

FRANCIS TUTTLE HOSTS EXECUTIVE SYMPOSIUM

“The Productivity Revolution”

Dr. Tor Dahl, pioneer and world leader in the field of productivity and performance improvement, shared that quality is an absolute necessity for any corporation, but stated that many companies appear to celebrate the implementation of quality initiatives to a fault.

Dahl, who serves as Founder, President and CEO of Tor Dahl & Associates, and as Chairman Emeritus of the World Confederation of Productivity Science, is an economist and statistician whose primary research focuses on factors that influence human productivity in the workplace. Hundreds of large and small companies around the world have successfully applied Dahl's methodology.

In partnership with the Juran Center for Leadership in Quality at the University of Minnesota, Dahl's research focuses on companies whose Six Sigma quality initiatives are considered exemplary. Detailed analysis of these companies reveals that a focus on quality in Six Sigma companies seems to be associated with (1) a reduction in productivity, (2) a reduction in overall employment, and (3) a reduction in net income.

Exceptional corporate performers, however, dramatically differed from these Six Sigma quality companies. The productivity and net profits of these high performing companies was higher, as was their increase in employment from 1998-2003 (up by 45.07%).

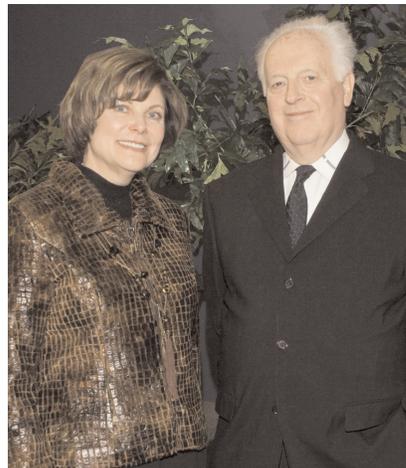
During his sold-out symposium at Francis Tuttle, Dahl, who is also known as “Today's Deming,” recounted that a key element of quality initiatives is to remove all variation. Yet, the very nature of innovation itself implies the need to introduce variation. The goal, according to Dahl, is to improve productivity and quality, which requires a balance of unfreezing first, then freezing to lock-in the gains—and then unfreezing again to avoid stagnation.

Quality freezes a process; productivity unfreezes a process. When all waste is removed in a process and no other change occurs, productivity improvement falls to zero. In the symposium, Dahl shared productivity tables from all major Six Sigma companies with similar organizations who have experienced much greater growth in productivity and, therefore, greater degrees of new wealth.

Dahl uses the analogy of “Removing the Corporate Logjam,” and invited the group to consider organizational obstacles as a set of logs in a river that have formed a logjam. One of these obstacles is key and must be removed first for the others to follow in a logical order. Once the root cause has been identified and a new idea has emerged to overcome it, the logs will begin to flow downstream, leading to a leap in productivity.

What is required to achieve corporate growth is a balance between the seemingly opposing forces behind both quality and productivity. Dahl's implementation process blends what organizations are striving for with how they go about achieving those goals. Innovators are ones who study a problem and see what no one else has seen. Extreme innovation, according to Dahl, is about ideas, and is where Americans hold a key competitive advantage in the global marketplace. It is why the entire world looks to the United States to solve the world's most pressing problems.

Francis Tuttle's first Executive Symposium featured Dr. Joel Barker, futurist & independent scholar, and author of the best-selling business video in history, *The Business of Paradigms*. If you would like more information on past or future Executive Symposiums, contact Francis Tuttle at 405.717.4138, cmccullough@francistuttle.com.



Productivity pioneer Dr. Tor Dahl and Francis Tuttle CEO Dr. Kay Martin