

Start



# The Journey to Organizational Excellence



## The Process



**By Hunter T. Sherry**

Organizational  
Excellence

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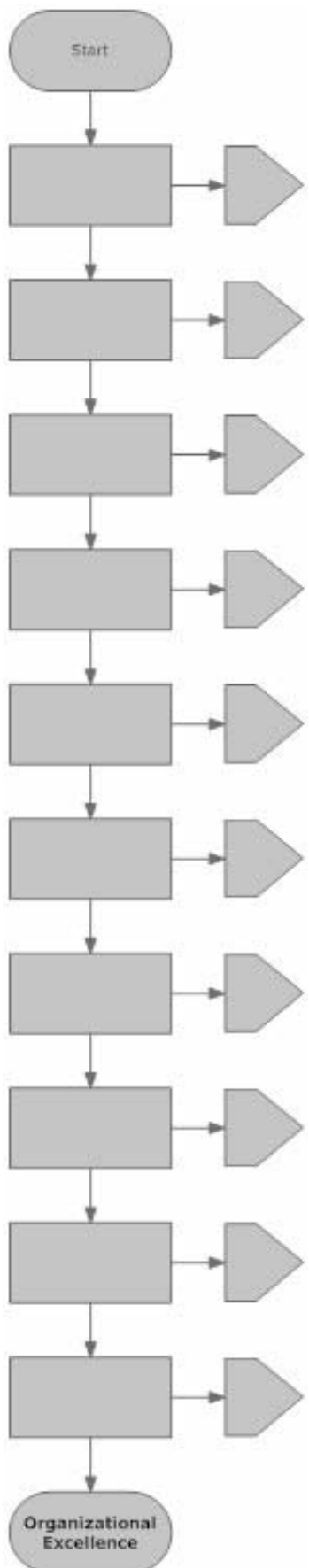
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# Introduction



Organizational Excellence



This book contains an understandable and comprehensive road map, or process, for organizational development and improvement, pulled from the hard work of the many people and teams I have been involved with.

The process detailed in this book resulted from a combination of experiences and situations that I have had both the pleasure and pain to have led and managed. There are no earth-shattering new theories or tools, just a well-structured, workable process for improving your organization's effectiveness. It is this process and its application that we must understand and implement, not the current genre of the day.

Most organizations possess the technical skills to do very well marketing their products and services using the processes they already have, but human interaction and communication tend to get in the way of success. Organizations must understand how to measure their processes and interpret the data that these processes generate. Misinterpreting this data costs organizations untold hours of unproductive effort and expense.

Organizations spend millions of dollars every year bringing in consultants and motivational-type speakers. While this is an excellent way to jumpstart your efforts, all too often organizations are only energized for the next several days, weeks, or months, and fall back into the same behavioral patterns they exhibited before the intervention. The leadership of these organizations wants to do the "right thing" by keeping the energy and positive attitudes alive, but long-term implementation gets lost. We must remember that organizational development and improvement is a process just like any other and must be led, measured, and managed, to result in the wonderful success pitched to leadership.

The specifics of the road map or process I will present in this book are detailed in a process map or flowchart. My goal is to give you the tools you need to use it. Please don't be fooled by the relatively simple appearance of *The Process*. It took a decade and a half to develop and requires immense amounts of planning, leadership, energy, and work to implement correctly. When done with integrity and thoughtfulness, the results achieved are both astoundingly profitable and rewarding.

Be mindful that I am a capitalist, first and foremost, and understand the capitalist system. However, I am also a humanitarian. Through years of experience, I have come to understand how to blend these two intellectual theories for the benefit of all. So, the process I'm going to show you can be implemented throughout any type of organization that involves interacting with people, including government, sports, religious, and business. Remember, all

processes are measurable: services, sales, finance, accounting, marketing, administrative, manufacturing, and even senior leadership functions. In fact all of these processes not only can be measured but they should be measured. Anything that cannot be measured cannot be improved!

As stated earlier, the tools and theories I have sewn together in this book are not new. Rather, it is the way The Process I'm going to introduce applies these standard theories and tools that makes it unique. I have combined the social doctrines of Skinner and Maslow with the studies of Herzberg, and integrated the use of measurement and attention to quality that Deming and Juran advocate. It is also critical to understand organizational behavior, culture maturation, and management theory as Blanchard and Hersey describe, and to have a thorough understanding of team building and how teams function. And finally, none of this would work without skilled leadership, which is the foundation for the process.

In conclusion, I would like to leave this introduction by stating my own personal vision and mission, which form the basis and goals for this book:

## **VISION**

*To enhance human interaction and simplify organizational systems.*

## **MISSION**

*To provide, with integrity and honesty, subject matter that will enrich the knowledge of my customer (you, the reader), and increase the satisfaction of your customer (the team/organization).*

Respectfully,  
Hunter T. Sherry