

: **EXCELLENCE & INNOVATION with Robin Lawton**  
**Register Now!**

It is my great pleasure to invite you to attend the **EXCELLENCE & INNOVATION LEADERSHIP SERIES web-based live seminars**. These 2-hour sessions are conducted by Robin Lawton in an unusually interactive and humorous style you will find both memorable and practical to apply. Rob is a best-selling author and was ranked #1 of 88 speakers by an international organization last year so you know these events are top class. Each of these content-rich and thought provoking sessions give you the essence of what is covered in full-length workshops in a fraction of the time and cost:

June 17, **"8 Dimensions of Excellence: Aligning Strategy, Measures & Customers**

June 24, **"The 12 Voices of the Customer"**

July 18, **"Innovation Versus Stuff That Stinks: Principles and Practices"**

Your included downloadable file with visuals and notes, tools and references leave you well armed to take action. Attend with a few colleagues for maximum impact. Here are a few comments by others on their experience with Mr. Lawton's program:

*"I have attended more than twenty seminars, workshops and post-Masters degree courses related to customer focus. This is the most practical approach I have found."* Cliff Keys, Operations Division Manager, Lawrence Livermore National Laboratory

*"This created excitement about 'what's possible' and gave the members of the leadership team a new way to evaluate the work they and the organization do."* John Powers, Director, Eastman Kodak

**TIME:** All sessions are Tuesdays, 11:00AM-1:00PM Central Time

**PRICE per EVENT:** \$225/person. Discounts of up to 50% off are available for members of co-sponsoring organizations who register at least **7 days prior** with a team, using your Promotion Code of **MASQ**.

**CO-SPONSORS:**

American Society for Quality (ASQ), Minnesota Section  
International Management Technologies, Inc.

**REGISTER ON LINE** at <http://www.imtc3.com/events/eventDetails.cfm?datID=131> or call Peggy at 941-907-0666 with your questions.

**USE CODE "MASQ" WHEN REGISTERING!**

We wish you well and look forward to contributing to your success.

P.S. Excellence and Innovation Leadership Series descriptions are available at the web site address above, but I've included them below for your reference and ease in forwarding to other leaders you believe would be interested.

**INNOVATION Versus STUFF THAT STINKS**

Sometimes it seems products or processes are designed **not** to work. Don't you hate

the CD cases that require special tools to open, airport bathroom stalls you can't fit into with your carry-on bags, the phone directory that is organized in a way you don't think, the hotel window shades that won't close, the insurance bill you can't understand (is that the goal?) and the equipment set-up instructions that omit the one step standing between you and success? This doesn't happen just by chance. There are definitely principles at work.

Successful innovation meets the "WOW" test, for both customers and producers. But technically superior innovation is often only wonderful in its complexity, something only its producer would love. Then there is innovation by serendipity: the chance accident that happily results in success. Unless you are on a first name basis with good fortune, don't hold your breath for sustainability.

What are the wow characteristics experienced by users of iTunes, Google and the tax booklet that made one state jump to #1 in refund speed? Find out at this session, focused on the intentional pursuit of innovative excellence. Expect to be simultaneously entertained and enlightened while you discover answers to the following questions:

- How do you design for WOW, as experienced by customers?
- What three (3) questions always uncover the mind of the customer, even when they couldn't otherwise tell you?
- How do you encourage divergent thinking focused on outcomes versus convergent thinking about product improvement?

Excellence is no fluke. Our 20/20 vision as a customer easily spots stupid practices. Unfortunately, those weaknesses are not so obvious when we are in the producer role. This session provides an altered view of the customer's reality in a way you can't miss but you can immediately apply.

**LEARNING OBJECTIVES** You will leave this session knowing at least five things:

- Principles that cause customer bliss
- Common (and apparently unknown) reasons customers mutter, "That stinks!"
- The Innovation Roadmap for customer love and competitor envy
- The main enabler of divergent thinking & innovation
- The #1 attribute required for a successful innovation (either product or service)

*"Excellent program! This challenged me to make a mind shift to apply the customer-centered thinking in my work. The emphasis on creative, divergent thinking may be the key to our success in the next ten years." Steve Alexander, AVP, American Honda*

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## **8 DIMENSIONS OF EXCELLENCE: Aligning Strategy and Measures with Customer Priorities**

Is your transformation initiative a success when processes are improved, costs are cut and performance is measured in ways customers don't care about? Hardly, but the mirage is tempting. Change initiatives often promote customer success as a priority but put all the attention on improving process. That only improves performance on 1 of the 8 Dimensions. It's like tuning to perfection one cylinder of your eight cylinder engine. Come learn about the other seven and get all eight working together like you never thought possible.

This entertaining, provocative and pragmatic session is for change leaders wanting to go beyond tactical process improvement and focus on strategic outcomes customers (and competitors) will notice. This powerful framework and process that has consistently produced high results in the toughest settings. Examples illustrate what a well-aligned strategic plan, balanced scorecard and customer-centered change initiative looks like.

Mr. Lawton presents leading edge concepts, outlining an eminently practical new way to:

1. Describe customer priorities along four main dimensions
2. Connect them to business strategy
3. Balance eight (8) areas of performance and related measures.
4. Integrate and leverage existing improvement initiatives

**LEARNING OBJECTIVES** You will learn answers to the following questions:

- What are the drivers of satisfaction and which of them is most important?
- How can strategic objectives be aligned with customer values?
- How can initiatives like Six Sigma, Lean, ISO and others fully integrate customer focus?
- What are the four (4) dimensions that most balanced scorecards mistakenly overlook?
- How can you assure any improvement effort yields at least a 10:1 return on investment?

*"It is funny that, instead of these 8D ideas slowly fading away as often can happen after a course, they are making more and more sense. You have essentially changed the whole way I approach everything I do! And I am enjoying my job more as a result. I have been working with one of our business groups on their balanced scorecard. Someone came in to see me today and said, "I don't know what you have been doing with that group, but they finally seem to be focusing on the right things to improve". Hallelujah!"* **Manager, Operational Excellence, Wolters Kluwer Health, Pharma Solutions**

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## **THE 12 VOICES OF THE CUSTOMER**

The notion that we should listen to "the voice of the customer" is well meaning, but an insult to our intelligence. Everyone knows there is no such thing as the customer. This necessarily means there must be more than one voice to listen to. Yet we can make potentially fatal assumptions about (1) who "the customers" really are, (2) what questions to ask, (3) how to prioritize their answers and (4) how to define and measure success.

Consider the top car company executive who heard customers say they wanted more miles per tank of gas. Did this understanding lead to (a) improving fuel efficiency of engines, (b) innovation, (c) competitive advantage or (d) bigger gas tanks? This session shows how easy it is to confuse what you heard with what they said (not to mention what they want but didn't say). The executive's design team rushed to market with bigger gas tanks. Mistaking the literal voice of the customer with the untapped mind of the customer is tragically common.

Tools such as surveys, the Kano model, design for six sigma (DFSS) and others have

been increasingly used to capture the voice of the customer. While helpful, NONE answer key questions every practitioner must answer. Naturally, this webinar provides those answers.

**LEARNING OBJECTIVES** Don't even think about conducting a voice of the customer project or commissioning a customer survey without the innovative framework and tools provided in this session. You'll learn a refreshing new way to uncover and translate the mind of the customer in ways you never thought possible, including revelations such as:

- Who your customers really are and why it matters
- How to determine the number of voices you should be hearing
- The 4 dimensions of performance any improvement initiative must address
- Why surveys fail and how to avoid that fate
- What three questions will always uncover what customers want
- Which of the 12 voices is most important to understand (and rarely uncovered)
- How all this is related to customer satisfaction, innovation and growth

*"During my work on my Ph.D., I was an intern to Dr. Edwards Deming, and was one of the few people in the world, if not the only, to study under and spend personal time with Peter Drucker, Joseph Juran, Philip Crosby, and Russell Ackoff. I also studied under Tom Peters and Michael Hammer. Dr. Deming was a member of my PH.D. committee. My personal knowledge and professional assessment of Mr. Lawton's work, in comparison to those giants of the past with whom I was personally associated, clearly places Mr. Lawton in a position to be today's premier thinker and practitioner of quality as defined by customer satisfaction. **Bruce E. Laviolette, Ph.D., Corp. Director of Management Systems, Naval Air Systems Command***

#### **THE PRESENTER:**

Robin Lawton is president of International Management Technologies, Inc. (IMT), founded in 1985. He is internationally known as an author and consultant to market share leaders and world-class firms. His areas of expertise include customer satisfaction, innovation, performance measurement, survey research and time-based competition. Clients who have recently won major awards as a direct result of applying IMT's customer-centered culture principles include the Missouri Department of Revenue (winner, 1999 Missouri State Quality Award) and Lawrence Livermore National Laboratory (winner, 1998 California State Quality Award). Other clients include Malcolm Baldrige Award winners such as Motorola and AT&T, Taguchi Award winner ITT, Ford, Honda, Blue Cross Blue Shield, Group Health Cooperative, Microsoft, Eastman Kodak, the City of Calgary and other organizations not so well known.

Mr. Lawton has more than 30 years of experience directing innovative leadership in both industry and government organizations. He is author of the best-selling book, Creating a Customer-Centered Culture: Leadership in Quality, Innovation and Speed (5-star rated at Amazon and Google). Rob is a thought-leading, provocative, humorous and engaging speaker. He was ranked #1 of 88 speakers in 2007. He has been a featured presenter at international and domestic conferences sponsored by the Chamber of Commerce, Japan Management Association, American Management Association, American Quality Institute, International ISO Conference, Minnesota Healthcare Association, American Society for Quality (ASQ), Association for Manufacturing Excellence (AME) and many others.

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