

ACHIEVING ORGANIZATIONAL EXCELLENCE IS EASY

Significantly Improve,
Easily Manage,
and
Truly Measure
Performance

CSQ3 Corporation

Copyright © 2022 by CSQ3 Corporation

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, contact the publisher at the following web address:

CSQ3 Corporation

www.csq3.com

Illustrations by John Ullrick

Content by Frank Koczwar, President CSQ3 Corporation

CSQ3[®] and Execution Plus[®] are registered trademarks with the United States Patent and Trademark Office

ISBN 978-0-9815877-3-8

**Achieving Organizational Excellence
is Easy**

Implement “The CSQ3[®] Solution”

Dedication

The Solution is dedicated to personnel that want to be recognized for the actual value they deliver to their organization.

Contents

CSQ3® Solution Overview.....	1
1 st Power - CSQ3® Fundamentals.....	6
2 nd Power - CSQ3® Optimum.....	9
3 rd Power - CSQ3® Metrics.....	14
 Loyal Subject - Taking Up the Call to Duty	19
Challenge #1 - The Power of CSQ3® Fundamentals “Everyone Speaks the Same Work Flow Language”	20
Challenge #2 - The Power of CSQ3® Optimum “Perform the Right Work, at the Right Time, with the Right People”	22
Challenge #3 - The Power of CSQ3® Metrics “Achieve Organizational Excellence”	23
 Challenge # 1: Winning Over the Populous (Teaching CSQ3® Fundamentals).....	27
Work Efforts.....	28
Phases.....	31
Management Decision Points.....	47
Estimating Cost and Schedule.....	49

Quality – Estimating Value.....	54
Quality - Making Sound Decisions.....	58

Challenge #2: Taking On the Nobles of Intellectus, Thunder, and Pain (Teaching CSQ3® Optimum).....71

Include Key Work Efforts.....	74
Establish Scope.....	76
Empower Teams.....	79
Assign Resources.....	80
Track Responsibility.....	84
Report Using Execution Plus®	88
Emphasis Management Decision Points.....	94
Manage the CSQ3® Optimum Three Level (Strategic, Major Commercial, and Project) System.....	96

Challenge #3: Achieving Excellence in the “Land of Near” (Teaching CSQ3® Metrics).....105

Delivering Value.....	107
Creating a Self Correcting Organization.....	109
Fundamental Appraisals.....	112
Ultimate Appraisals.....	114
CSQ3® Point Scores.....	117

Creating a Self Correcting Organization - Calculations.....	123
Achieving Organizational Excellence.....	135
Implementing the CSQ3® Solution in Your Organization.....	143
Work Effort Scope.....	144
Work Effort Phases.....	146
CSQ3® Content Summary.....	153
Definitions.....	154

The CSQ3® Solution is a journey that will positively change the culture of organizations. Personnel will become empowered. Departments will become Centers of Knowledge. Managers will guide the organization to Excellence. Personnel will be Recognized and Rewarded for True Performance.

Frank Koczwara

CSQ3® Solution Overview

The easiest way to explain the development of the CSQ3® Solution would be to go through the experiences and worldwide adventures as they relate to the evolution of the methodologies but, that would take too long. However, readers need to know that there is a method to the madness. Hence, I have included key development and overview material in this opening section.

Note: the other sections of the book are more fun. Generally, reading about organizational performance improvement is just about as much fun as watching paint dry. Consequently, I made it an adventure. Set in a Renaissance period, the Loyal Subject is challenged to improve the performance of the Land of Near. The Land of Near represents a typical organization, where upper management sets the direction and the various departments fight for power. Loyal Subject's challenges explain the CSQ3® Solution. So if you need additional background information, continue reading. If you want to start the adventure, go to the next chapter, "Loyal Subject – Taking Up the Call to Duty."

Leading a Worldwide Benchmarking Effort

It was a no-brainer for management to authorize a worldwide benchmarking effort once they saw the Business Roundtable¹ statistics. (The Business Roundtable is an association of chief executive officers of leading U.S. companies.) Best in class organizations are achieving Cost, Schedule, and Quality excellence in the work they perform! Cost, Schedule, and Quality; all at the same time!! Performance gains are substantial!!!

The worldwide benchmarking effort that I led was intense, fact filled, and yielded extremely useful information and observations. Besides the thousands of pages of material and reports, in reflection, I was left with the following common sense observations: One: “Clearly establish what you are going to do, before doing it” and two: “Departments build walls.” Multi-department work efforts get thrown over the walls from one department to the next creating significant inefficiencies in the overall performance of an organization.

Based on the benchmarking results, management approved a major improvement effort. The effort was focus on improving just one department. It ended up changing the entire organization.

Directing Major Improvement Effort

Directing a major improvement effort was tough. We didn’t have a pathway to move forward. We didn’t have a framework to use. We were starting from scratch. New ground and new ideas were being explored.

The organization wanted the performance improvement answer. The Business Roundtable and benchmarking results substantiated the prize. We formulated our material, and presented it to the organization. Organizational acceptance was exceptional. It was a start. We needed further substantiation and validation in the real world.

Consulting Worldwide

The major improvement effort then led to worldwide implementation and consulting assignments. The learning experiences were exciting and fun. Work effort teams were inspired. The interaction and communication between management and work effort teams was excellent. You could feel the cultural change in the organization. Gone were the days of dictators. Gone were the days of doing what's best for the department. The focus was on obtaining the best organizational solution for any given opportunity. Management direction and decisions were sought after and respected. My consulting assignments included projects, major commercial deals, strategic efforts, operational efforts, and special management initiatives throughout the world.

Breakthrough: New Country Entry

In fact, one of the most fruitful consulting assignments was "New Country Entry." The executives in the organization were always getting requests to enter new areas or join forces in new ventures but, they did not have an effective system for handling the work. The work was assigned to an individual or a team, and they would eventu-

ally deliver an answer. Executives were not satisfied with the consistency and quality of the process. Hence, the purpose of the “New Country Entry” consulting assignment was to significantly improve the work flow process. Well, it doesn’t get any bigger than this. Imagine deciding if your organization should enter a major new area of the world! With 50 of the brightest people in the organization, we tackled the problem. Guess what? The same work flow system that I applied to major commercial deals and projects was also applicable to strategic work efforts. The CSQ3® Solution was born...

Achieving Cost, Schedule, and Quality Excellence

Achieving Cost, Schedule, and Quality excellence in every work effort in the organization is the heart of the CSQ3® Solution. Achieving Cost and Schedule excellence is easy to understand (provide the lowest cost and fastest schedule) but, what is Quality? Isn’t it a nebulous term? Well, in the common sense land of CSQ3®, Quality is the “Delivery of Value” and the “Making of Sound Decisions.”

Results: Savings of \$240 million a year

For information, how did that original improvement effort turn out? Savings in Cost alone were estimated at \$20,000,000 per month² or about \$240 million in a work effort system of about \$1.2 billion per year. In fact, management stated³ that “The improvement effort had the highest Return on Investment (ROI) in the history of a major international oil company.”

With respect to the savings:

- What is the non-compounded 5 year result?
 - \$240 million x 5 years = \$1.2 billion (The calculation does not include additional savings due to Schedule and Quality enhancements).
- Why is the Return On Investment (ROI) so high?
 - The potential return is so high because the capital cost of implementation is so low and productivity gains are so significant. You are investing in your own people. All personnel in the organization will utilize the same performance improvement methodology. (Most importantly, the CSQ3® Solution is industry independent. The Solution is applicable to profit, non-profit, or government organizations of any size).

What is the CSQ3® Solution?

So what is the CSQ3® Solution? The Solution is made up of three Powers: CSQ3® Fundamentals, Optimum, and Metrics. CSQ3® Fundamentals is a performance improvement methodology that is applicable to all personnel and all work efforts in the organization. CSQ3® Optimum is a multilevel organizational work flow system built on the principles taught in CSQ3® Fundamentals. CSQ3® Metrics is an organizational performance scoring system built on the utilization of CSQ3® Optimum. CSQ3® Metrics uses a point system to track and measure an organization's progress towards achieving excellence.

Organizations Perform Work

Unleash the Performance Gains of an
Empowered Work force

Obtain Cost, Schedule, and Quality
Excellence on Every Work Effort in the
Organization

Eliminate Bad Work Efforts, It is Better
to Kill a Bad Work Effort then to Live
with the Results

Easily Manage the Work Effort System,
Strategic Work Efforts Drive Commercial
Work Efforts Drive Project Work Efforts

Track the Results of All Work Efforts,
Including Delivered Value and Decisions

Utilize the Book Contents to Launch an
Organizational Performance
Improvement Effort in Your
Organization

www.csq3.com

