



Quick Wins

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Formal CI Team – A very good starting point for the Traditional business embarking on a CI journey, assign or hire a lean/six sigma champion. Invest in a well trained individual. The Champion should report directly to the business leader. This sends the message that this journey is very important to leadership and CI is not just a shop floor activity.

Personality is important for this role. The Champion will be working with every function in the business. The Champion may be the keeper of the CI process, but cannot be seen as the person “who owns lean”. The mid-term goal will be to build a larger CI team of cross-functional experts. The Champion needs to have managerial and mentoring skills. Employees at all levels in the organization should feel comfortable seeking help from the Champion.



Formal CI Training – The implementation of a CI training program can have a few pitfalls to navigate depending on the company’s current culture. One risk early in the CI journey is making “CI the CI persons job”. As leadership, you want all employees to feel that CI and CI training is everyone’s job. Try having a significant focus on CI training during the onboarding process. It is important to communicate the organization’s expectations to new employees early in their employment. Assess the new employees CI training needs and provide them a specialized education focused on their CI gaps. Also, spend time during onboarding in breakout groups focused on the new employee’s standard work for the role. This accelerates their onboarding and gives the employee ownership in their new duties.



Strategy Deployment– A rating of 3 suggests that the organization already includes Strategy Deployment in their business processes. About midway through the planning cycle, hold an offsite with the leadership team focused on status and completion plans for the site-wide Strategy Deployment projects. Through open dialog, place each project in one of these categories: **1) Compliance** – a project that failure would subject the business to internal and external compliance escapes. **2) Required** – necessary to meet the business obligations in the reporting period. And **3) Long-Term** – projects identified by the site during strategy deployment workshops that strengthen the business over the long-term. Once the list is complete, agree to suspend category 3 projects until all category 1 and 2 projects are complete. This would not happen in a world-class organization, but then, you’re not there yet. “Focus on creating bandwidth by closing out the most critical projects first.”



Performance Management– Take a step toward world-class performance management by assuring that all employees have 3 to 5 KPIs for their role. These KPIs need to align with the business’s core strategies. These individual KPIs should be included in the company’s appraisal process. Data will be reviewed on a cycle consistent with the role i.e.; daily, weekly or monthly. When establishing role level KPIs, keep in mind that the purpose of the KPI is to drive behavior in support of company strategies and goals. If the KPI becomes irrelevant, change it or transition to a new KPI or set of KPIs that influence the correct behavior of the employee or group. Finally, do not let KPIs become stagnant, keep them leaning forwards, progressing a CI mindset. No role is immune to the benefits of performance management. Keep the data collection as simple and visual as possible, and easily communicated.

How this works- The Quick-Wins Newsletter will provide four brief Quick-Wins project ideas for 4 of 9 questions on the Leadership Self-Assessment survey. Each project is shown beneath the assessment rating (Traditional to 4) and start with the theme of the question.

The Leadership Self-Assessment can be downloaded at:
www.tangibleimprovement.com/quick-wins/

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Tangible Improvement offers Executive Interim Management solutions, helping you execute your business strategies. We are available to fill an opening, at the highest level of management, in several key functional roles. *“Never delay promoting a good employee due to lack of bench strength to backfill a position. Fill the role with an interim solution while you recruit the long-term replacement.”* –Dean Cantrill