

About Mass Ingenuity

The Results Management System™ and Results Software™ | The Power to Improve



Mass Ingenuity and the Results Management System



Mass Ingenuity is a national leader in results-driven government. Our SaaS-based Results Management System is a comprehensive, outcome-based, and integrated performance management solution, which is proven to transform organizational culture and outcomes.

The Results Management System is rooted in these world-class disciplines:

- Lean philosophy and tools
- Leadership and management best practices
- Organization development
- Employee engagement
- Change management
- Performance management measures
- Fully integrated SaaS solution operating on Microsoft® Azure® cloud computing platform

The deployment of our Results Management System creates a systematic focus on customers, engages employees in continuous process improvement, and leverages outcome and process measures, the “currency of an effective management system.”



Origin of the Results Management System

Results Management System was built when Mass Ingenuity recognized that standalone lean events were not sufficient or sustainable *without an over-arching management system*. Like the foundation of a house, an enterprise-wide or divisional management system is the basis for continuously measuring results, allocating finite resources, driving full transparency, creating healthy accountability, and ensuring that gains are sustained in order to meet customer needs.

Mass Ingenuity’s Experience

Through our experience with over 60 organizations and 125,000 employees in multiple states, we know this journey to be challenging and rewarding. Our competitive advantage is that we have successfully transformed state government and have travelled these journeys with our customers. We have navigated both the successes and the setbacks. We have first-hand experience in creating successful outcomes, solid results, and sustainable changes. The road to “government that works” is not a straight line and we know how to navigate the

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bumps, detours, and switchbacks that represent the practical reality of operating state government.

Additionally, Mass Ingenuity has implemented a system of management and a software technology solution based on the principles outlined in the books, *"Business at the Speed of NOW"* and *"Government That Works."* Mass Ingenuity funded the development and publishing of both books as part of its overall research to understand and document best practices of enterprise-wide management systems. These principles have been put into practice through the products development by Mass Ingenuity and verified to be best practices through our extensive customer base.

Customer Results and Testimonials



“Our Management System and change management work with Mass Ingenuity has made this one of the most successful consulting engagements in my career.”

Dorothy Teeter, Director, Washington Health Care Authority (retired June 2017)

“If I could go back, I’d have implemented the management system framework before investing in lean. This is the most engaging and valuable work I have done in my government career. Now we have the credibility to better influence the Legislature’s decisions and they are listening to us. This applies to the governor’s office as well. The time we spent building our Management System has been well worth it and I would do it again in a heartbeat.”

Fariborz Pakseresht, Director, Oregon Youth Authority (became director of Oregon Dept. of Human Services in 2017 and immediately engaged Mass Ingenuity again)

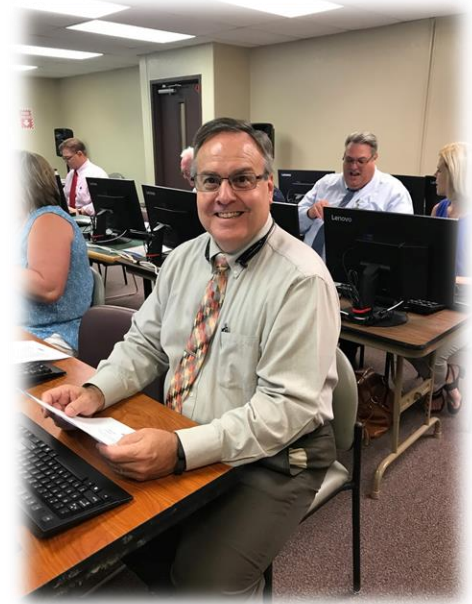
The following are comments shared by various users who participated in the Results Software onboarding and training:

- “Mass Ingenuity during all three phases of AMS [Arizona Management System] deployment has been instrumental in administering and standing up our management system. They are very responsible, professional, and

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knowledgeable regarding lean principles and culture change. They are continuing to demonstrate this skill set in our current contract as we are deploying the AMS to frontline employees.

- In addition, our purchasing of Results Software has provided the organization with very high visibility into performance results and has made the ease of inputting the data directly much more effective and efficient than our previous methodologies.”
- "We have a lot of enterprise software applications running in our organization. Most have been difficult to learn and use. Results Software was easy to learn and intuitive to use. The training sessions were well organized and used our time efficiently. Results Software is an excellent technology match for our management system and our performance management initiatives."
- "Onboarding enterprise software applications has been tedious for us in the past. Results Software was easily interfaced to our Active Directory. We were up and running in less than five days."
- "Mass Ingenuity has been very responsive to our questions and requests for help. Their representatives know Results Software in detail, are patient and attentive to all questions, and focused on ensuring our success with performance management in our organization."
- "Results Software has been designed from the ground up to support performance management. Managing, assessing, visualizing, and reporting on measures has never been easier for us."
- "Mass Ingenuity listens to their customers. We asked for a technology solution that could replace the cumbersome Excel scorecard system we were using. Results Software met all of our requirements plus it has provided additional tools such as project management, document management, and is a flexible approach to creating and sharing great looking visual dashboards."



**Dwight Cloud, CIO,
Arizona Dept. of Corrections**

Results Software

Mass Ingenuity's software easily manages and connects all employees to your management system and its performance management measures.

Facts and data are the foundation for a results-driven operation. Our methodology includes developing a review process of the Fundamental Outcome and Process Measures in order to monitor and make adjustments. Using the performance measurement thresholds of "red/yellow/green," Outcome and Process Measures will be highly visible and transparent, which will drive accountability for results and accelerate improvement cycles.

Results Software is a SaaS enterprise application specifically designed for performance management systems. It runs on the Microsoft® Azure® Cloud Computing Platform and takes full advantage of the cloud computing services, security, and performance.

As a cloud-based SaaS application, there is no need to create a new IT project. Plus, Results Software is easily set up in two to five business days.

As a single source of all performance data, Results Software will be visible 24x7 from any device. In addition, Results Software data is the centerpiece for regular business reviews, team meetings, and one-on-one's.

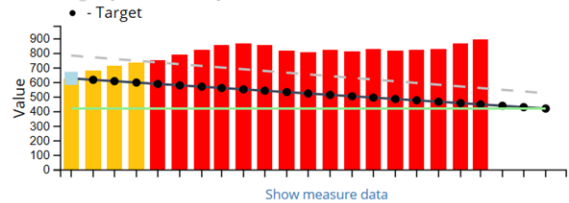
Results Software also contains a project management engine with the functionality to managed performance management projects such as problem solving, lean projects, strategic breakthrough initiatives. These are set up with owners and due dates enabling complete transparency between senior leadership, appropriate staff, and citizens.

Operationalizing your strategic business plan requires constant performance monitoring and adjustment. Having your performance data in Results Software will provide the organization with extensive business intelligence (BI) tools, as well as visual analytics to be able to analyze, assess, and share what the data is saying about your business.



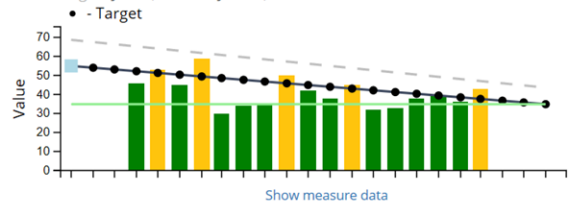
MM02BHQ4 : Quantity of vacant COII positions

Calculation: # of vacant COII positions
Date Range: Jul 31, 2016 to Jun 30, 2018



MM07BHQ4 : Quantity of staff assaults

Calculation: # of staff assaults
Date Range: Jul 31, 2016 to Jun 30, 2018



Results Software Quick Facts

- **Cloud-Based Software** – No need for an IT project. Results Software is cloud-based and is operational enterprise-wide in a few days.
- **UI/UX Philosophy** – For the ultimate in ease-of-use and optimized performance, Results Software focuses on a “2-clicks” to anywhere UI/UX philosophy.
- **Easy Onboarding** – Employees quickly become users through fast ADFS onboarding via your active directory.
- **Email** – Easily and quickly send emails from within Results Software.
- **Security** – Results Software is NIST 800-53 rev 4 and HIPAA compliant.
- **Data Warehouse** – Leverage the emerging power of portals, analytics, artificial intelligence, machine learning, and process optimization without risking source information.
- **Fully Mobile** – Enter data or check in on a process improvement project from any device anywhere in the world at any time.
- **Microsoft® Azure® Platform** – Built on Microsoft’s premier world class cloud platform. Additional Azure web services are very easy to add to Results Software.
- **Power BI Analytics** – Deliver knowledge and insights through state-of-the-art analytics that help analyze and visualize any data in your performance management system.
- **Training** – Results Software training is designed and organized for both onsite and webinar delivery. Includes administrators, power users, and users.
- **Job Aids** – Mass Ingenuity provides a library of job aids for all user types.
- **Print Engine** – Results Software contains a powerful print engine that ensures that measure charts are easy to print independent of printer type. In addition, the print engine generates PDF files that can be saved and archived if desired.
- **Presentation Engine** – Results Software contains a flexible presentation engine for business reviews, huddles, and major presentations.
- **Project Management** – Results Software contains a project management engine with the functionality to manage performance management projects such as problem solving, lean projects, strategic initiatives, breakthrough projects.
- **Tools and Document Management** – Results Software has the capability to store and manage tools, templates, samples, and documents. This ensures that all artifacts associated with performance management can be maintained within Results Software.
- **ADA Accessibility Compliance** – Results Software meets the accessibility requirements for web-based SaaS applications.
- **VPAT**: Voluntary Product Accessibility Template completed and documents Section 508 accessibility.