Framework	PLAN-DO-CHECK-ACT
Description/Link	Plan-do-check-act framework is a four-step model for carrying out change based on the scientific method. It works by proposing a change in a process, implementing the change, measuring the results, and taking appropriate action. This is useful for starting a new improvement project. Here is a link to learn more.
How It Works	**Plan:** Recognize an opportunity and plan a change. **Do:** Test the change. Carry out a small-scale study. **Check:** Review the test, analyze the results, and identify what you've learned. **Act:** Take action based on what you learned in the study step. If the change did not work, go through the cycle again with a different plan. If you were successful, incorporate what you learned from the test into wider changes. Use what you learned to plan new improvements, beginning the cycle again.
Application to the work of the CIP-CCG	Rec 3.6 asks for a CIP that includes both a uniform approach to continuous improvement and flexibility that allows structures to implement improvement following their own needs. The PDCA does not seem to provide a great solution for planning a uniform approach to improvement, but it could be a useful tool for execution of individual continuous improvement projects as part of the overall CIP framework.In this capacity, PDCA could be very useful.

Framework	LEAN MANAGEMENT
Description/Link	Inspired by Toyota's production system, Lean Management is a management and work organisation method aimed at improving a company's performance and, more specifically, the quality and profitability of its output. Lean Management optimises processes by reducing time spent on non-value-added tasks (unnecessary operations or transport, waiting, overproduction, etc.), causes of poor quality and complications. This method is supported by an important managerial dimension to ensure employees work in the best conditions. Ultimately, there are two main objectives: Complete customer satisfaction and the success of each employee. Learn more.
How It Works	When it comes to project management, surplus shows up as project defects, which can cause scope creep and reduce project value. When you adopt the lean approach, your goal is to reduce waste and add value during every project phase. Lean Management follows 5 core principles: Identify value, Value stream mapping, Create flow, Establish pull, Continuous improvement. **Identify Value** by defining what the customer needs for the product. **Map the Value Stream** by defining the steps and related processes that take your product from raw material to final deliverable. **Establish a smooth workflow** by sequencing value stream steps are in a tight sequence. **Follow a "Pull" approach** by only producing work when there is demand. Continuous Improvement: your system is not isolated and static. Problems can arise with any of the previous steps, thus the need to ensure that employees at all levels are involved in the continuous improvement of the process.
Application to the work of the CIP-CCG	LEAN is a continuous improvement program that is focused on value creation for customers and improving processes for delivering workflows to satisfy customer needs. While an excellent approach to continuous improvement, it does not seem to offer the right focus that would align well with scope of Organizational Reviews identified by Article 4.4.

Framework	KAIZEN
Description/Link	Kaizen, a Japanese philosophy, was born from the idea that life should be continuously improved so one can lead a more satisfying and fulfilling life. In a business context, this idea suggests that small, incremental improvements made over time can lead to major changes in the long run. Like to learn more.
How It Works	The goal of continuous improvement is to optimize for activities that generate value and to get rid of any waste. There are three types of waste that kaizen aims to remove: **Muda** (wastefulness): Practices that consume resources but don't add value. **Mura** (unevenness): Overproduction that leaves behind waste, like excess product. **Muri** (overburden): Too much strain on resources, such as worn out machinery or overworked employees. A famous example of the continuous improvement model is the Toyota manufacturing model, which focuses on making only "what is needed, when it is needed, and in the amount needed."
Application to the work of the CIP-CCG	Rec 3.6 asks for a CIP that combines uniform program for improvement with flexibility that allows structures to implement improvements. The KAIZEN method does not seem to provide tools for planning a uniform approach to improvement, but it could be a useful tool as part of the overall CIP framework. For example, once a structure has identified an area of improvement and need a tool to develop the best solution together. In this capacity, KAIZEN could be very useful.

Framework	SIX SIGMA
Description/Link	Six Sigma is a process improvement methodology that aims to reduce defects in a manufacturing processes and minimize the amount of variations within the end product. Learn more.
How It Works	Six Sigma relies on two main methodologies: DMAIC (Define, Measure, Analyze, Improve, Control) for existing processes and DMADV (define, measure, analyze, design, and verify) for new processes to solve problems and improve performance. Because it is almost impossible to achieve zero defects -- a concept known as infinity sigma -- six sigma allows for 3.4 defects per million opportunities for a defect to occur.
Application to the work of the CIP-CCG	Six Sigma is a continuous improvement framework that is designed for improving manufacturing and production processes. It does not seem to offer the right focus that would align well with scope of Organizational Reviews identified by Article 4.4.

Framework	TOTAL QUALITY MANAGEMENT
Description/Link	Total Quality Management (TQM) is a management framework based on the belief that an organization can build long-term success by having all its members -- from low-level workers to its highest-ranking executives -- focus on improving quality and, thus, delivering customer satisfaction. This management approach is used to simplify supply chain management, as well as to detect, reduce or remove errors.
How It Works	The general process of implementing TQM follows these steps: 1. The organization assesses its current culture and quality management systems and identifies core values. 2. Management decides to commit to TQM and develops a TQM master plan. 3. The organization identifies and prioritizes customer demands. 4. Management maps the processes needed to meet customer needs. 5. Management creates a team to oversee efforts to improve processes. 6. Management starts contributing to the process by providing additional planning and training. 7. Management creates a process to standardize daily process management. 8. Management continually asks employees for feedback.
Application to the work of the CIP-CCG	Our initial assessment is that TQM is best suited for a commercial organization that is producing a product for consumers. Given it does not seem to be in total alignment with the unique multistakeholder model of ICANN and the scope provided by Article 4.4. Having said this, the TQM certainly offers best practices that ICANN structures could use in executing the improvement of

Framework	European Foundation for Quality Management (EFQM)
Description/Link	The EFQM model is a management framework helping organizations manage change and improve performance. The EFQM model was launched by the European Foundation for Quality Management in 1992 to increase the competitiveness of European companies. The EFQM model organizes continuous Improvement by the following (please see below):
How It Works	**Leadership:** the role of top management in setting a clear vision, values, and culture for the organization. **Strategy:** a clear and effective strategic plan aligned with the organization's mission and vision. It includes setting objectives, priorities, and resource allocation. **Partnerships and resources:** how the organization manages its external relationships, collaborations, and the allocation of resources for sustainability and growth. **Processes, Products, and Services:** This element examines how the organization designs, manages, and improves its processes, products, and services to meet or exceed stakeholder expectations and contribute to sustainability. **People:** the organization's approach to managing and developing its workforce. This includes recruitment, training, employee engagement, and diversity and inclusion initiatives. **Customer Results:** focus on the organization's ability to deliver value to its customers, meet their needs, and maintain high levels of customer satisfaction and loyalty. **People Results:** the organization's ability to manage, develop, and engage its workforce effectively. This includes employee satisfaction, development, and retention. **Society Results:** consider the organization's impact on society, including environmental sustainability, corporate social responsibility, and contributions to the community. **Key Performance Results:** focus on quantifiable performance metrics aligned with the organization's objectives and strategies. These metrics indicate the organization's overall success and effectiveness.
	The EFQM is another great CIP framework. In application to ICANN and Rec 3.6, it seems to be designed to provide a CIP for a commercial organization that is producing a product for consumers. It provides a holistic CIP

Framework	BALDRIGE EXCELLENCE FRAMEWORK
Description/Link	The [Baldrige Model o](#)ffers a non prescriptive framework that empowers your organization to reach its goals, improve results, and become more competitive. It incorporates proven practices on current leadership and management issues into a set of questions that help you manage all the components of your organization as a unified whole.
How It Works	The Baldrige model is built on a performance system of seven categories. These categories are: (1) Leadership, (2) Strategy, (3) Customers, (4) Measurement, Analysis and Knowledge Management, (5) Workforce, (6) Operations, and (7) Results. Each categories above is assessed using the following core values and concepts: Systems Perspective, Visionary Leadership, Student-centered excellence, Valuing People, Agility and Resilience, Organizational learning, Focus on Success and Innovation, Management by Fact, Societal Contributions, Ethics and Transparency, Delivering Value and Results.
Application to the work of the CIP-CCG	Thee seven categories or principles and the 10 core values of the Baldrige model are very comprehensive, however they create the potential for confusion and disagreement in their application in developing a shared framework. This continuous improvement program approach also runs the risk of being very resource intensive. Having said this, their are some attributes that offer potential best practices for consideration in developing a bespoke ICANN CIP. For example, the Baldrige model begins with a [self-assessment](#)that organizations take to establish a baseline of where they are, which could be a good step in the CIP at ICANN that is currently being developed.

Framework	PRINCIPLES/CRITERIA
Description/Link	The Principles/Criteria framework provides a highly customizable that has a proven track record being successfully applied to developing uniform and flexible approaches to continuous improvement in multi-stakeholder environments. An example of this framework in action is the bespoke application developed by the Global Roundtable For Sustainable Beef (GRSB). In this example, GRSB provided a principles/criteria framework to enable its stakeholders to design a bespoke program that enabled stakeholders to develop a uniform approach to continuously improving sustainability efforts while customizing their programs with criteria and indicators which reflect their needs and the unique realities of their regions.
How It Works	This model consists of three parts: principles, criteria and indicators: ● **Principles** describe the objectives of the Continuous Improvement Program. They define what the CIP is fundamentally trying to do. ● **Criteria** are the conditions that need to be met in order to comply with a principle. A criterion is an element or set of conditions or processes by which a system characteristic is judged. Criteria define how a principle will be achieved, *without themselves being a measure of performance*. ● **Indicators** define what the CIP will measure. Indicators are measurable states which allow the assessment of whether or not associated criteria are being met. Indicators are flexible and they can include metrics, assessments, and or new processes put in place to meet a criteria.
Application to the work of the CIP-CCG	The principles, criteria, indicators approach to CI provides direction, but not detailed prescription to continuous improvement, offering opportunities to adapt to different contexts, changes in understanding, and various challenges. While principles are uniform, flexibility is provided by allowing each stakeholder group to prioritize which criteria are most important to them, and also to develop their own indicators which they will use to track their progress. This seems to be a good fit for the