



Quick Wins

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Traditional 2 3 4 World-Class

Employee Autonomy – In a traditional organization, an employee rarely is encourage to escalate or solve a problem by themselves. Example, a machinist begins a work-order for a new batch of parts. The employee suspects that something is not right with a feature on the part because it does not match the rendering on the print. Even though the machinist believes that there is an error on the print, their job is to make the part per the print. They proceed to make all the parts requested. The employee was right and the parts are now scrap. As a leadership team, encourage employees to think about examples where they have created scrap doing what they were told to do. Have them use their examples to create a new process that can be follow by all employees to quickly solve problems using RCPS techniques, or escalated to the designated person for quick resolution.



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Training Matrix – Once a functional team training matrix is complete with; team members names, required training, and role, begin to meet regularly as a team encouraging the employees to complete the skills training for their role. Allow for the employee to complete their skills training on company time if possible. This emphasizes to the employee that skills training is very important to the leadership team. Separately, begin to track and pareto quality escapes by function. Make sure that the escapes are driven to root cause. For the root cause: “lack of, or improper skills training”, calculate the cost associated with each escape. Present the data to the functional group, and to management, showing them how much cost in total is associated with skills training escapes. The cost to train on company time will begin to look like a great investment. Don’t forget to assign costs associated with customer impact.



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Your CI Journey– Assess all functions of the organization against basic CI tools. Based on your formalized CI training, have each function provide evidence that they are using the basic tool kit (5S, RCPS, PDCA, etc.). Identify strengths and gaps for each function based on the assessment and evidence. Organize a “All-Hands” presentation of the outcome. Celebrate any “best-practices” identified during the assessment encouraging all functions to leverage what has been learned. At the all-hands, create small, cross-functional groups and assign a group to each function and challenge them to put together a plan to address the gaps for that function identified during the assessment. Outcome of this event is a set of new standards for the CI tool kit that the CI Team can document and use for future training. Update the training material, standard work, and regulatory procedures (ISO, FDA, AS-9100 etc.) as needed.



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Formal CI Team– Three basic prerequisites for this QW Project; 1) The CI team supports all functions within the organization, 2) There is a calculated attrition rate and headcount plan for your business, and 3) There is a job description or recruiting strategy for new CI team members. Using the attrition rate and headcount plan data, plan to hire 10% of this total recruiting need to the CI team, continually. Basically, keep a steady stream of CI requisitions open to keep HR recruiting the desired skill set. As new CI team members are hired, rotate existing CI team members into functional roles. Once this process is accepted, use this methodology to hire the majority of new employees. Don’t overlook internal candidates that want to join the CI team. The point to this QW project focuses the future hiring and employee development on potential fit to the CI culture, rather than specific functional skills first.

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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Recent Articles can be found at:

www.tangibleimprovement.com/featured-articles/

“A Start Without a Finish, the Journey to World-class” August 26th, 2016

“Learn to Celebrate a Failure, A Cultural Shift for Traditional Organizations” Aug 10th, 2016

Tangible Improvement offers Operational Excellence Advisory helping transform traditional businesses to world-class organizations. *“We help create a performance management system in which Safety, Quality, Cost and Delivery can be measured to drive the desired improvements, yielding superior financial results.”*

–Dean Cantrill