OPERATIONAL EXCELLENCE

PART 2: PROBLEM SOLVING, CONTINUOUS IMPROVEMENT AND YOUR TEAM

June 24th, 2021

JOINT PIVOT

- lean & six sigma
- strategic planning
- change management
- problem solving & process improvement
- leadership development & coaching
- project management

We partner with business leaders to dig down to the root cause of their issues, **solve problems**, and **create opportunities** right at the **pivot point.**

Using our **training** and **experience**, we deliver **creative plans** and **solutions**, utilizing our talent or training yours.

What We Do

Doing

- Strategic Planning Sessions
- Continuous Improvement Projects
- Full-Service Project Management
- Change Management
- Individual and Executive Coaching
- Employee and Leader Development

Teaching

- Customized Curriculum Development
- Onsite or Online Training Options
- Lean and Six Sigma Programs
- Project Management
- Employee and Leader Development
- Change Management at all Levels

Speaking

- Keynote Presentations
- Workshops
- Conference Sessions
- Employee and Customer Events
- Professional Meet Ups

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The **JOINTPIVOT**
Operation Excellence
Components

4 Part Series

Session 1
Strategic Planning: Define your vision, create your roadmap, watch for blind spots, and execute

- Importance of having a plan
- 1 year vs 3 year
- Directions vs yearly goals

JUNE 3

Session 2
Problem Solving: Using continuous improvement thinking to reduce waste, drive change and empower your team

JUNE 24

- Problem | Objective Statement
- Root Cause
- Process Mapping Basics
- 7 Forms of Waste

Session 3
Get Sh*t Done: Learn the basics to success in execution and getting work done

- All things planning
- How to create plans
- Execute plans
- Lead people through plans
- Risk mitigation

JULY 15

Session 4
People, Leadership and Change: The foundation to your success

AUGUST 15

- Being a change leader
- Focusing on your people
- Creating development opportunities

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Goals And Agenda

Awareness – What is Operational Excellence?

Problem solving – Enhancing focus – Developing your team

Interactive Exercise

Leave today's training ready to apply the concepts

Get excited for Session 3, July 15th

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Survey #1

I want to learn…….

1. How to help my company grow, effectively and efficiently.

2. What the heck operational excellence is, and why I should think about using it.

3. How to improve my business, cost, speed, service, etc.

4. How to help my current and future talent.

5. How to implement more structure.

6. How to solve problems.

7. How to change thinking from individual process to entire system.

8. Something else

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Operational Excellence

The JOINTPIVOT Operation Excellence Components

PROCESS

PEOPLE
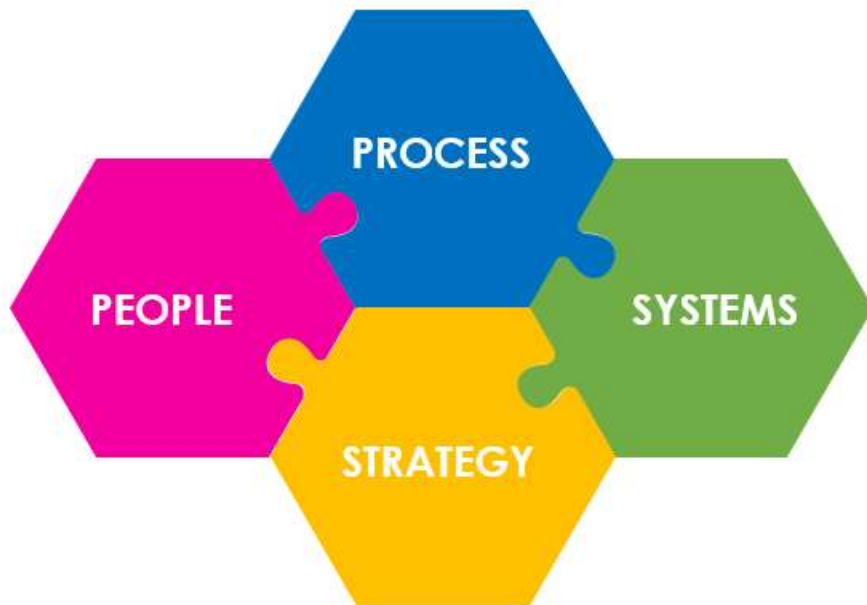
SYSTEMS

STRATEGY

It is a foundational approach to how companies do business. It is a mindset, not a series of activities you perform.

Strong focus on People, Process, Strategy and Systems and the elements that support success

It is a journey that demonstrates an investment in people, quality, service and cost -> Positive impact on the bottom line.

It enables leadership to build their values into the way the company operates, measures performance, instills ownership, accountability, and demonstrates commitment to the vision.

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Why We LOVE It

Strong **company culture** and **performance** = Long term, sustainable growth

Holistic approach **engages all levels of employees** and demonstrates a commitment to their development and contributions

Establishes assurance that all areas of the **business** and all **employees are important**
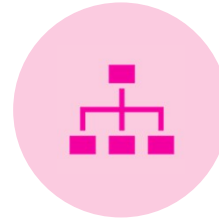
Structure, measurable processes support improvements to performance, profitability, decision making, customer service, and partnerships

All parties understand **vision** and **direction**, and **leadership** places a system in place to achieve success

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Can it work for you?

	Plan for future	Strategic, Systematic approach	Process Driven	Instills values	Commitement to people
Start up – With funding	👍	👍	👍	👍	👍
Start up – Without Funding	👍	👍	👍	👍	👍
Small Business	👍	👍	👍	👍	👍
Medium Business	👍	👍	👍	👍	👍
Large or Corporate Business	👍	👍	👍	👍	👍

Does it look and feel the same? No! But the foundational concepts are no different.

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What's holding you back?

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How many are you checking off?

- [ ] The competition isn't doing it
- [ ] You like silver bullets
- [ ] You struggle with committement
- [ ] You change course at every bump
- [ ] You have trouble investing in all of your people
- [ ] You lack trust
- [ ] You make assumptions that people get it and already operating in this manner
- [ ] You don't understand systems, only individual silos and processes
- [ ] You're good with tools, but not changing culture
- [ ] You don't have enough of the right people
- [ ] You don't fully embrace at change management methodology
- [ ] Unsure who is more important: Internal or external customer

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Part 1 - Recap

STRATEGY

- Determines the WHAT, not the HOW
- Intentional and focused high-level long term thinking and change
- Sets the goals and objectives
- Focused on defining the future
- Typically formed by top leaders within the organization
- Difficult to measure
- Strategic planning does not include the execution details
- Strategy is intangible

Where do you feel more comfortable?

Are you actually doing tactical planning?

TACTICS

- Putting the strategy into short term actions
- Is he HOW behind the WHAT
- Involves concrete actions, steps and metrics
- Requires day to day execution and accountability
- Easier to pivot and change
- Typically defined and executed by managers
- Tactical plans include timelines and implementation strategies

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What is Strategic Planning?

"Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy."
- Wikipedia

"A plan of ac
or policy
designated
achieve a m
or overall ai
- Dictionary.com

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PLAN TO WIN

FOCUS ON THE PROCESS

- Vision
- Measurements
- Voices
- Current
- Ideal State
- Future State
- Talent
- Priorities
- Action Plan
- Communicate & Lead

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Measurements, Data, Indicators, Oh My!

KPI's, Metrics, OKR's, Scorecards

WHAT	WHY	HOW
• Quantitative measurement that provides information on performance • Leading vs lagging • Decisions, status updates, understand progress	• Underst • Chang more, plan f emplo trends out wl proble • We see togethe • Targets accou and ce	

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Talent – The Human Energy Behind Processes and Systems

WHAT	WHY	HOW
• Identifying the right combination of skills sets, competencies and experience • Talent philosophy – Jack of all trades, risk takers, etc. • Knowing when to hire, develop, promote and offboard	• The rig right ti your b expec • Remov increc • Empo comm contro • Fill in tl skills a	

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Processes They're Good For Everyone

WHAT	WHY	HOW
• A series of steps which, using resources, convert one or more inputs together and create value for the customer • Processes are often invisible or unnamed • Multiple processes make up an operational system	• Everything is connected. Pulling any lever will have an affect on another part of the operation • Visual, Onboarding, training, communication • Problem solve • Identify inputs, outputs, suppliers and customers • If isn't not documented, does it really happen? • Make no assumptions	• Visualize a series of steps in current order of operation • Swim lane, decision tree, value stream mapping • Use the people that perform the work, observe, ask questions, find out why

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If it's not documented, how do you know what you are doing?

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Be An Impactful And Effective Leader

Clear, coherent, and complete expectations

Ownership and autonomy

Empowerment

2-way trust

Applicable priorities

Tools to problem solve

Curiosity for root cause

Eyes for wastes

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How do you know what to work on?

Strategic Projects: Prioritized and scoped to achieve your defined goals and work towards your vision

Business development

Developing service or product

Scaling

Talent

Infastructure

Everything Else: : Activites that move the needle and support the delivery of results
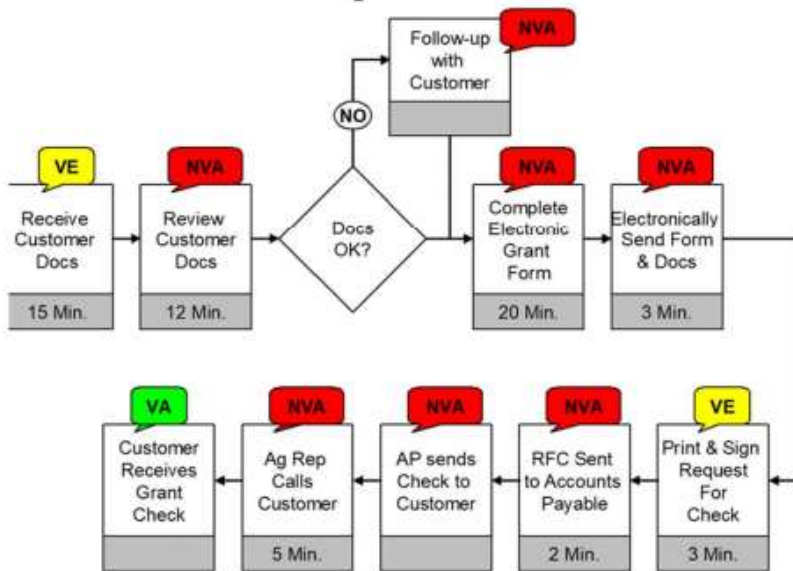
Immediate needs

Problem solving

Doing your job

Communications

Meetings

Follow up
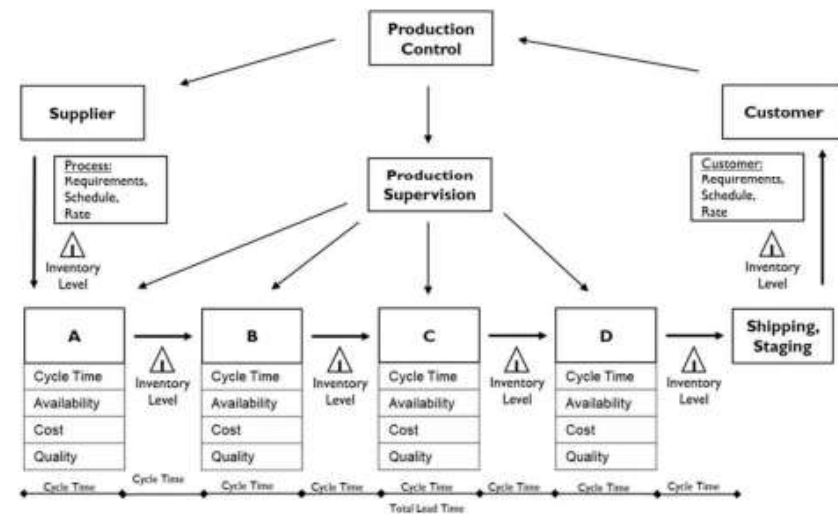
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Really, how do I identify what we should work on?

Project Desirability:
Four Attributes To Consider
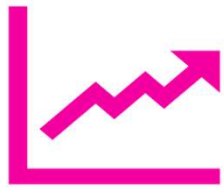
Business impact
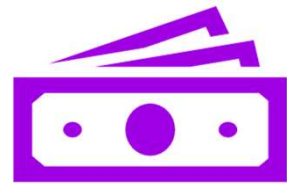
Effort required

Probability of success

Change saturation

What is your role?

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Project Selection Matrix

The four attributes of a potential project can be visualized on the following matrix:

1) Impact/Benefit (vertical axis: Low, Med, High)

2) EFFORT (horizontal axis: Low, Med, High)

Increasing Desirability

3) Probability of Success

- Low
- Med
- High

4) Change Saturation

1. Qty Of People
2. % of Job
3. Other Activities

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Start with what you are experiencing

Problem | Opportunity Statements

Why are we doing this, what is prompting us to spend time and resources on this now?

Your problem or opportunity statement should capture the current state of the issue.

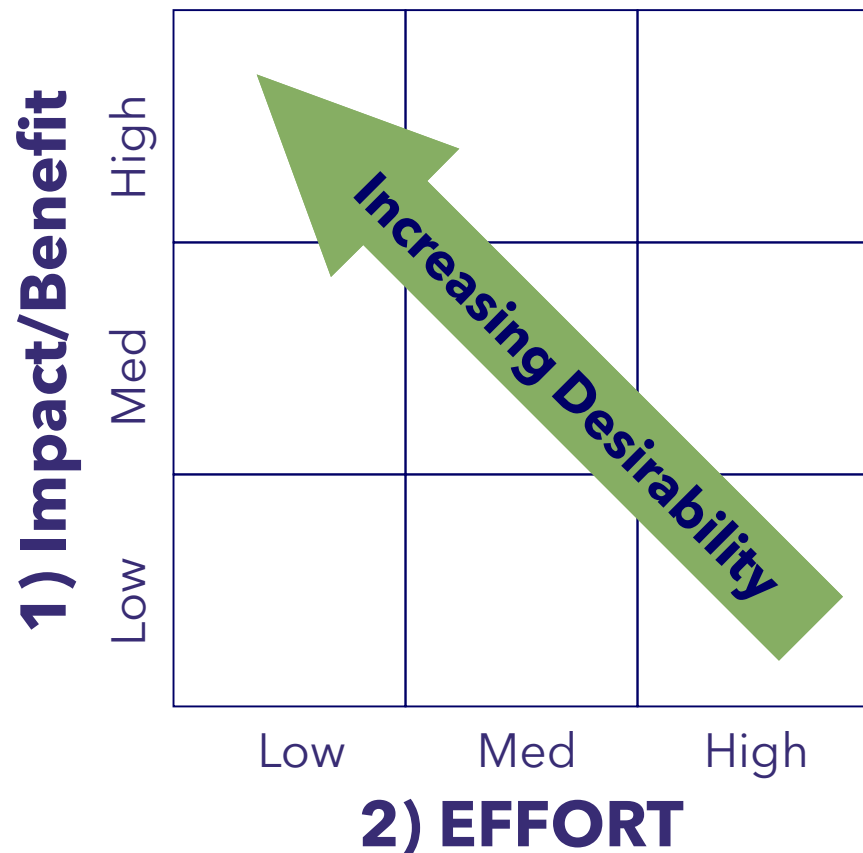It should be two or three sentences you use to explain the problems to someone.

- **It should answer:**
  - What are you experiencing, and do you have data to support?
  - During what time frame?
  - What is the impact of the problem or opportunity
    - Such as dollar impact, missed opportunities, mistakes, rework, and time
    - What is it costing us not to address this?

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Problem | Opportunity Statements

Let's fill in the blanks!

Over the last _____ weeks/months/year(s), we have been experiencing _____.

This has caused _____ _____ _____ ,

which costs us_____ _____.

If we don't address this it will cause _____ _____.

Your objective statement should capture the purpose of why you need people's time to identify the root cause and implement a solution.

There should be NO solutioning, only painting the picture of what the impact could be.

It should be two or three sentences you use to sell the vision on what the outcome would look, feel, .

- **It should answer:**
  - At a high level what you want to fix – not how!
  - The improvement to the metric(s)
  - The financial impact of improving that metric or process if possible
  - When you want to have it done by

What do you see happening when you are done?

Objective Statements

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Objective Statements

Let's fill in the blanks!

F_LL
IN THE
BL_NK

We want to _____
_____
_____,
which will impact or improve _____
_____ from
_____ to _____
by _____ .

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Finding Root Cause: 5 Why

Brainstorming Tools – 5 Whys

- Iterative approach to get to root cause

- Explores the underlying Cause & Effect relationship of a problem

- Simple & effective

- Can be used by anyone at anytime

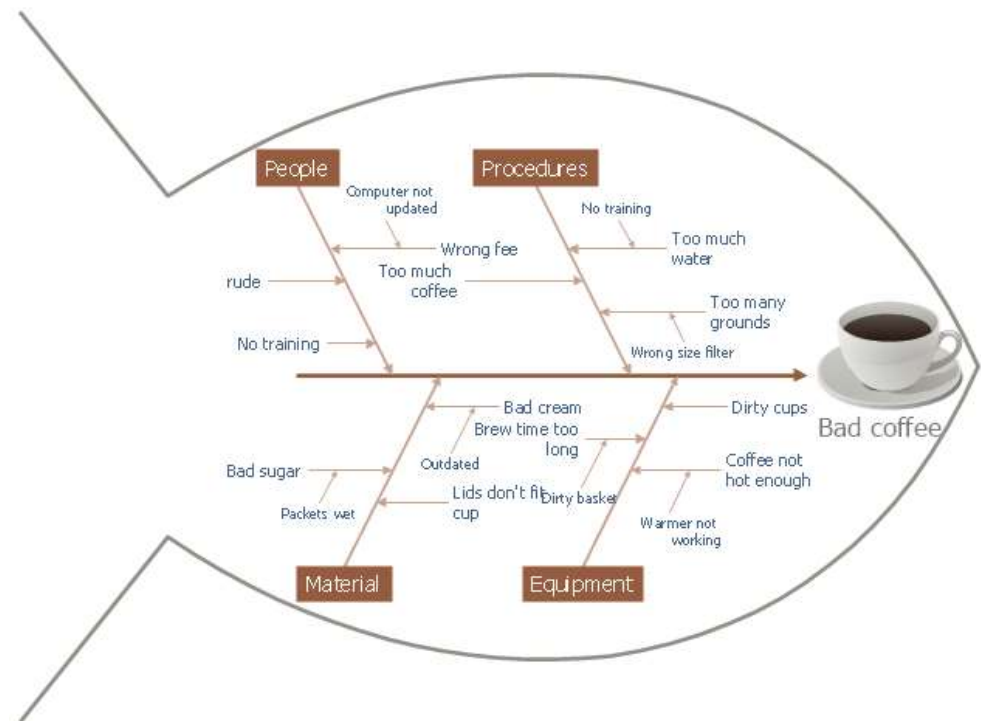- Not always linear – Continue to focus on all root causes

Problem: Late to morning meeting

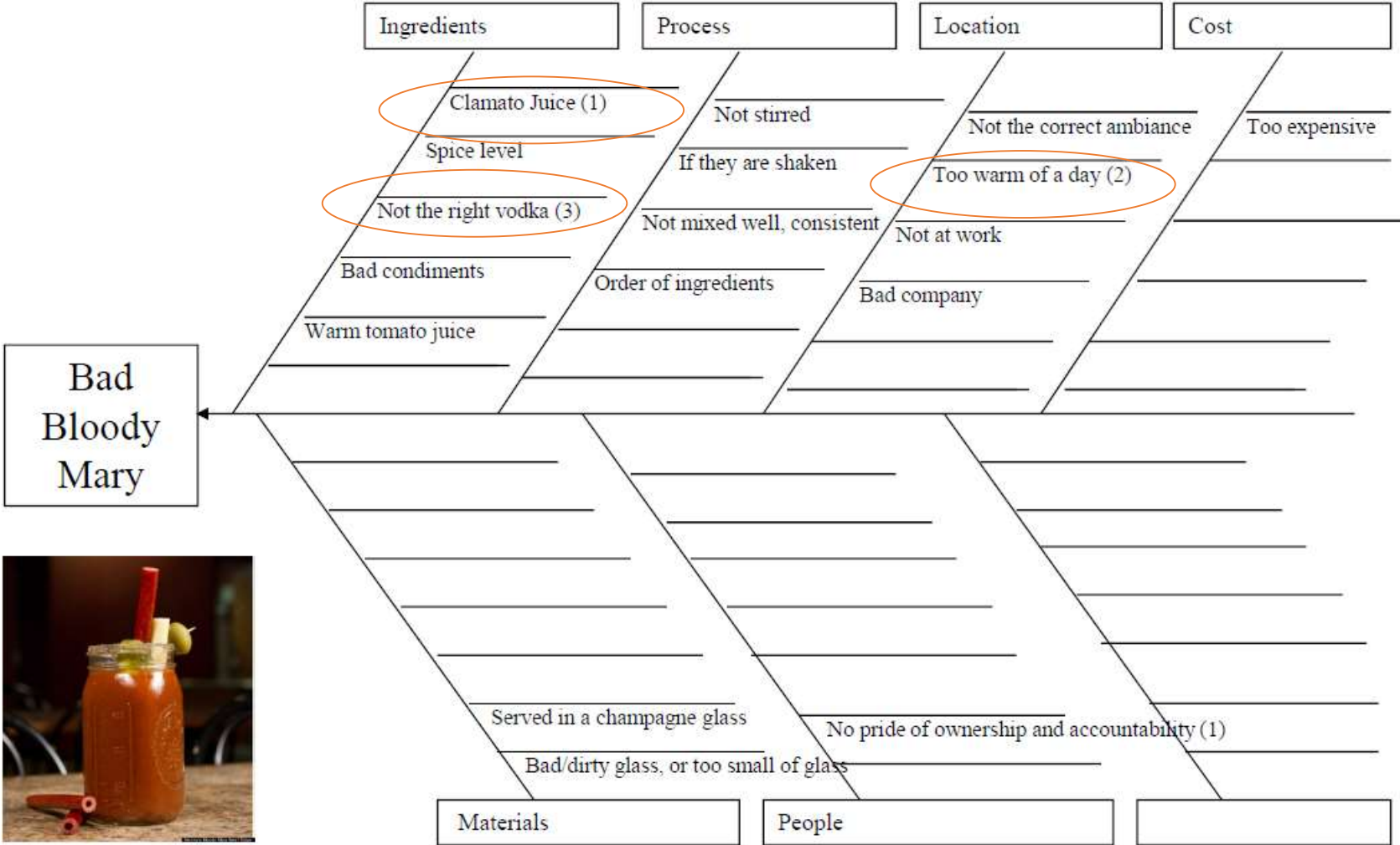| Why? | Woke up late |
Why?	Tired - pressed snooze
Why?	Up late with 4yr old
Why?	She wasn't tired
Why?	Didn't run around

Finding Root Cause: Fishbone

Brainstorming Tool – Fish Bone

- Explores the Cause and Effect to identify reasons for imperfections, variation, defects and failures

- Great tool for larger groups – Allows all voices to be heard

- Identify repeating issues

- 'Scales' are flexible
  - Man, Method, Machine, Material
  - Environment
  - People
  - Process

https://conceptdraw.com/a2300c3/p1/preview/640/pict--fishbone-diagram-fishbone-diagram-bad-coffee

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Finding Root Cause: Fishbone

Ingredients
- Clamato Juice (1)
- Spice level
- Not the right vodka (3)
- Bad condiments
- Warm tomato juice

Process
- Not stirred
- If they are shaken
- Not mixed well, consistent
- Order of ingredients

Location
- Not the correct ambiance
- Too warm of a day (2)
- Not at work
- Bad company

Cost
- Too expensive

Bad Bloody Mary

Materials
- Served in a champagne glass
- Bad/dirty glass, or too small of glass

People
- No pride of ownership and accountability (1)

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8 Wastes

Defects

- Any form of re-work, scrap or incorrect information
- Fat-fingered, lost information, turnover, trained incorrectly

Over-Production

- Producing more, earlier or faster than the customer requires
- Printouts, purchasing in bulk, scheduled meetings for too many participants

Waiting

- You're waiting, they're waiting, everyone's waiting!
- System downtime, slow responses, approvals, decisions, uneven workload in processes

Non-Utilized Talent

- People's ability, talents, skills and knoweldge, not their time
- Limited authority & responsibility, command and control environment, inadequate business tools available

Transportation

- Unnecessary movements of paperwork, product and material
- Multiple approvals, hand-offs, long workflows

Inventory

- Excess products and materials not being used
- Paperwork, supplies, unread emails, mail
- Purchase orders in queue

Motion

- Unnecessary movements of people
- Printing/copying/ faxing, searching on computer, central filing, walking to supplies

Extra Processing

- More work or higher quality than is required by the customer
- Unused or unnecessary reports
- Expediting
- Inspection
- Multiple approval signatures required

8 Wastes = D. O. W. N. T. I. M. E.

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It's time for a game!

WHAT **ELEMENT** OF **WASTE** IS IT?

Storage Units

Throwing out extra baked goods that were not purchased

Needing information or approval from someone before closing out a task

… but the name should be Brandy

Waste Walk Template

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1) Walk around the work area and observe people and process

2) Observe areas where you see a potential waste from the 8 types below

3) Brainstorm improvement ideas to help remove the waste you identified

Waste	What did you see?	How can you remove it?
Defect •Efforts caused by rework, scrap or incorrect information		
Over-production •Production that is more than needed before it's needed		
Waiting •Wasted time waiting for the next steps		
Non-Utilized Talent •Underutilizing people's talents, skills, knowledge and ideas		
Transportation •Unnecessary movements of product and material		
Inventory •Excess products and materials		
Motion •Unnecessary movement by people		
Extra-processing •More work or higher quality than is required by the customer		

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Why Does All Of This Matter?

Model the behavior you expect	Prompt them to identify solve their own problems	Understand priorities & help them help themselves	Generate motivation & engagement about their work and impact on the business
Repeatable results	Improve efficiencies, reduce wastes = $$ Saved	Prepare your replacement	Training and onboarding
All parties have a positive impact on the bottom line	Ready to grow or scale	Attract buyers, investors or future employees	

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Are you ready to take action?

- [ ] You've received money and are about to grow and are worried about burn out, wasting money and time.

- [ ] You are attracting investors and want to be buttoned up and ready to impress!

- [ ] You're in steady state mode, but ready to take it to the next level with growth.

- [ ] You have a lot going well, but there's not a lot of control, and you're unsure if you're winning.

- [ ] Everyone is running around, and well, everyone is running around

- [ ] You figure it out day by day.

- [ ] You are leaving a lot of opportunity on the table, due to lack of control, process and the right talent.

- [ ] Your people are great, but will they get you where you going?

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Are you happy with the progress you are making?

Julie Miller
Co-founder / President

Julie@jointpivot.com

Jenn Tankanow
Co-founder / Vice President

Jenn@jointpivot.com

www.jointpivot.com

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Creating development opportunities

AUGUST 15

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