Designing Your Future
For Leadership in Business Excellence

OUR PURPOSE

Designing Your Future is a new offering from the Division of Business Administration in response to the need for the Rivier business community to continue learning about new opportunities for growth and improvement in a time of shrinking resources due to tightening credit terms and the significant reduction of consumer and commercial spending.

OUR PROGRAM

Our ultimate goal is to strengthen your company by engaging and collaborating with non-competing senior leaders of other organizations to provide you a realistic, 360 degree appraisal of your major organizational systems, using only those factors important to your company. This appraisal culminates with a feedback mechanism and framework to continue reaching towards a higher level of overall company performance, sustainability, and long-term success.

Designing Your Future will create a path for your organization to succeed. Our executives use an established, proven framework to provide feedback demonstrating the state of your present performance, showing you your strengths and what areas may be potential areas to consider improvement. We provide feedback on the performance of your systems in the following major areas:

1. Leadership, Mission, and Governance
2. Strategy - Development, Execution, and Effectiveness
4. Measurements, Analysis, and Decision-Making
5. Valuing and Developing a Learning Workforce
6. Designing and Managing the Work
7. Progress in Efficiency and Effectiveness

Because each of these key areas has an impact on your results we will put these systems in perspective, allowing you to effectively prioritize your actions. You can use this feedback with your senior team to better communicate and be in alignment more effectively, prioritize resources, enhance learning, and integrate your processes and systems, thus driving further improvement to achieve your desired success.

Our approach can be utilized by any organization in any industry, public or private, large or small, profit or non-profit, whose leaders are committed to participating in and learning an effective and realistic way to achieve sustainability, and long-term success.

Our comprehensive appraisal activity and feedback are conducted and finalized by a peer team of non-competing senior executives. We believe every business is unique and you will not receive cookie-cutter feedback. Our appraisal and feedback is all about you, not about your competitors or anyone else in your industry. By allowing our appraisers to review your systems against the framework criterion, you will gain a comprehensive overview of your strengths and potentially significant areas for improvement and their effect on your business, creating a guide for you and your senior team to use in creating, reinforcing, re-adjusting, or re-aligning action plans to reach your goals.
THE BENEFITS AS AN APPLICANT

As an applicant, you are no doubt cutting back in some way, as most companies are. How do you know if you are making cuts in the right places? The easy or obvious cuts are not always the best ones. You may be unwittingly reducing your competitive edge or market position, which cannot be recovered easily. **Participating in our program will re-calibrate you.** It’s not hard to lose focus in these unprecedented times. Re-calibration will clarify what you truly consider important to your business and your first step to doing the right thing. Strengthen your foundation. Through our feedback, you may discover something that is no longer relevant or important. With this key learning you have begun to save money and effort. Let the improvement begin!

We choose members of your appraisal team carefully. They will not be competitors. You will have the opportunity to review team members' backgrounds and approve their participation in your appraisal. Our appraisers are knowledgeable, experienced senior executives experienced in business systems and well-qualified to conduct your appraisal and provide feedback. Each appraisal team member attends 12 hours of specialized training. We do not come in as auditors, and there is no "checksheet mentality." We will look at the performance of key high-level systems that essentially run your company in those key areas, looking for systematic performance, cycles of learning, levels of integration, and cycles of evaluation.

In our feedback, we will not recommend nor prescribe what you will to do to improve. If we discover any significant systems issues, we will tell you the effect of not addressing the issue, but will not tell you that you must implement change. We don’t know your business as well as you do, but we know how systems perform against the criterion. It becomes your guide for **deeper, more effective improvement.**

Our process will open your mind to things you’ve never even considered. This new learning leads towards better decision making for effective and efficient improvements which can only enhance your success in achieving positive organizational results.

THE PROCESS

As an applicant company, you and your senior leaders will participate in a one-day workshop to assist you in developing an executive summary of your company which contains your responses to a comprehensive questionnaire. This document will serve as a guideline for your appraisal team. Applications may be accepted in the spring and in the fall. Depending on organizational complexity and size, you may be asked to host the team at your facilities for up to three days to conduct the appraisal. Your management team and other employees must be available within that time to participate in interviews. Appraisals will be scheduled in advance to minimize our impact on your business and the team. If your business has multiple sites, it may not be feasible to have appraisers visit all of your locations due to distance limitations. Within two weeks of the final visit, the appraisal team will send you a document detailing their findings.

**BENEFITS BY PARTICIPATING AS AN APPRAISER**

The Appraiser Experience: there aren’t many roles that are as honorable or as valuable as this one. All members are required to sign non-disclosure and conflict of interest forms, because it is important that we do our best to keep bias out of the appraisal. **Appraiser confidentiality is mandatory.** Companies apply to our program to create an edge over their competition: we protect and respect their approach. For senior leaders, this is the ultimate benchmarking experience. A company opening its doors to us has trust and integrity in the process, both critical attributes of our program. After a 12-hour workshop, appraisers will synthesize the company executive summary, develop a list of issues to review, and determine who best to speak with on the relevant subject. You will visit the company’s facilities and use a script based on the criterion to appraise the breadth and depth of key systems. Your team will complete an executive summary and compile system-specific observations using the framework, which will be sent to the CEO of the company being appraised. Your total time commitment as a team is expected to be about five work days spread out over a few weeks.
WHO CAN PARTICIPATE

Companies

Our desire is to build our economy, a company at a time, so we welcome any business to apply, whether it be a sole proprietorship, partnership, or corporation. Divisions of larger companies or even individual schools are also eligible. Applicants can be a municipal, state, or federal government agency, a manufacturer, service provider, retailer, restaurateur, healthcare related group, or a private or public educational institution. You can also be a for-profit or non-profit.

Appraisers

This program requires that all our appraisers hold senior leadership positions and have an appropriate level of knowledge and experience in organizational administration. We work to create teams from a varied spectrum of different backgrounds that provide our companies an appraisal with a 360° view. Post-graduate degrees are not required from senior executives. In addition to senior executives, we also welcome professionals with specialized functional certifications, for example, CPA, CMA, MD, or other terminal degrees.

THE FACULTY

Len Deneault is the Executive Director for MassExcellence, the Massachusetts’ Baldrige-based non-profit award and education program modeled after the Department of Commerce National Institute of Standards and Technology Malcolm Baldrige National Quality Program in Washington DC. He is also the President of The NorthEast Center for Performance Excellence, a New England consulting consortium that guides companies in using the Malcolm Baldrige framework to achieve their next level of performance. These roles stem from his seven-term experience as an Examiner, Senior and Alumni Examiner of the National Baldrige Board of Examiners. He is also an adjunct faculty member of Bentley University in Waltham, MA and Rivier College in Nashua, NH. He brings to the table leadership and project management experience in high-tech manufacturing, government, and publicly funded non-profits.

FEE SCHEDULE

Appraisal Team Member Fee — $3,500 per person. Call for discounts for multiple employees.

Company Application Fee Structure
For Profit >350 Employees — $4,750
For Profit <350 Employees — $4,250
Non-Profit, Municipal, State, or Federal Government entity — $3,750