

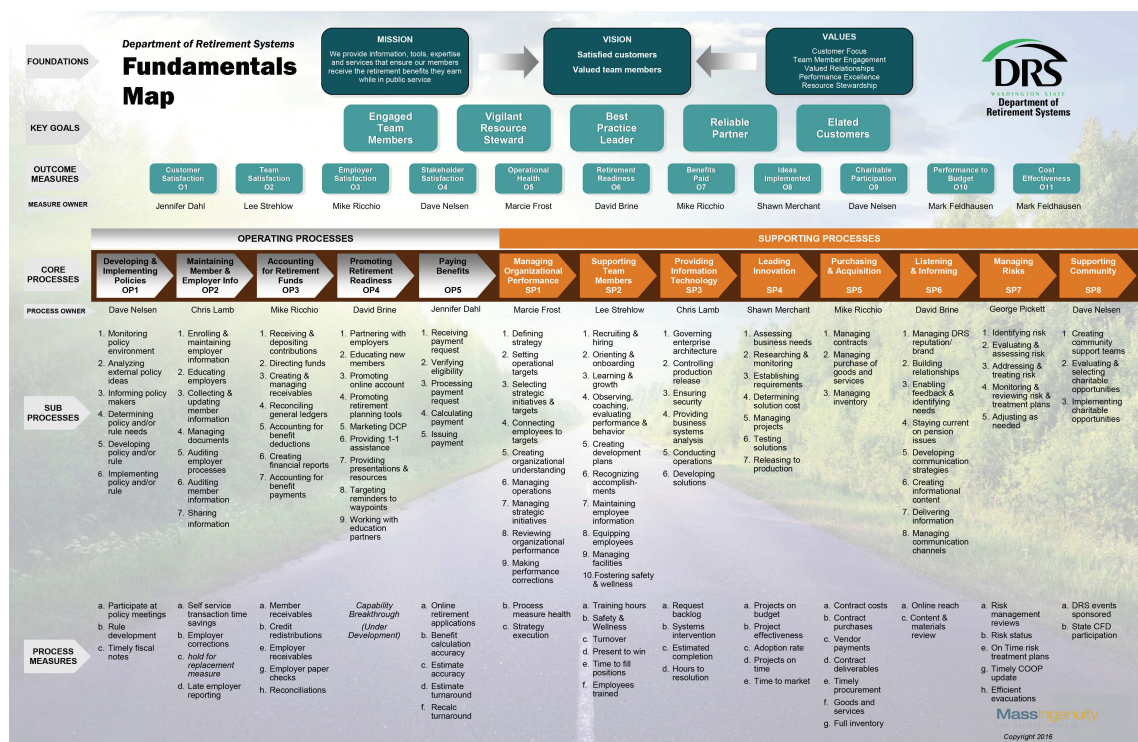


Fundamentals Maps and Results Software™

Results
by MassIngenuity®

Overview

State government agencies are enormously complex, frequently spanning thousands of employees, large budgets, and a multitude of important initiatives. In order to capture this complexity in a simplified format that can be easily understood, Mass Ingenuity developed the Fundamentals Map. As a single-page management and communication tool for how an organization operates, a Fundamentals Map makes the complex more manageable for an agency's leaders and employees. At its core, the Fundamentals Map translates the agency's strategy and processes into a daily execution plan. The illustration below is an example of a Fundamentals Map.



In order to build an agency's Fundamentals Map, a Mass Ingenuity expert facilitates a series of sessions with representatives of the agency. Once the agency's mission, vision, and values are established, the team identifies its key goals that need to be achieved in order to deliver on its mission. Underlying each key goal is one or more objectives, and the Mass Ingenuity consultant draws these out from the agency team while establishing outcome measures (KPIs or OKRs) that determine success. Supporting each objective is a multitude of processes and strategic initiatives that also need to be measured so that they can be effectively managed. Once the agency team has agreed upon owners for every process, strategic initiative, and measure, the Fundamentals Map is complete and is a visual representation of the agency's entire business – effectively making the complexity of the agency much easier to understand. The Fundamentals Map is the core tool within Mass Ingenuity's Enterprise Performance Management (EPM) solution for Government, and it's an important starting point for any agency's EPM journey.

Defining Enterprise Performance Management

EPM integrates people, process, and technology to drive improved performance. Mass Ingenuity's proprietary solutions explicitly address each aspect of this critical equation:

- **People:** The Results Management System includes change management, group facilitation, leadership development, coaching, and engagement of diverse points of view. Mass Ingenuity's experts help our clients to tap into the power of their people as the primary agents of improved performance.
- **Process:** By starting at the executive level and cascading to frontline employees, the Fundamentals Map represents a roadmap for establishing key goals and objectives and identifying opportunities to improve processes that drive performance. With a focus on both process and outcome measures, Mass Ingenuity customers develop a culture of continuous improvement.
- **Technology:** Mass Ingenuity's SaaS-based Results Software is the ideal complement to our Management System. The solution is purpose-built to capture the complexity of government agencies so that all relevant data can be widely accessed to improve visibility, accountability, and decision-making.

In the sections below, we will illustrate how the Fundamentals Map and Results Software enable an agency's leaders and employees to develop and sustain a data-informed, high-performing enterprise.

The Fundamentals Map: Defining Operational Excellence

Operational excellence depends on two core processes which, together, account for at least 80% of organizational resources and daily operations:

1. **Operating core processes** (often client- and taxpayer-facing)
2. **Supporting core processes** (internal-facing IT, HR, finance, accounting, procurement)

The Fundamentals Map's Performance Measures establish a shared understanding of:

- Daily routine work an organization needs to accomplish to be successful
- Which leaders and teams own what work
- How to measure and manage success for internal and external customers

By applying the Fundamentals Map and Performance Measures, organizations are able to:

- Increase productivity and reduce waste
- Improve transparency and employee engagement
- Drive accountability and collaboration across teams
- Improve customer service and citizen outcomes

Process-Oriented View Connects Strategy to Execution

Organizational charts have historically been used to describe an agency's structure; however, these charts typically illustrate siloed and hierarchical functional groups without explaining the organization from an operational or process perspective. A process-oriented view shows the true inter-dependencies across an agency and is essential to achieving customer results, building a mission-driven organization, and engaging today's workforce.

A Fundamentals Map moves teams beyond the standard flat organizational chart view into a process-oriented view of value streams and performance measures

Fundamentals Maps provide the framework for connecting strategy to execution. To date, over 85 agencies across the country have used this tool to ensure their strategic initiatives are successfully integrated with their daily operations. The illustration below outlines the transformational improvements from applying Fundamentals Maps.



Results Software

Mass Ingenuity developed Results Software so that the power of the Fundamentals Map – and the clarity and alignment that it provides – would be available to all employees with real-time data about the status of every goal, objective, strategy, and process. With visual analytics, intuitive reports, and the ability to tie strategy to daily operations, Results Software is the platform that helps teams understand progress, identify problems, and achieve desired outcomes.

Client Results and Stories

The graphic below summarizes the quantitative results achieved across our customer base, and the following stories illustrate the impact Fundamentals Maps and Results Software have on daily operations and agency outcomes.

TYPICAL CUSTOMER RESULTS

The Results Management System and Software delivers tangible paybacks.



“The Fundamentals Map and Results Management System was a perfect fit for what TSD needed. After years of disconnection and disengagement, employees were emphatically asking for a new culture where transparency, openness, and the ability for them to directly impact the direction of their organization were ingrained in the DNA of their division. The Results Management System provided the vehicle to change the culture and the employees stepped up. The transformation was dramatic. As a leader, seeing the impact this has had on the division and its employees is nothing short of magical.”

Technology Solutions Division, Director (Human Services)

“Prior to the establishment of our legislation dashboards and other internal projects in Results Software, we lacked the visibility across different areas and the related interdependencies. The work was very much siloed and information that was critical in reaching leadership was slow and dated. Leadership can now see where potential bottlenecks were going to happen and potential impact on critical due dates so they could make adjustments.”

State Agency Governance Project Manager

About Mass Ingenuity

Mass Ingenuity is a full-service enterprise performance management firm. For over 14 years, we have successfully integrated people, process, and technology for over 85 government agencies including transportation, corrections, health care, human services, motor vehicles, revenue, natural resources, and various regulatory agencies. Mass Ingenuity’s core purpose is to enable every domain, department, and division of an organization to reach their full potential. For more information, visit us at www.massingenuity.com or email info@massingenuity.com.