



PREPARE TO DELIVER DIVERSITY, INCLUSION AND EQUITY RESULTS

BUILDING  
MEASUREMENT, ANALYSIS AND  
KNOWLEDGE MANAGEMENT  
COMPETENCIES

# MAKM COMPETENCE

- Build the Case
- Big Ideas
- Four Key Competencies
- Break (3:15 p.m.)
- Panel
  - Ryan Construction/Vendor Diversity
  - District 1 Planning Council/Organizational Inclusiveness
  - W. Haywood Burns Institute/JDAI Deep End
- Resources
  - Metric of Urgency®/Tableau®
  - How to Measure Anything
- Social Hour

- Recognize data and information competence, then build a case for developing it.
- Identify data and information processes that create value for diverse stakeholders while achieving organizational success.
- Design measurement, analysis and knowledge management changes that will help you get meaningful diversity, inclusion and equity results.

## Share in Pairs:

- Name & Organization
- What do you want to get out of this workshop?
- Agree to help each other get those things

# Key Definitions & Concepts

# CultureBrokers Equity Theorem™

(Diversity + Inclusion) x Discipline = Equity™

**(Diversity + Inclusion) x Discipline = Equity™**

Results



Successful Outcomes for All (Parity)

# $(\text{Diversity} + \text{Inclusion}) \times \text{Discipline} = \text{Equity}^{\text{TM}}$

Difference

Results



# $(\text{Diversity} + \text{Inclusion}) \times \text{Discipline} = \text{Equity}^{\text{TM}}$

Difference

Behavior

Results





# $(\text{Diversity} + \text{Inclusion}) \times \text{Discipline} = \text{Equity}^{\text{TM}}$

Difference

Behavior

Rigor

Results



# PREPARE Series = Discipline Tools

- Self-control.
- Following rules.
- Activity, exercise, or a regimen that develops or improves.

Provides structure and guidance for

- Policies
- Practices
- Situations

# The Case for Building MAKM Competence

# MAKM Competence Definition

Effectively measuring, analyzing and reviewing performance and managing organizational knowledge to drive improvement.

(Adapted from "Insights to Performance Excellence 2017 - 2018", Mark L. Blazey)

**Bo Thao-Urabe**

**Executive and Network Director**

[@CAALMN](#)



COALITION OF  
ASIAN AMERICAN  
LEADERS

# Coalition of Asian American Leaders (CAAL)



A multi-ethnic, multi-sector and multi-generational network of Asian Minnesotan leaders harnessing our collective power to improve the lives of community by:

- **Supporting, equipping and uplifting leaders,**
- **Advancing** shared community priorities of **education & economics** through policy advocacy, community engagement and mobilization, and illuminating research and stories that uplift the voices of those who are most impacted, and
- **Building alliances and collaborations** to achieve equity and justice.

# What is America's favorite pie?



# Video

<https://youtu.be/8pHzROP1D-w?t=12s>



# See new, better and different



# Asian Americans: A Case for Better Data





**3 What is Person 1's sex? Mark (X) ONE box.**

☐ Male ☐ Female

**4 What is Person 1's age and what is Person 1's date of birth?**  
*Please report babies as age 0 when the child is less than 1 year old.*

Age (in years) *Print numbers in boxes.* Month Day Year of birth

→ **NOTE: Please answer BOTH Question 5 about Hispanic origin and Question 6 about race. For this survey, Hispanic origins are not races.**

**5 Is Person 1 of Hispanic, Latino, or Spanish origin?**

☐ No, not of Hispanic, Latino, or Spanish origin

☐ Yes, Mexican, Mexican Am., Chicano

☐ Yes, Puerto Rican

☐ Yes, Cuban

☐ Yes, another Hispanic, Latino, or Spanish origin – *Print origin, for example, Argentinean, Colombian, Dominican, Nicaraguan, Salvadoran, Spaniard, and so on.* ↘

**6 What is Person 1's race? Mark (X) one or more boxes.**

☐ White

☐ Black or African Am.

☐ American Indian or Alaska Native — *Print name of enrolled or principal tribe.* ↘

☐ Asian Indian ☐ Japanese ☐ Native Hawaiian

☐ Chinese ☐ Korean ☐ Guamanian or Chamorro

☐ Filipino ☐ Vietnamese ☐ Samoan

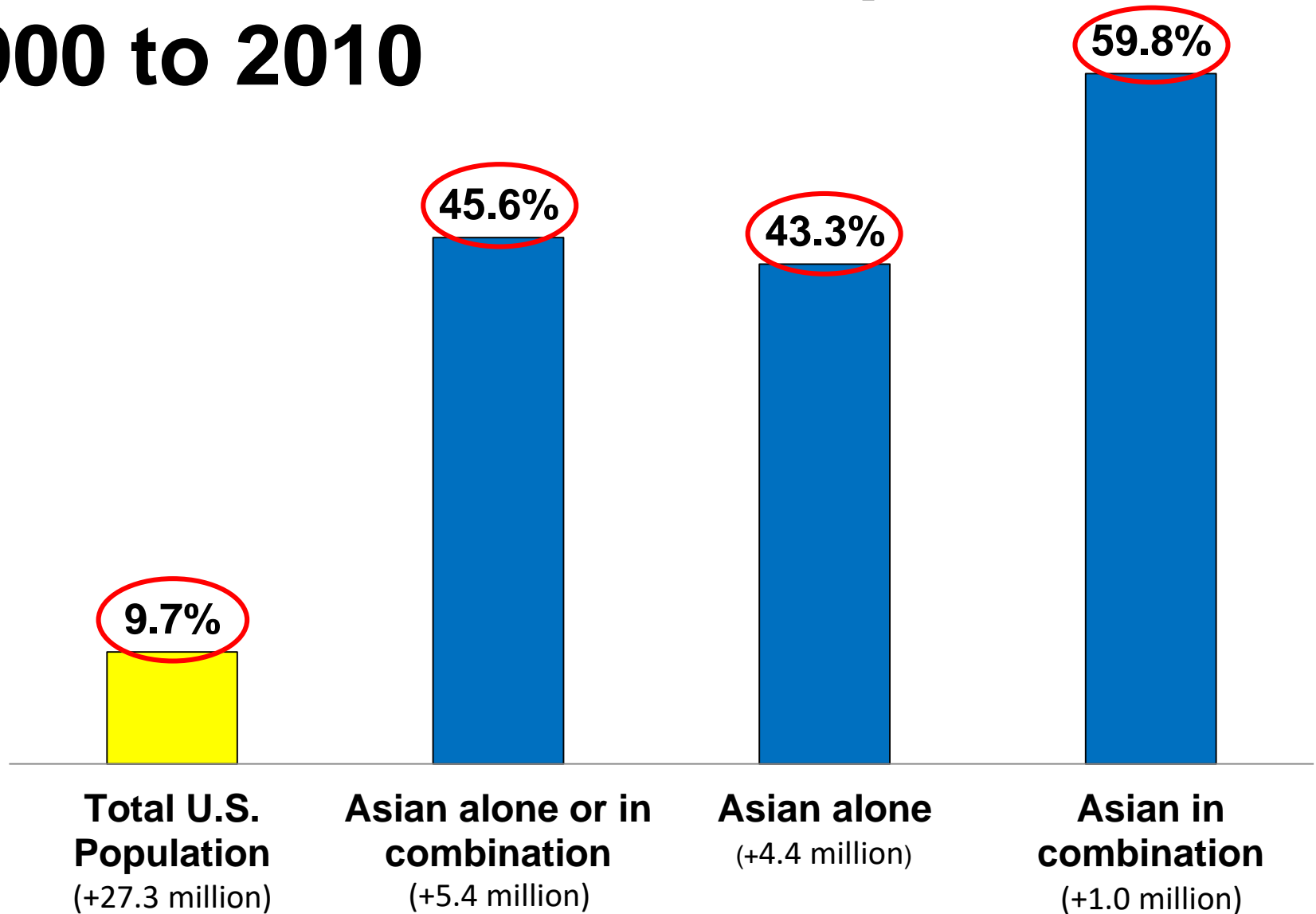
☐ Other Asian — *Print race, for example, Hmong, Laotian, Thai, Pakistani, Cambodian, and so on.* ↘

☐ Other Pacific Islander — *Print race, for example, Fijian, Tongan, and so on.* ↘

# Data Source: U.S. Census Bureau's American Community Survey

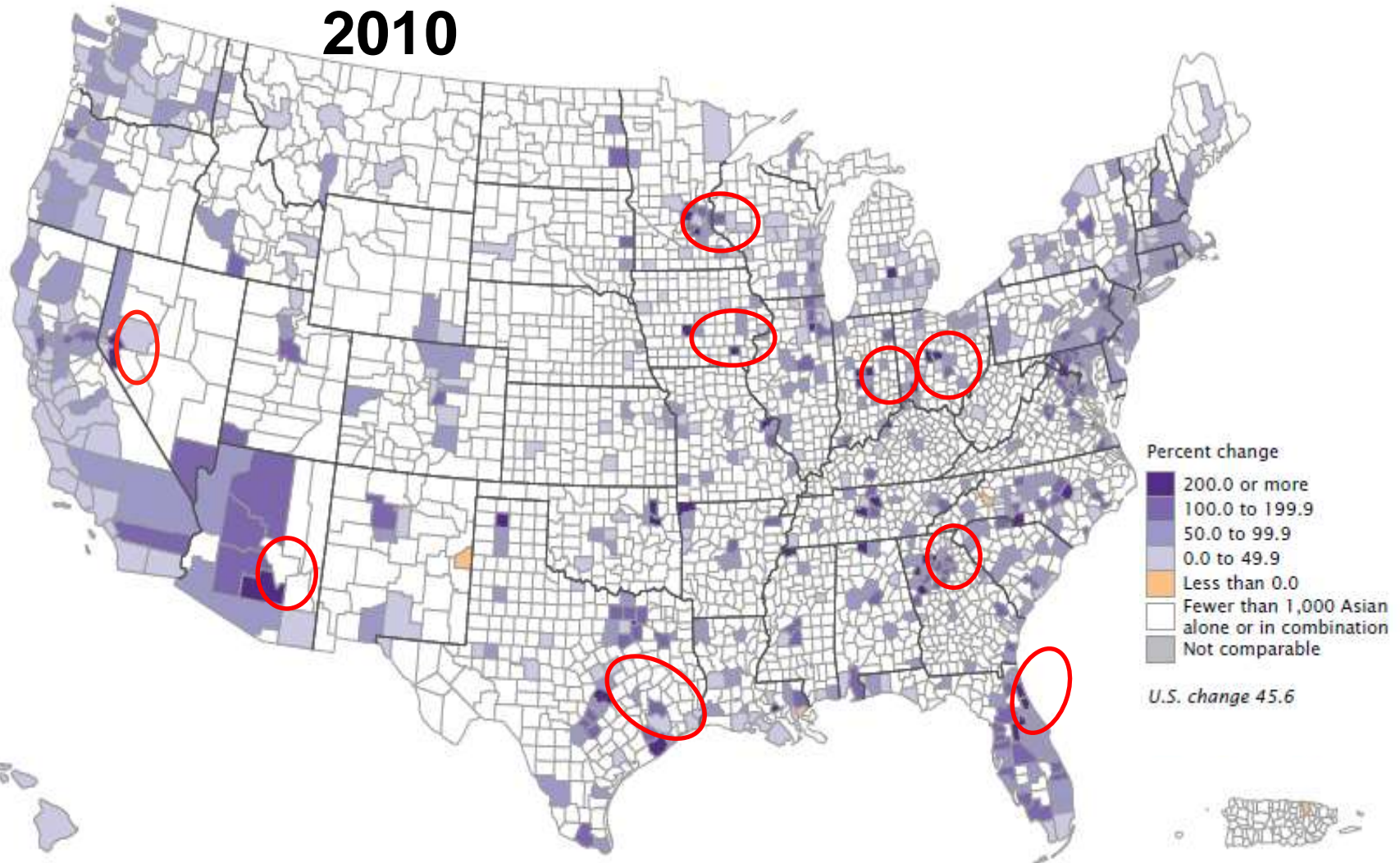
77,000 Minnesota  
households  
surveyed every  
year

# Growth of the Asian Population 2000 to 2010



Sources: Census 2000 and 2010 Census

# Percent Change in Asian Alone or in Combination Population: 2000 to 2010



Sources: Census 2000 and 2010 Census



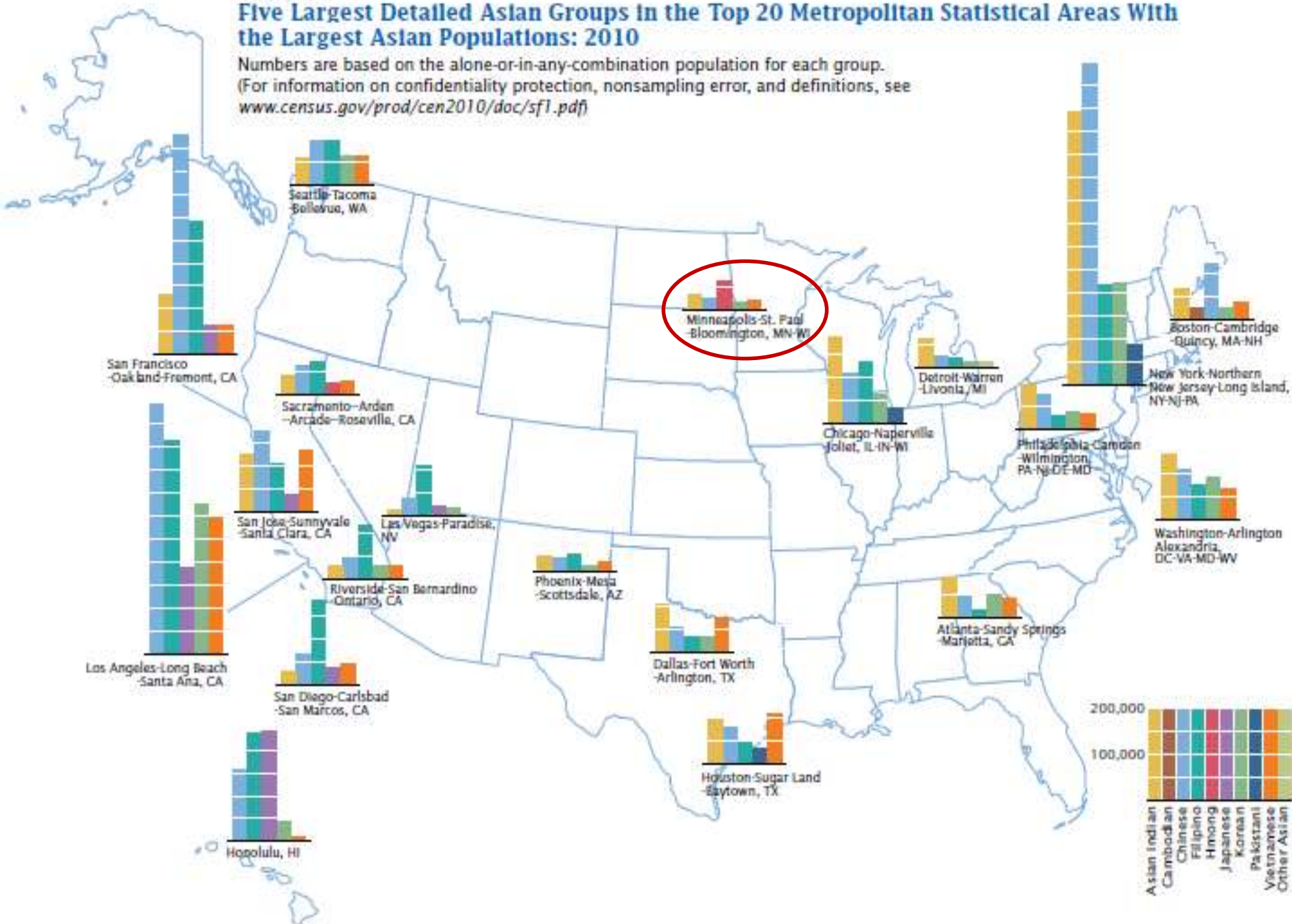
Figure 12.

# Five Largest Detailed Asian Groups in the Top 20 Metropolitan Statistical Areas With the Largest Asian Populations: 2010

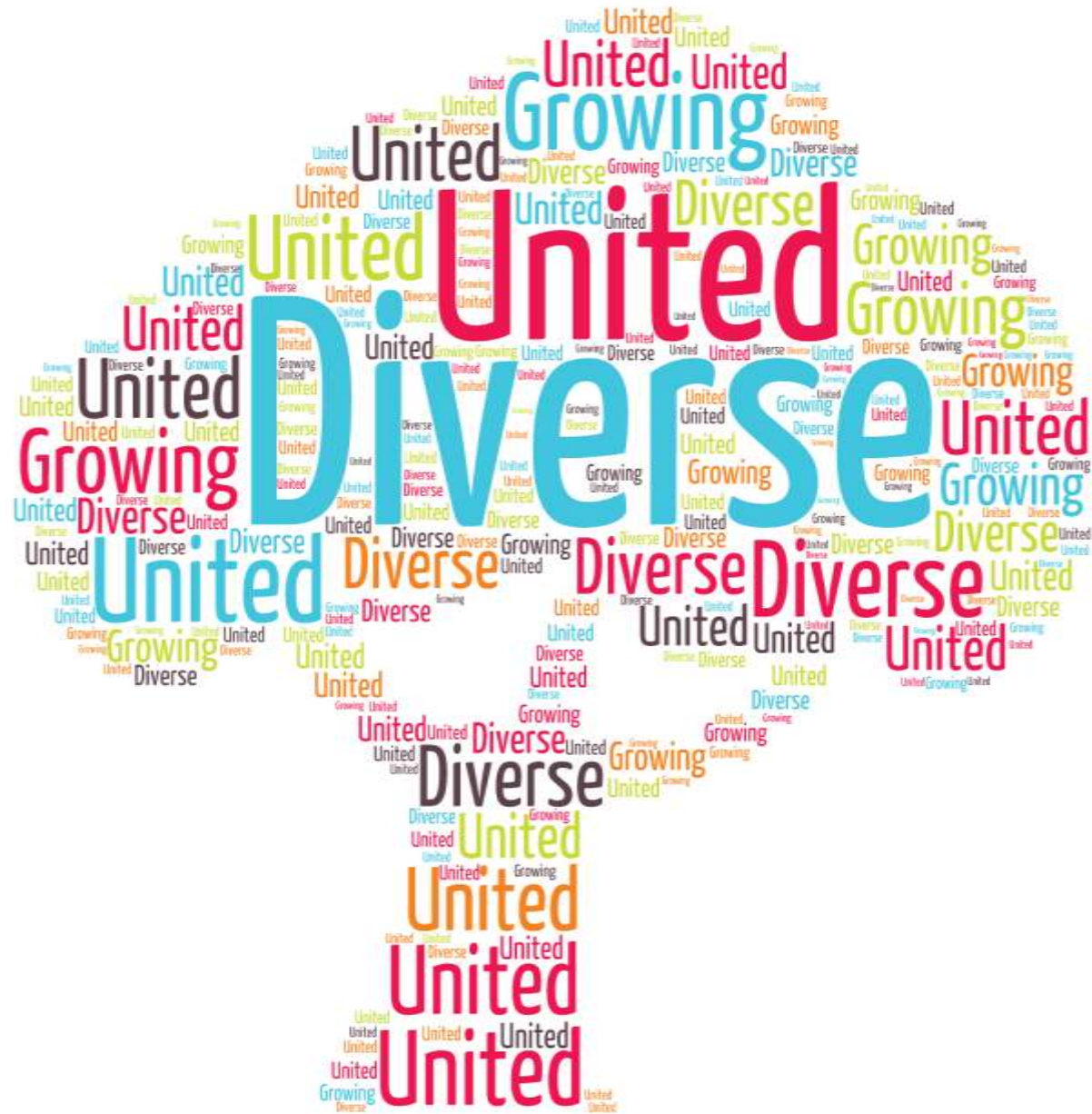
Numbers are based on the alone-or-in-any-combination population for each group.

(For information on confidentiality protection, nonsampling error, and definitions, see

[www.census.gov/prod/cen2010/doc/sf1.pdf](http://www.census.gov/prod/cen2010/doc/sf1.pdf))



Asian  
Minnesotans  
are...

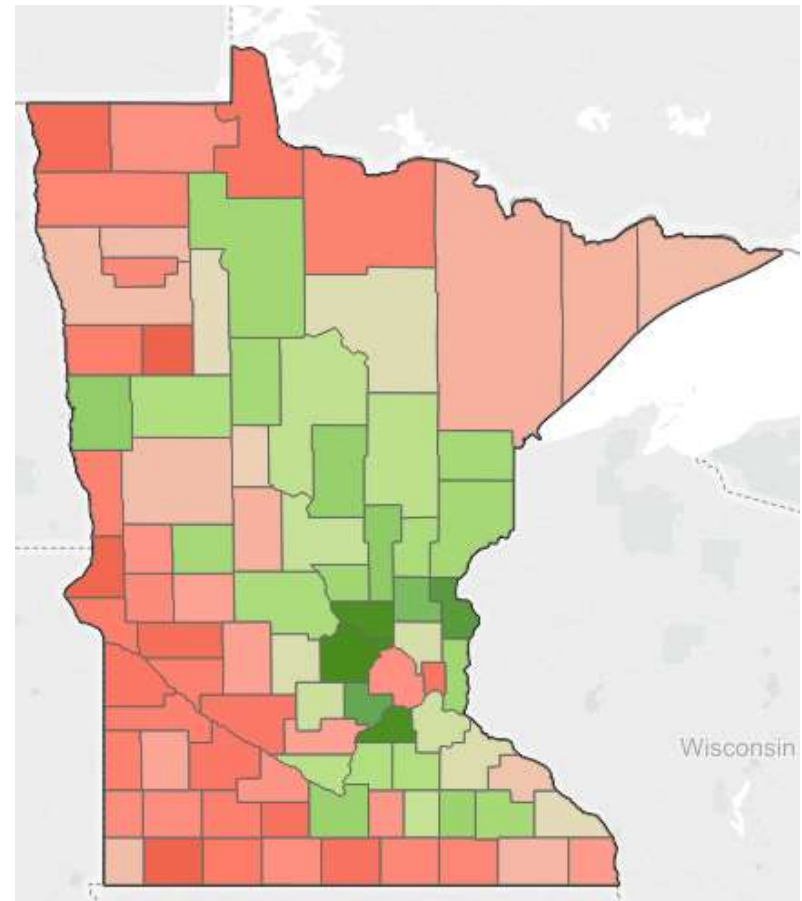
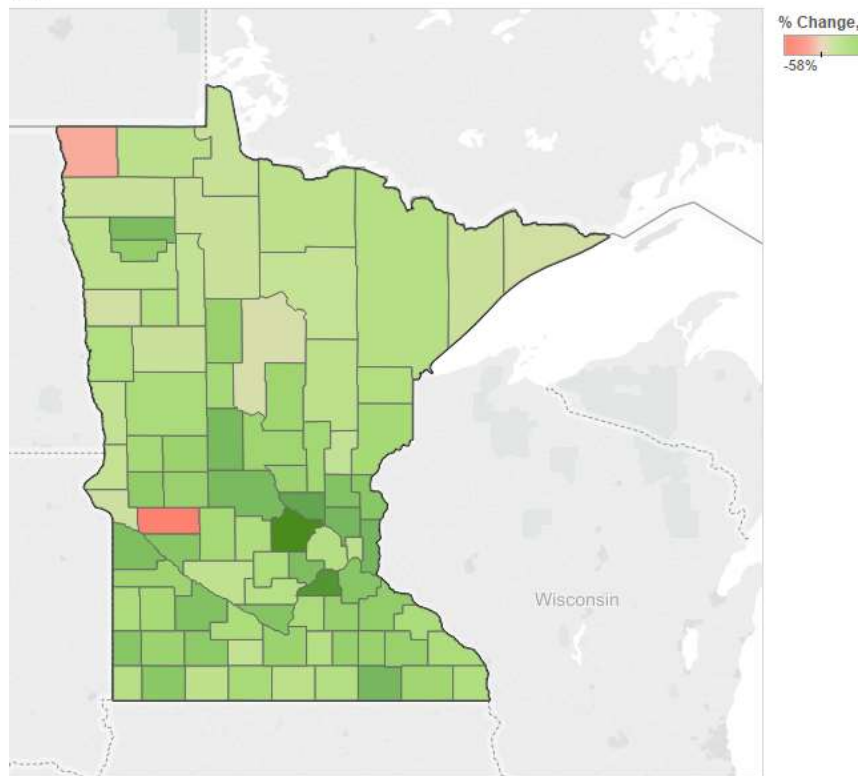


# Racially Diverse Populations Bolstering Growth Across State, 2000 to 2010

Growth (%), Pop. of color

Growth (%), White pop.

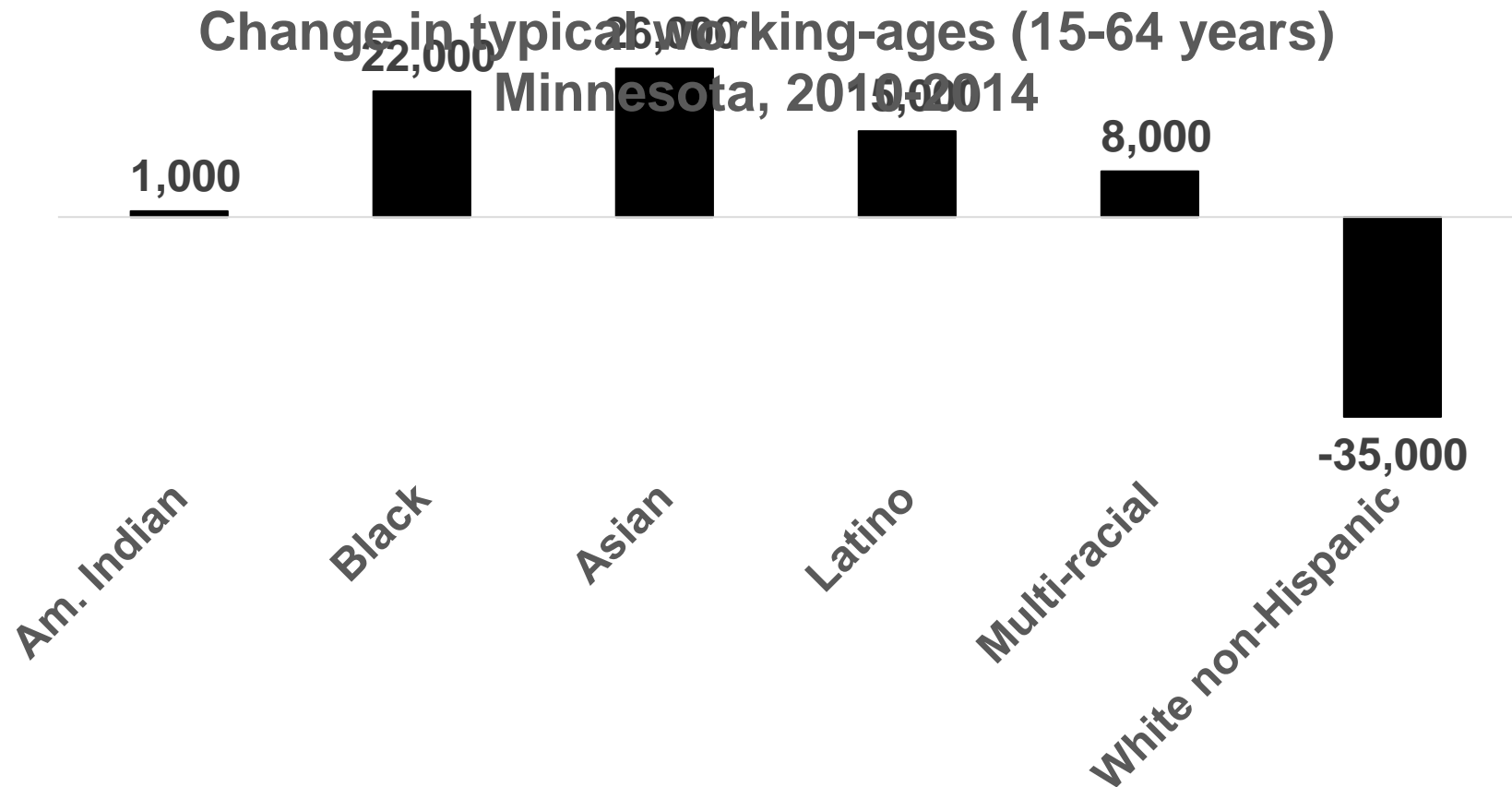
counts and change, by race/ethnicity, for MN counties, 2000 and 2010 de-  
nsus



Source: U.S. Census Bureau



# White Working-age Pop. Declining; Robust Growth For Most Populations of Color



Source: U.S. Census Bureau

# Asian Minnesotans include 40+ cultural communities

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Asian Minnesotans

**29** years old

All Minnesotans

**38** years old

Asian – U.S.

**34** years old

# The largest Asian Minnesotan cultural communities



# How do we collect data better?

- Understand what matters to people?
- Be transparent about why
- Balance better data with privacy
- Partner with others

# All Kids Count Act

- Alliance of organizations
- Minnesota Department of Education
- Ethnicity
- Ability to cross tabulate (eg – Mexican, male students with disabilities, English Language Learner)

## Share in Group:

- What are the impacts of MAKM competence?
- Which of these impacts could you build your own case around?

DETERMINE SIGNIFICANCE

MEASURE THE 'IMMEASURABLE'



EMPOWER OTHERS

# Case Example

(10 minutes each)

- What data and information does the organization need? Why?
- How could they collect the information?
- What issues do the measurements point to?
- How might they improve their data and information over time?
- How might they document and share their data and information?

Models



# WE BUILD STORIES



DEVELOPMENT  
ARCHITECTURE AND  
ENGINEERING  
CAPITAL MARKETS  
PRECONSTRUCTION  
CONSTRUCTION  
REAL ESTATE  
MANAGEMENT



*“Collaboration is the cornerstone of Ryan’s design-build process and it is what makes our inclusion initiative so successful.”*



## Successful Together.

Building inclusive teams through strong partnerships as we bring greater numbers of MWDBE's onto our project sites each year.

[ryancompanies.com](http://ryancompanies.com)

# RYAN AT A GLANCE

FOUNDED

**1938**

BUILDING PORTFOLIO  
UNDER MANAGEMENT

**12,091,327 SF**

REVENUE

**\$1.5 BILLION**

**1,200+**  
EMPLOYEES

**.65** MOD  
RATE

HEALTHCARE  
INDUSTRIAL  
RETAIL  
SENIOR LIVING  
CORPORATE BUILD-TO-SUIT



ATLANTA

AUSTIN

CEDAR RAPIDS

CHICAGO

DALLAS/FORT WORTH

DAVENPORT

DES MOINES

MILWAUKEE

MINNEAPOLIS

PHOENIX

SAN DIEGO

SEATTLE

TAMPA

# Emerging Business Inclusion

- Metrics: Spend, bid opportunity and new awards
- Performance tracked by region and aggregates to corporate performance

# Mock Spend Data

Region	Goal %	Q3 Actuals		MWDBE Results	
		WIP-Pub			
		\$	\$	\$	%
Region A	10%	\$ 230,000,000	\$ 2,000,000		0.9%
Region B	5%	\$ 250,000,000	\$ 10,500,000		4.2%
Region C	10%	\$ 333,000,000	\$ 33,300,000		10.0%
Region D	10%	\$ 230,000,000	\$ 23,000,000		10.0%
Region E	10%	\$ 100,000,000	\$ 10,000,000		10.0%
Region F	10%	\$ 70,000,000	\$ 5,500,000		7.9%
Region G	15%	\$ 95,000,000	\$ 9,500,000		10.0%
Region H	15%	\$ 80,000,000	\$ 7,500,000		9.4%
Totals	10%	\$ 1,388,000,000	\$ 101,300,000		7.3%

# Tracking Milestones

- Tracking since 2010
- Moved from manual to automated reporting in 2012
- Moved from PM generated reports to Corporately generated reports



# Requirements

- MWDBE identity tag on vendor record
  - Certification required
- Ability to track payments by vendor
- First-tiers required to report lower-tier spend through contracting process

# Contact



## Elizabeth Campbell

Director Emerging Business Inclusion

612-492-4235

[elizabeth.campbell@ryancompanies.com](mailto:elizabeth.campbell@ryancompanies.com)

**Betsy Leach**

Former Executive Director



**Earl Ross**

JDAI Team Leader for Minnesota



THE W. HAYWOOD BURNS INSTITUTE

## Initial Problem

- The county engaged in juvenile justice reform in 2005 to reduce the use of secure detention for youth overall, and to effectively reduce DMC (disproportionate minority contact) and disparities at key decision points
- While the county had seen extraordinary success at the front end, out-of-home placement rates remained high and the impact to youth of color, especially African American youth was significant
- To what extent were disparities at key decision points continuing to push youth of color, especially African American youth deeper into the justice system which could ultimately lead to placement and worse long-term outcomes for youth, their families and communities?

## JUVENILE JUSTICE REFORM: JDAI Foundations

Through JDAI, Ramsey has used a data-driven, collaborative approach to reduce juvenile confinement at the front end of the system. As a result, detention admissions have dropped by more than 70%.

Ramsey is now embarking on the next step: applying JDAI principles from the “front end” to reduce confinement at disposition – the “deep end” of the system.



## Before we go any further, what do we mean by “Deep End”?

A youth is in a Deep End placement if he or she is:

- 1) Placed out-of-home in a facility, including a group home
- 2) As the result of a delinquency adjudication
- 3) Pursuant to a court order related to the delinquency case.

In Ramsey, this includes at least 35 placement facilities, including Red Wing, Boys Totem Town, 22 other facilities in Minnesota, and 11 additional institutions in Iowa, South Dakota, Wisconsin, and Arizona.

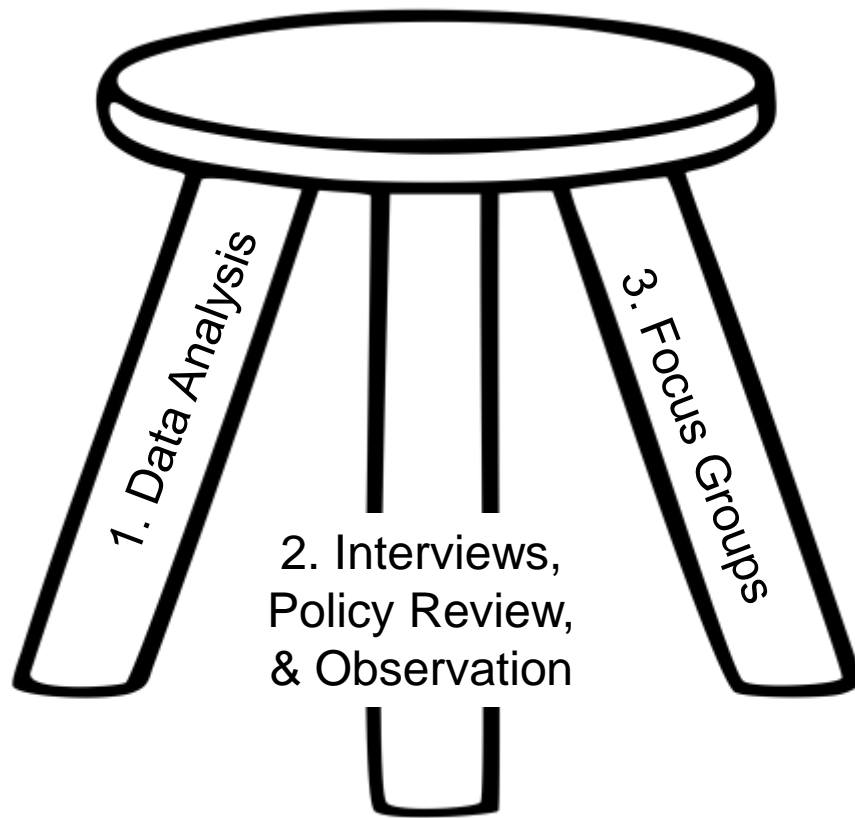
# Project Indicators

- System, community leader, youth and family perceptions of the juvenile justice system;
- Disaggregated data by race, ethnicity, gender, geography, offense, risk scores and placement outcomes;
- Policy and practice review



## Process Used:

*Because each site's starting point is different, the Deep End work begins with a system assessment that relies on three sources of information*



Three essential sources of information:

- 1) What do the data say?
- 2) What do system stakeholders say?
- 3) What do young people and families say?

# The Deep End Highway

Delinquency

Young person lives in a neighborhood that isn't heavily policed, attends a school without SROs, etc.

EXIT 1

EXIT 2

Police warning

EXIT 3

Police diversion

EXIT 4

Prosecutor declines to file

EXIT 5

Prosecutor refers to diversion

EXIT 6

Probation/Court Intake chooses informal track

EXIT 7

Continued Diversion/Continue without Adjudication

EXIT 8

Staffing Process to design home-based disposition

EXIT 9

Administrative Probation

EXIT 10

Supervised Probation

EXIT 11

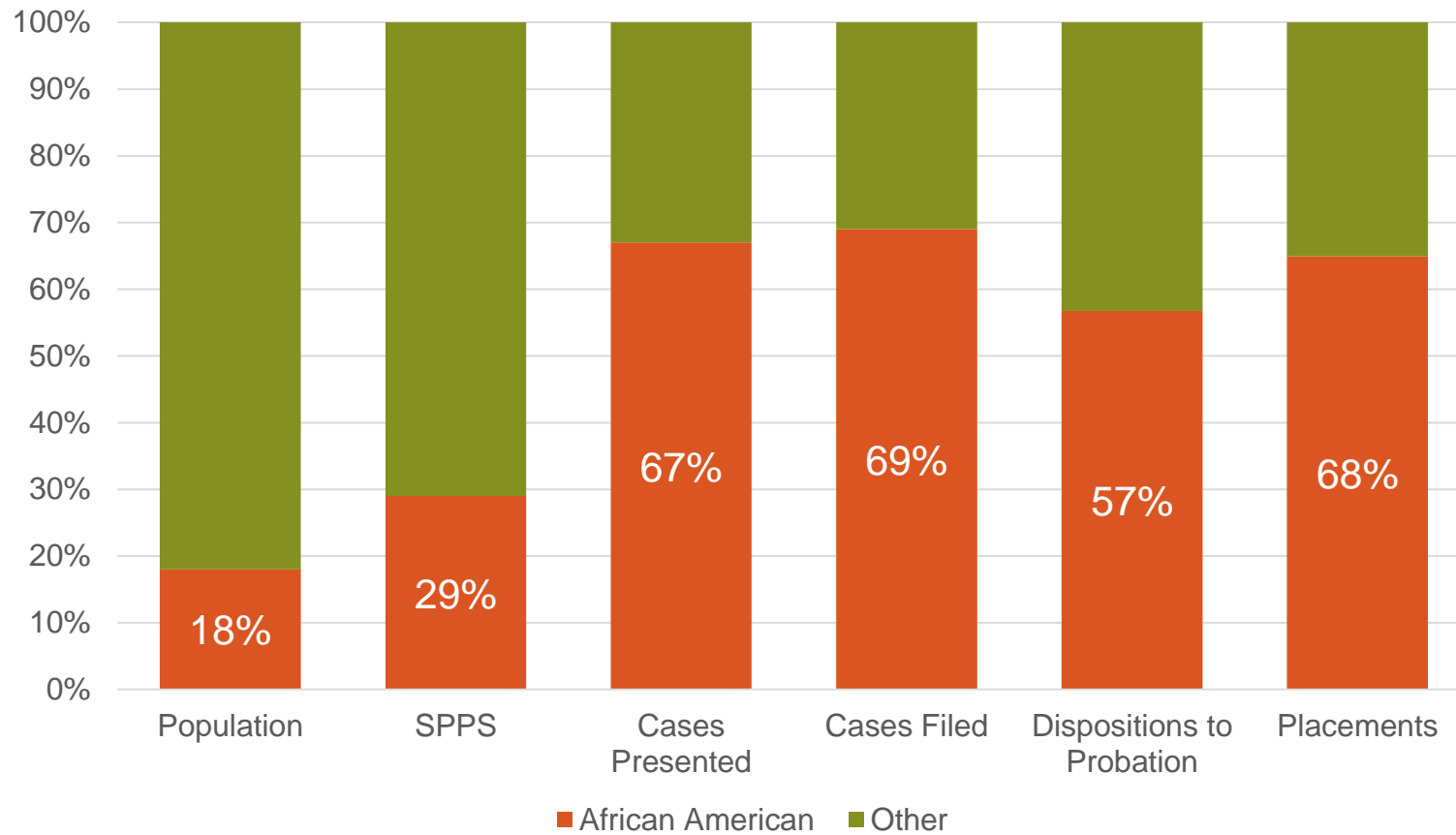
Probation with program participation

EXIT 12

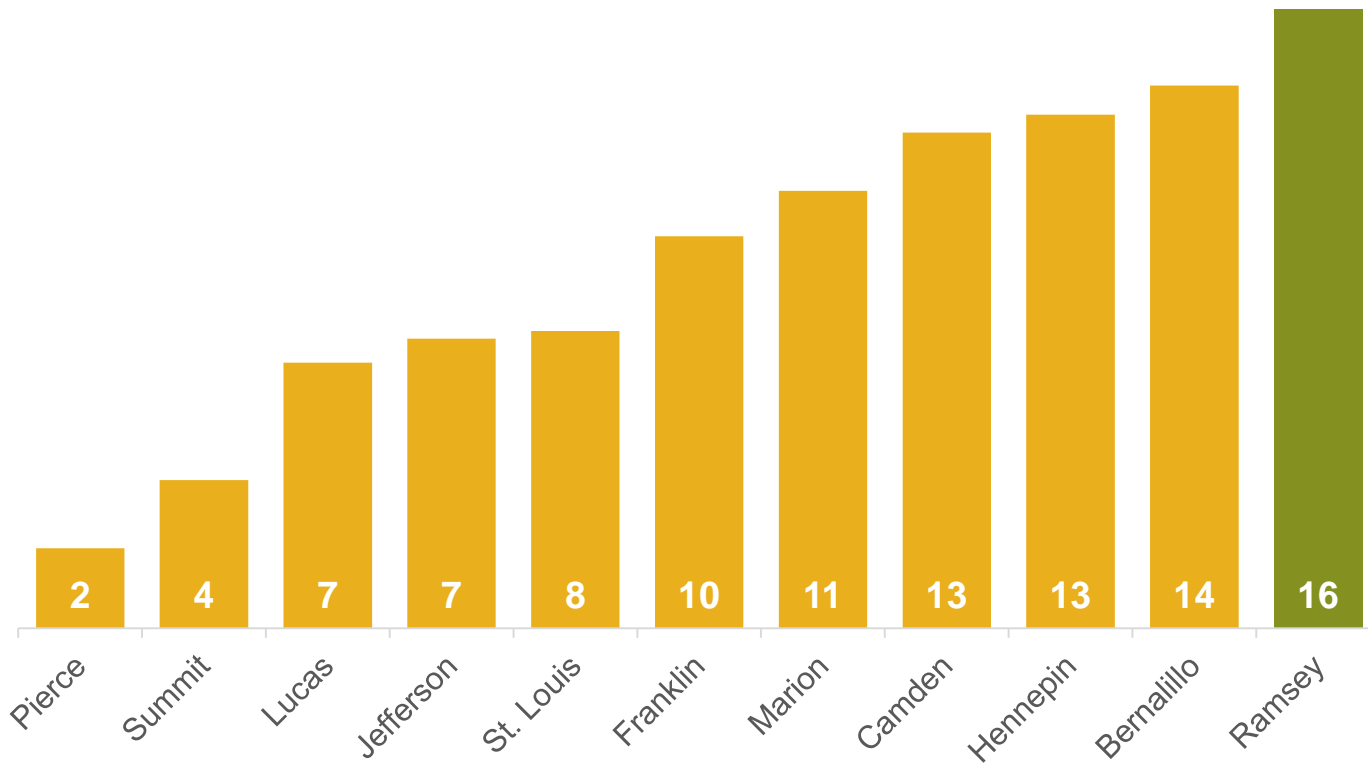
Intensive Probation

Placement

## Disproportionality by Decision-Point



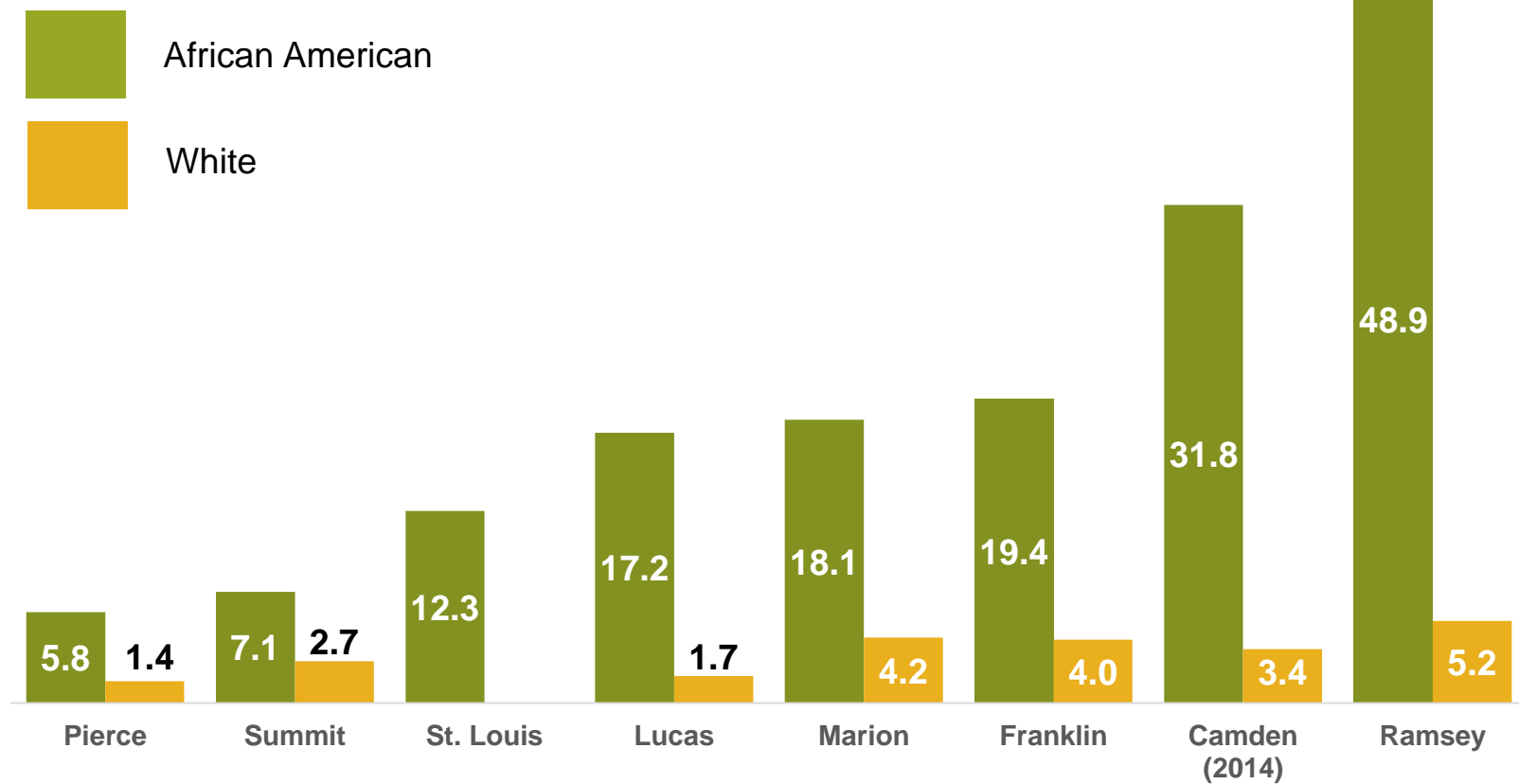
## Placement Rates in Deep End Sites



This graph shows the number of placements for every 10,000 young people (under 18) in the jurisdiction's overall population in 2016 (unless otherwise noted).

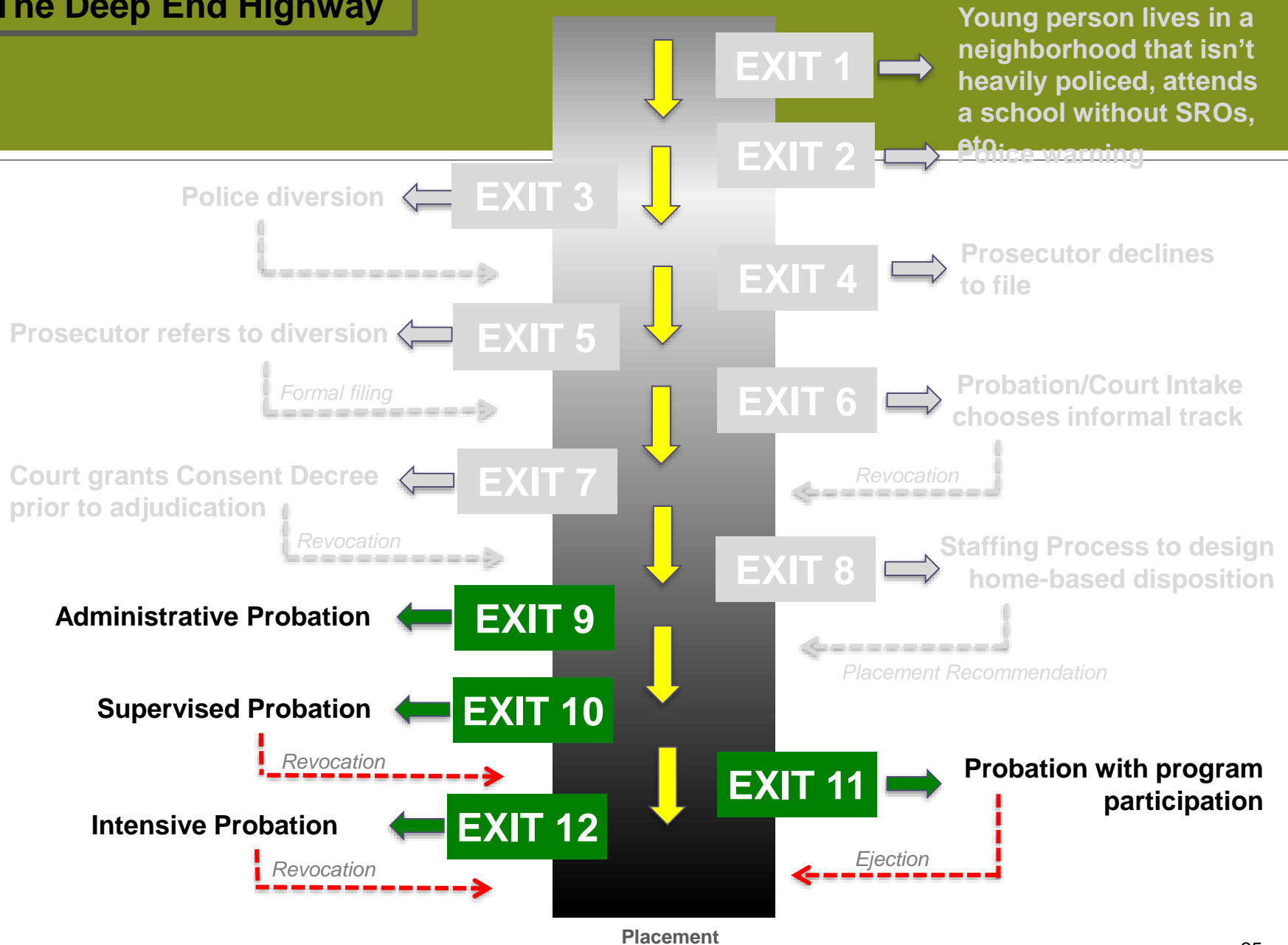
Population-based placement rates: African American v. White.

**PLACEMENTS PER 10,000 JUVENILE POPULATION (2016) –  
WHITE V. AFRICAN AMERICAN YOUTH**



# The Deep End Highway

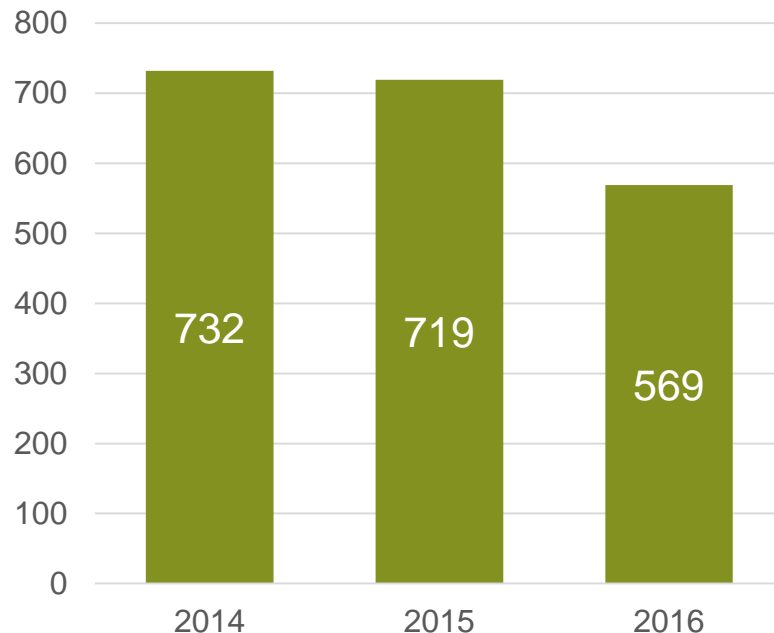
Delinquency



Under current practice, probation is a significant driver of placements.

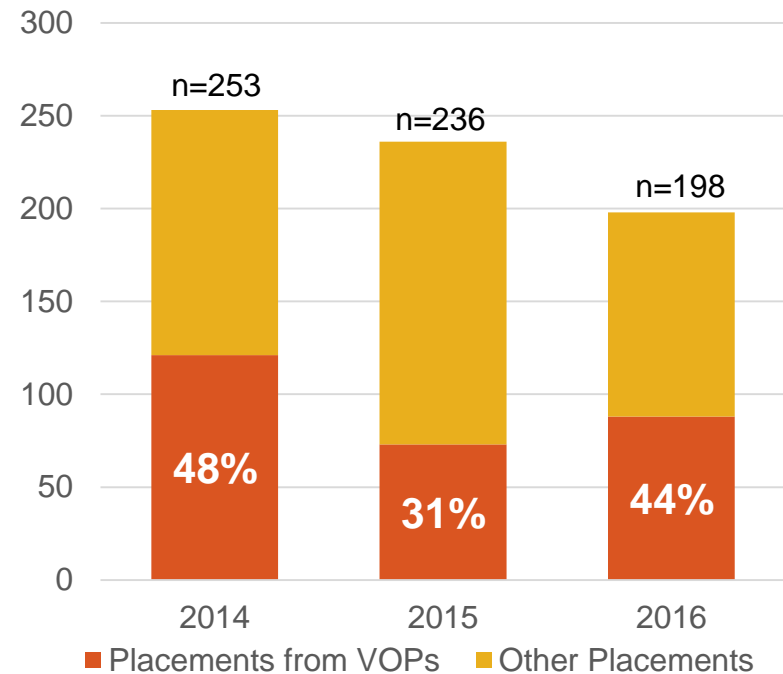
**Fewer young people are being disposed to probation....**

**DISPOSITIONS TO PROBATION  
(2014-16)**

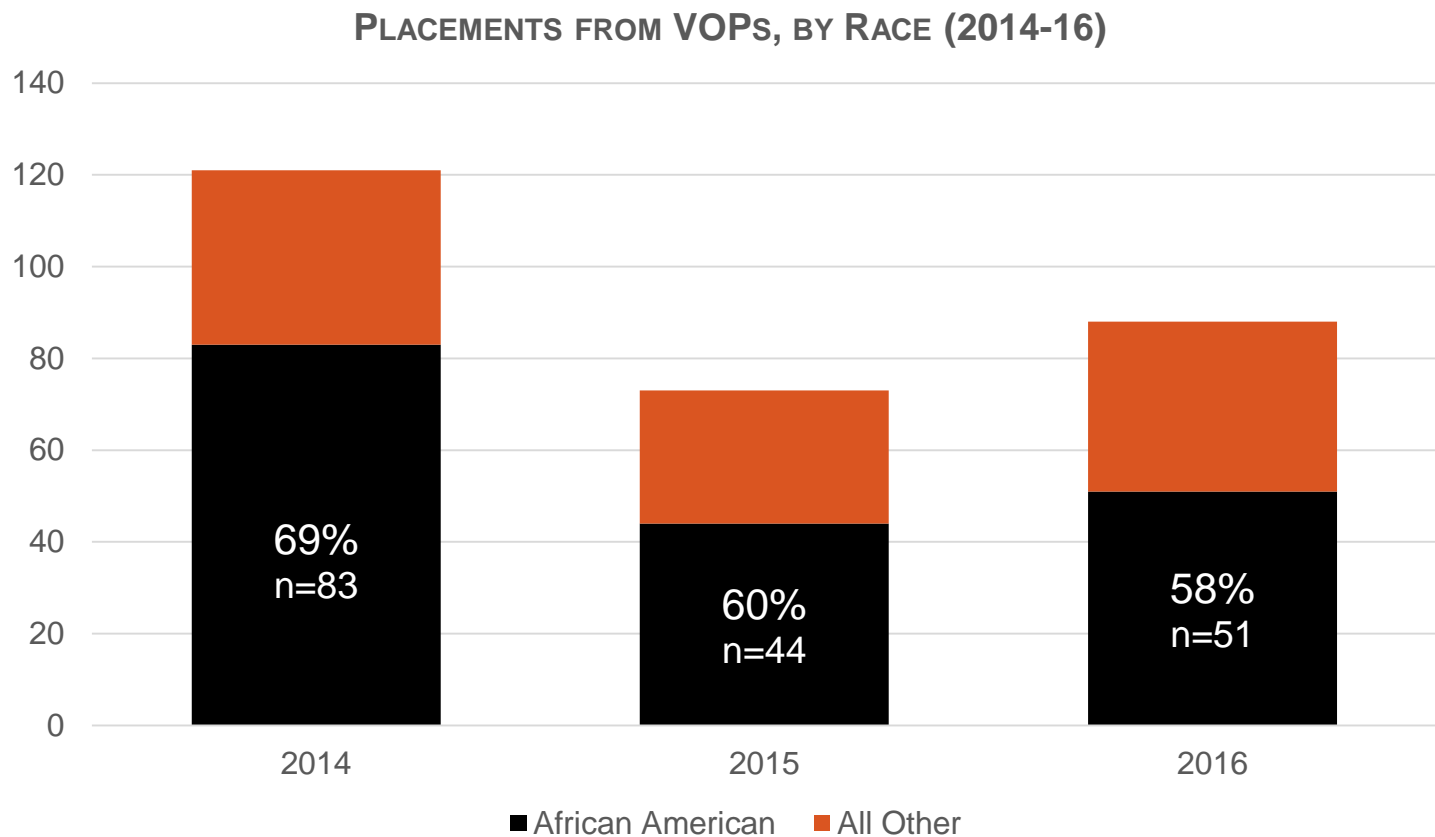


**...but technical violations still account for 44% of placements.**

**PLACEMENTS ARISING FROM VOPs AS  
SHARE OF ALL PLACEMENTS (2014-16)**



Most placements arising out of VOPs involve African American youth, but the # and % share are trending in the right direction.





Our interviews with youth showed that the quality of the relationship between the youth and PO matters.

“

[In Saint Paul] I got a great case worker – with heart. She disappeared and I got another worker who wanted me in jail.

Probation officer got me into good programs, like getting ready for college, tour black colleges. She helped me get a job.

I don't know why I am being placed out of home. Don't know what is going to happen.

College tour while on probation at JDC showed me people who look like me can be successful.

My first probation officer was awesome – helped. That person left with no word. My second P.O. never showed up.

System makes us feel if you don't have money, you don't exist or deserve any better.

”

Strong and supportive leadership in probation can help overcome systemic challenges that are making it difficult for Ramsey County probation officers to build essential relationships with young people and their families.

## Challenges of Probation

### Conflicting Expectations of Probation

- Monitoring youth vs. facilitating a process of behavior change
- Intermediate success or failure vs. long-term success or failure
- Are POs seen as part of the intervention or purveyors of services?

### Barriers to Meeting Expectations

- Uneven implementation of best practices
- Heavy workloads
- Too much time spent on low risk youth or administrative caseloads

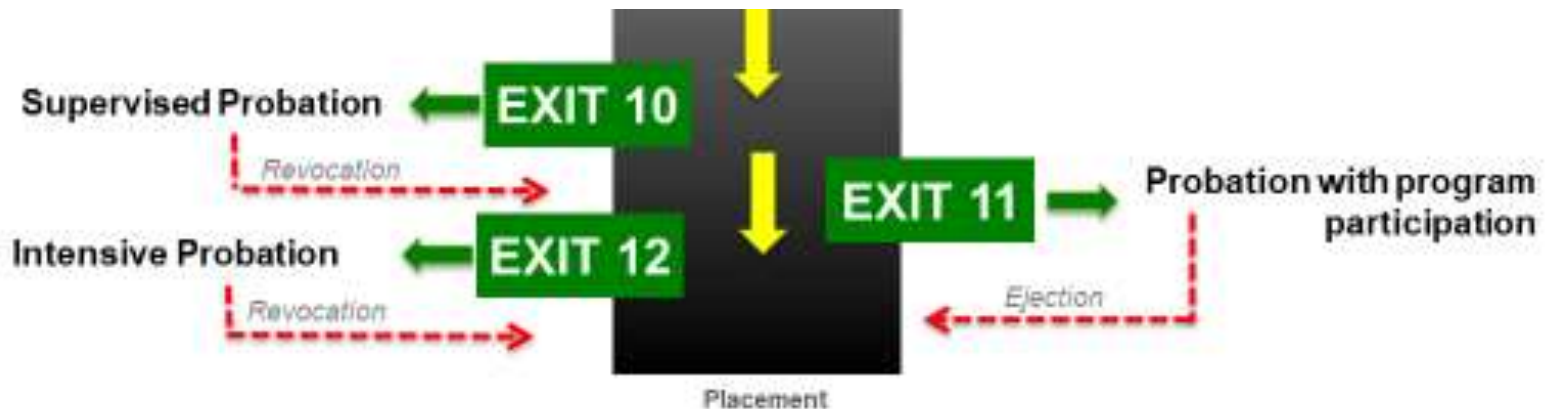
### Unintended Consequences of Reform

- Low PO morale due to heavy workloads and feelings of distrust from other system stakeholders
- Some stakeholders do not buy into reform philosophy

# Probation leadership can make or break a reform effort. Leadership in Ramsey is more than up to the challenge.

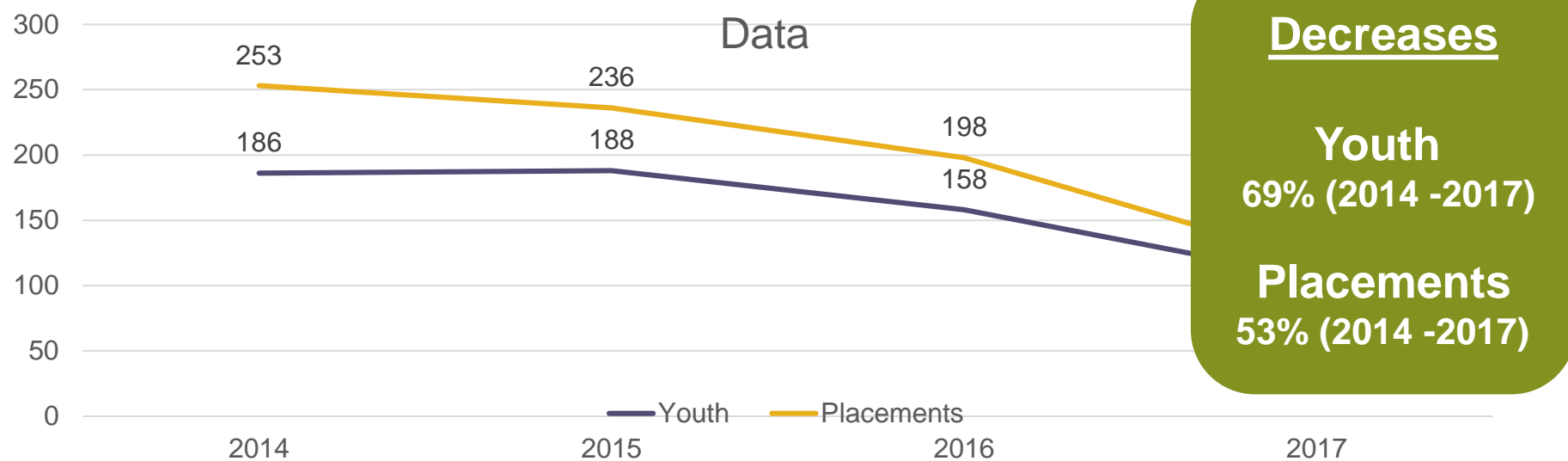
## Recommendations:

- Reconvene purpose of probation conversation to build a collaborative understanding of juvenile probation as an intervention focused on building positive community connections and promoting long-term behavioral change.
- Revisit and enforce policies and procedures around Administrative Probation to steer low-risk youth to that caseload and conserve resources for the youth who need them.
- Provide the training and support necessary for probation officers to engage in individualized, family-engaged case planning.
- Streamline standard probation order to remove laundry list of conditions.
- Dramatically reduce placements due to technical violations.
- Be intentional about collaborative leadership.



# Results

- Starting Purpose of Probation / Family Engaged Case Planning Training
- Completed first discussion on the Purpose of Placement
- Establishing Kinship & Family Group Decision Making process
- Increasing current ATD services for youth and families



## Summary of Recommendations

Related Exits	High-Level Recommendations
Exits 2-7	<b>Diversion:</b> Expand access to all diversion exits, clarify eligibility for each, explore opportunities to counter disparities, increase transparency
Exit 8	<b>Staffing:</b> Establish that the purpose of a staffing committee meeting is to avoid placement and develop individualized, home-based dispositions, clarify eligibility for/timing of staffing, meaningfully engage young people and families
Exits 9-12	<b>Leadership:</b> Set tone for strong collaborative leadership between probation and the judiciary by jointly hosting an inclusive conversation about the purpose of probation
Exits 9-11	<b>Low-Risk Youth on Probation:</b> Revisit, revise, and adhere to Administrative Probation policies establishing default assumption that all low risk youth disposed to probation will be assigned to the administrative caseload
Exits 10-12	<b>Case-Planning:</b> Implement family-engaged case-planning, beginning with training for supervisors and officers
Exits 9-12	<b>Technical Violations:</b> Narrow the on-ramps from probation back to the highway by streamlining the standard probation order and establishing probation policies to restrict placements due to technical violations
Exits 6-12	<b>Dispositional Matrix:</b> Develop a collaborative, data-driven, Ramsey-specific dispositional matrix

# Resources





# METRIC OF URGENCY™

Prioritize Important.



## Driving Meaningful Impact with MoU Lean Six Sigma+

# Rendement Group

## About Us

Rendement Group is committed to helping companies improve. We help you connect your business strategy to operations in order to prioritize work and drive Meaningful Impact.

Our Metric of Urgency Way™ coupled with an innovative approach to Lean has transformed businesses of all sizes and industries.

## Our Services

### Consulting & Coaching

- Process Improvement
- Strategic Planning

### Staffing

- Program & Project Management
- Lean Practitioners & Coaches
- Technical Writers, Process Testers & Process Engineers

### Education & Certification

- Metric of Urgency
- Lean / Hoshin Kanri
- Six Sigma

# Rendement Group Leadership

**Eric Ohlson**



- Developed his skills in leadership at HP-EDS as well as founder and CEO of a national Technology Consulting company.
- Has extensive experience in Managed Services, Technology, and Staffing in various leadership roles spanning Sales, Operations and Executive leadership.

**Edwin Boon**



- Developed his problem solving skills at world-class companies including Hertz, GE and Sleep Number.
- Has global experience as CFO and CIO with Hertz in Europe, and is a former VP Customer Experience & Lean Six Sigma at Sleep Number.
- Certified Lean Six Sigma Master Black Belt by GE

**Chris Vogel**



- Founder and CEO of Compass Affiliates and former VP of Wells Fargo
- Has deep experience in Lean / Six Sigma / Operational Excellence and tools learned from the Toyota Production System.
- Leverages his experience and knowledge to help companies transform their processes, physical environment, and most importantly, mindset.

**Mike Gratz**

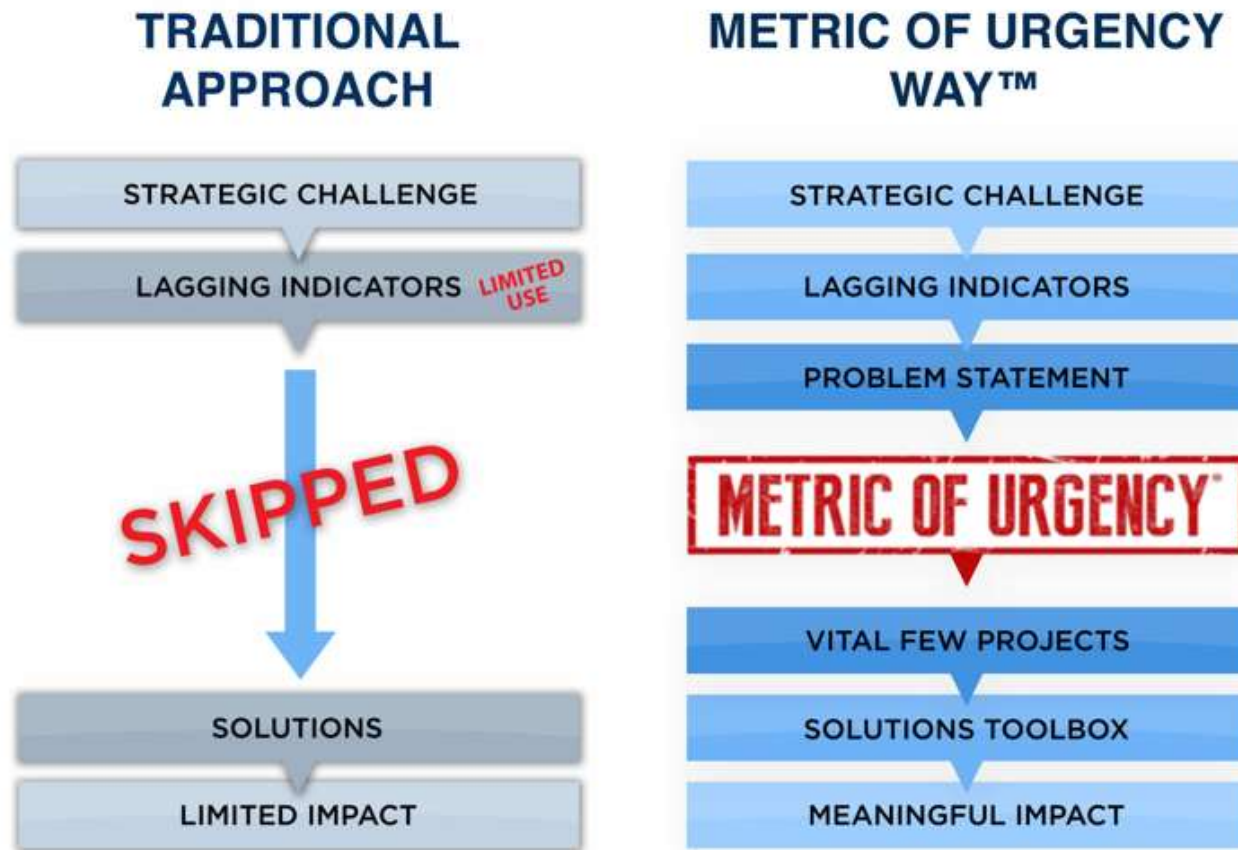


- Developed his problem solving skills serving in leadership roles as a founder and entrepreneur with multiple technology companies.
- Has experience as CEO, and a broad background in Sales, Marketing, Technology Development, and International Consulting.
- Experienced Baldrige Examiner

## Broad Experience



# What is the Metric of Urgency Way™ (MoU™)



It **changes your focus** on outcome metrics to focus on leading indicators. It avoids jumping to solutions too fast before **understanding the problem**. It **connects** your strategy to your operations and prioritizes important work.

# Practical & Easy to Deploy

## The Metric of Urgency Way™

- Focuses on the right key metrics to prioritize work.
- Delivers results faster than traditional process improvement approaches.
- Incorporates business strategy, financial & key metric analysis.

### METRIC OF URGENCY WAY™



### REAL RESULTS

**BUSINESS STRATEGY**

**THE RIGHT KEY METRICS**

**PRIORITIZATION**

**PROVEN TOOLS**

**FINANCIAL BUSINESS CASE**

A person in a dark suit and tie is shown from the chest up, holding a pen and drawing a line graph on a grid background. The graph shows a line that starts at the bottom left and curves upwards to the right, ending in a small loop. The background is dark and out of focus, showing what appears to be an office setting with some equipment.

# METRIC OF URGENCY™

Prioritize Important.

**Discover your data.  
Create a Path to Meaningful  
Impact with your data.**



# Discover Your Data with Powerful Data Analytics Platforms

A key step to understanding how to operationalize your strategy is to understand your metrics.

Tableau is powerful Data Analytics platform that can help you visualize your data.



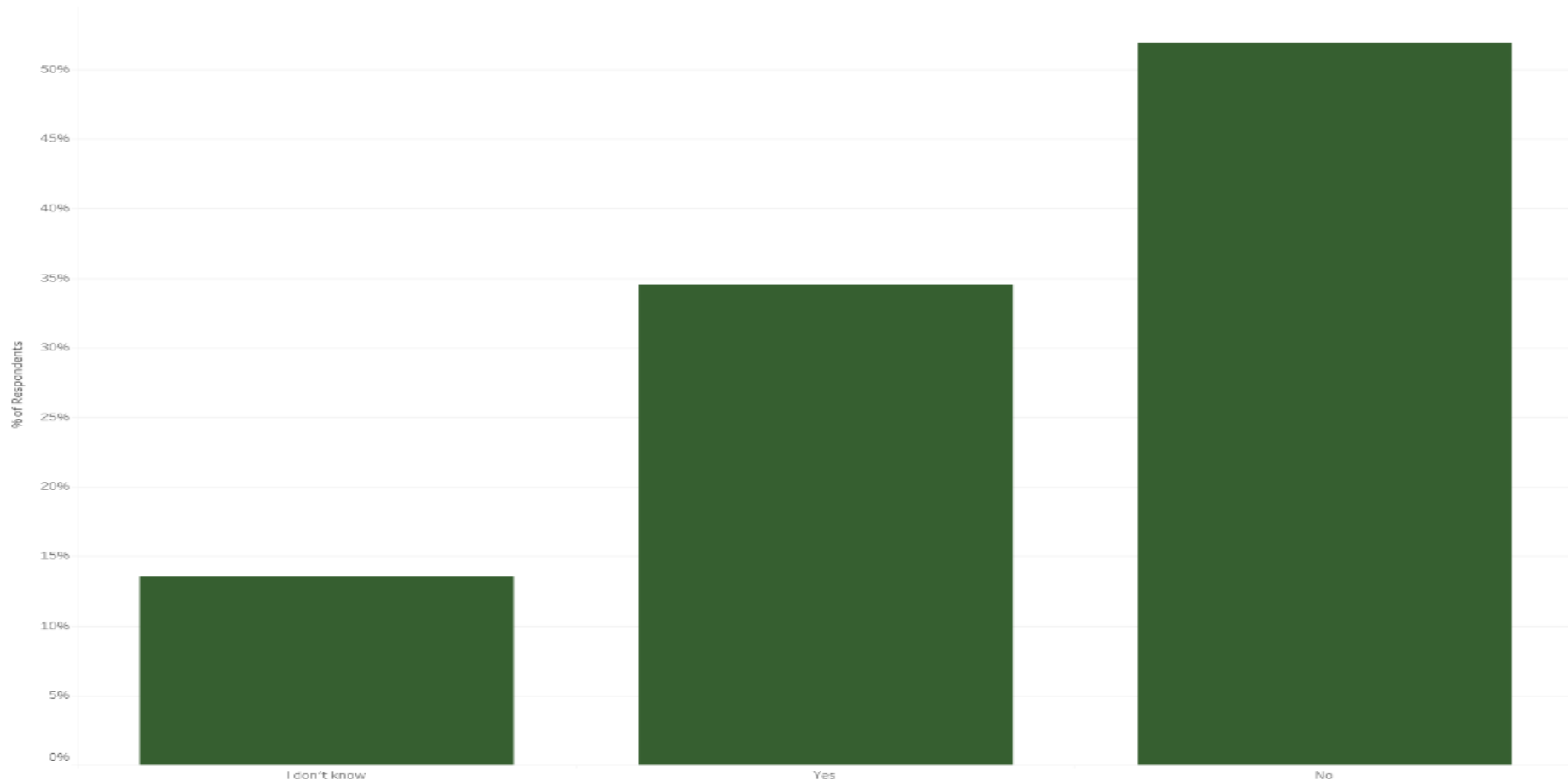


# Collect Data and Create an Action Plan

Below is an example of a Tableau Public survey data visualization based on Diversity, Equity, and Inclusion.

We see the challenge, how do we dig deeper to address the problem?

Does your organization have a formal diversity, equity and inclusion (DEI) strategy or program in place?  
2017



# Use Data With MoU to Create a Path to Meaningful Impact

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Once you have identified your strategic challenge you are ready to apply the 7 steps of the MoU Way to:

- define or refine your **Strategic Need** focused on your diversity and inclusion initiatives
- use **Lagging** and **Leading** Indicator Metrics to form a **Problem Statement** that that will guide your strategy
- realize your 'moment of truth' to uncover your **Metric of Urgency** that will drive the outcome metrics aligned with your strategy
- focus your team and efforts on the **Vital Few Projects** that will drive **Meaningful Impact** aligned with your strategic objectives

# Metric of Urgency Government Focused Event

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## Free Lunch and Learn Event Friday, March 9, 2018

### Focused on Leadership

*Are you a leader in government looking for ways to prioritize important work and making your teams impactful, versus busy? Whether you are a government director, manager, supervisor, or leader we will show you how to make your teams immediately more effective by driving **Meaningful Impact** in your organization.*

**Prioritize Import Work with  
the Metric of Urgency and Tableau**  
*Analyze & Visualize. Optimize. Prioritize.*

11:00AM - 1:00PM  
Normandale Community College  
Partnership Center  
9700 France Ave S  
Bloomington, MN 55431

email [Mike.Gratz@rendementgroup.com](mailto:Mike.Gratz@rendementgroup.com) for registration information

# Metric of Urgency & Diversity, Inclusion & Equity Workshop

## 1-Day Experiential & Interactive Workshop

April 5<sup>th</sup>, 2018

CultureBrokers LLC & Metric of Urgency™

CultureBrokers LLC



**Diversity, Inclusion & Equity:** Learn how to prioritize your initiatives using the Metric of Urgency Way™ to drive Meaningful Impact in your organization.

You will learn how to:

- define or refine your **Strategic Need** focused on your diversity and inclusion initiatives
- use **Lagging and Leading Indicator Metrics** to form a **Problem Statement** that that will guide your strategy
- realize your 'moment of truth' to uncover your **Metric of Urgency™** that will drive the outcome metrics aligned with your strategy
- focus your team and efforts on the **Vital Few Projects** that will drive **Meaningful Impact** aligned with your strategic objectives

**Learn how CultureBrokers and Rendement Group's Metric of Urgency Way can drive Meaningful Impact in your organization!**

You will receive:

- An operational deployment structure to help align your strategic initiatives to work prioritization
- Attendees receive the MoU Lean Six Sigma+ White Belt Certification



# Hands-on Experience Increases Participant Learning

- 1 Hour of Lecture
- 7 Hours of group interaction
- 18 live exercises
- Apply tools using case study
- Includes 150+ page Reference Workbook

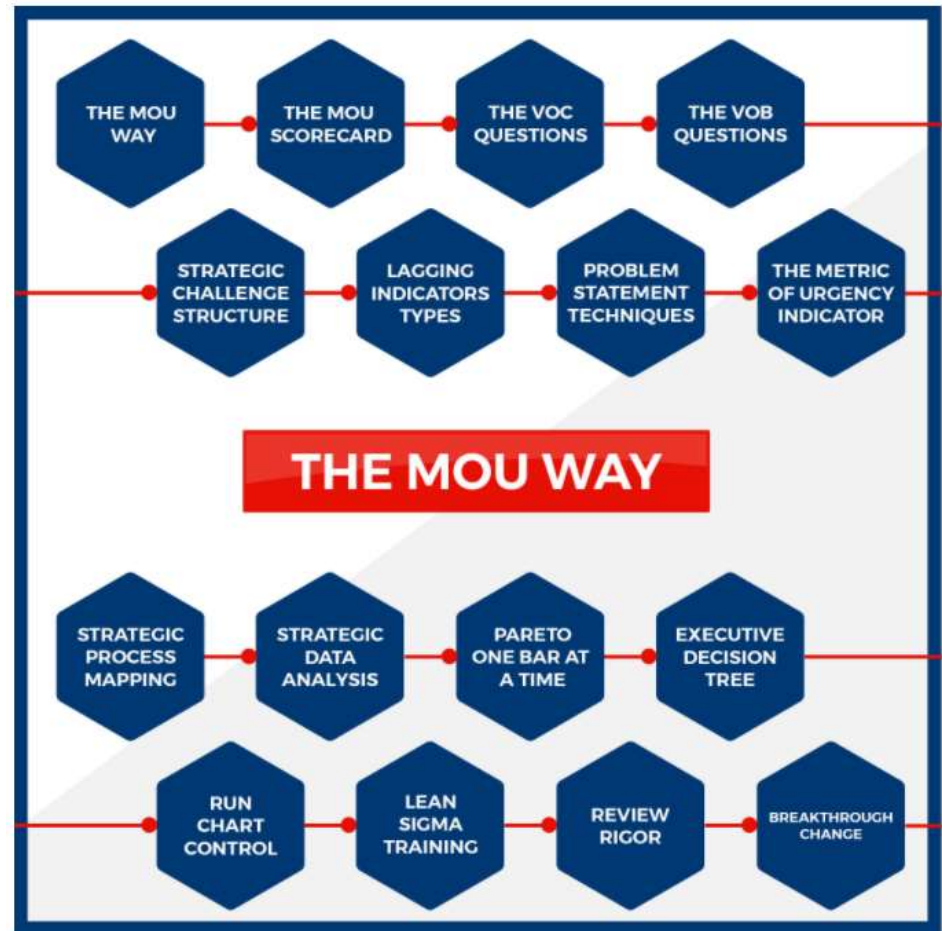


# Exercises Will Change How Participants Approach Problem Solving

Scorecard Component	Simulation Exercise #	Simulation Exercise Name
Strategic Need	1	Define Initial Strategic Need
	2	Identify Voice of Customer
	3	Identify Voice of Business
	4	Refine Strategic Need
Lagging Indicator	5	Select Lagging Indicators
	6	Assess Data collection for lagging indicator
	7	Calculate NPS
Problem Statement	8	Define Problem Statement
	9	Develop Business Case
Metric of Urgency	10	Determine Key Problem Drivers
	11	Identify Key Moment of Truth
	12	Setup Process Map
	13	Add Level 1 Steps
	14	Add Pain Points
	15	Develop Metric of Urgency
Vital Few Projects	16	Prioritize Vital Few Projects
	17	Build Decision Tree
Meaningful Impact	18	Project execution using metrics

## Participants Leave Ready to Use New Tools from the MoU Toolbox

- A unique set of 16 tools
- Developed from 20 years of proven results
- Apply standalone or enhance existing process improvement initiatives like Lean, Six Sigma or Baldrige





# Metric of Urgency with Lean Six Sigma to create 5 Unique Tracks

## Get MoU Lean Six Sigma<sup>+</sup>™ Certified

Take Lean Six Sigma to the next level and drive meaningful impact.



### MoU Lean Six Sigma White Belt<sup>+</sup>

Get exposed to the MoU Way<sup>™</sup> and Lean Six Sigma basics through a subset of MoU tools and a case study at an interactive session. Earn your **MoU Lean Six Sigma White Belt<sup>+</sup>**.

### MoU Lean Six Sigma Yellow Belt<sup>+</sup>

Learn the entire suite of MoU tools and Lean Six Sigma fundamentals at a two-day workshop through live exercises and experiential learning. Earn your **MoU Lean Six Sigma Yellow Belt<sup>+</sup>**.

### MoU Lean Six Sigma Green Belt<sup>+</sup>

This 5-day deep-dive boot camp teaches you to apply the MoU Way along with Lean Six Sigma DMAIC phases to a strategic challenge in your own organization. Earn your **MoU Lean Six Sigma Green Belt<sup>+</sup>**.

### MoU Lean Six Sigma Black Belt<sup>+</sup>

Work hands-on applying the MoU Way and Lean Six Sigma DMAIC tools to your first project along with one-on-one coaching and evaluation from a certified MoU Lean Six Sigma Master Black Belt<sup>+</sup> Coach and earn the prestigious designation of **MoU Lean Six Sigma Black Belt<sup>+</sup>**.

### Executive Leadership

Effectively learn how to communicate in the MoU Way and lead teams that are leveraging the MoU Way.

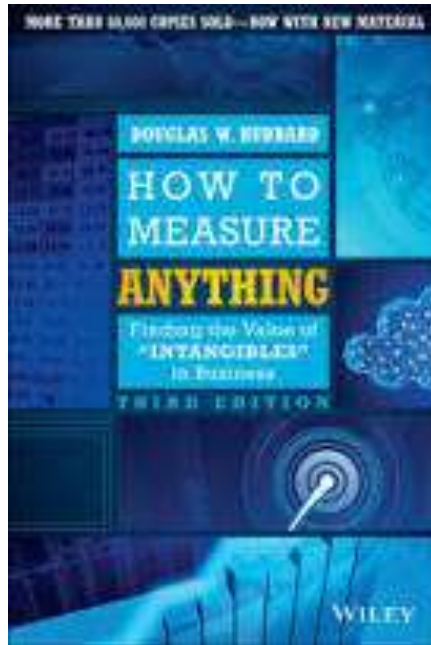


# Participants Earn MoU Lean Six Sigma White Belt+ Certificate





CONTACT US TODAY!  
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[www.MetricOfUrgency.com](http://www.MetricOfUrgency.com)









**APRIL 12, 3 – 4:30 P.M. INTRO WEBINAR:  
HOW TO MEASURE ANYTHING IN  
ORGANIZATIONAL TRANSFORMATION**

Explore tough measurement topics in Organizational Transformation. Doug will start with defining what we mean by “Organizational Transformation” and introduce methods for measuring common “intangibles” related to Organization Transformation.

# The **PREPARE** Workshops

12 years of learning from more than 30 organizations distilled into 6 workshops. Each workshop digs into key competencies every organization needs to get diversity, inclusion and equity results. PREPARE to get the most from your efforts.

<i>Topic</i>	<i>Time</i>	<i>Dates</i>
 Operations	12:45 – 5 p.m. 5 p.m. Social	January 18 and July 19, 2018
 Measurement, Analysis and Knowledge Management	12:45 – 5 p.m. 5 p.m. Social	February 15 and August 16, 2018
 Leadership and Governance	12:45 – 5 p.m. 5 p.m. Social	March 15 and September 20, 2018
 Strategic Action Planning	12:45 – 5 p.m. 5 p.m. Social	April 19 and October 18, 2018
 Customer and Stakeholder Engagement	12:45 – 5 p.m. 5 p.m. Social	May 17 and November 15, 2018
 Workforce	12:45 – 5 p.m. 5 p.m. Social	June 14 and December 13, 2018

[www.culturebrokers.com/prepare](http://www.culturebrokers.com/prepare)

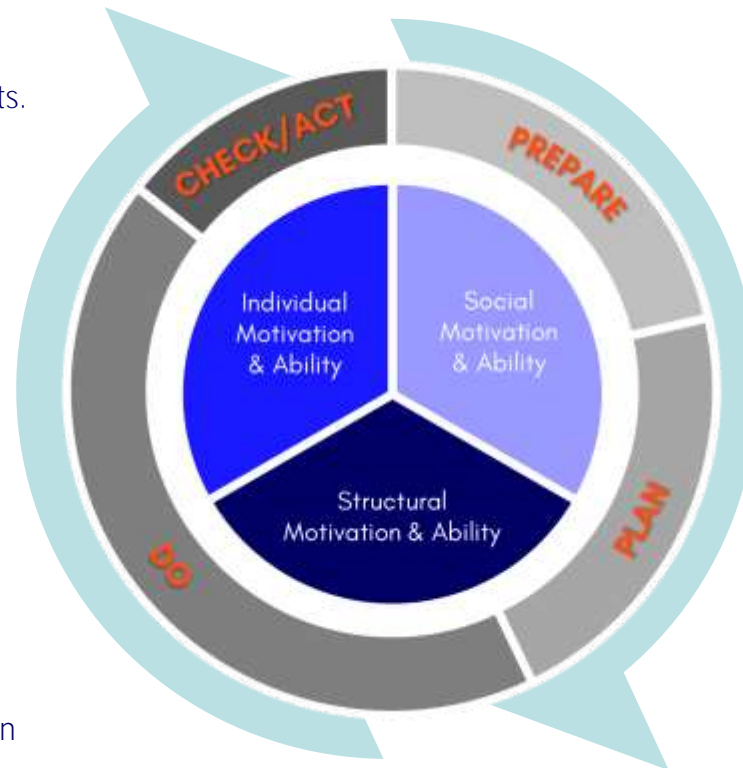
Take \$25 off with Code PREP25

# CultureBrokers® Diamond Inclusiveness™ System

(Diversity + Inclusion) x Discipline = Equity™

## THE CHECK/ACT PROGRAM 4 months

Analyze your action plan results.  
Institutionalize changes and  
adapt the action plan.



## THE DO GROUP 12 months

Execute your diversity, inclusion  
and equity action plan with  
excellence.

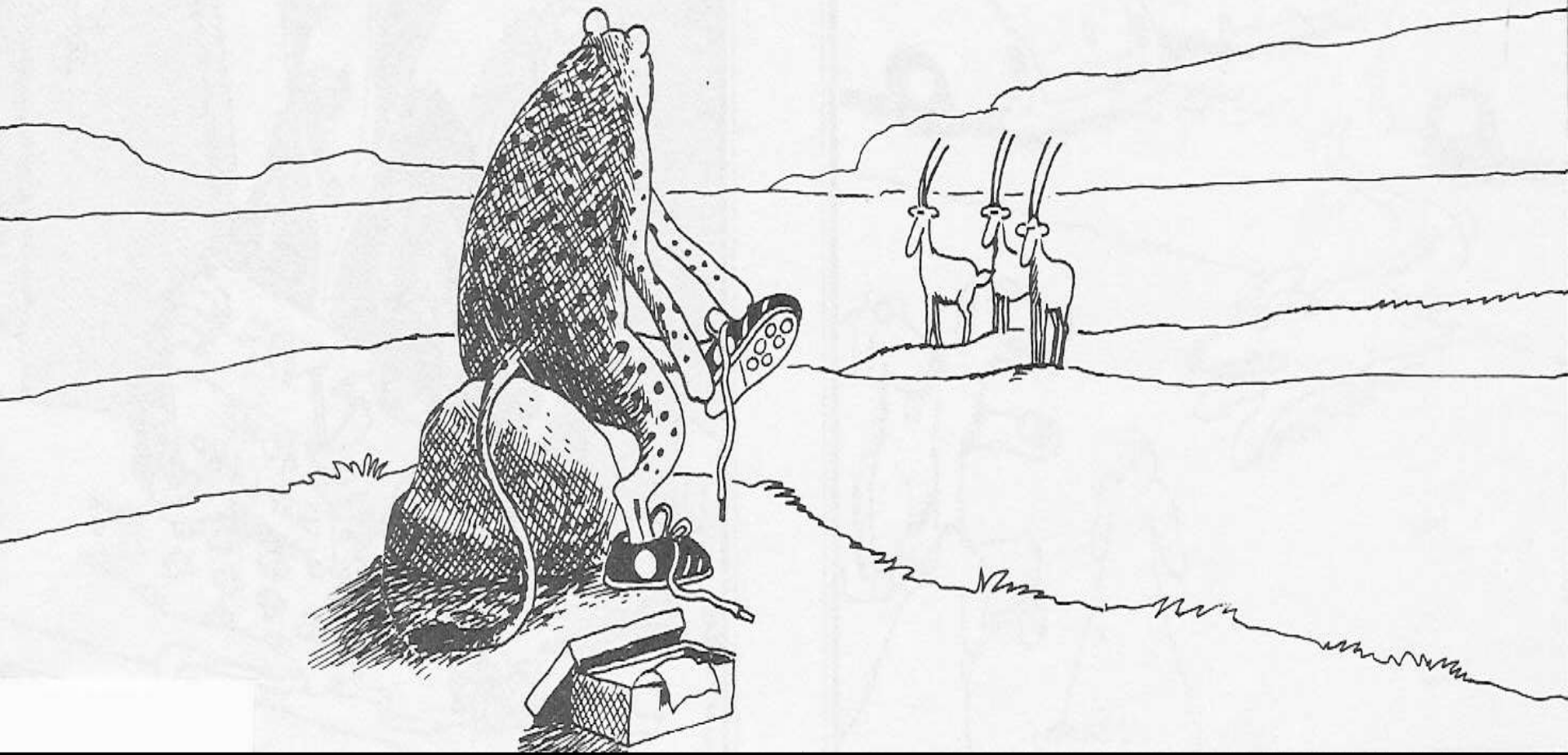
## THE PREPARE WORKSHOPS 6 months

Maximize your ability to plan and  
deliver diversity, inclusion and  
equity results by building  
necessary strengths around  
Leadership; Strategy; Customers  
and Stakeholders; Measurement,  
Analysis and Knowledge  
Management; Workforce and  
Operations.

## THE PLAN GROUP 6 months

Create an action plan that gets  
diversity, inclusion and equity results.





**Realizing something different needed to be done, the cheetah embraced change and took action...**

©The Far Side by Gary Larson

**Thank you for doing something different!**