it mean to attenuate something?
- What is the nature and defining character of risk?
- What does the phrase attenuating the risk actually mean?
- How can this concept be applied at the personal level?
- How can this concept be applied at the professional level?
- How does this concept relate to the idea of Quality?

How does this concept relate to the practice of Six Sigma?
How should this concept be manifested within a business enterprise?
How should this concept be transmitted throughout a business enterprise?
How does this concept relate to the idea of value creation?

Market

Innovating Market Needs

What is the nature and defining character of a market need?
What does the phrase innovating market needs actually mean?
What are the key enablers and best practices for innovating market needs?
How does this competency interact with the other value creation competencies?
How can the process for innovating market needs be reliably measured and tracked?
How can the capacity and capability for innovating market needs be established and diagnosed?
How can the key success factors for innovating market needs be identified and optimized?
How can the stability of a process for innovating market needs be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for innovating market needs be integrated into the strategic plan?

Configuring Market Channels

What is the nature and defining character of a market channel?
What does the phrase configuring market channels actually mean?
What are the key enablers and best practices for configuring a market channel?
How does this competency interact with the other value creation competencies?
How can the process for configuring a market channel be reliably measured and tracked?
How can the capacity and capability for configuring a market channel be established and diagnosed?
How can the key success factors for configuring a market channel be identified and optimized?
How can the stability of a process for configuring a market channel be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for configuring market channels be integrated into the strategic plan?

Realizing Market Sales

What is the nature and defining character of market sales?
What does the phrase realizing market sales actually mean?
What are the key enablers and best practices for realizing market sales?
How does this competency interact with the other value creation competencies?
How can the process for realizing a market sale be reliably measured and tracked?
How can the capacity and capability for realizing a market sale be established and diagnosed?
How can the key success factors for realizing market sales be identified and optimized?
How can the stability of a process for realizing market sales be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for realizing market sales be integrated into the strategic plan?

Attenuating Market Recoil

What is the nature and defining character of market recoil?
What does the phrase attenuating market recoil actually mean?
What are the key enablers and best practices for attenuating market recoil?
How does this competency interact with the other value creation competencies?
How can the process for attenuating market recoil be reliably measured and tracked?
How can the capacity and capability for attenuating market recoil be established and diagnosed?
How can the key success factors for attenuating market recoil be identified and optimized?
How can the stability of a process for attenuating market recoil be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for attenuating market recoil be integrated into the strategic plan?

Business

Innovating Business Strategy

- What is the nature and defining character of a business strategy?
- What does the phrase innovating business strategy actually mean?
- What are the key enablers and best practices for innovating business strategy?
- How does this competency interact with the other value creation competencies?
- How can the process for innovating business strategy be reliably measured and tracked?
- How can the capacity and capability for innovating business strategies be established and diagnosed?
- How can the key success factors for innovating business strategies be identified and optimized?
- How can the stability of a process for innovating business strategies be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for innovating market strategies be integrated into the strategic plan?

Configuring Business Operations

- What is the nature and defining character of a business operation?
- What does the phrase configuring business operations actually mean?
- What are the key enablers and best practices for configuring a business operation?
- How does this competency interact with the other value creation competencies?
- How can the process for configuring a business operation be reliably measured and tracked?
- How can the capacity and capability for configuring a business operation be established and diagnosed?
- How can the key success factors for configuring business operations be identified and optimized?
- How can the stability of a process for configuring business operations be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for configuring a business operation be integrated into the strategic plan?

Realizing Business Returns

- What is the nature and defining character of a business return?
- What does the phrase realizing business returns actually mean?
- What are the key enablers and best practices for realizing business returns?
- How does this competency interact with the other value creation competencies?
- How can the process for realizing a business return be reliably measured and tracked?
- How can the capacity and capability for realizing a business return be established and diagnosed?
- How can the key success factors for realizing business returns be identified and optimized?
- How can the stability of a process for realizing business returns be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for realizing business returns be integrated into the strategic plan?

Attenuating Business Cost

- What is the nature and defining character of a business cost?
- What does the phrase attenuating business cost actually mean?
- What are the key enablers and best practices for attenuating business cost?
- How does this competency interact with the other value creation competencies?
- How can the process for attenuating business cost be reliably measured and tracked?
- How can the capacity and capability for attenuating business cost be established and diagnosed?
- How can the key success factors for attenuating business cost be identified and optimized?
- How can the stability of a process for attenuating business cost be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for attenuating business cost be integrated into the strategic plan?

Product

Innovating Product Concepts

- What is the nature and defining character of a product concept?
- What does the phrase innovating product concepts actually mean?
- What are the key enablers and best practices for innovating product concepts?
- How does this competency interact with the other value creation competencies?

How can the process for innovating product concepts be reliably measured and tracked?
How can the capacity and capability for innovating product concepts be established and diagnosed?
How can the key success factors for innovating product concepts be identified and optimized?
How can the stability of a process for innovating product concepts be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for innovating product concepts be integrated into the strategic plan?

Configuring Product Features

What is the nature and defining character of a product feature?
What does the phrase configuring product features actually mean?
What are the key enablers and best practices for configuring product features?
How does this competency interact with the other value creation competencies?
How can the process for configuring product features be reliably measured and tracked?
How can the capacity and capability for configuring product features be established and diagnosed?
How can the key success factors for configuring product features be identified and optimized?
How can the stability of a process for configuring product features be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for configuring product features be integrated into the strategic plan?

Realizing Product Yield

What is the nature and defining character of product yield?
What does the phrase realizing product yield ctually mean?
What are the key enablers and best practices for realizing product yield?
How does this competency interact with the other value creation competencies?
How can the process for realizing product yield be reliably measured and tracked?
How can the capacity and capability for realizing product yield be established and diagnosed?
How can the key success factors for realizing product yield be identified and optimized?
How can the stability of a process for realizing product yield be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for realizing product yield be integrated into the strategic plan?

Attenuating Product Defects

What is the nature and defining character of a product defect?
What does the phrase attenuating product defects actually mean?
What are the key enablers and best practices for attenuating product defects?
How does this competency interact with the other value creation competencies?
How can the process for attenuating product defects be reliably measured and tracked?
How can the capacity and capability for attenuating product defects be established and diagnosed?
How can the key success factors for attenuating product defects be identified and optimized?
How can the stability of a process for attenuating product defects be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for attenuating product defects be integrated into the strategic plan?

Process

Innovating Process Methods

What is the nature and defining character of a process method?
What does the phrase innovating process methods actually mean?
What are the key enablers and best practices for innovating process methods?
How does this competency interact with the other value creation competencies?
How can the process for innovating process methods be reliably measured and tracked?
How can the capacity and capability for innovating process methods be established and diagnosed?
How can the key success factors for innovating process methods be identified and optimized?
How can the stability of a process for innovating process methods be assured over time?
How can the best practices associated with this competency be documented and standardized?
How can standard best practices for innovating process methods be integrated into the strategic plan?

Configuring Process Steps

- What is the nature and defining character of a product step?
- What does the phrase configuring process steps actually mean?
- What are the key enablers and best practices for configuring process steps?
- How does this competency interact with the other value creation competencies?
- How can the process for configuring process steps be reliably measured and tracked?
- How can the capacity and capability for configuring process steps be established and diagnosed?
- How can the key success factors for configuring process steps be identified and optimized?
- How can the stability of a process for configuring process steps be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for configuring process steps be integrated into the strategic plan?

Realizing Process Cycles

- What is the nature and defining character of process cycle?
- What does the phrase realizing process cycles actually mean?
- What are the key enablers and best practices for realizing process cycles?
- How does this competency interact with the other value creation competencies?
- How can the process for realizing process cycles be reliably measured and tracked?
- How can the capacity and capability for realizing process cycles be established and diagnosed?
- How can the key success factors for realizing process cycles be identified and optimized?
- How can the stability of a process for realizing process cycles be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for realizing process cycles be integrated into the strategic plan?

Attenuating Process Variation

- What is the nature and defining character of a process variation?
- What does the phrase attenuating process variation actually mean?
- What are the key enablers and best practices for attenuating process variation?
- How does this competency interact with the other value creation competencies?
- How can the process for attenuating process variation be reliably measured and tracked?
- How can the capacity and capability for attenuating process variation be established and diagnosed?
- How can the key success factors for attenuating process variation be identified and optimized?
- How can the stability of a process for attenuating process variation be assured over time?
- How can the best practices associated with this competency be documented and standardized?
- How can standard best practices for attenuating process variation be integrated into the strategic plan?

Program Agenda

Duration: Varies from 16 hours to 16 weeks of classroom training.

The ICRA Leadership Program is customized to each company's specific needs. This program can range from 16 hours to 16 weeks depending upon the goals and maturity level of the organization.

Through an assessment process, the company identifies specific areas of focus which enables SSMI to customize a curriculum by varying the scope and depth of topics to suit the particular needs and objectives of that organization.

Please contact SSMI for more information on the ICRA Leadership Program.