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Exploring The Impact Lean Performance Management (LPM) Towards Superior Sustainable Value-Based(SSVB) Organization As A Competitive Intelligence

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Abstract- The Purpose of this paper is aimed to clarify the superior value of applying the lean performance management on the organization and being a lean centric oriented that will enhancing and the capability the core- competency of it in competing journey with any organization in the global industry.

Adopting lean principles is influence the Performance measurement which is of critical importance in a company's strategic actions towards minimizing the gap between the company strategic planning track and the actual performance track and starting lean efforts as a real and deeply understanding of the lean principles involved and, therefore, focus on the deeper changes necessary this will be a value creation not just improving the operation performance

Therefore Value-based management provide to all managerial and non-managerial level with tools and techniques supporting the development and implementation of value-creating strategies and fully encourage them to realize their role in developing a superior sustainable value-based which leads to having a strong well -known brand name.

Index Terms- Value-Based Management, superior performance, sustainable value, Lean Performance Management- competitive intelligence, Mobilizing assets.

I. Introduction

In recent decades, massive changes in the competitive landscape have increased stakeholder power in nearly every industry, driven by information and communications technology, low cost transportation, globalization, and a tighter interface between business and civil society. Consumers, employees, investor groups, and Non-Governmental Organizations (NGOs) to name just a few stakeholders, are now able to instantly access data about a company just a few stakeholders, are now able to instantly access data about a company. (Laszlo et al., 2003)

And most companies, even many sorts of Lean companies, lack formal strategic visions and ways to translate those visions into actionable goals throughout their organizations INFOR, 2009. In addition, a growing influence of institutional investors in particular has triggered the growing popularity of value-based management concepts (Bausch et al, 2009).

In effect, all managers and employees work from the same script, although each plays a different role and is critiqued based on their own performance. This is important as the effort to cascade objectives through your company begins, enabling you to embed the scientific method—techniques for investigating problems and acquiring knowledge, such as the PDCA (plan-do-check-act) cycle—into your improvement efforts and the culture of the company (INFOR, 2009)

So Laszlo et al., (2003) state that Companies can use the sustainable value framework to think in strategic terms about their existing portfolio of products and services. Most managers are able to assess the overall value created for a business or product in both shareholder and stakeholder terms. Therefore, the idea of value-based management can be traced back to the end of the 19th century (e.g., Marshall, 1890). However, this concept did not become widely recognized and popular until Alfred Rappaport published his seminal book "Creating Shareholder Value" in 1986. Since then, numerous consulting firms have developed different value-based measures to enable corporations to make strategic and operational decisions in line with the goal of value creation.

That will lead to as (Laszlo et al., 2003) explain, Capitalizing on the opportunity to create additional business value from improved economic, environmental, and social performance requires companies to apply the same systematic discipline in managing stakeholder value as they do in managing other aspects of business performance. This kind of approach is still the exception in most companies. And they add that creating value for stakeholders are cultivating sources of extra value that can fuel competitive advantage for years to come. Sustainable value occurs only when a company creates value that is positive for its shareholders and its stakeholders.

And according to ,(INFOR, 2009), that besides, Employees need to be supported by visible processes and systems that engage, motivate, and guide them, reassuring them that someone has an idea where the ship is headed even as it makes a few quick turns in order to avoid the reef

Altogether, the differences in value creation between different companies, between different years, and between different countries indicate that within the utility industry there was value destruction and value creation at the same time (Bausch et al, 2009).

II. Literature Review

According to An Oracle White Paper, (2009) the use of business intelligence techniques to analyze complex data and thus Journal make better decisions requires organizational alignment, a clear value proposition and an executable path to value. Each of these items plays an integral role in the concept of Lean Performance Management. And organizations are also faced with many continued challenges such as the internet, globalization technology, which has increased the speed of the competition and through the advent of social media which has changed the way business is done. And INFOR (2009) inquire, what separates your company from others? What are your competitive advantages? How does your company define success, both internally (safety, employee satisfaction, Green), externally (customer satisfaction) and for stakeholders and supply-chain partners (profitability, productivity)? Without a unique path for the company, there can be no clear goals for employees and suppliers.

And The key to success is identifying, defining, and communicating what success means at the outset of the initiative. In other words, how does one interpret the value of proposed efforts? (Bhatia and Drew, 2000) And developing Integrated value-based management systems influence the strategy, structure, processes, analytical techniques, and performance measures of a firm ,(Arnold, 1998).
According to Bhatia and Drew(2000), this As a result of implementing a Lean Performance Management, the organization not only addressed its key issues, but also established a highly sustainable operational platform.

1.The lean and Performance management perspective:

Lean is about removing waste. How much non-value effort does your company regularly exhaust pulling together budgets and forecasts? (INFOR, 2009). According to Bhatia and Drew (2006)the impact of a Lean approach in such cases could be substantial. "A Lean approach breaks with the prevailing view that there has to be a trade-off between the quality of services and the cost of providing them."

Real Lean requires that improvements occur constantly, spurred by the needs of customers and encouraged by a culture in which improvement is natural, discussion of problems is a positive workforce characteristic, and firefighting and workarounds are unacceptable. For this to occur, real Lean organizations look to both strategy deployment (the process of defining and cascading goals and objectives throughout a company. (INFOR, 2009). and continuous improvement—At the core of Lean thinking is the scientific method of the PDCA cycle (plan-do-check-act), essential for achieving Lean improvements. Organizations must be as rigorous in tracking their overall Lean implementations as they are in measuring specific Lean actions and performances:

☐ Are Lean improvement events occurring on-time and delivering expected results?

☐ Are employees receiving the training and skills necessary to participate in Lean improvements (e.g., problem solving, root-cause analysis)?

☐ Are scheduled gemba (translated, in Lean speak, as where the work is done) walkthroughs and "checking" rituals for supervisors and managers occurring in order to support Lean changes? Are these checks captured in the performance management system? (INFOR, 2009).

1.1. Introduction about Lean performance management :

A good performance management system, in addition to executing strategy deployment and PDCA cycle—, also allows you to easily incorporate financial planning (prepare realistic financial and operational plans), budgeting (allocate resources), consolidation (rolling up and closing the books), and forecasting (predict future performance) moves into your improvement efforts and the culture of the company,(INFOR, 2009).

An Oracle White Paper, (2009) agree on it that When offering insights into business performance, executives frequently speak of doing things "faster" or "cheaper" or "doing more with less." This passes, in their minds, as successful performance management. Yet true performance management is so much richer than simply executing tasks more quickly or with fewer headcount.

Thus, Performance management should influence and inform outcome management by continuously optimizing costs, quality, and customer service. This is Lean Performance Management definition according to (An Oracle White Paper, 2009) .Performance management (the methods, systems, and personnel that enable an organization to set goals and to assess progress toward those goals on an individual, department, and companywide basis (INFOR, 2009).

Thus ,A lean performance management dashboard pushing the right information in front of the right managers at the right moment can mean the difference between operations having opportunities to solve problems at an early stage and the escalation of those problems into issues which ultimately cause missed deliveries, poor quality, equipment failures—and lost revenue. (INFOR, 2009).

According to DLPI (2009) defining, its approach to performance management deserves to be called "lean" because it drastically reduces the time and complexity of top-management performance appraisal. The practices it brings together are helping progressive companies simplify performance management, sense change, and cut the noise out of their results.

Lean Performance Management is not simply about KPIs, but how an organization defines, tracks, manages those KPIs; how the KPIs inform us of what changes must be made; how those changes are actually embedded back into the business; and how the business creates value based upon the data. (An Oracle White Paper, 2009)

1.2. The four concepts for a Lean Performance Management approach.

It is not enough to think about costs — the true path to value is through a combination of cost, quality, and customer service. (See Figure 1) So how do the four concepts provide a foundation for a Lean Performance Management approach?

1- Lean processes

Embracing "Lean" is the first step. Lean is a simple concept. Just as Mr. Dracker points out, enhancing efficiency in the face of effectiveness can be worthless. Lean forces organizations to examine cost, quality, and constituent service collectively and continuously .Costs equal efficiency , Quality equals effectiveness and Constituent service equals service. It can be challenging for highly static and devolved organizations to adopt Lean processing

2- Shared Services

Shared Services provide a great foundation and transition to Lean as Shared Services foster the concepts of sustainability, transparency, and enhanced operational performance.
For Lean focused organization-wide efforts, Shared Services may well be the hammer and Lean the nail.

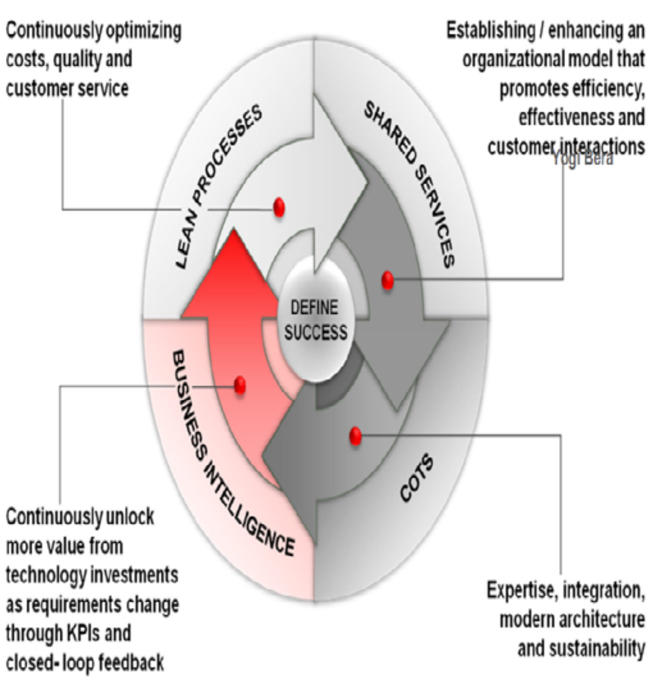
3- Commercial Off-the-Shelf (COTS) Application

COTS is a software enables a departure from the traditional scenario of high cost with low return for information technology .An effective Shared Services model, in turn, is predicated on a standardized approach to technology. As a result, COTS is generally a key enabling component to healthy and sustainable Shared Services.

4-Business Intelligence (BI)

In addition to these operational models, a fourth important trend — the use of analytics, or BI. Therefore the BI represents the latest wave in enabling Lean Performance Management. Once the organization has embraced Lean, has an operational model such as Shared Services which can support Lean, and has adopted r other comprehensive technology solution that can enable Shared Services, BI can be used to evaluate performance, link to KPIs and establish a continuous improvement, closed-loop model

Figure (1): FOUNDATION FOR A LEAN PERFORMANCE MANAGEMENT APPROACH



1.3. The strategic perceptive of the lean performance management:

- Corporate performance management—as expected, the first priority for performance management is to ensure just that: that performance is managed. With that come monitoring, measuring, and distribution of information out of the performance management function to set strategy and to plan, budget, and forecast (Pulakos, 2004).

And he adds that:

- Workforce management:

Many organizations don't address this complete set of workforce management issues or even have solid support systems in place to see how their workforce management is performing (INFOR, 2009).

It's trite but true: What is your company without its people? Lean companies recognize that they must develop people in order to develop better products and processes ask the following critical questions (INFOR, 2009). Does your organization:

  - Manage talent from hire to retirement, providing the necessary learning and growth opportunities for all employees, from frontline workers to senior staff?
  - Evaluate and solve workforce needs, skillfully staffing the company while optimizing payroll expenses?
  - Foster the right amount of intellectual pressure and urgency so that the workforce is motivated and challenged but not overwhelmed?
  - Strive to continuously improve productivity while maintaining good safety?
  - And, of course, apply sound Lean principles and performance tracking systems to workforce administration functions (e.g., many Lean companies have found great success in administrative settings with the technique of value-stream mapping, which helps to make invisible service and paperwork flows more apparent)? (Pulakos,2004)

- Operations management—at the heart of performance management lies the answer to "How are operations performing, day-in, day-out, hour-by-hour?" Performance management can bring the gemba (translated, in Lean speak, as where the work is done) to senior executives, managers, and shop floor operators in all corners of a global company (Pulakos, 2004).

At a tactical level, performance management of operations also can offer computer-based customized dashboards that track key performance indicators (KPIs) for specific roles, and incorporate the means to act on those numbers: KPI histories, links to reports, day-to-day tasks, standardized work instructions, etc. (INFOR, 2009). Measurement through KPIs can provide an important and necessary calibration of performance assuming that alignment exists between the .organization's mission, structure, supporting processes and performance tool / measures. Without this alignment, it's unclear that the "right" KPIs are being measured (An Oracle White Paper, 2009)

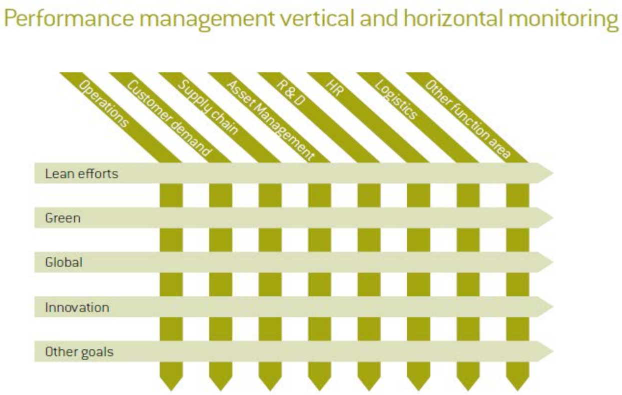
Further, this alignment is ultimately what ensures that the appropriate KPIs are not only defined and measured but also that a closed loop process exists to incorporate analyses back into the organization (An Oracle White Paper, 2009)

1.4. Lean performance management Process/function perspectives:

According to INFOR (2009), Proactive planning and lean performance management occurs within all functions in a real Lean organization, in addition to touching all the programs and issues that run horizontally throughout a company and across functions. What follows are two perspectives of performance management in action:

- **Vertical by process/function**, managing goals important to the executives and workforce in that process or function
- **Horizontal by objectives across the organization**, managing goals in which all processes/functions contribute to achievement of an overall objective

Figure (2) integrated performance management :



According to Masztal (2010) develop a Performance Management process that will work best for your organization. The process includes focused planning to define desired components, followed by a thorough review of current tools and process in place (interviews, focus groups, and process reviews). Next steps include the development of a new or enhanced performance management process (tools or process or both), and the introduction of supporting tools and documentation. The final steps of the process are to develop the communications and training plans, and then to create an implementation plan to achieve maximum benefit and ensure program success.

Thus INFOR (2009) confirm, Often the group managing the performance management process does not exist as a standalone team, but instead consists of executives and senior management who are expected to lead this effort in addition to their functional roles. Because of this, it's even more important to ensure that the management of performance management has both structure and accountability

1.5. The challenges of lean performance management

According to Collins et al., (2012) there are a lot of challenges as follow:

1. Firefighting.—Reactive program execution
2. Unstable, unclear, and incomplete requirement
3. Insufficient alignment and coordination of the extended enterprise
4. Processes are locally optimized and not integrated for the entire enterprise
5. Unclear roles, responsibilities, and accountability
6. Mis-management of program culture team competency, and knowledge
7. Insufficient program planning.
8. Improper metrics, metric systems, and KPIs
9. Lack of proactive program risk management
10. Poor program acquisition and contracting practices

According to Robinson and Schroeder,(2009) High-performing idea systems—which the authors define as those that implement 12 or more ideas per employee per year—were found to be a major factor in successful lean initiatives, for following reasons.

First -Creating a Lean Improvement Culture by Engaging the Work Force

Robinson and Schroeder(2009) stats that a common reason lean initiatives perform poorly is that they fail to engage the work force in creating a culture of lean improvement Almost all the company leaders the authors interviewed stressed the importance of employee engagement, and the amount of training they provided to their employees was not a differentiator. But clear differences emerged the nature and extent of employee involvement. These differences are summarized in Table (1).

And Pulakos (2004) adds that , In spite of the difficulties, performance management is an essential tool for high performing organizations, and it is one of a manager's most important responsibilities, if not the most important responsibility. Furthermore, done correctly, performance management can result in numerous important outcomes for an organization, its managers and employees.

Table (1): The differences of lean initiatives

Less successful lean initiatives	Successful lean initiatives
Improvement is management driven	Improvement is front-line driven
Improvement is done primarily through larger-scale events or projects	Small improvements are made on a daily basis
There are limited opportunities for front-line involvement	Front-line involvement is primary to improvement activity
Improvement activity is results focused	Improvement activity is process focused

Second -Improvement Opportunities That Are Hard for Managers to See:

Robinson and Schroeder(2009) say Managers deal primarily with information that has been aggregated—such as "profits are down," "market share is dropping," or "labor as a percentage of costs is up" (Hayek 1945). Information in this form is helpful in identifying issues, but not so helpful in dealing with them. But, as Hayek also observed, front-line workers are the ones who have specific and detailed knowledge of how their organization's work actually gets done. As such, they are in much better positions than their managers to see many problems and opportunities. They also are in the best positions to develop ideas that will work to deal with these problems and opportunities

2. The value based organization perspective:

Value- based management can be defined as an “approach to management that aligns a company’s overall aspirations, analytical techniques and management processes to focus management decision making on the key drivers of value” (Koller, 1994). Consequently, implementing a comprehensive value-based management system helps a company to attain the goal of value maximization.

Or can be define Edvardsson and Enquist (2008) as a values-based business is a combination of core company values and foundation values, which guide the company in creating customer value

On other hand, Value-based management is a solution for both challenges mentioned. Not only does value-based management provide managers with metrics and analytical techniques for identifying value-creating strategies; it also aligns managers’ and shareholders’ interests by linking managers’ compensation and promotions directly to value creation (Ryan & Trahan, 2007; Martin & Petty, 2000).

2.1. The need for a modern approach of doing business:

From the customer’s perspective, ‘value’ is an overall personal assessment of the quality attributes of the market offering in relation to the price and other sacrifices. It is a subjective assessment of the positive and negative consequences associated with the purchase, including values linked to the provider (Edvardsson and Enquist, 2008).

The values of a company guide the attitudes and behaviors of the firm’s leaders, employees, and customers, as well as determining the business strategy and vision of the company (Edvardsson and Enquist, 2008).And they add Values can be understood as the principles, standards, ethics, and ideals that companies and people live by. A distinction can be made between two main categories of values: (i) a company’s core values (which form the basis of the company culture); and (ii) foundation values which reflect the norms of society in general.

2.2. The value based- and the strategy development perspective:

Today companies across a range of industries are finding that they can achieve high quality, fast speed to market, high customer service and low cost all at the same time (Laszlo et al., 2003).

In addition, creating value requires investments on which returns exceed the capital cost of investment. This implies, first of all, that managers must be able to identify and implement value-creating strategies (Bausch et al., 2009). Strategy development can be regarded as one of the most important areas in which to apply value-based management tools, as strategy has a very substantial and long-lasting effect on the value-creating potential of a company (Morin & Jarrell,2001). Distinguishing between the two levels of corporate strategy and business unit strategy, a firm’s strategy development process is aimed at either creating a parenting advantage or at gaining and sustaining a competitive advantage (Johnson et al., 2008).

On the level of corporate strategy, choosing to do business in attractive industries is crucial. Industry attractiveness greatly depends on growth potential. This implies that establishing business units in fast-growing industries or creating growth through internationalization or with new, innovative products and services is desirable.

2.3. Sustainable value -based organization:

The first—and most critical—step in building organizational sustainability is to explore the organization from the assets perspective. This means that a new way of thinking must be adopted, one that moves away from evaluating the needs and deficiencies of the organization and toward viewing it in terms of its assets,(Puntenney, 2000). And he adds that focus on organizational assets in ways that will reveal how many there really are, and show how to understand them in ways that can lead to increased sustainability.

2.3.1 Five principles for developing a sustainable values-based service business:

Five principles for a sustainable values-based service business have been developed by (Edvardsson and Enquist, 2008)

Principle 1: Strong values drive customer value

Strong values form the basis for a company culture. In tandem with customers’ values and the values of the wider society, strong corporate values provide energy and direction to business development. Innovative service businesses are often created by entrepreneurs who are imbued with a clear vision and a strong sense of mission. Such vision and mission are usually based on a firm set of personal values. . The values create bonds with customers and thus represent a significant loyalty driver. Thus, in developing a sustainable values-based company, values are pre-eminently important in the company’s relationships with its staff, partners, suppliers, shareholders, and the media but most important its customers.

Principle 2: CSR as a strategy for sustainable service business:

Sustainable values-based service businesses have a strong commitment to corporate social responsibility (CSR), which leads to quality-assurance systems, appropriate performance indicators, By using CSR in a proactive way, companies think ‘laterally’ in searching for ‘smart’ solutions. The logic of values thus drives the logic of value creation.

Principle 3: Values-based service experience for co-creating value

Many services are experience-based and companies should therefore create and offer ‘test-drives’ of services for customers to enable them to experience the service, before purchase and consumption. Customers’ experiences are formed during use or consumption of a service. When a customer’s basic requirements are met, other issues make a difference.

Principle 4: Values-based service brand and communication for values resonance:

Brands are living expressions of what a company stands for. They communicate what its products or services can do for people. However, if a company overstates what its products can do, and subsequently fails to deliver (as perceived by customers), this creates adverse reactions—both in the market and among the company’s employees. These brands then enable values-based companies to reach out and connect with customers, staff, and other stakeholders.

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Principle 5: Values-based service leadership for living the values

To secure sustainability, a values-based company needs a strong, values-based leadership. A company built on an entrepreneurial business model often has the original entrepreneur's values and leadership style as a model for future generations of leaders. Success in capturing these opportunities requires new leadership and the courage to understand and engage a diverse set of constituencies, including those previously considered adversarial or Marginal to the business (Laszlo el at., 2003).

1.3. The value based- and the strategy development perspective:

Strategy development can be regarded as one of the most important areas in which to apply value-based management tools, as strategy has a very substantial and long-lasting effect on the value-creating potential of a company, (Morin & Jarrell, 2001).

Distinguishing between the two levels of corporate strategy and business unit strategy, a firm's strategy development process is aimed at either creating a parenting advantage or at gaining and sustaining a competitive advantage ,(Johnson et al., 2008).

On the level of corporate strategy, choosing to do business in attractive industries is crucial. Industry attractiveness greatly depends on growth potential. This implies that establishing business units in fast-growing industries or creating growth through internationalization or with new, innovative products and services is desirable. The top four levels in Figure 3 represent opportunities that are significantly larger than those represented by eco-efficiencies. They are opportunities for innovation and topline growth based on business solutions that integrate financial and societal performance, (Laszlo et al., 2003).

Figure 3. Levels of strategic focus

Levels of Focus	*Sources of Value*
Business Context	Changing the "rules of the game" to provide competitive advantage for sustainability strategies
Reputation/ Brand	Gaining stakeholder recognition and preference including attracting and retaining talent and employee productivity
Market	Entering new markets driven by customer and societal needs (sanitation, health, clean air, water,...)
Product	Creating product differentiation based on technical *and* sustainability features
Process	Reducing energy, waste or other process costs. Security of supply of raw materials
Risk	Compliance–oriented management of risks and protecting license to operate

2.4. The value- base for Shareholders and Stakeholders

Stakeholder value, based on a company's economic, environmental, and social performance, is anew and largely untapped source of competitive advantage that is likely to grow in the years ahead. (Laszlo el at., 2003).And he adds

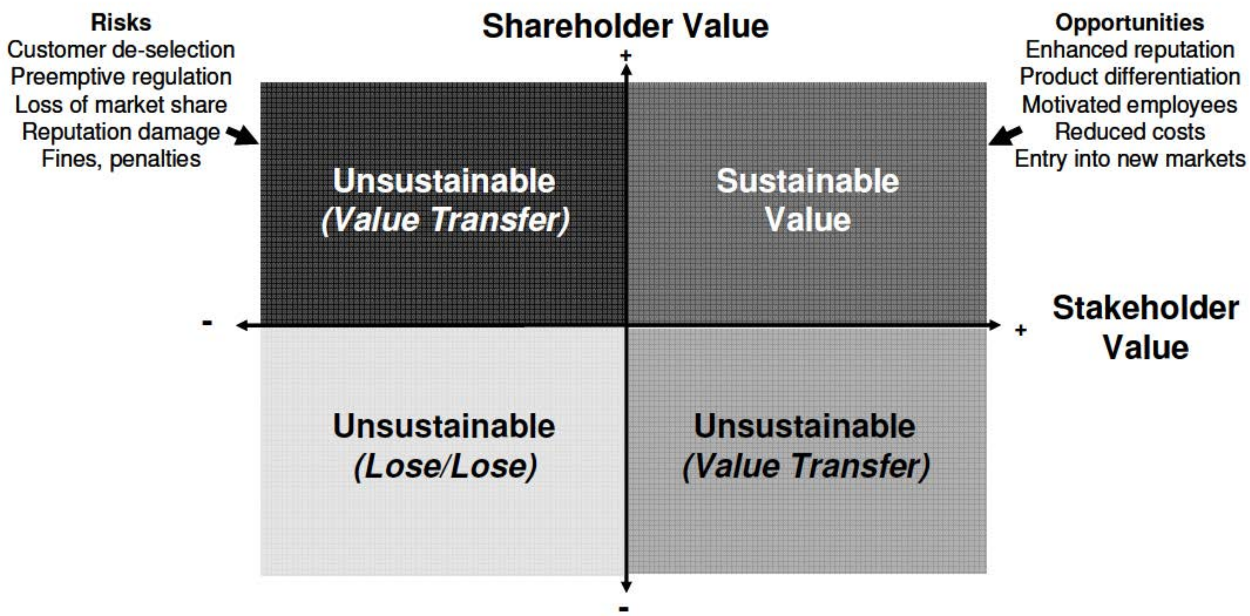
2.4.1 A stakeholder value approach:

It requires managers to think "outside-in" about how their companies create and sustain competitive advantage. Outside-in thinking, which sees the world from the perspective of stakeholders, is a powerful new lens through which managers can discover new business opportunities and risks (Laszlo el at., 2003)

(Laszlo et al., 2003)To succeed in a stakeholder-driven business environment, business leaders must think and operate in new ways, shaping strategies and actions with full awareness of their impacts on and implications for key stakeholders.

Figure five describes company performance along two axes: shareholder value and stakeholder value. Managing in two dimensions represents a fundamental shift in how managers must think about business performance. In this framework, companies that deliver value to shareholders while destroying value for other stakeholders have a fundamentally flawed business model.

Figure (5): The Sustainable Value Framework



Starting in the upper left of Figure 5 and moving counter-clockwise, consider the following four Cases of value creation and destruction

1-Upper left quadrant:

When value is transferred from stakeholders to shareholders, the stakeholders represent a risk to the future of the business. Companies that avoid environmental regulations in their home markets through exporting production to countries with lower regulatory standards create similar risks. Also in this quadrant are firms that create shareholder value through a low cost strategy that tolerates management actions to cut costs through avoiding overtime pay, undertraining on employee safety or discriminating on the basis of gender and ethnic background. Shareholder value in these cases is created “on the backs” of one or more stakeholder groups, thereby representing a value transfer rather than true value creation.

2. **Bottom left quadrant**:

When value is destroyed for both shareholders and stakeholders, this represents a “lose/lose” situation of little interest to either.

3. **Bottom right quadrant**:

When value is transferred from shareholders to stakeholders, the company incurs a fiduciary liability to its shareholders. Actions intended to create stakeholder value that destroy shareholder value put into question the company’s viability. Environmentalists often unintentionally pressure companies to take actions in this quadrant without realizing that the pursuit of loss-making activities is not sustainable either. Avoiding offshore sourcing to protect American jobs is an example of creating stakeholder value (employee job security) while destroying shareholder value (higher operating costs).

4. **Upper right quadrant:**

When value is created for stakeholders as well as shareholders, stakeholders represent a potential source of hidden value. Sustainable value is created only in this case.

2.3.2 A disciplined approach:

Laszlo et al .,(2003) add “A disciplined process" to create sustainable value requires three phases:

1. Diagnosis:

Understand where and how the company is creating or destroying value for Stakeholders. Anticipate future stakeholder expectations and identify key emerging issues. Assess the business risks and opportunities associated with current stakeholder impacts.

2. Value creation:

Choose specific actions that create shareholder and stakeholder value, or Reduce stakeholder value destruction while increasing shareholder value. Leverage strategic Partnerships with key stakeholders build a compelling business case for action and obtain the needed resources.

3. Value capture:

Determine the requirements for execution, including stakeholder alignment. Carry out the activities to implement the actions. Measure progress on shareholder value and stakeholder value, validate results, and capture learning.

So disciplined approach that integrates stakeholder considerations into core business strategy and operations can help senior executives and line managers create above average returns.

3.The benefits of applying the Lean Performance Management(LPM):

New ways that the organization's unique access to Ongoing participatory decision making , evaluation, assessment, leadership development among staff, board its constituents represents a potentially powerful tool that can be utilized in organizational planning, evaluation, and promotion ,(Puntenney, 2000).

Consequently, value-based management may help any utility firm to take the right actions that will allow to create value and to be among the leading firms in its industry ,(Bausch et al , 2009).

So ,It's important that the "system" aspects of performance management ensure the ability to build, incorporate, and update goals and objective (INFOR, 2009). And he add functionally, performance management systems also must provide real-time visibility into what's happening throughout other corporate systems and applications

And Bhatia and Drew, 2006 mention the benefits of applying LPM as follows:

- Enabled Shared Services Model :
  - By centralizing processes the organization is able to reduce the resources required to handle the same or greater number of activities this enabled the organization to eliminate waste while improving flexibility.
  - Improved Processes :

By adopting Lean principles, the organization is able to improve the efficiency and effectiveness of organizational processes. . And as part of its closed-loop system, the organization streamlined the processes to its final resolution.

- Improved Workflow
  - In addition to streamlining its ability to improve service request workflow by decreasing the processing time required to respond to and complete work orders. It achieved this by minimizing the number of manual transactions required — minimizing manual documentation to instantly create action-oriented workflows.
  - Improved Field Service Performance

The organization can increase its efficiency in providing service. Moving forward, integrated between the opportunities and the process to optimize the performance level

- Enhanced Citizen Services

As a result of the enhanced operational model, the organization also enabled it to dramatically improve the quality of the services it delivered to its citizens, primarily by re-inventing the partnership between the citizens and the organization

- Improved Knowledge Management

By capturing institutional knowledge in a database documents current processes and improves the ability of customer service representatives to resolve common constituent issues.

And according to An Oracle White Paper (2009):

- Enhance Reporting:

Also improved accountability and planning. Because of the sophisticated

Reporting capabilities citizen services solution, and provided more transparency into operations, new and improved processes, and greater responsiveness to citizens, and improved internal supply chain management. This enabled them to more effectively plan how to allocate resources among various initiatives, support and state-wide best practices.

- Enhanced Transparency:

By developing flexible reporting capabilities for both internal and external uses, the organization has visibility into the entire citizen-call-response lifecycle. It routinely documents call metrics, including time, purpose, geographic distribution, and time-to-resolution.

- Improved Analytical Capabilities:

By analyzing call data, service requests, and work order requests, City executives can identify emerging trends and program needs. When aggregated, this data provides insights into current and future citizen demands as well as potential solutions. And because these analyses are accessible by department managers.

- Improved Decision-Making

Managers will be able to better plan programs, train employees, and allocate budgets based on evolving needs.

- Enhanced Performance Management:

By tracking and sharing metrics on how well services are being delivered by employees, contractors, and partners, the organization is able to boost accountability across all departments. This facilitates and directly drives operational excellence which allows for better management and service-level.

- Improved Planning

Management will access to sufficient data to make better decisions, ranging from more accurate budget forecasting to strategic planning to ensure the organization is on track to realize its vision.

- Improve Revenue Generation and Capture

The organization increases their ability to generate and capture revenue. -routed from individual departments to a centralized location for more efficient collection of fees.

In addition Maszta (2010), The following extra benefits Implementing a lean Performance Management Process:

- Individual performance expectations are established
- Individual goals align with department and company goals
- Performance levels are enhanced

- Stronger performance is recognized and weaker performance is addressed
- Opportunities for development and growth are identified and pursued
- Employees are held accountable for their performance
- Managers are held accountable for managing the process within their group/department
- Employee engagement, satisfaction and retention improves

III. Conclusion

The bottom line is that conducting lean Performance Management systems effectively helping organizations to better influence their human capital and optimize workforce and organizational performance towards the competitive intelligence the cut off and the un-visionary strategic scope between strategy and action, unfocusing on value for the external customer and integrating the work and tasks of all employees to financial and business needs will unsuccessful process and that is good enough for making the company not only suffering ,having very hard time but also for sure will on the long run will lose customers very easily

Therefore, shifting as a start to thinking "outside the box" of usual day-to-day actions on a lean culture base during restructure or reengineering their processes or mobilizing their assets .This will be effectively useful for each organization to explore internal and external opportunities .

Finally, Without such not only applying lean performance management (LPM) but to be fully convenience about it , especially when horizontally across an organization as well, monitoring performance of specific goals and objectives , may have a difficult time creating a lean improvement culture eliminating deeply the unsuccessful process.

IV. Future Actions

I do highly recommend breaking out the company standard ,culture, values in a very smooth way of re-thinking and re-engineering about organizational development, eliminate unnecessary constraints on their creativity and identify innovative ways of exceeding the challenges and opportunities limitations toward having a superior sustainable value-based organization as a competitive intelligence

- Only the bridging over the Lean performance gap by supporting strategic goals and targets to all processes, functions, and objectives, along with the means to review and adjust based on real-time and updated information

- Better understanding , empowering, rewarding leaders and co-workers to and well-designed updated the company training plan specially of how conducting the lean performance management the way of integrated it to all company processes

- Having a highly strategic visionary that maximizing the value of your company and provides to its customers and its competitive advantages in the marketplace

- More focusing on the developing and conducting the innovation and entrepreneurship management which are considered as a critical success factor for the conducting the lean performance management

- Develop effective ,well-structured communication matrix among executives and employees, especially at the manager-to-supervisor and supervisor-to-operator levels to enhancing the ability to check on progress toward the company strategic goals.

- More keening on applying the quality continues improvement techniques keeping the organization to "test" itself against a multi-dimensional definitions of organizational sustainability and by systematically assessment and deeper understanding the various components of the organization and the relationships between and among them and present in its relationship network.

- Design an effective tracking system and fully sharing metrics on monitoring and controlling progress of bridging the lean performance gap on a transparency base of how the updating feed backs are being batched by ,through and to the employees, in other word across all the departments. This will for sure facilitate and directly drives operational excellence which allows for better strategic management .

Abbreviations

- Business Intelligence (BI)
- Commercial Off-the-Shelf (COTS)
- corporate social responsibility (CSR)
- Key Performance Indicators (KPIs)
- lean performance management (LPM)
- Non-Governmental Organizations (NGOs)
- Plan-Do-Check-Act (PDCA)
- Superior Sustainable Value-Based(SSVB)

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