



*“Results are determined by the processes designed to achieve them.”*

Inspired by methods proven first in business and industry, *You Get What You Design*<sup>SM</sup> is a groundbreaking approach to improve performance through process design. This approach builds the capacity of organizations and businesses in the service sector to improve the efficiency of their operational processes in ways that support and enhance their effectiveness in achieving results and accomplishing their mission.

Discovering new opportunities to optimize the use of time and money associated with operational processes ensures that organizations allocate their existing, often limited, resources to those activities that produce the greatest impact for the clients they serve. Ultimately, this increases an organization’s accountability, fiscal responsibility, and fundraising ability. Further, it creates a new sense of accomplishment, confidence, and well-being.

Co-founders of the *Center for Organizational Transformation and Innovation at KeyStone Research Corporation*, Joyce Miller, Ph.D. and Tania Bogatova, MBA, together with their team of evaluators and process improvement specialists, recognized what has become an unprecedented focus on accountability and performance assessment in business, as well as in public and service-based organizations. Their innovative approach to process improvement, *You Get What You Design*<sup>SM</sup>, establishes an organization’s ability to meet today’s requirements for measuring performance, producing results, and assuring organizational learning. Service organizations will realize significant benefits from strategically analyzing the current design of their work processes and learning how to improve them. *You Get What You Design*<sup>SM</sup> provides the conceptual framework, methodology, and guidance to identify opportunities for improvements that can produce truly exceptional results.

This is particularly important when organizations are faced with growing demand, yet without sufficient resources to expand operations, or when they are confronted with fewer resources to provide the same level of service. They must “do more with the same” or “do more with less.” In these situations, it is imperative that they analyze their processes and find solutions for their current state. Because of the way a process is currently designed and operating, there may be a number of unacceptable results (URs) that use up resources in a nonproductive way. Such URs include (but are not limited to):

- It takes too long to accomplish work.
- There are errors in services delivered/materials produced.
- There are bottlenecks in the flow of work.
- There is an imbalance in the distribution of work.

- There is duplication of effort.

The underlying principle in the application of *You Get What You Design<sup>SM</sup>* is to identify and eliminate activities that are considered wasteful as they add no value to the work being completed or services being delivered. Value is defined from the perspective of an organization’s leadership, staff, clients, and other stakeholders, such as donors and prospective donors, within the context of an organization’s mission, goals, and outcomes for clients. Specifically, *You Get What You Design<sup>SM</sup>* provides the means to:

- Strategically analyze work processes.
- Determine the root cause of unacceptable results of processes.
- Identify opportunities for improvements.
- Specify the means to implement a streamlined, most effective transformation of the organization.

*You Get What You Design<sup>SM</sup>* specialists recognize that coming into an organization with a detached, outside “expert” perspective to analyze work processes and recommend improvements—which is a “top-down” approach to organizational change – is counterproductive. Rather, in the *You Get What You Design<sup>SM</sup>* approach, facilitators work with organizations to create a culture of process improvement that focuses on quality and continuous organizational learning, which builds their capacity to discover new ways to achieve exceptional results (ERs).

The *You Get What You Design<sup>SM</sup>* approach to process improvement is founded on these principles and achieves these results:

Fundamental Principles	Results Achieved
▪ Upholds vision, mission, and goals	▪ Builds a culture of process improvement
▪ Establishes program logic models	▪ Promotes organizational learning
▪ Employs a team approach	▪ Empowers all stakeholders
▪ Eliminates wasteful activities	▪ Improves efficiency and effectiveness
▪ Standardizes work processes	▪ Reduces process variation
▪ Tracks performance over time	▪ Enhances evaluation methods

In the words of client, Millie McDonald, State Director of the South Carolina Center for Child Care Career Development:

*“Our process improvement effort using You Get What You Design<sup>SM</sup> was one of the toughest things that I have done in my professional career, but it was the best thing I have done for both myself and staff. We are still making changes.”*