



# Integrated Enterprise Excellence, Vol. I: The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard

By Forrest W. Breyfogle III

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Businesses can benefit from Six Sigma, Lean Six Sigma, Lean Kaizen events, ISO, Malcolm Baldrige Award, Shingo Prize, etc. However, these problem-solving or assessment methodologies do not provide a business framework so that organizations can move toward achieving the three Rs of business; i.e., everybody doing the Right things and doing them Right at the Right time.

The problem-solving-methodologies of Six Sigma, Lean Six Sigma, and Lean Kaizen events can provide organizational-silo-benefits; however, organizations can be claiming that they saved 100 million dollars but nobody can find the money. Black Belts in Lean Six Sigma and Six Sigma deployments are to execute important business projects; however, often these projects are silo-based and do not benefit the business as a whole. ISO, Malcolm Baldrige Award, and Shingo Prize each provide techniques to view the organization as a whole; however, these methodologies do not prescriptively provide a framework for businesses to have long-lasting gains from the principles described in the application criteria.

Integrated Enterprise Excellence (IEE) is a business system that builds upon past-methodologies' strengths. IEE provides a long-lasting framework that can be used to incorporate the Malcolm Baldrige Award, Shingo Prize, and ISO criteria.

Written as a novel, *Integrated Enterprise Excellence, Volume I The Basics*, helps managers, leaders, practitioners, and others understand the basics of the Integrated Enterprise Excellence (IEE) system. It relates the story of four friends who share their experiences while playing golf. They see how they can improve their games in both business and golf using a system that goes beyond Lean Six Sigma and the Balanced Scorecard.

The IEE system is a set of management techniques that embeds best practices derived from the strengths of past systems - applying structured metrics and a no nonsense roadmap to initiate process improvement and achieve predictable and

sustainable bottom-line benefits.

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