

“Continuous Improvement”



Executive Round Table

May 2019



Agenda



- 11:00-11:05 Introductions and overview
- 11:05-11:15 The challenge
- 11:15-11:50 Facilitated discussion (5 questions)
- 11:50-11:55 Closing comments & next steps
- 11:55-12:00 Call to action & wrap up

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Background to the Challenge

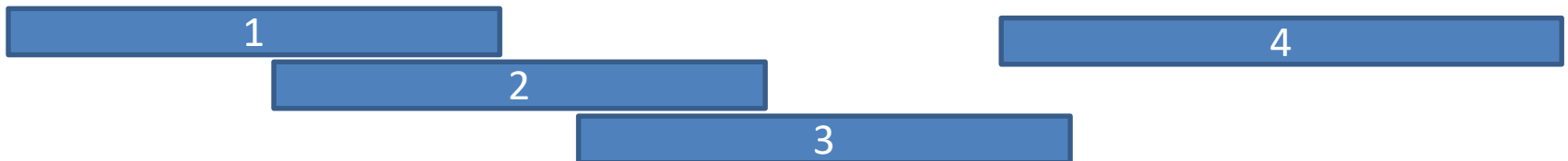


End-To-End CI Program Management

In today's environment many people are aware of continuous improvement; however, often we struggle with the Continuous Improvement Program Management.

1. How do you engage people for CI?
2. How do you identify and manage the right improvement ideas?
3. How do you improve the number of completed projects?
4. When do we stop monitoring or change the dashboard?

IDEAS... OPPORTUNITIES... PRIORITIES... EXECUTE CHANGE... MAINTAIN THE GAIN!



Background to the Challenge



Continuous Improvement is a Complex Program

Continuous Improvement Program Management is not easy...

“Research shows that **70 percent** of complex, large-scale change programs **don't reach their stated goals**. Common pitfalls include...

- ... a **lack of employee engagement**,
- ... inadequate management support,
- ... poor or nonexistent cross-functional collaboration,
- ... and a **lack of accountability.**”

Dashboards can be used for
accountability

McKinsey&Company

Background to the Challenge



Engagement of employees on Continuous Improvement

GALLUP®

“According to Gallup’s State of the Global Workplace report, only 15% of employees worldwide are engaged in their jobs –”

“studies show that we base 70% of our decisions on emotional factors and only 30% on rational factors.”

And Change is hard!

“Gallup’s recent [announcement](#) that employee engagement in the U.S. had ticked up to 34% was seen as a sign of progress—but *should we really settle for a situation where two-thirds of our workforce is still not fully engaged?*”





Background to the Challenge

Front end of our pipeline has many ideas and opportunities to improve... Where to start?



TOP DOWN EXECUTIVE PRIORITIES

Technology portfolio driven

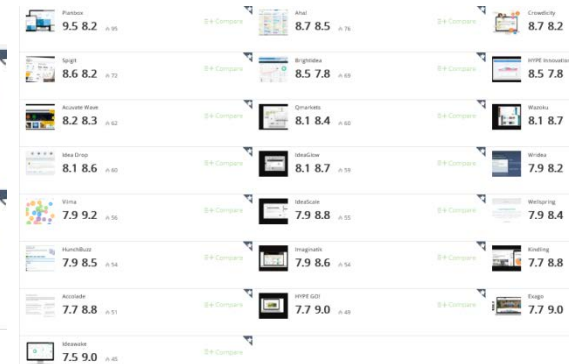
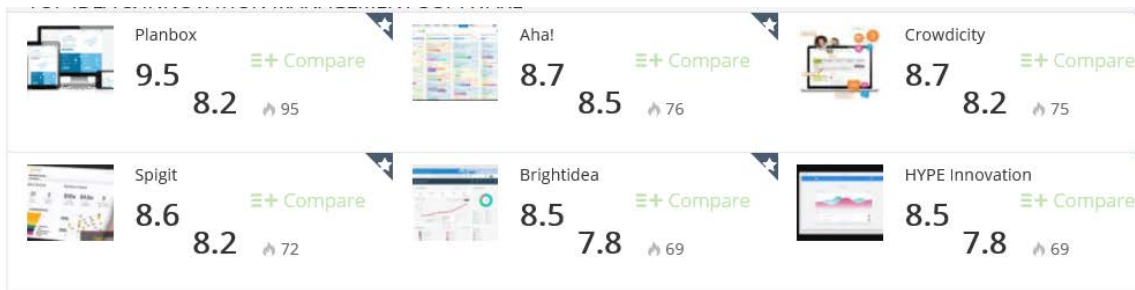
Dashboard Driven



BOTTOM UP EMPLOYEE IDENTIFIED

SHAREPOINT IDEA CAPTURE

IDEA MANAGEMENT TOOLS



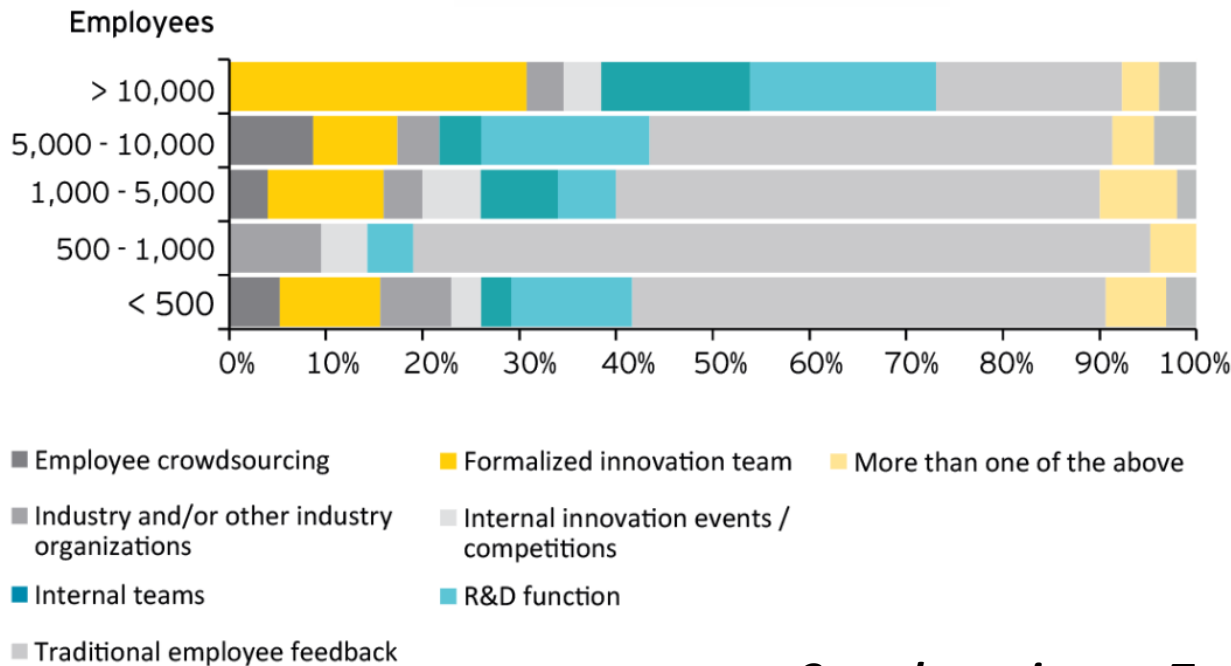
Pipeline the RIGHT Improvements

SO MANY OPPORTUNITIES... How do we manage them?

Background to the Challenge



IDEAS Come from all over



Crowdsourcing vs. Traditional

Background to the Challenge



How do we get more projects to complete well?

Deloitte.

“Success rate for continuous improvement efforts is less than 60 percent.”

“However, one tenet holds true: any continuous improvement initiative should be based on data-driven decision making”



Hertzer Systems Inc.®

Aberdeen Study... 58% Green Belt Certification

Green Belt project completion rates from as low as 20% up through 75%
The majority of Green Belts do not complete projects

Background to the Challenge



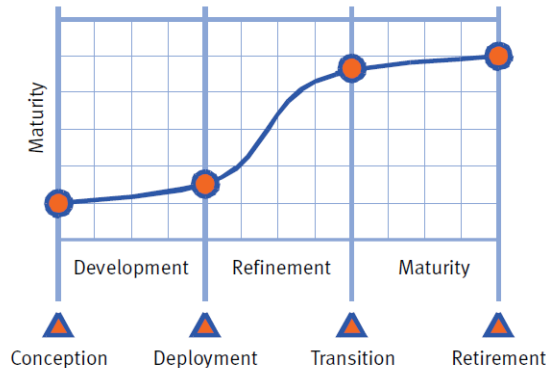
How long to measure dashboards?



“Often measures are retired (or should be retired) because the business issue they were designed to address are no longer of interest.”

Recent research led by a team at the University College London think they have uncovered just how long (on average) it takes for something to become habitual. They do not think it takes 21 days to form a habit. They believe it takes an average of 66 days to create a habit.

Metric Lifecycle Model



McKinsey&Company

“Without clearly defined metrics and knowledgeable people to support the gathering of data throughout the organization, **companies can spend too much time cleaning up messy data.**”

Either way, measuring process dashboards has costs...
smart organizations weed out those that no longer pay for themselves

When do I Stop Monitoring

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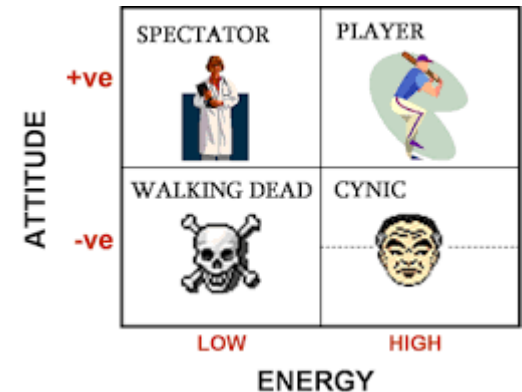
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Facilitated Question #1



How do you get employees engaged?

Leaders seem to be harder to engage than front line employees. What tactics do you use to engage leadership?



Facilitated Question #2



What feeds your pipeline and how do you manage the opportunities?

Employee pain and feedback

Daily Standups

Data Driven

Executive Sponsors

Voice of the Customer

Program Driven

Can the Agile “Continuous Delivery Pipeline” be a best practice for how to handle continuous improvement pipelines?

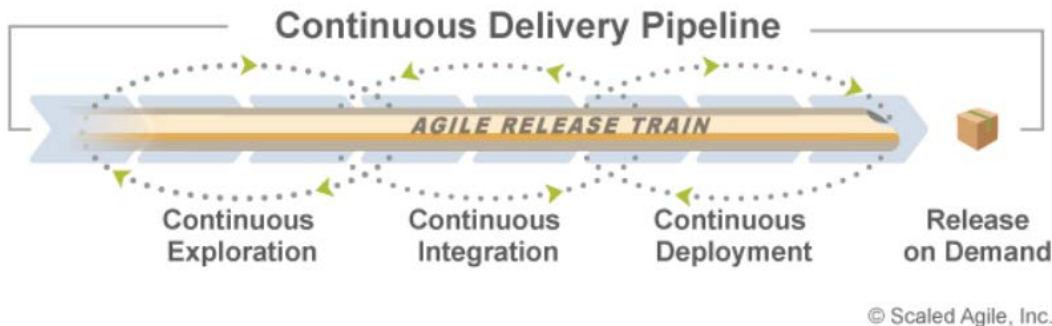


Figure 1. The SAFe Continuous Delivery Pipeline



crowdicity

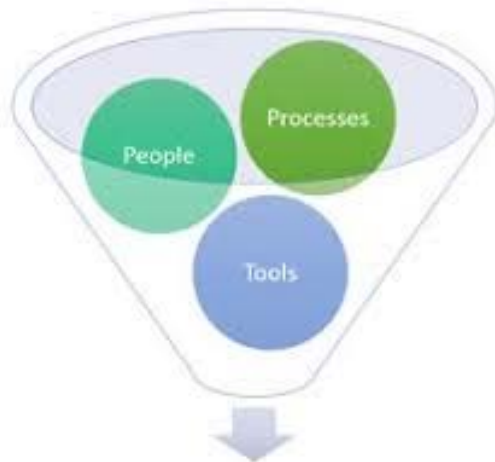


Facilitated Question #3



How do you insure successful project completion rates?

Companies with strong cultures of continuous improvement have sound governance capabilities that enable them to hone in on top improvement opportunities, allocate resources effectively, and manage the changes to completion. This frequently means doing fewer things better.



Purpose = successful completion.

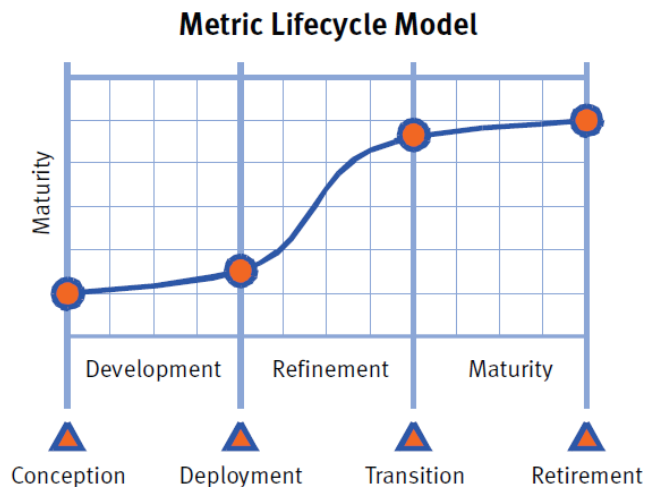




Facilitated Question #4

After we complete a project, how long do we keep dashboards running?

To encourage cultural change, these metrics should also align to incentives that drive the right desired behaviors, so killing a dashboard may change behavior.



Facilitated Question #5



What are the keys to success for an end-to-end continuous improvement program?



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Conclusions 1



COLLABORATION

“Collaboration with HR functions on employee engagement is critical to success”

CI Teams can build engagement through creative learning and development activities

Continuous Improvement programs success correlates with employee and stakeholder engagement

- Stakeholder skeptics exist and need time and energy to manage them toward engagement
- Building engagement is a full time job, it may require a change agent role
- Staying connected to front line employees is key



Conclusions 2



COLLABORATION

“CI teams can ensure alignment with corporate strategy and planning teams”

CI programs can work with corporate planning and find ways to close gaps

There are so many ways to manage pipelines, the best way is one that connects front line ideas with top down strategies

- Corporations expect CI to assist with achievement of corporate goals
- Employees who are not heard will disengage
- Integration of data driven, customer focused, employee led and corporately aligned CI pipeline will help success



Conclusions 3



COLLABORATION

“CI Teams should partner with Reporting/Data teams to ensure ongoing maintenance”

CI teams can coach and mentor process owners on dashboards outside of project work

Dashboard management goes beyond the project or event

- Apply a life cycle management approach that reviews and retires dashboards when appropriate
- CI programs often overlook ongoing dashboard management. It keeps you engaged with process owners
- **The key is** data is your friend, it enables you to talk with your stakeholders on topics for which they need insights

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Call to Action

What questions or follow up should we tackle on this challenge?

1)

2)

3)



Call to Action

What three things can you do tomorrow?

1)

2)

3)