

① Purpose - What is the Purpose of this system?

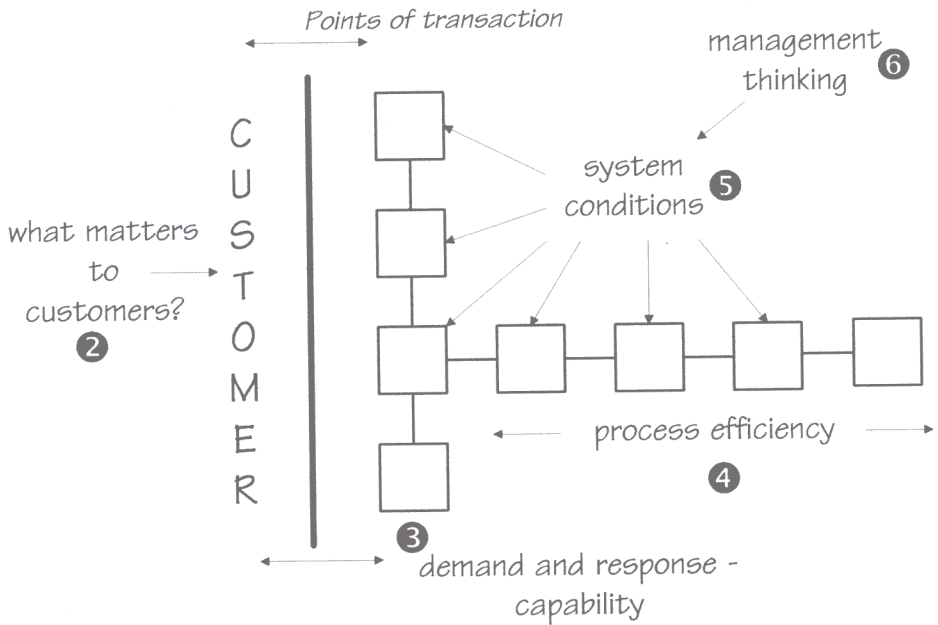


Figure 13: The Vanguard Model

THERE ARE 6 STEPS TO BUILDING A SYSTEM PICTURE OF YOUR ORGANISATION.

Step 1: What is your purpose?

Step 2: What matters to your customers?

Their view of you is made up only from the transactions they have with you.

Step 3: What is your capability at the points of transaction?

This is achieved through the way your core processes work.

Step 4: The ‘what and why’ of process performance

You will always find that waste in processes is due to system conditions: **these are the causes of waste** i.e. the nature of measures in use, the way the work is designed, the information people have, and so on.

Step 5: What are your system conditions?

These are the outcome of the way managers think.

Step 6: When you can see the relation between what’s happening in your organisation and why it is happening it’s easy to change the way you think because you can see there is a better way.