

Principles for Using Data to Drive Performance

Albuquerque Quality Network

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An Introduction

- 24 years with General Mills, half of that in Continuous Improvement
- Coaching leaders and aligning organizations
- Student of organizational behavior/lifelong learner
- I help companies create systematic and sustainable improvement

Your Data

- What is the most important data that you use on a daily basis?
- How much do you trust your data (1, lowest to 10 highest)?

Agenda

- Data Principles
- Leadership Responsibilities
- One Example for Driving Improvement with Data

Principle: Data Must Be Trusted/Valued

- Is your data accurate?
- Is it well defined? Is there a thorough and exact definition for each element
- How quickly do problems with your data get resolved?
- Is there someone in your organization who has it as their priority to fix these problems?
- Do job descriptions specify each role's responsibility with regard to data accuracy?
- Is your training for interacting with data consistent and repeatable?
- Does data get looked at every day and discussed/followed up on?

Principle: Data must be relevant

- Do your leaders understand the data?
- Do they ask questions about it?
- What problems is your data trying to solve?
- Do people gathering data understand why it's important?
- How is the organization's mission supported by the data?

Principle: Data must be accessible

- Is there an elite group of people who have access, translate it and disseminate it?
- Is it buried in complex reports?
- Is it shared by different parts of the company? One version of the truth?
- Can anyone look at it and understand what to do with it?

Principle: Data should drive action

- Is there a process by which data is reviewed on some frequency, decisions made and action taken?
- Is it clear who is doing what by when and are they asked to report back?
- Are results of actions monitored to ensure they had the intended effect?

Leaders Set Direction and Provide Context



Leaders Identify and Prioritize

- Two types (at least) of data
 - Overall organizational health (shared)
 - Related to targeted losses
- Determine data needs
 - Define “winning” for each level of the organization
 - What problems are we trying to solve?

Leaders engage others

- Involve the people at each level to determine what to measure
- Share the goals at each level and how they cascade
- Connect people's work to the organizations goals
- Set check in frequencies and follow them
- Monitor "in-process" and output metrics

Leaders develop themselves and others

- Educate everyone on the “why”
- Make the data accessible- easily and real time
- Align and engage them on observing what is really happening
- Make it a priority to spend time at the place where losses are occurring
- Respect their knowledge and learn from them
- Serve them by removing barriers not in their control

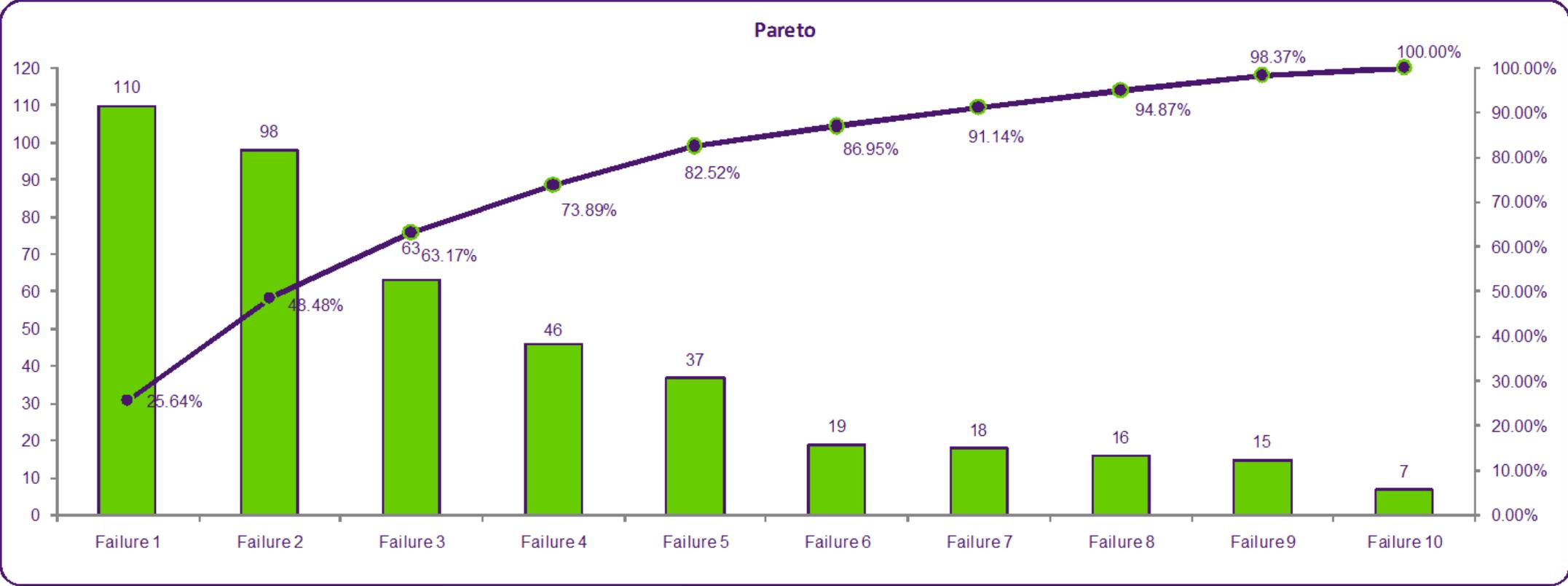
Using the Data to Drive Improvement

- The best systems promote:
 - Leadership
 - Urgency
 - Accountability
- Here is one example

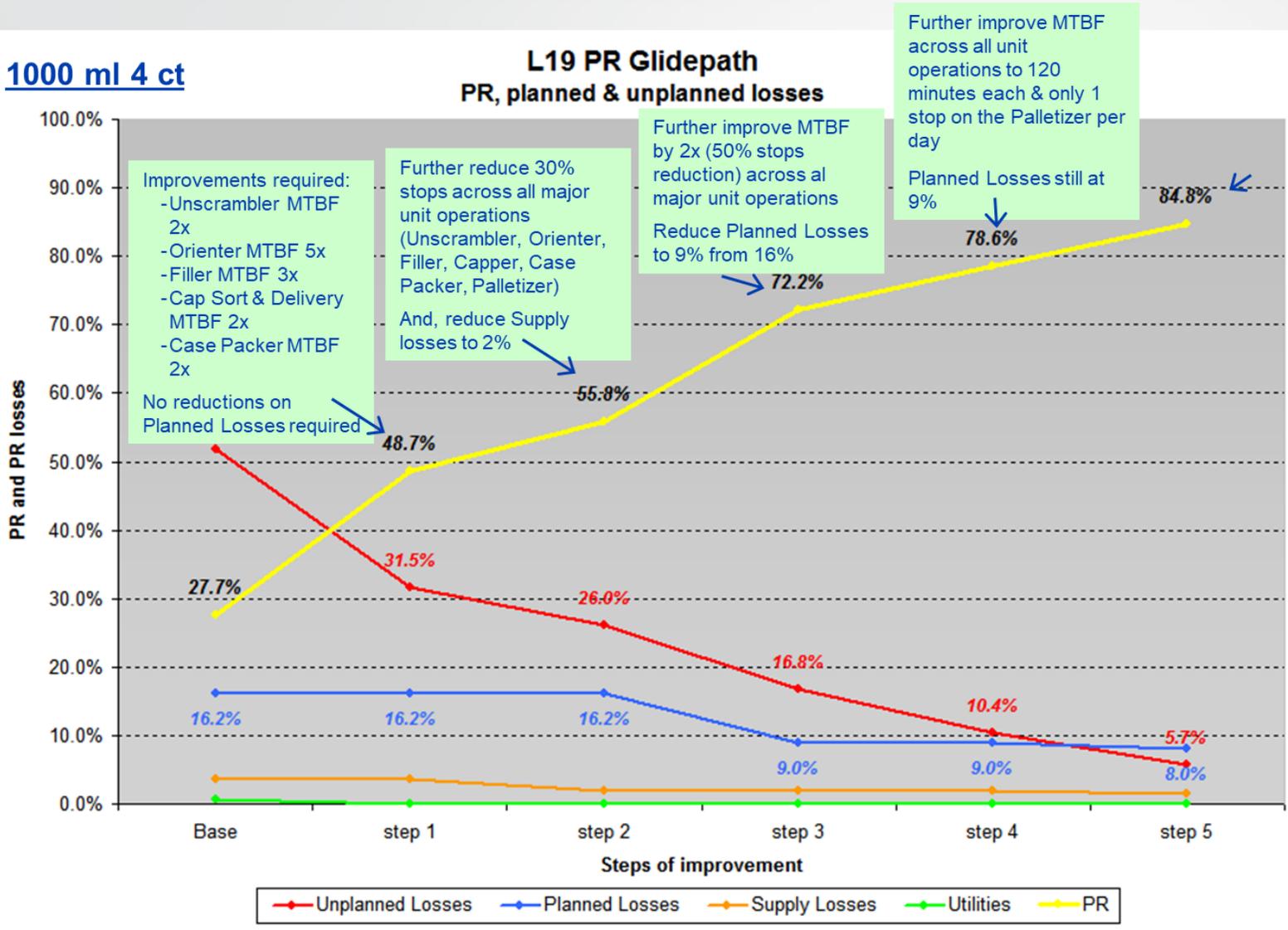
Improvement Methodology

- Identify the gap between current and future state in quantifiable terms
- Define what must be improved to enable goals to be met
- Create a glidepath and operational go day plans

Current State Loss Example



Example Glidepath



Create Meaningful Targets

Metric	Tgt	M	Tu	W	Th	F	Sa	Su	Top Losses	Immediate Cause	Root Cause
Safety Incidents	0	0	0		0	-	-	-	Leakers	Pokey/Sharp Bars.	12 1/2 hrs in oven.
Raw Temps	Hits/Attempts	3/2	4/5		7/4	-	-	-			
Raw Foreign Mat'l	0	0	0		0	-	-	-	Maple Sugar	Hard as a Rock	
Raw Ready to Go	7:30	7:15	7:35		7:25	-	-	-	Plan for the Day	OWNER	Time
Raw Stops	0	0	1		1	-	-	-	Adjust vacuum settings to try to improve Leaker #s	S	3:15
Raw Equip Bkdw	0	0	0		1	-	-	-	Weigh all trucks before use Salmon New Nozzle tests Repeat exact	A	3:15
Raw Waste		19.5	53.6/16.7		?	-	-	-		A	3:15
RTE Foreign Mat'l	0	0	0		0	-	-	-	Replace parts on Metal Detect Follow up on RS rotary knife	S	3:15
RTE Repack (Units)	200	900	202-L 93-B 0-F		?	-	-	-		S	3:15
RTE Ready to Go	7:30	7:39	8:00		8:30	-	-	-	Fine tune Junapack - mark and record centerlines.	S	3:15
RTE Stops	7	7	1		0	-	-	-	Fuse for extruder	A	3:15
RTE Equip Bkdw	0	0	0		0	-	-	-	Follow-Up Items	OWNER	Date
RTE Waste	101lb	9#	33#		?	-	-	-	Maple Sugar Plan	Amanda	3/1/17
Overpack	44.9g	45.2	43.08		0	-	-	-	- Testing to determine RC of Booger issue	Shelby	3/1/17
Yield	7/- TGT	57.5	53%		49%	-	-	-	- Truck weights to Bob - Replace full stock rotary cutter bag	Amanda Shelby	2/15/17 2/1/17

Commit
Set a
ONSITE
Required
Required
Meet eve
Meeting

Additional Elements

- Clearly define roles/set expectations
- Who is doing what by when then check in
- Bring in 90 day action items in bit sized pieces into the plan for the day
- Improvements should start to show more green on the board- usually around time you review results
- Reset targets after 90 days to drive next level of improvement

Quality Management Principles

