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MAY 14-16, 2019

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WEST SPRINGFIELD, MA

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Business Bootcamp:
How Successful Organizations are Increasing Engagement, Execution and Earnings

Shane Yount, President - Competitive Solutions, Inc

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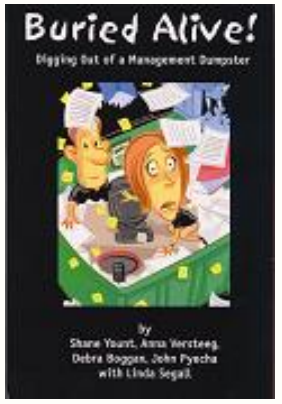
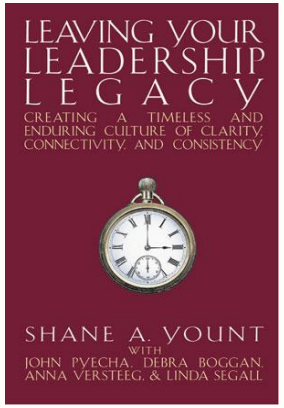
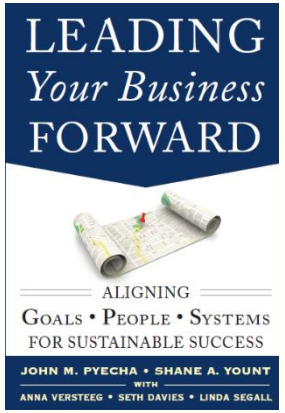
Competitive Solutions Inc.

Investing in Your Future







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Quality Circles, Interpersonal Training, Team Meetings, Vision and Values

SPC, LEAN, TPM, Six Sigma, Gemba

"Save our way to success and profitability" & "We know all this"

1985 – 1999
Team Years

2000 - 2008
Process Years

2009 - 2013
Savings Years

2014 - Today
Saturation Years

Initiative Overload
Meeting Mania
***"Allergic Reactions"* to Structure/Standardization**
Micro-reporting of Data
Governance/Team Dysfunction
Confused Leaders

Cultural Evolution: *HOW DID WE GET HERE?*

Fault Lines Beginning to Appear?

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What is Powering Performance in your Organization?

Evidence of *"Three P's"* Powering both Performance and Culture…

- Continuous Improvement Tools feel abstract and disconnected to the business – *"Here are some great tools, now go find a problem so you can practice the tool!"*
- A *"hidden factory"* exists to generate metrics and data that few folks understand or use
- Meetings are cancelled when certain personalities can't attend
- Meetings feel like an *"in addition to the work…"* as opposed to an *"enabler of the work…"*
- Teams often feel like a failed social experiment – performance predicated on the unique combination of personalities
- Default response of leaders – *"It is just easier if I do it myself…"*
- Changing the *"Culture"* is viewed as both the *"problem"* and the *"fix"* so lets do more training and launch more initiatives

Still uncertain…

April 2016 Edition, Harvard Business Review

"The underlying issue of virtually every program, initiative, and well intentioned transformation, is that in the absence of robust business acumen understood and executed within every team, ***the impacts are never fully realized."***

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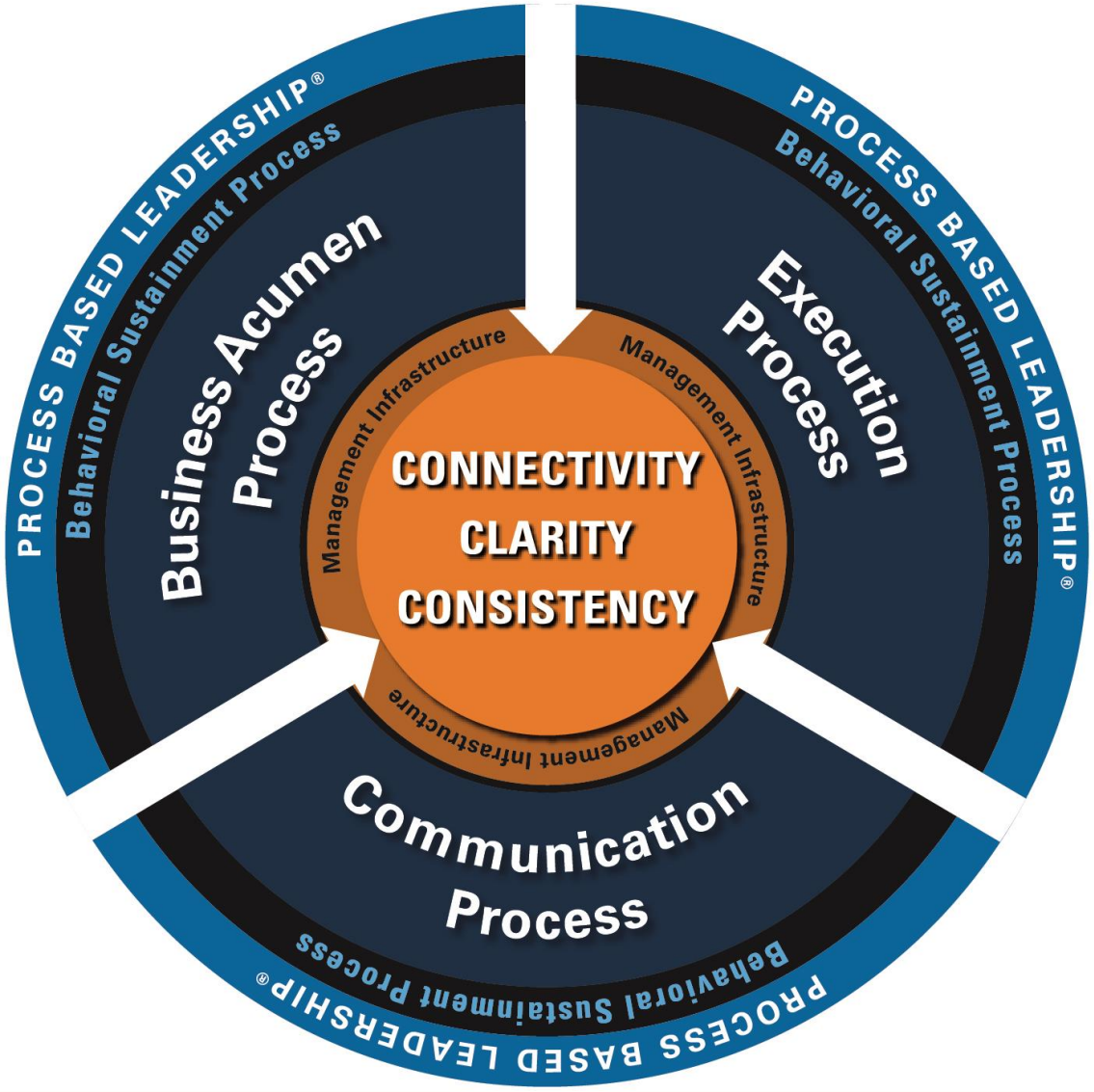
Business Bootcamp:

Future Proofing your Business

STABILITY = AGILITY



Bootcamp: Business Acumen Process

1. Metrics are *"Active Positioning Devices"* not *"Passive Reports"*
2. Metrics are used to Educate, Facilitate, and Motivate
3. Visual Controls - Metrics are electronically linked through a visible and auditable process – *Single Source of Truth*
4. Every team has the capacity to answer the question of *"Are we Winning or Losing?"*

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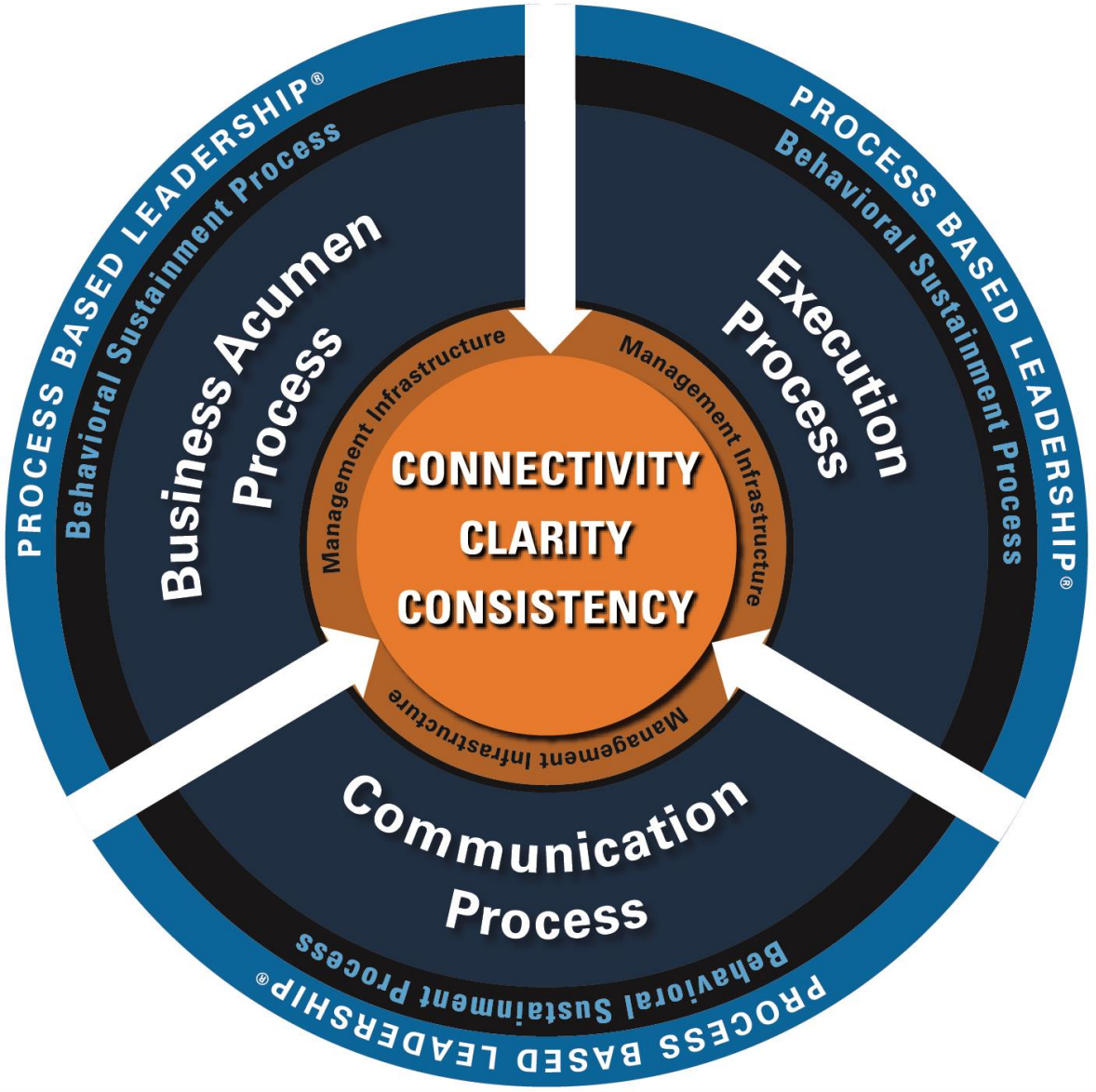
Business Bootcamp:

Execution Process



Execution Process

ACTION REGISTER:

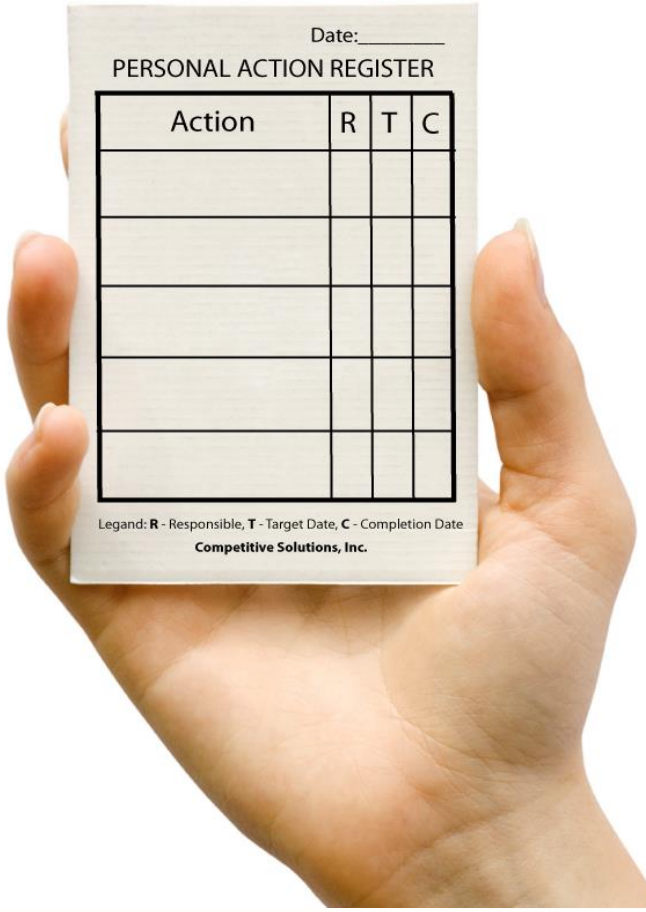
An accountability tool designed to document critical tasks, ownership responsibilities, and target dates.

"HOW ARE YOU MOVING THE BUSINESS FORWARD?"

Actions	Applies To	Responsibility	Target Date	Completion Date
Investigate line 1 downtime	Scrap Rate - Product 1	**Anna Versteeg**	**Jan 15, 2016** Add To Calendar	**Jan 06, 2016** Approve Reject
Evaluate the PBL Scorecard System	East Coast Division	**Shane Yount**	**Jan 29, 2016** Add To Calendar	**Jan 06, 2016** Approve Reject
Schedule 2016 Kick off meeting with staff	East Coast Division	**Seth Davies**	**Jan 03, 2016** Add To Calendar	Mark as Complete
Schedule meeting to review scorecard for alignment with corporate scorecard	East Coast Division	**John Pyecha**	**Jan 07, 2016** Add To Calendar	Mark as Complete
Investigate new scrap policy	Scrap Rate - Product 2	**Paul Campbell**	**Jan 07, 2016** Add To Calendar	Mark as Complete
Need to review what is needed to increase sales	Increase plant sales	**Michael Watkins**	**Jan 08, 2016** Add To Calendar	Mark as Complete

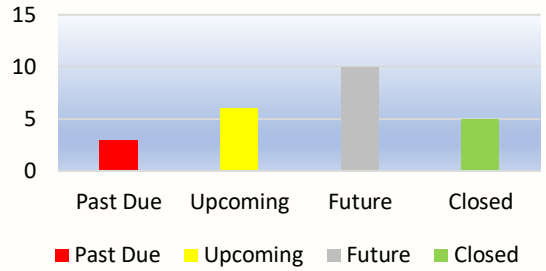
PERSONAL ACTION REGISTER

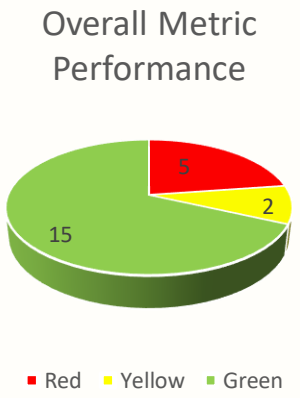
- Makes accountability visible and personal
- Designed for immediate reinforcement of accountability
- Breaks the cycle of dependency



Execution Process

NAME	# of Actions Taken	# of Actions Completed	Value of Actions to the Business
Frank	7	7	3.0
Wendy	0	0	0
Debra	2	0	0
Adam	4	4	1.0
Patricia	0	0	0
Gwen	5	3	3.0
John	0	0	0
Linda	8	3	2.8





Execution Process

1. Execution is defined as “Doing” not “Feeling” *“What have you done since our last meeting to move our business forward?” (Prerequisite: Assumes knowledge of Metrics that define Winning and Losing-Robust Scorecard)*
2. Metric performance determines when, where, and how to execute – *Thermostatic Execution*
3. Collective Accountability versus Selective Engagement powers the business – *The biggest demotivating factor in teams today is the disparity of engagement*
4. A process exists to Measure Engagement

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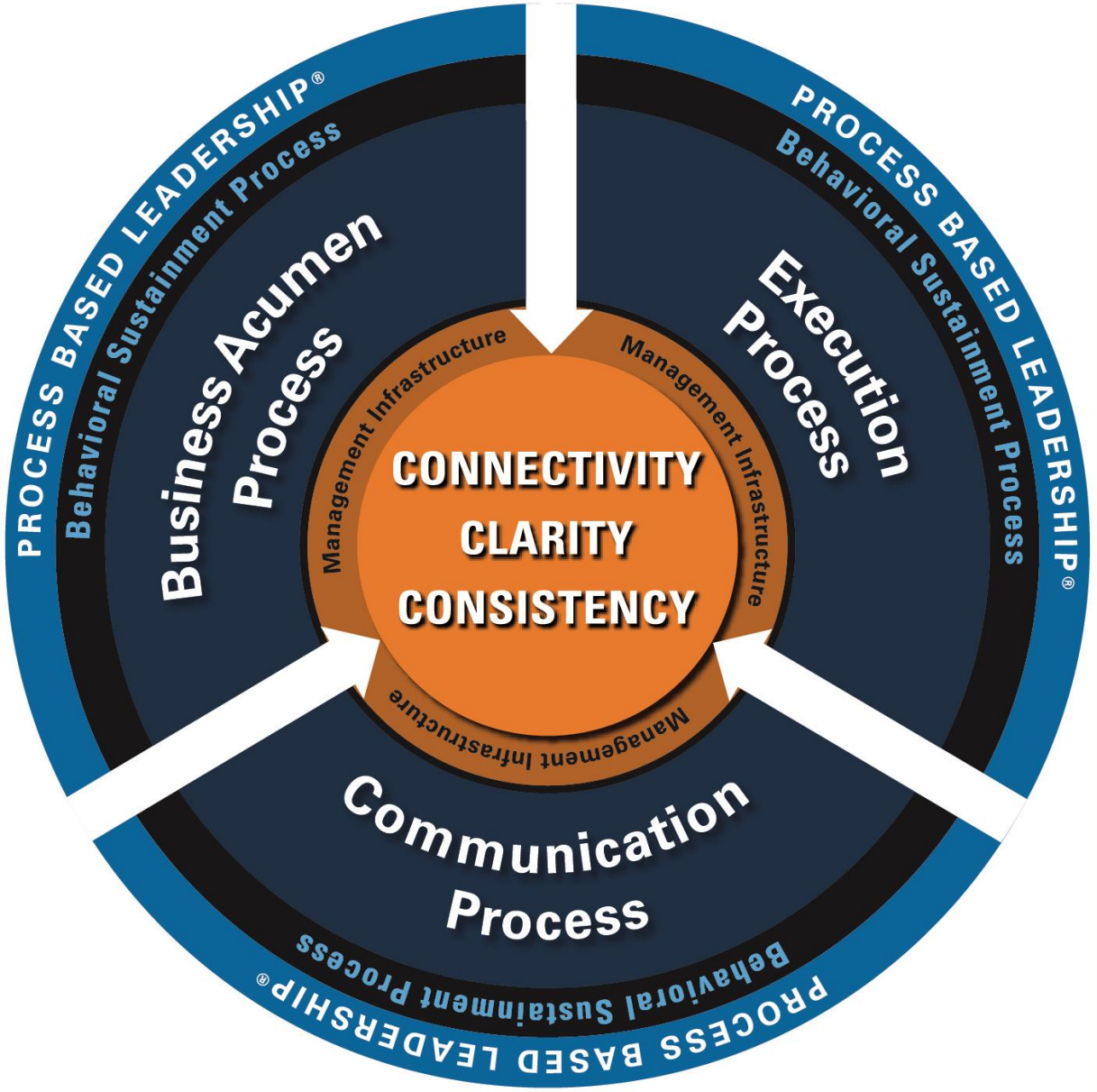
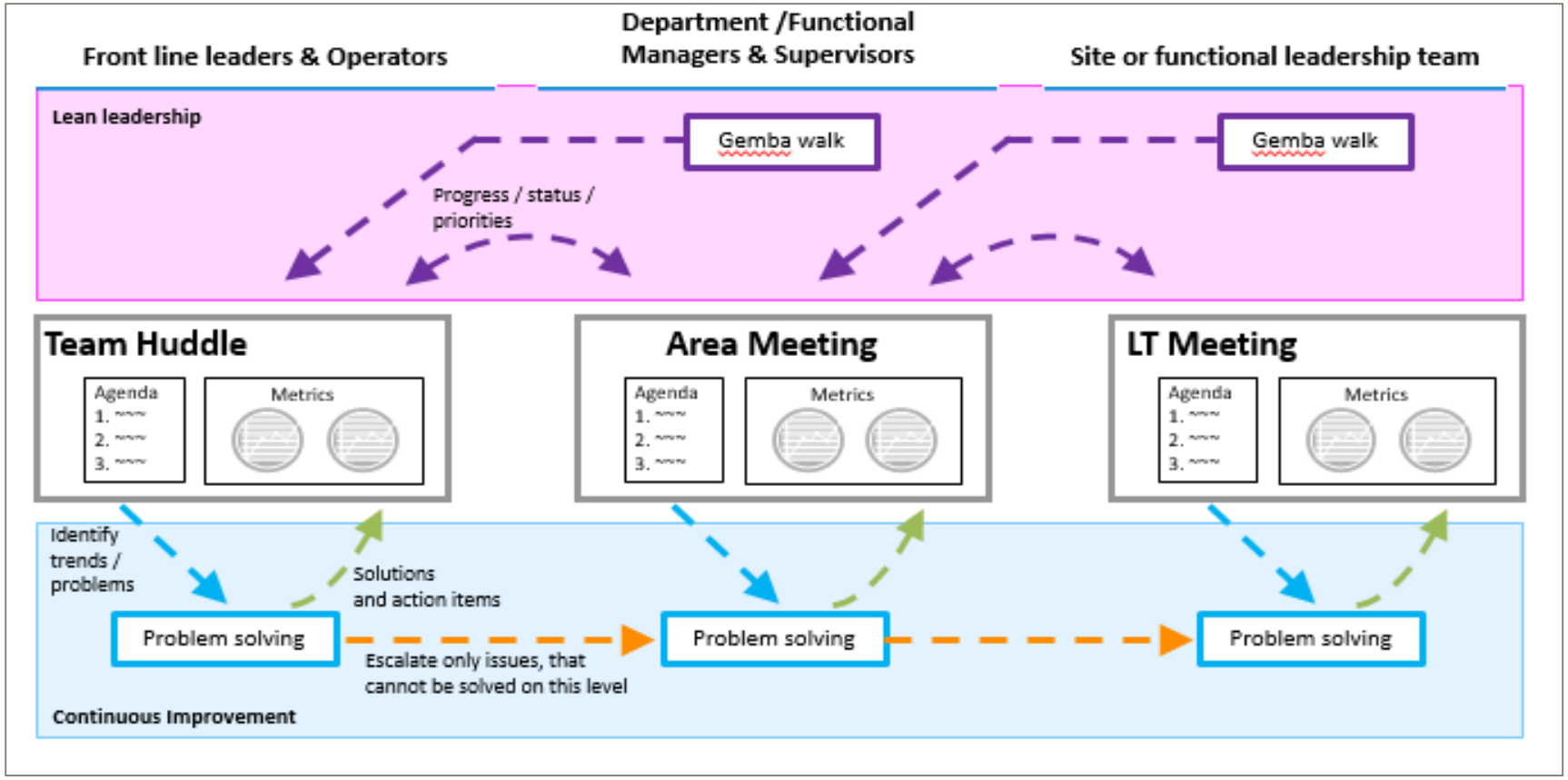
Business Bootcamp

Communication Process



A *"Way of Work"* that drives Clarity, Connectivity and Consistency across the entire organization



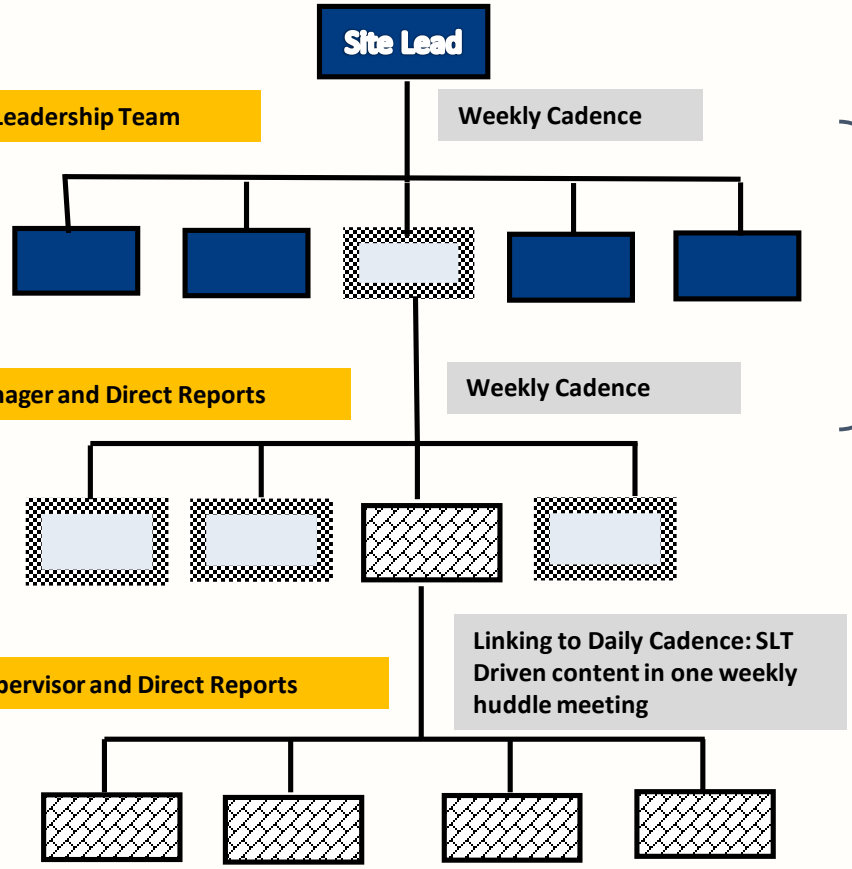
Example of Daily/Weekly Cadence

Daily: Tier One Floor Level Start Up	Daily: Tier Two Value Stream Leaders	Daily: Main Plant Meeting – All Facility Management	Weekly/Monthly: Leadership Linkage Meetings
6:30-6:45 am	7:00-7:15 am	8:00-8:15 am	Weekly/Monthly
Supervisors & operators of incoming shift	Department lead, supervisors, & other resources *(Maint./Planners)*	Site lead, department leads, *others as needed*	Site Leader with direct reports & cascading in-tact leadership teams
Review Scorecard & discuss key actions to be taken immediately, core messaging	Review Scorecard & discuss key actions to be taken immediately, core messaging	Review Scorecard & discuss day's plan – modify plan for tomorrow if necessary	Trends, core pass downs/ups, CI opportunities, Project portfolio updates, Engagement dialog, strategy linkage

A *"Way of Work"* that drives Clarity, Connectivity and Consistency across the entire organization

Strategic

Tactical



PBL ScoreCard

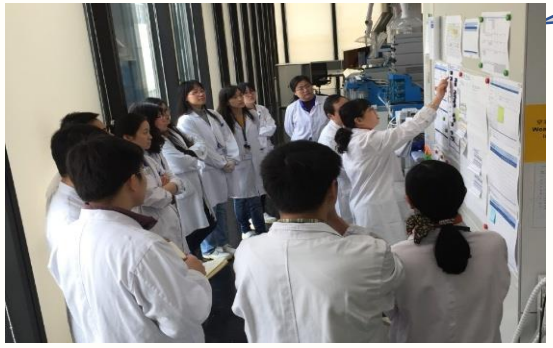
Scorecard

Actions

Standard Meeting Agenda

Pass Down /Up

Area Information Center



CI

Bootcamp: Communication Process

1. *Leaders in no more than SIX hours of meetings per week – "Must Deconstruct to Reconstruct"*
2. *A cascading rhythm exists that is powered by the Scorecard:*
   - *Metric data populated prior to the meeting, visually projected in the meeting – Sets the tone*
   - *Are we winning or losing?*
   - *Metric performance drives actions and affirmation*
3. *A robust Pass Down process exists that can be validated at the end of each communication cycle linked to Daily Tier Huddles*
4. *Meetings are viewed as "the Enabler of," versus an in "Addition to" the business*

Behavioral Sustainment Process:

Leadership Bootcamp: Getting Leaders on Offense, Not Defense

HIGHLY ENGAGED LEADERS EXECUTING PROCESS BASED LEADERSHIP®
HIGHLY ENGAGED LEADERS EXECUTING PROCESS BASED LEADERSHIP®
LEADERSHIP ATTRIBUTES
Demonstrates Positive Affirmation
Demonstrates Business Acumen
Demonstrates and Utilizes Continuous Improvement Tools
Demonstrates Accountability through Actions
Demonstrates Ownership for Development
Demonstrates Altruistic Decision Making
Demonstrates Collaborative Mentoring/Coaching
Demonstrates a Passionate Self Motivation

Bootcamp for Leaders

1. Moving from Defense to Offense
2. Articulating the Compelling Business Need – "Are we winning or losing?"
3. Learning to Manage by Process, not Personality
4. Creating a "From this day forward.." environment
5. Embracing the power of "Straight Talk"
6. Making Performance Management Meaningful by ensuring Data=Dialog=Development

Sustainable Cultures of Clarity, Connectivity, and Consistency occur only when:

- A robust Business Acumen Process exists that translates metrics into the capacity to answer – *"Are we winning or losing?"*
- A robust Execution Process exists that makes accountability visible, personal, and measurable
- A robust Communication Process exists that drives a non-negotiable cadence of both daily and weekly priorities
- A robust Behavioral Process exists that defines demonstrative expectations, demonstrates an appreciation for individual communication styles, and fully grasps the power and pitfalls of multigenerational teams
- A robust Team Based Assimilation and Orientation Process exists that drives a sustainable *"Way of Work"*

Questions?

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To request the slides, HBR Article, or white paper visit csipbl.com/info

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