

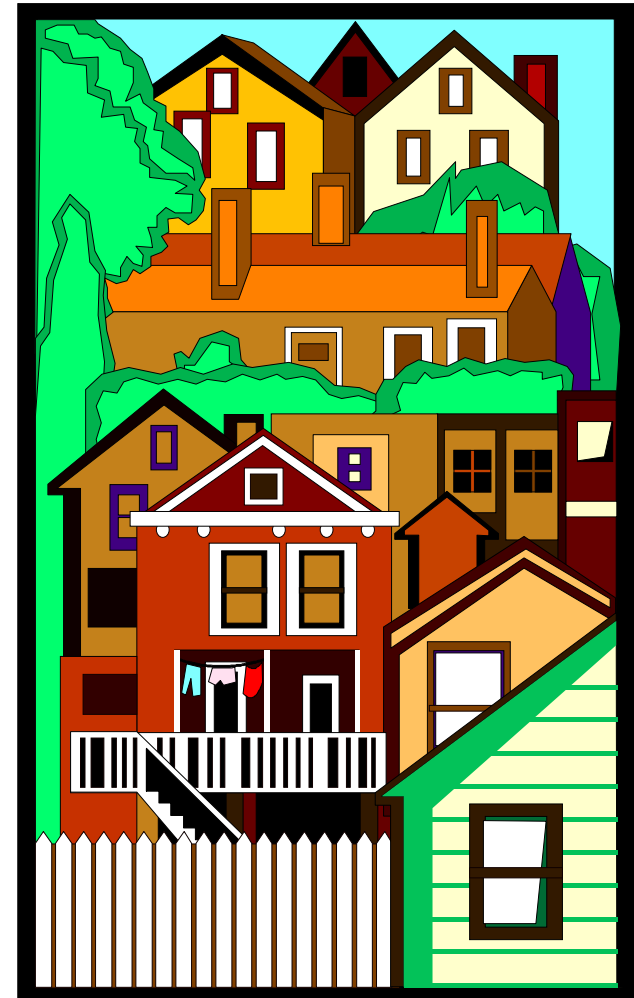
Learning to Fish



John Inman and Associates

Organizational Community

- ◆ Many of our employees have moved from their home towns or those towns have grown so much, they have lost the feel of the traditional community; a community where people shared and lived together as a family. Now, more than ever, our organizations must replace that lost sense of community.



Community



- ◆ **What makes up a community?**
A group of people with:
 - **A shared reason for being: A mission or purpose**
 - **A shared ethical base and set of values**
 - **A shared vision**
 - **An agreed upon set of acceptable behaviors (The rules of the game)**
 - **A culture: The style of how we do what we do (The way we do things around here)**

Learning to Fish

◆ Creating an Integrated Organizational Community

– The community is tied together with :

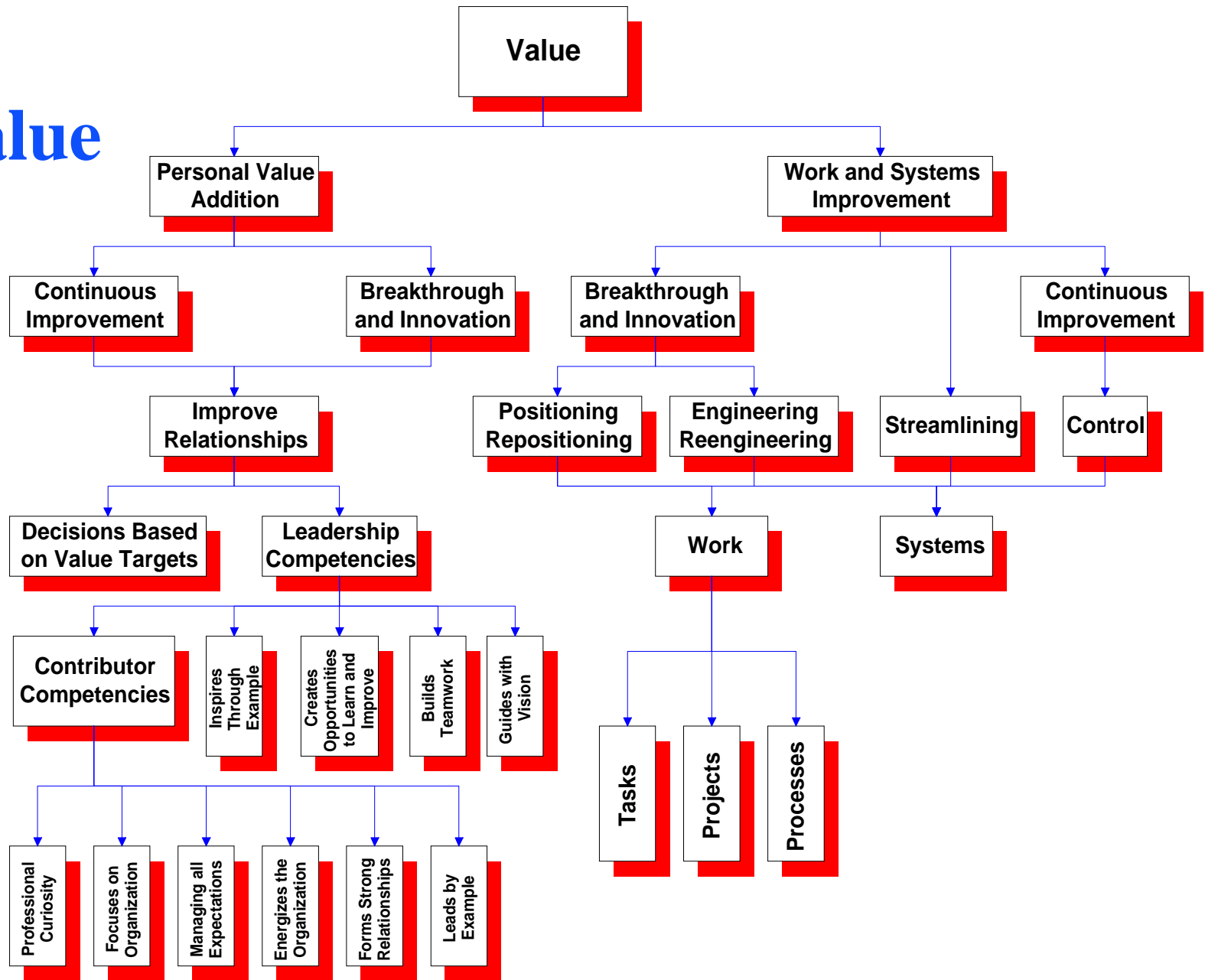
- » Integrity
- » Targeted Action
- » Value
- » Facility

– Integrated together are:

- » People
- » Teams
- » Work
- » Systems



Value



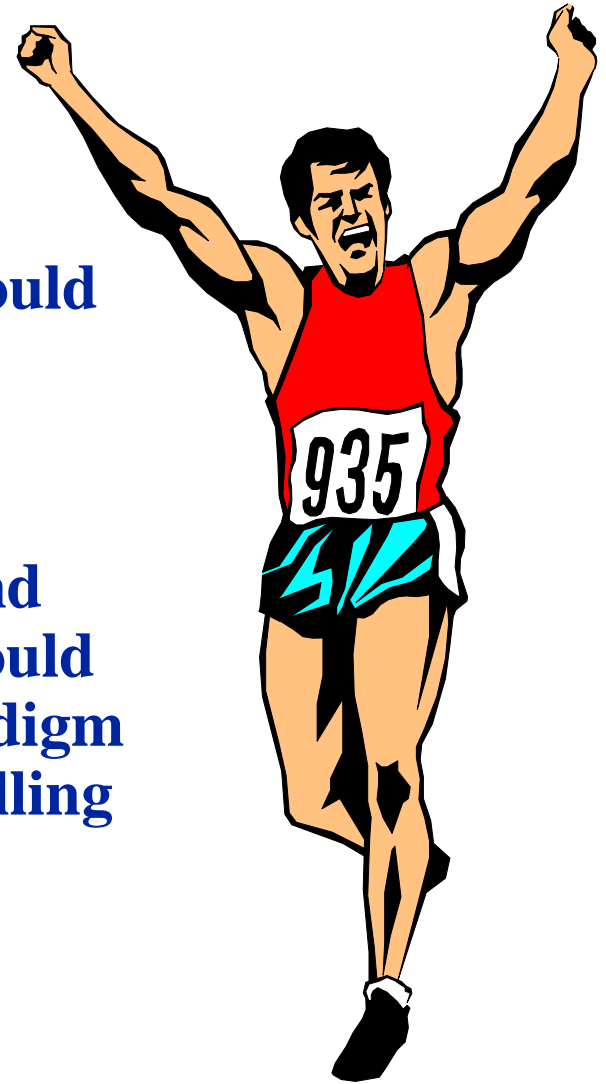
New Paradigm: Impossible Today, Norm Tomorrow

- ◆ **High Trust**
- ◆ **Uncovering Errors**
- ◆ **Work Designed by Employees**
- ◆ **Lateral**
- ◆ **Collaborate**
- ◆ **Add Value**
- ◆ **Continuous Learning**
- ◆ **Internal Alliances**
- ◆ **Strategic Partnerships**



Paradigm Shift

- ◆ Those who say it can't be done, should get out of the way of those who are doing it.
- ◆ Over the next 10 years, you will be confronted by people coming around blind curves yelling @ you. This could sound like threats if you have Paradigm Paralysis; however, they may be yelling warnings at you.



Value Target Decision Making

TVM Decision Pad

Decision Statement: _____

Value Targets considered

- 100% Client Satisfaction
- Reward the Pursuit of the Best Interests of Hart Crowser as a Whole
- Eliminate Waste and Rework by Doing the Job Right the First Time
- Make Decisions at the Lowest Responsible Level
- Optimize Return on Investment

Drive to Target Building Integrity into Organizations

◆ Define Targets

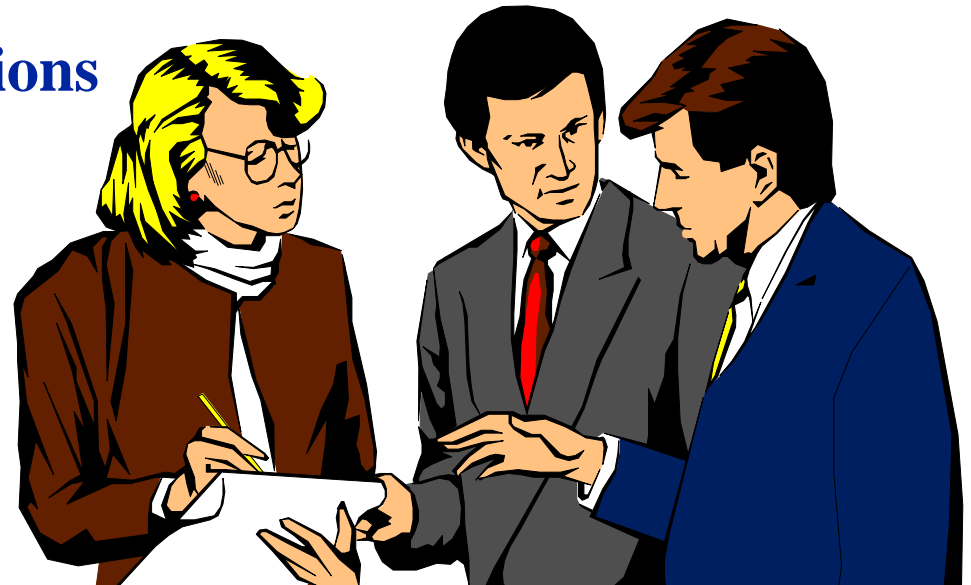
- Key Management Issues
- Measurable
- Based on Mission, Vision, Values
- Targets used as criteria for all decisions in organization
- Emphasis on making the right decision
- Move decisions to the appropriate level
 - » Empowered, creative team members

◆ Behaviors are aligned with Mission, Vision and Values

- Integrity is integrated into the organization

Facilitation

- ◆ Insure mission, vision, unifying principles and value targets are primary focus
- ◆ Builds competencies and self-esteem of team members (Coach/Trainer)
- ◆ Creates platform for discussion
- ◆ Manages all expectations



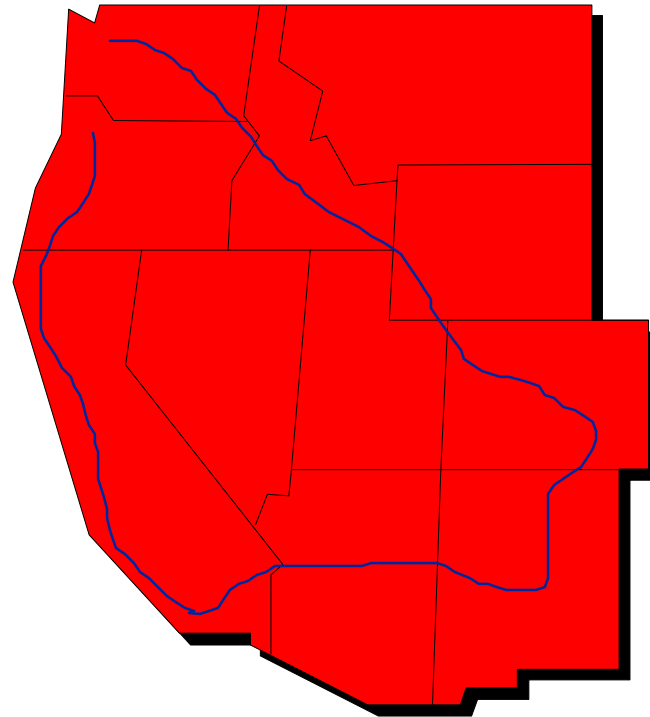
Internal Customer

- ◆ Define both individual and group internal customers
- ◆ Define customer expectations
- ◆ Define supplier capacity to supply
- ◆ Create continuous improvement of service
- ◆ Add value to all relationships



Total Value Management

- ◆ Major shift in strategic process
- ◆ New Road-map of how we do business
 - Skills
 - Attitudes
 - Concepts
 - Techniques



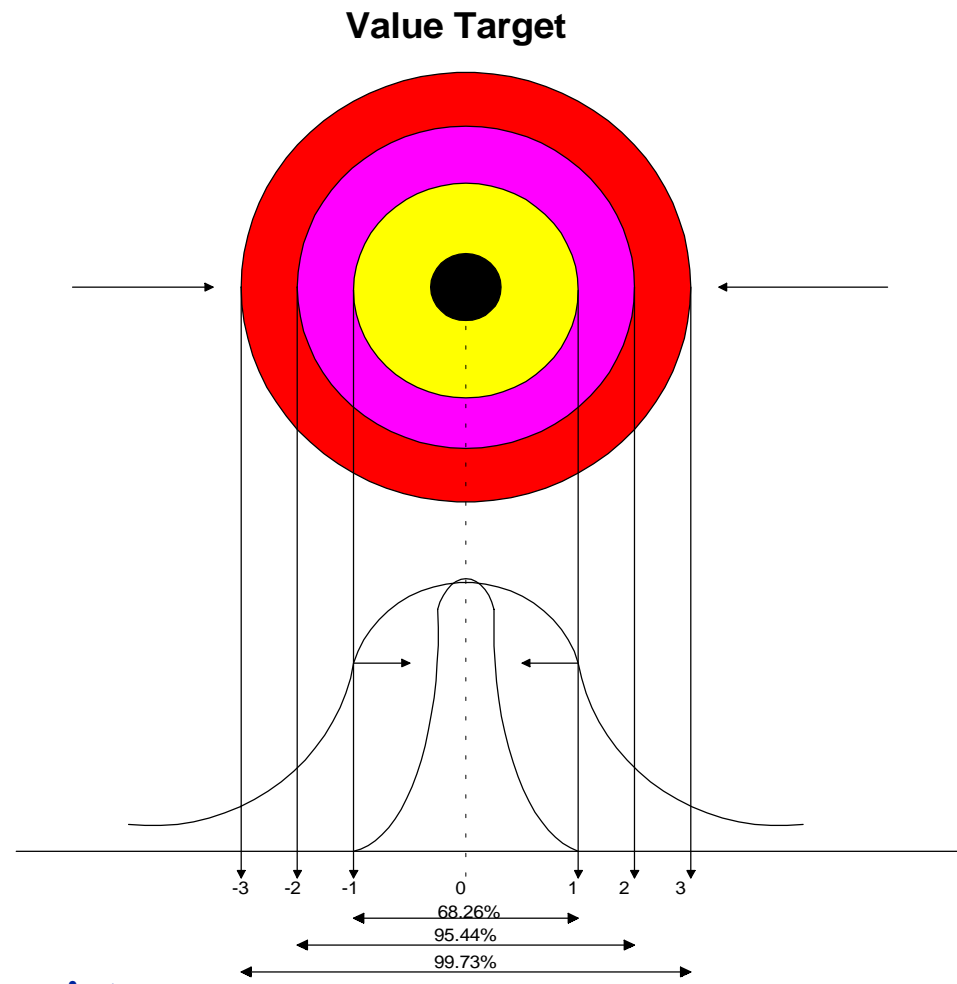
Lay the Foundation

- ◆ **Mission**
- ◆ **Clear Vision all team members share**
- ◆ **Values, the rules of the game**
- ◆ **Value Targets**



What is Value?

- ◆ The reduction of variability around a target




Drive The Fear Out

- ◆ **Where fear exists, Value Management can not be implemented**
- ◆ **Those at the top must change before those at the bottom can innovate**





Continuous Improvement

- 
- ◆ Excite and challenge all team members
 - ◆ Break down barriers
 - ◆ Build teamwork, camaraderie
 - ◆ Empower all team members
 - ◆ Build high self-esteem
 - ◆ Challenge "This is the way we do it" thinking, Reinvent
 - ◆ A new Paradigm, "Lower costs, higher value services"

What Creates Inertia?

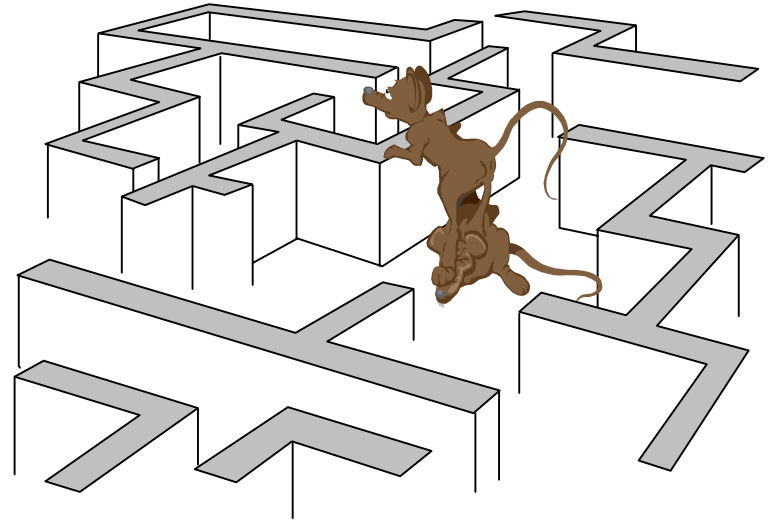
◆ Fear of Change

- F alse
- E vents
- A ppearing
- R eal



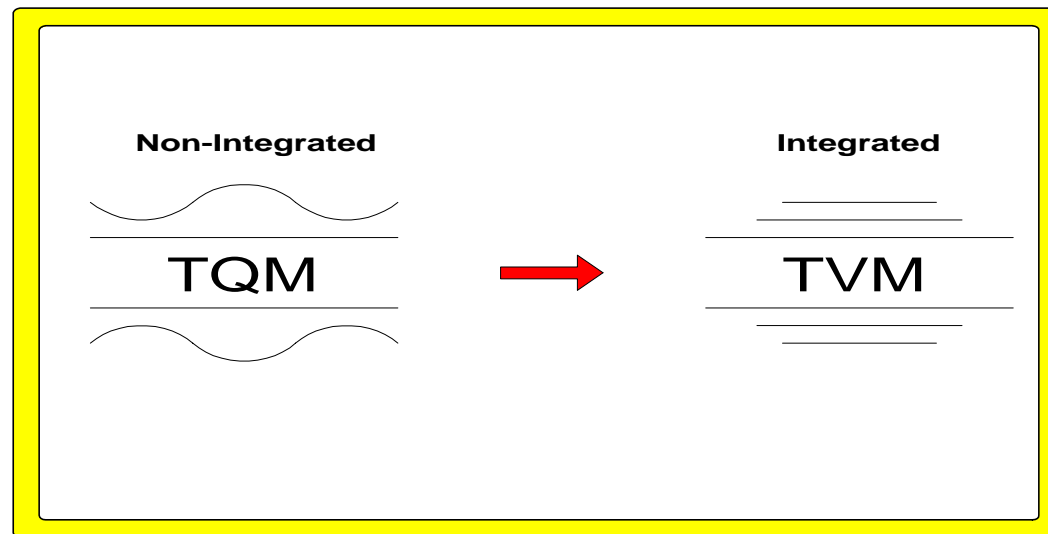
Competency vs. Skill

- ◆ Skills are task specific
- ◆ Competencies are the integration of diverse skills, knowledge and experience



TQM vs. TVM

- ◆ Leadership integrates concepts, knowledge and experience
- ◆ Organization design that flies with no turbulence
- ◆ Remove the turbulence of TQM through value integration



Reality

- ◆ To believe that something should be different from the way it is at any given time is denying reality. The further away from reality we move in our thinking, the more upset we become. Remember, reality never creates problems; it is our refusal to accept reality that creates problems.



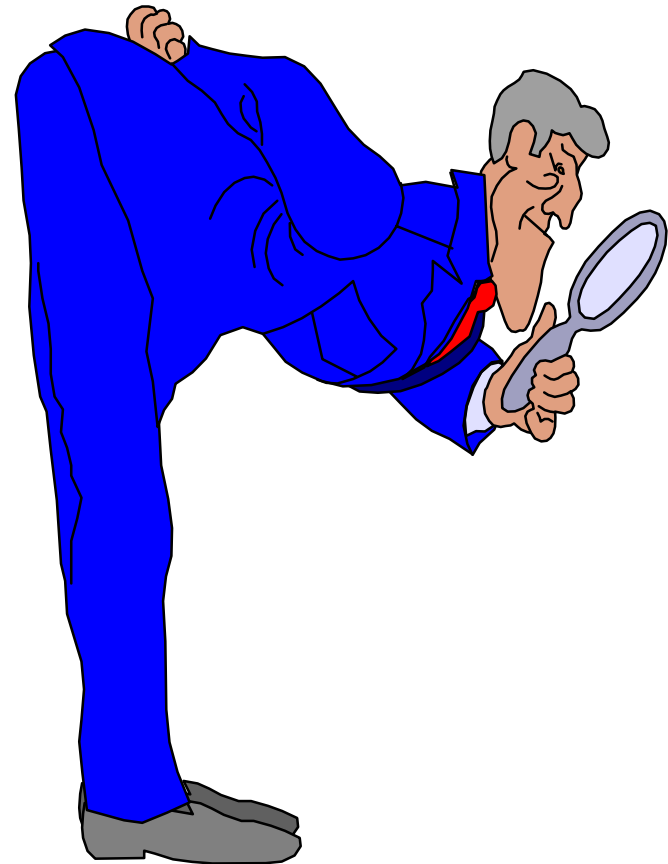
Organizational Effectiveness



- ◆ An organization is intended to operate as one unit, with all its parts in efficient coordination
- ◆ Failure of the organization to perform as a functional unit limits full realization of its potential

Problem Solving Questions

- ◆ New Association?
- ◆ New Combination?
- ◆ New Adaptation?
- ◆ Substitution?
- ◆ Magnification?
- ◆ Minification?
- ◆ New arrangement?



Decision Making Questions

- ◆ Is the alternative effective?
- ◆ Is the alternative easy to implement?
- ◆ Is the alternative cost effective?
- ◆ Can the alternative be implemented quickly?



PEOPLE



◆ Purpose

- Purpose tied to specific goal

◆ Empower

- Tell people what is expected and give them the freedom to do it

◆ Observing

- Monitor strengths and weaknesses; Build on strengths

◆ Persistence

- Coach and hold accountable

◆ Leverage


- Harness all resources

◆ Ethics

- Honesty is the only policy



Effective Quality Leaders

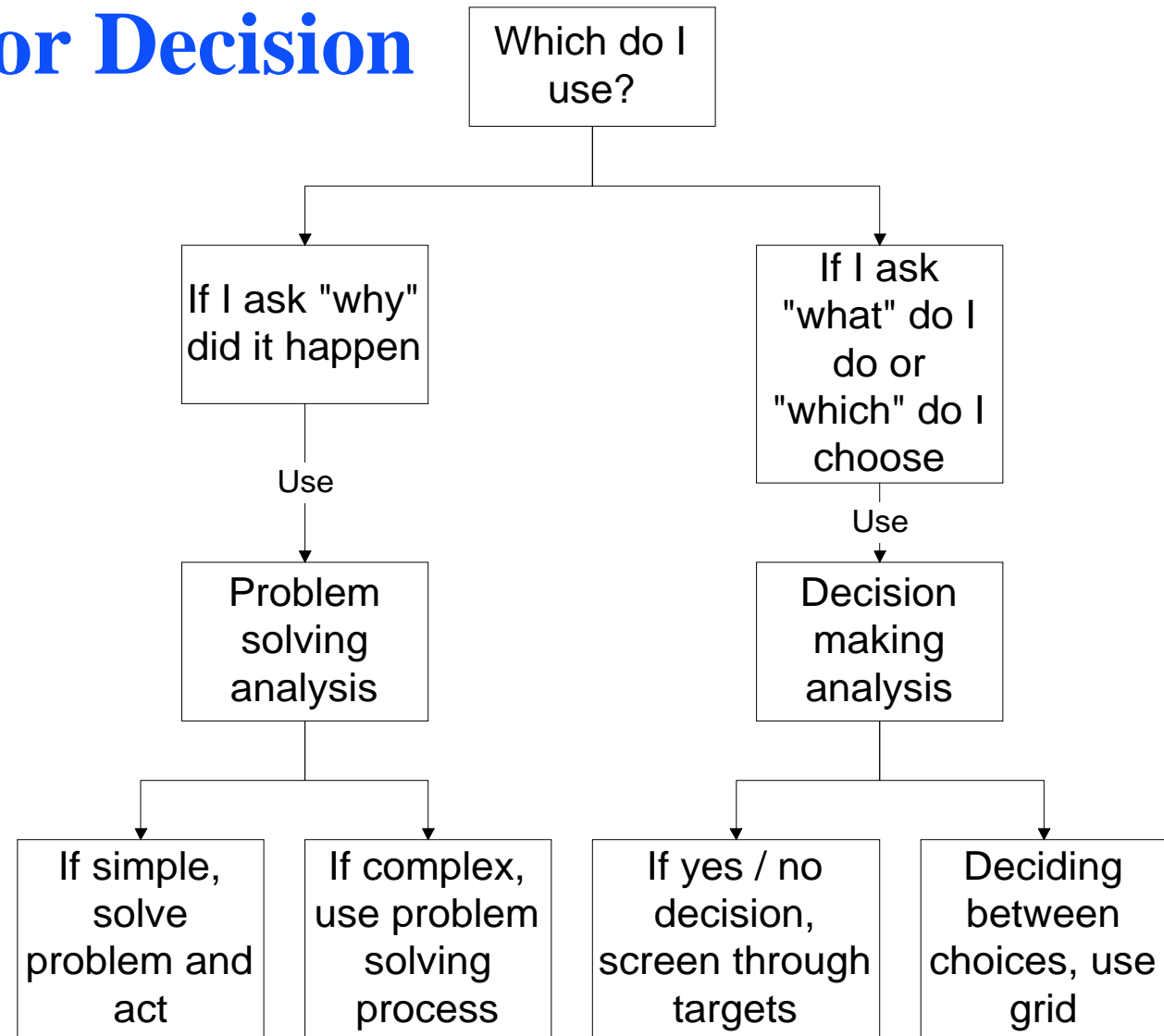
- 
- ◆ **Strive for continuous improvement**
 - ◆ **Provide service**
 - ◆ **View human resources as a competitive advantage**
 - ◆ **Assume responsibility for achieving total quality results**
 - **from Charles Cook, Cook Associates**

Maximizing Employee Productivity

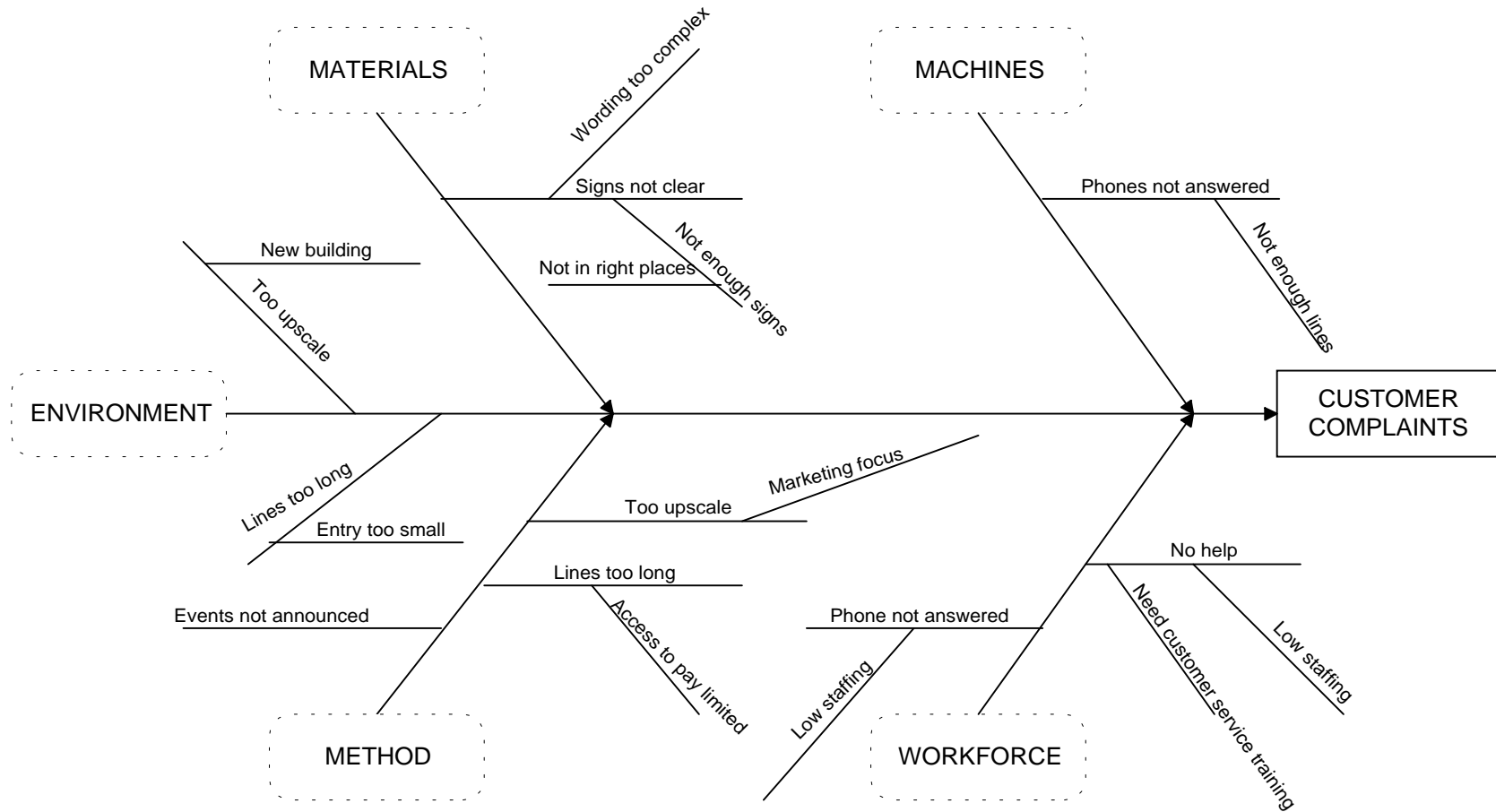
- ◆ **Get Executive Commitment**
- ◆ **Build a Productivity Culture**
- ◆ **Make Productivity Part of Every Manager's Job**
- ◆ **Measure Productivity**
- ◆ **Utilize Technology**
- ◆ **Eliminate Unproductive Work**
- ◆ **Empower**
- ◆ **Network**
- ◆ **Hire Excellent Staff**
- ◆ **Manage Performance**
- ◆ **Reward Performance**

– by Robert E. Sibson

Problem or Decision

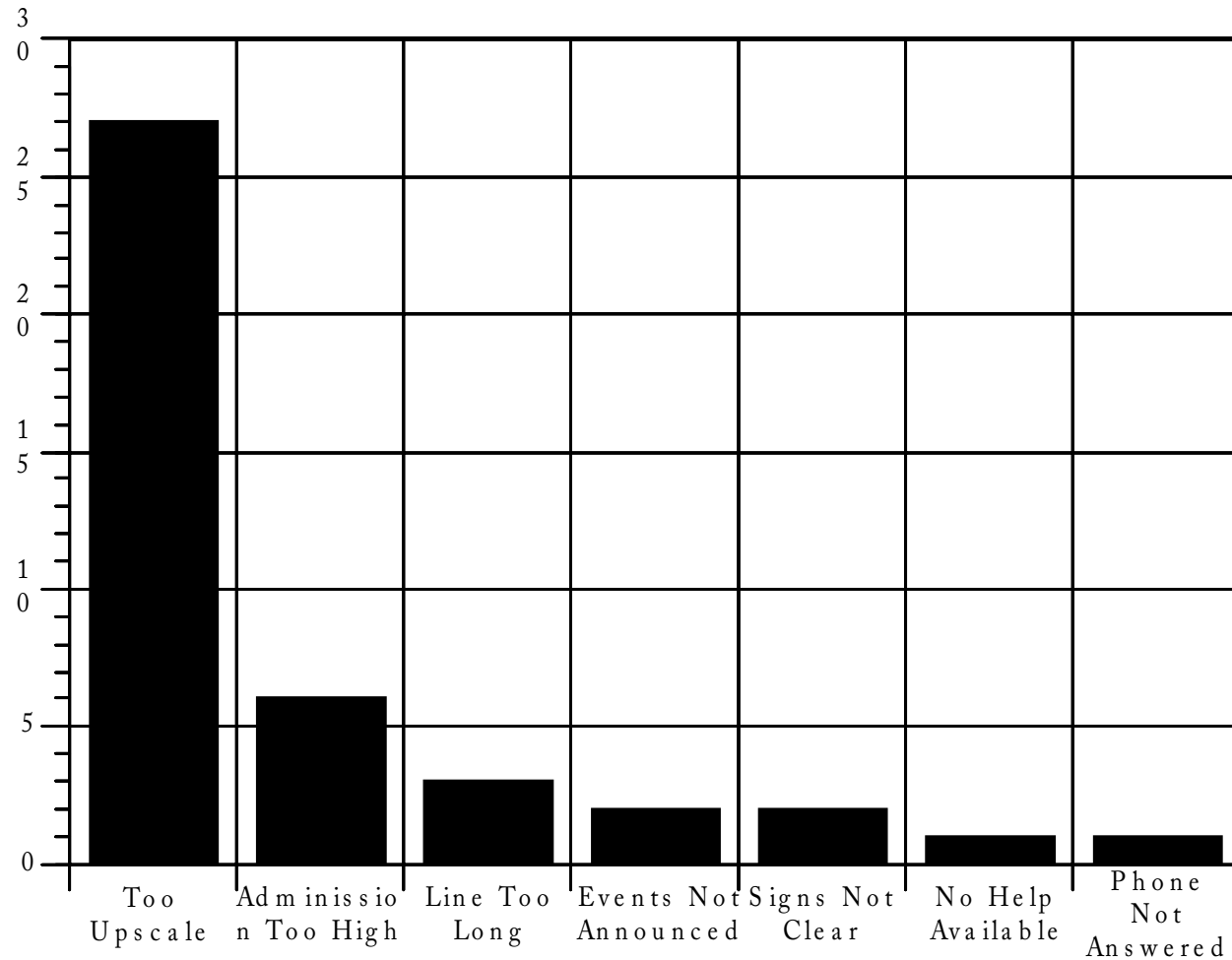


CAUSE AND EFFECT DIAGRAM

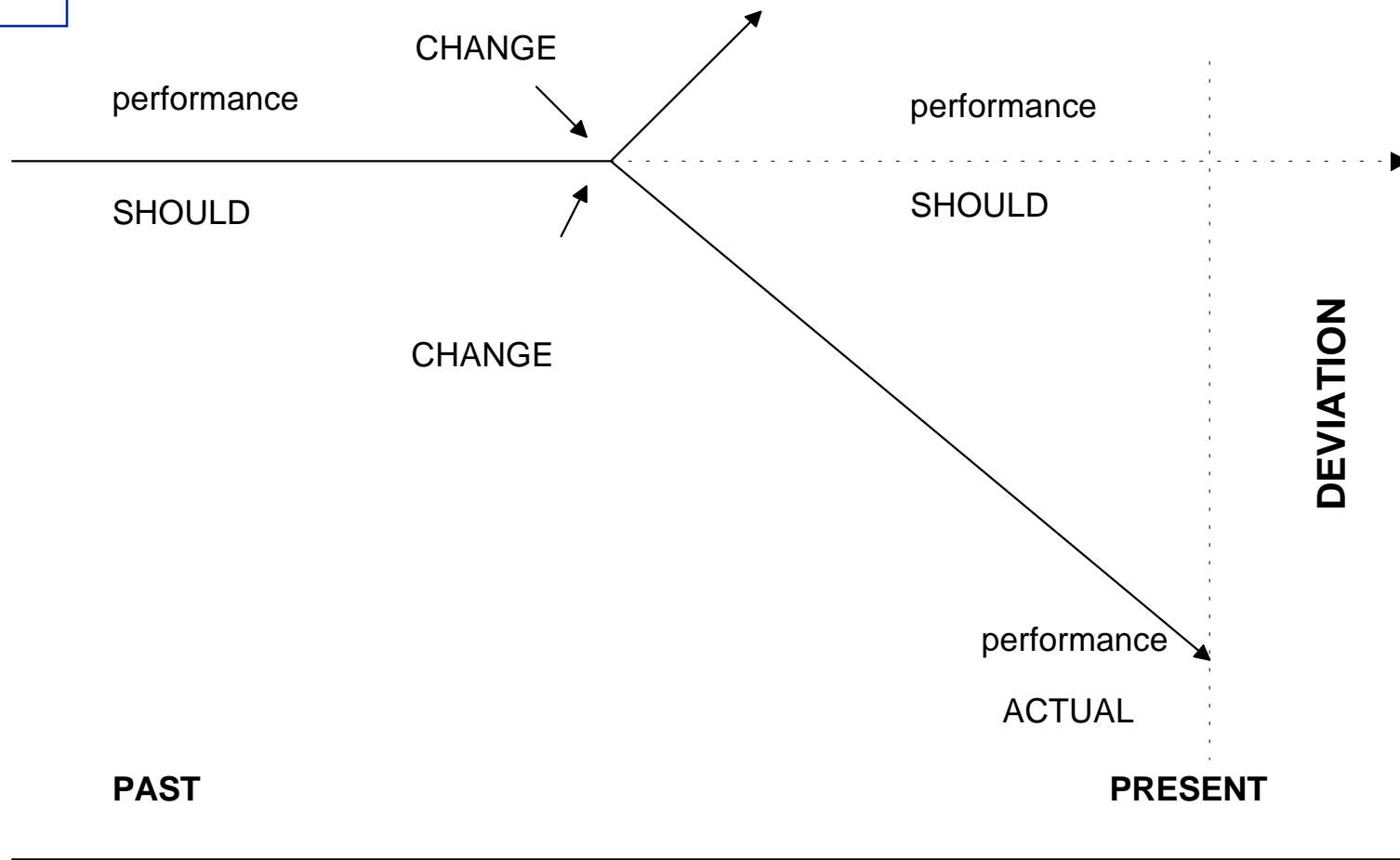


Pareto Chart

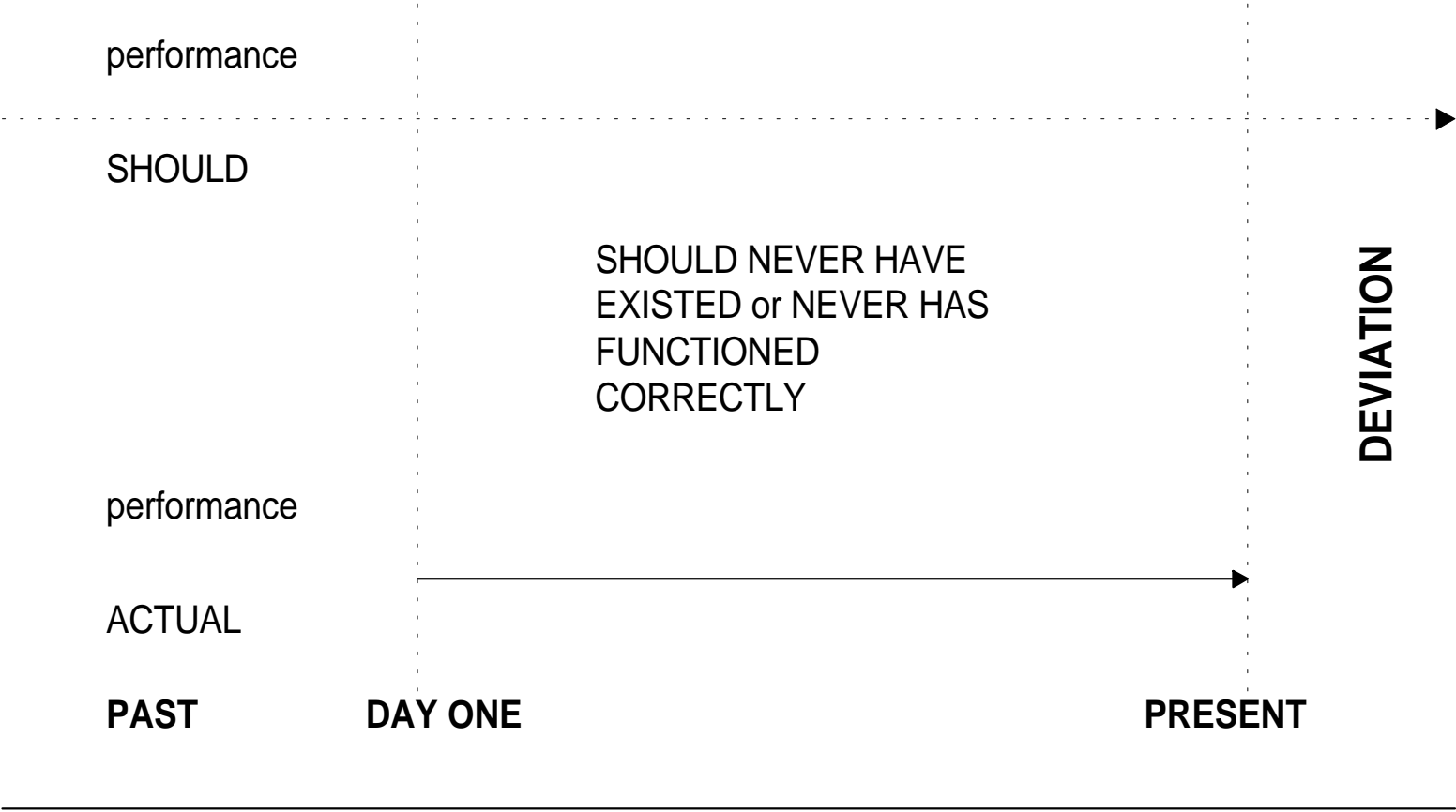
Customer complaints



STRUCTURE OF A DEVIATION



STRUCTURE OF A DAY ONE DEVIATION



PARETO TABLE

CUSTOMER COMPLAINTS	FREQUENCY	CUMULATIVE	PERCENT
TOO UPSCALE	27	27	64
ADMISSION TOO HIGH	6	33	78
LINE TOO LONG	3	36	85
EVENTS NOT ANNOUNCED	2	38	90
SIGNS NOT CLEAR	2	40	95
NO HELP	1	41	97
PHONE NOT ANSWERED	1	42	100