Maximizing Output

Albuquerque Quality Network

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People + Process = **SUCCESS**

– Why are you doing what it is that you do?

– What are you looking to produce?

– How will you generate sustainable results?

- People

- Processes

- Metrics

- Rewards

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Maximizing Output

People
- Select and retain the "right" resources
- Clarify the roles, accountabilities, and deliverables

Processes
- Standardize the work activities
- Eliminate waste and work effectively

Metrics
- Clear expectations with related measurable(s)
- Monitor progress with immediate feedback system(s)

Rewards
- Individual achievement and recognition
- Incentive programs

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Engaging & Leveraging People

Maximize the HUMAN potential of your workforce

Excelling in today's marketplace **requires** investing in Human Capital

No longer are physical assets the key differentiator for businesses.

Instead, a company's competitive advantage lies in the hands of its Team Members.

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Individual Beliefs and Behaviors

The first key to success in building a team with ENROLLED and SATISFIED Team Members is to clearly understand your company's philosophy and to select the RIGHT people who will embrace it.

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Individual Capability

The second key to success in building a team with ENROLLED and SATISFIED Team Members is to select the RIGHT people to perform the work.

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Benchmarking

Benchmark Elements

- Utilize "A" players when establishing a benchmark.
  - Internal and/or external "position experts" should be utilized.

- Include the Manager/Supervisor when establishing a benchmark.

- Emphasis should be placed on "Why does the position exist" and not on "How to do the job."

- Utilize surveys or assessments to gather information regarding behaviors, motivators, and the work preferences necessary for success.

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Benchmarking Process

- Define the ROLE of the position, the CRITICAL GOALS and the KEY ACCOUNTABILITES that the "position" is responsible for producing.

- The information gathered will form the basis for the company to move forward in defining the supportive BEHAVIORS, MOTIVATORS, and WORK PREFERENCE that will support success in the position.

- This information is used to create a benchmark. This benchmark will assist the hiring resource(s) in making stronger decisions about hiring and training Team Members.

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Selection, Development, and Retention

Select → **Develop** → **Engage**

❑ Hire passionate people for your team

❑ Share and show your passion for the work and for the people

❑ Leverage their strengths and forget their weaknesses

❑ Ask Team Members what they love to do; what are they passionate about?

❑ Ask Team Members what opportunities they seek

❑ Work with them to surface opportunities to enrich their jobs

❑ Foster a relationship and trust them

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Optimize The Process

Standardize the Work Activity

- Clarify and communicate the entire process flow
- Structure every activity
  - Utilize time Studies, workflows/layouts, standardized procedures, and document "tribal knowledge"
- Experiment often and encourage learning
- Pursue perfection through continuous improvement

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Eliminate Waste and Work Effectively

- Simplify the work and eliminate the waste
  - Integrate Lean methodologies and Breakthrough Systems.
  - Reduce variability and monitor workforce overload.

- Types of Waste
  - Correction
  - Over production
  - Motion
  - Material Movement
  - Waiting
  - Inventory
  - Over processing

Leverage Breakthrough Performance

- What is a true Breakthrough System?

  - A breakthrough system is a systematic approach to engage the talents and strengths of the people doing the work that will drive a noticeable difference in the output or performance.

- Gallup studies have shown that people who have an opportunity to engage their strengths in their work are six (6) times more productive and three (3) times more healthy!
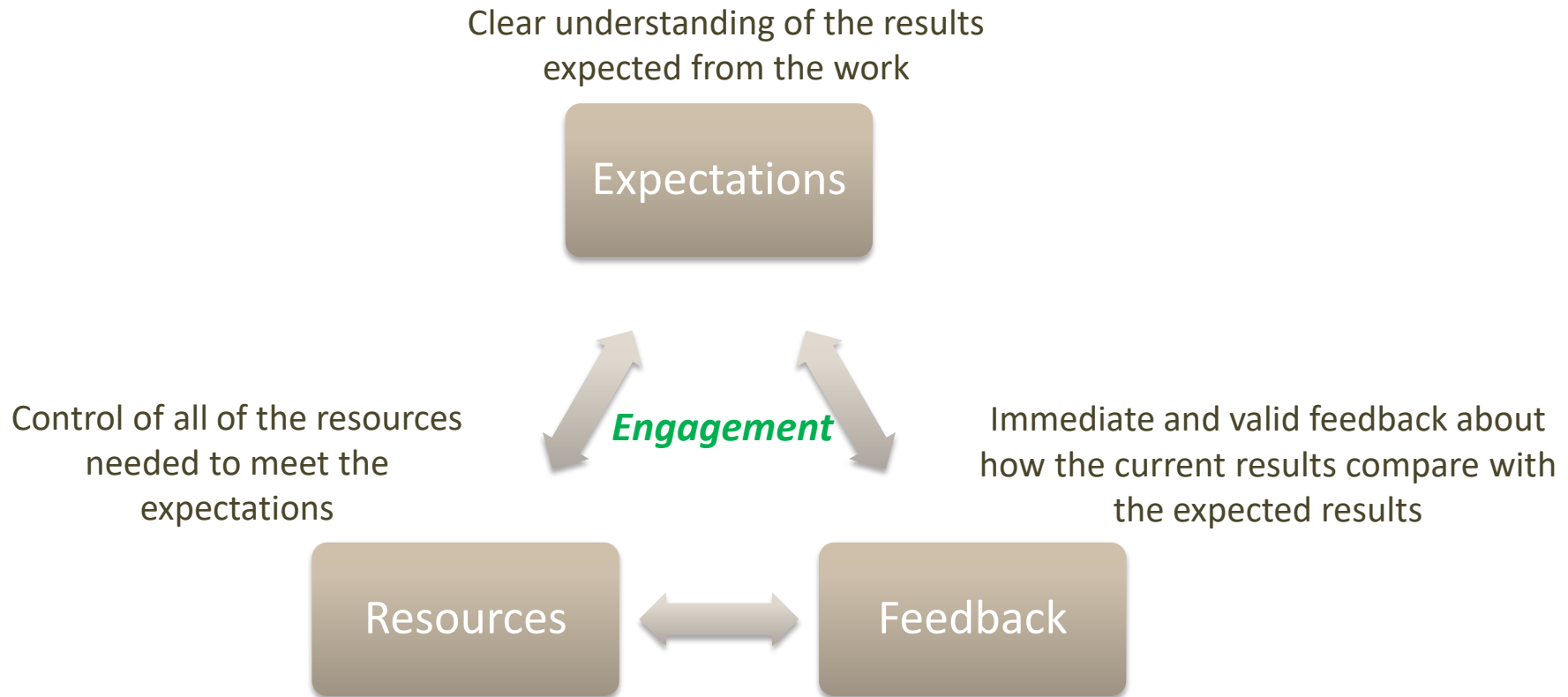
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Key Findings

- When people are asked if they can be more productive... most believe that they can, but they require three things from management:

  - Clarity of the expectations and the results required of them.

  - Timely and useable feedback on how they are performing to the expectations required of them.

  - Control of the resources that are necessary to meet those expectations required of them.

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Breakthrough Systems Model

A Breakthrough system requires the follow three conditions:

Clear understanding of the results
expected from the work

Expectations

Control of all of the resources
needed to meet the
expectations

Engagement

Immediate and valid feedback about
how the current results compare with
the expected results

Resources

Feedback

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Source: Adapted from Breakthrough Performance by Bill Daniels

Generate Extraordinary Results

A Breakthrough system empowers the Workforce!

Engage those who do the work

Have the people who do the work set realistic goals and measurements

Design in self measurement systems

Manager becomes a coach
Removing barriers and providing the resources

Create a culture that rewards learning and produces breakthroughs

When utilized correctly, up to 30% productivity improvement can be obtained in less than 6 weeks!

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Steps to Develop a Breakthrough System

❑ Define the requirements for breakthrough performance:
  - ✓ Set clear expectations for quantity and quality of output.
  - ✓ Provide simple tools of self-monitored performance feedback.
  - ✓ Make sure the resources (skills, tools, materials, information, authority) are adequate.

❑ Practice methods that cause breakthrough performance for different kinds of tasks:
  - ✓ Routine tasks - repetitive tasks with well-known but demanding output requirements
  - ✓ Projects - integrating diverse tasks with single, unique outputs
  - ✓ Trouble-shooting tasks - dealing with uncertain demands and emergencies

❑ Practice the skills of performance coaching:
  - ✓ Encouragement - reinforcing desirable performance
  - ✓ Advice - providing information and demonstrations to improve deficient skills
  - ✓ Discipline - stopping undesirable behavior

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Measure The Process

Measuring for Success

- Measuring allows you to see:
  - Exactly where you are at any given time.
  - If you are getting better or worse.
  - What needs to be adjusted and/or improved.
  - What the cost or gain is.

- Sure, it is a measurement… but is it important?
  - Measurements are crucial to achieving the "right" kinds of results, but you MUST be measuring the "right" things critical to success.
    - Establish your "critical" or "key" success indicators.
  - It is important that you measure at the individual, production, and financial level to guarantee robust results.

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Verbal & Visual Representation

- Review verbally at the appropriate level:
  - Communicate, communicate, communicate.
  - Talk with the "right" people about the right "measurable"
  - Openly discuss what needs to be adjusted and/or improved.
  - Understand the opportunity cost.
- Post everything so people can monitor success:
  - Utilize communication boards in the appropriate places to visually communicate the good and the bad.
  - Hold quick stand-up meetings at the communication boards and utilize the metrics to align and/or adjust the actual work activities.
  - Include results in company newsletters, intranet, etc.

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Team Members Need Measurables

- Monitor and measure to ensure employee success.
  - Utilize "position expectations" to define the key accountabilities and responsibilities of a position.
  - Set clear expectations of the work and align on the related measurable(s).
  - Monitor progress and utilize immediate feedback system(s).
- Investing in your Team Members growth and development is just as essential as the business measurables.
  - Utilize Position Evaluations to discuss progress
  - Establish development plans to support individual growth
  - Utilize regular 1:1 discussions
  - Leverage their strengths
  - MAKE the time to foster a relationship with each Team Member.

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Celebrate Success

Recognition and Reward

- Recognize good performance:
  - <u>MAKE</u> the time to celebrate the "wins"; even the smallest ones.
    - Single hits generate runs more often than home run does!
  - Recognize individual and team performance equally.
  - Understand "how" people prefer to be recognized.

- Reward good performance:
  - Individuals appreciate motivating factors as the best rewards:
    - Achievement, responsibility, challenging work assignments, advancement, and growth.
  - Individuals appreciate monetary rewards for hitting specific deliverables.
    - "Best success with the lowest stress" is to financially reward at the team and/or company level as opposed to the individual level.

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Maximizing Output

People → RESULTS ← Process

- Select, Develop, and Engage the "RIGHT" Team Members
- Establish Clear Expectations and Measure Success
- Standardize the Activities and Work Effectively
- Eliminate the Waste
- Allow Team Members to Control the Necessary Resources
- Utilize Immediate Feedback Mechanisms
- Celebrate Individual and Team Success

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THANK YOU!

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