



## Are Your Work Team Leaders Improving Each Day?

### ***About the Process Excellence Work Team Leader Certificate***

The process excellence work team leader certificate was developed to help process owners at any organizational level develop the skills and behaviors necessary to drive continuous process improvement and the development of a high-performance work culture.

During the six-month certificate process, each participant learns to use proven tools and techniques as they analyze process performance, improve their effectiveness as a leader in the workplace, and get improved results that are more sustainable in all key areas of importance.

The design of this certificate is based on process and leadership improvement approaches that have been used, and are still being used, in high performance workplaces. The achievements that must be satisfied to complete the certificate requirements also support lean six sigma improvement efforts. To obtain this certificate, each participant must demonstrate how they improved the processes they are responsible for, including those of a leadership nature, over a six-month time frame to get better results.

### ***Certificate Requirements, Benefits, and Process***

A work team leader must complete seven different deliverables over the course of six months to obtain this certificate. Over this six-month time frame, each participant assembles a portfolio that shows their efforts to effectively measure process performance over time, change their workplace behavior to improve their effectiveness as a leader, and learn new skills.

Most importantly, this portfolio provides evidence of the meaningful system changes they helped make to affect process performance in the areas of safety, quality, cost, and people. The Capture-Crunch-Change diagram in this package details the six tools that are central to managing and improving any key work process in a high-performance manner.

During the six-month certificate period, each participant can receive virtual coaching as part of the certificate process. They can also obtain feedback from a performance improvement coach on the different elements of their work via e-mail and file exchanges. One or more onsite workshops can also be held to help facilitate the completion of the certificate work. These workshops are not mandatory for the successful completion of the certificate.

An organization receives the greatest benefit from this certificate process when they involve a high percentage of their work team leaders. Individual work team leaders receive the same benefits if they choose to pursue the certificate on their own, with little organization support. Please take the time to review this brochure and the examples it includes.

See if you agree that these approaches will help you better answer the question "Are your work team leaders improving each day?"

*For more information on this process, including quotes for implementation support, contact:*

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## Earning a PE Leader Certificate

To earn a high performance team leader certificate, a process owner must:



- Establish a **Leadership Index** baseline and reach / maintain a 75% level over the course of six months
- Demonstrate daily use of a **performance summary spreadsheet, performance dashboard, and waste incident database**
- Submit **6 monthly reports** which highlight projects implemented and show positive results trends
- Show progress over 6 months in terms of **key project list** use – projects added and projects completed
- Complete a **team facilitation skills course** and practice skill use for 12 hours in a process or project team setting

Too many certificates today can be earned simply by passing a test. While testing can be one key means of gauging skill awareness and retention, it does not often serve as a good tool for validating skill application. Demonstrating skill competency on the job, after the course, is a much more effective means of assessing learning effectiveness.

To maximize your investment and make effective work team leadership a part of your daily work culture, *you need to build the use of best practice process management tools into your work team leader (process owner) job requirements.* Requiring each process owner to obtain a process excellence team leader certificate, similar to the one presented above, is one way to accomplish this goal.

The key to the effectiveness of this certificate lies in the fact that performance improvement must be demonstrated over the course of six months in the areas of leadership behavior, leadership time investment, and process results. Leadership behavior improvement is validated by positive and/or sustained high levels of performance, as indicated by a bottom-up leadership index score of 75% or better.

Leadership task effectiveness is validated by the demonstrated use of several key process improvement tools and the implementation of improvement projects. Six-month result trend lines for each key daily process metric in the work team leader's scorecard help validate the degree to which tool use was consistent and effective.

My experience with multiple work team leader groups has proven that the use of this set of tools consistently and correctly leads to improved process ownership and performance. The need to (1) participate in a 2-day "Supervising for High Performance" workshop, (2) demonstrate improved monthly high performance workplace audit scores, and (3) achieve a passing score on a process excellence tools workshop test can also be added as requirements for obtaining this process excellence work team leader certificate.

## Process Excellence Work Team Leader Certificate Requirements and Documentation

To obtain the process excellence work team leader certificate, each participant must complete the following requirements over a six-month period:

**Leadership Index** – Each team leader must create an initial index, survey their people to establish a baseline for improvement, make and document the changes they need to make to improve their score, and demonstrate evidence of index improvement at the end of the six-month certification period.

**‘Daily Costs and Counts’ Spreadsheet** – Each work team leader must set up an initial Excel-based spreadsheet, capture daily key process performance data and results metrics, and use the spreadsheet daily for six months. At the end of the six months, six spreadsheet pages will have been completed.

**Daily Dashboard** – Each team leader is required to either (1) create a one -page daily dashboard summary or (2) update a workplace trends whiteboard daily. An example of this dashboard, in either paper or digital form (photograph) must be submitted to fulfill this requirement.

**Waste Tracker Database** – Each team leader must set up an Excel-based database to capture significant types of daily process waste for at least two of the four common process areas (safety, quality, cost, and people). On average, at least five to 10 waste events should be captured daily. The end-of-month database will be printed out each month, included in the monthly performance summary (see below), and posted in the workplace. This database will also be analyzed monthly using at least two types of Pareto analysis, with these charts also being included in the monthly performance summary.

**Key Project List** – Each team leader must set up an initial key project list using input from their team. They should also conduct at least one workplace audit to identify existing safety, quality, cost, and people hazards and improvement needs. The end-of-month project list is printed out each month, included in the monthly performance summary (see below), and posted in the workplace. Over the certificate period, six project lists will be generated. The combination of changes made in the ‘% Complete’ column and project status notes will reflect the degree to which improvements have been made.

**Monthly Performance Summary** – Each team leader will be required to complete a monthly performance summary (one or two pages) that summarizes their key accomplishments and challenges for the most recent month. The summary should also list key needs for the coming month. This summary, along with the above ‘Daily Costs and Counts’ spreadsheet, waste tracker database analysis, and key project list, makes up the monthly performance report package.

**Personal Development Plan** – Each team leader is required to complete a one-page personal development plan (PDP) at the start and end of the six-month certificate process. The initial plan will consist largely of the learning activities that are needed to address leadership index improvement needs and to complete the other requirements of this certification.

**“Supervising for High Performance” Workshop and Practice** – Each team leader is required to (1) view the 12-hour “Supervising for High Performance” workshop content and (2) provide evidence of 12 or more hours of skill practice following the workshop (such as process or project team meeting facilitation).

**Certificate Documentation and Completion** - At the end of the six-month certificate period, each participant must submit a portfolio that contains (1) before and after leadership index summary reports, (2) six monthly summary report packages, (3) before and after personal development plans, and (4) an example of the daily dashboard that was created and used. The Excel file used to complete most of this work must also be submitted. This work is used to verify if all certificate requirements have been met prior to awarding the certificate itself.

**NOTE:** Virtual coaching will be provided by Kevin McManus over the six-month certificate period, as needed.

## Example HP Leadership Expectations

### Beliefs / Behaviors

- Adopt beliefs based on cooperation, respect, improvement, and learning
- Exhibits behaviors daily that are within the boundaries we have defined
- Take initiative in improving your part of our service system
- Use Covey's 'Seven Habits' as a foundation for personal improvement
- Maintain a 75% or better 'Leadership Index' score from your work group

### Tasks

- Conduct regular, effective work group meetings
- Prepare and issue a monthly performance progress summary
- Use performance measures to identify possible improvements
- Maintain an up-to-date Key Projects list
- Know your operating costs and how they impact company performance
- Ensure that your people have the skills for doing their jobs properly
- Complete other daily duties that are part of your job description
- Complete the activities that are part of your personal learning plan


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Two exercises are provided in the certificate package to help you develop the above two lists and your leadership index (see following page). The first exercise is designed to help you develop a list of behavior and task expectations for your leaders. The second exercise can be used to take these two lists, along with the mission, vision, values, and strategies of your organization, and create a leadership index of your own.

If you want to address the key cultural challenge of “leaders are measured more on what their people achieve than what they do themselves”, you must begin measuring your work team leaders differently. One key dimension of this expanded approach to measuring leadership effectiveness should involve some form of regular behavior consistency assessment.

The above list was actually developed when I was working as a Director of Quality at a trucking company. One of my key responsibilities involved helping this company make the shift towards a high performance work culture. We knew that we had to change the way each work team leader did their jobs, both from a task perspective and from a behavior perspective. We spent a good part of a morning coming up with these lists during one of our periodic leadership meetings, using an exercise I developed.

By doing this in a large group, we were able to get each leader involved in determining their future so to speak. We were also able to better test for consensus. Do these tasks and behaviors fit with what we want to be and where we want to go as a company? Involving our work team leaders in this manner also gave them more ownership in the lists that were developed, and in helping to create the lists, they were also committing to trying to meet the expectations we defined.

Note that the task expectations may be inconsistent with what you normally find in a manager's or supervisor's job description. Also, note that several of the task items listed (such as the project list, team meetings, and progress summary) can be used on a regular basis to help measure the degree to which each leader is contributing towards the company's efforts to reach higher levels of performance.

## What is a Leadership Index?

**My manager or supervisor ...**

1. Works with me to define the expectations of my job	SA (A) AD D SD
2. Helps us find ways to do our jobs better	SA A (AD) D SD
3. Is willing to spend time listening to my concerns	(SA) A AD D SD
4. Lets me know when I have done a good job	SA A AD (D) SD
5. Asks for my ideas about things affecting our work	SA A (AD) D SD
6. Treats me with respect and dignity	SA (A) AD D SD
7. Keeps me informed about things I need to know	(SA) A AD D SD
8. Lets me do my job without interfering	SA (A) AD D SD
9. Makes an effort to understand my point of view	SA A (AD) D SD
10. Keeps favoritism from being a problem in our workgroup	SA A AD (D) SD
11. Makes sure that continuous improvement is part of my daily job	SA A (AD) D SD

**LI = 45%**



- Which leaders should be measured with an index?
- What minimum score should be considered acceptable?
- How long should we tolerate 'poor performance'?

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High performance organizations use some form of leadership index, similar to the one shown above, to measure the behavioral consistency of each person who works in a leadership capacity. Notice how the different statements that make up the index address different aspects of a leader's role in a high performance organization. The actual wording and mix of these statements should mirror the organization's mission, vision, values, and strategies.

### Which work team leaders should be measured with an index?

If you want true behavior consistency across the organization, all work team leaders should be measured, even those at the top. If those people at the top are hesitant to be assessed in this manner, your first question should be "Why?" Their hesitancy might be telling you something.

Additionally, when you measure all leaders with the same index, the leadership performance from a behavior perspective of different leadership teams can be better gauged. The scores you obtain from an index such as this one can be easily aggregated. If you use the same set of statements for all leaders, comparisons can be made more easily.

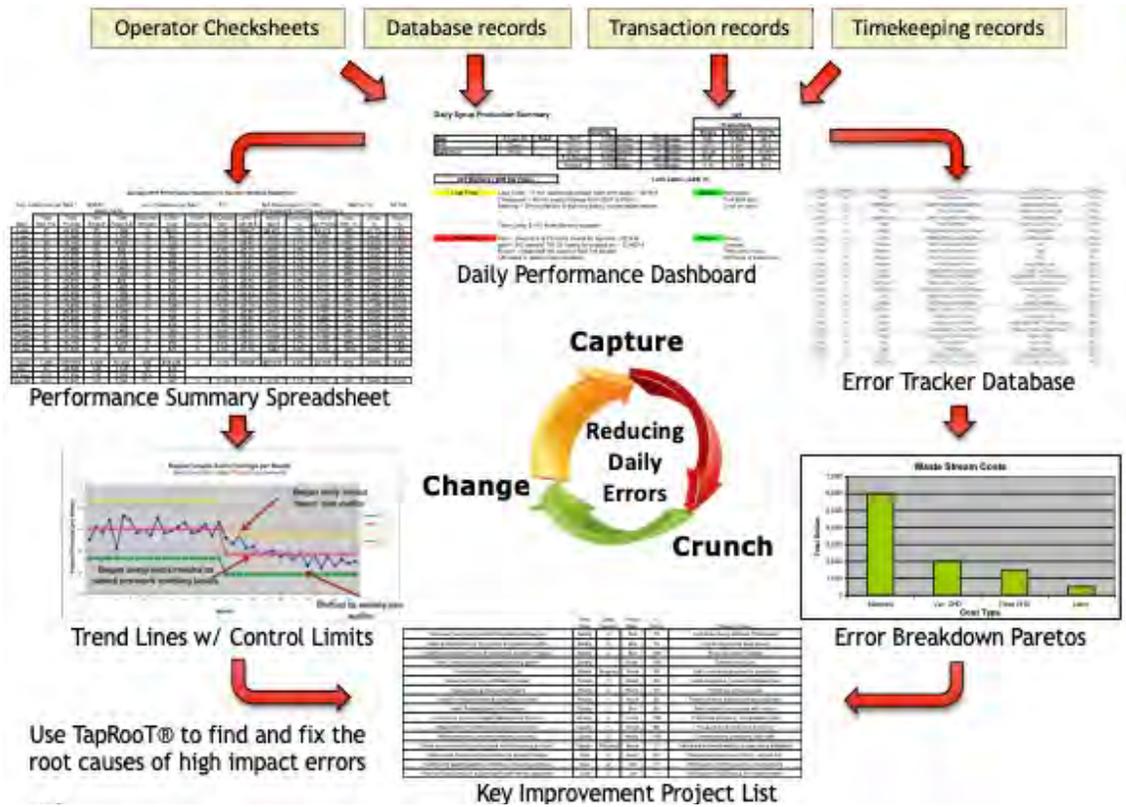
### What minimum score should be considered acceptable?

This index was modeled after one that FedEx uses. In the FedEx Survey-Feedback-Action process, all leaders are expected to achieve a minimum index score of 75% on a consistent basis. The first time a leader fails to meet this minimum, they are required to participate in additional leadership development activities to help address the low scoring areas.

If a work team leader fails to achieve this minimum score on a second survey, they can continue to work in the company, but not in a leadership capacity. This may sound harsh, but what is the impact of leadership inconsistency? What level of poor performance are you willing to tolerate?

### How long should we tolerate poor performance?

If your team, site, or company has high performance aspirations, you cannot afford to tolerate poor work team leader performance. Work team leader behaviors should represent a model that we expect others to follow. Like it or not, your people look to their leaders for examples of what is acceptable.



**All Processes Have Vital Signs!**



**Human Body**



**Dental Office**



**Food Plant**

- Heartbeats / minute
- Blood pressure
- Respirations / minute
- Body mass index
- Years of age

- Revenue / office hour
- Visits / office hour
- Complaints / M visits
- OOPs errors / M Visits
- Staff retention rate

- Pounds / minutes
- Cost / pound
- OSHA accident rate
- Non-conformance rate
- Retention rate

**A process scorecard shows the vital signs for that process  
(1-2 ratios per KPA)**

# Example Performance Summary Spreadsheet

**January 2006 Performance Summary for Injection Molding Department**

Avg. Labor Cost per Hour = \$12.50      Avg. Production per Day = 441      Std. Pounds per Hr. = 450      Mat'l \$ / # = \$0.140

Date	BASE DATA						PERFORMANCE RATIOS and LEVELS								
	Total Man-Hrs	Total Pounds	Total Scrap #	Total Rework #	Downtime Minutes	Labor Cost	OSHA Accidents	% Output Gain	Labor \$ per M #	Mat'l \$ Spent	Downtime %	Total \$ per Pound	Dept. Effy. %	Scrap %	Rework %
4-Jan	65	28,600	50	1,500	5	\$813	0	-0.2%	\$28.41	\$4,221	1.0%	\$0.176	98%	0.17%	5.0%
5-Jan	71	31,000	150	3,000	10	888	0	-1.0%	28.63	4,781	2.1%	0.183	97%	0.44%	8.8%
6-Jan	58	25,140	200	4,500	15	725	0	-1.7%	28.84	4,178	3.1%	0.195	96%	0.67%	15.1%
7-Jan	62	27,500	50	500	0	775	1	0.6%	28.18	3,927	0.0%	0.171	99%	0.18%	1.8%
8-Jan	63	27,200	250	750	10	788	0	-2.1%	28.95	3,948	2.1%	0.174	96%	0.89%	2.7%
11-Jan	71	31,240	125	2,700	20	888	0	-0.2%	28.41	4,769	4.2%	0.181	98%	0.37%	7.9%
12-Jan	59	25,960	175	1,400	10	738	0	-0.2%	28.41	3,855	2.1%	0.177	98%	0.64%	5.1%
13-Jan	60	25,400	300	7,500	25	750	0	-4.0%	29.53	4,648	5.2%	0.213	94%	0.90%	22.6%
14-Jan	66	29,510	75	600	5	825	1	1.4%	27.96	4,226	1.0%	0.171	99%	0.25%	2.0%
15-Jan	65	28,420	225	1,400	15	813	0	-0.9%	28.59	4,206	3.1%	0.177	97%	0.75%	4.7%
18-Jan	63	27,600	300	1,000	15	788	0	-0.7%	28.53	4,046	3.1%	0.175	97%	1.04%	3.5%
19-Jan	70	30,950	175	5,600	20	875	0	0.3%	28.27	5,142	4.2%	0.194	98%	0.48%	15.2%
20-Jan	59	24,800	450	8,500	35	738	0	-4.7%	29.74	4,725	7.3%	0.220	93%	1.33%	25.2%
21-Jan	62	26,830	250	4,300	5	775	2	-1.9%	28.89	4,393	1.0%	0.193	96%	0.80%	13.7%
22-Jan	63	27,460	100	6,500	0	788	0	-1.2%	28.68	4,768	0.0%	0.202	97%	0.29%	19.1%
25-Jan	67	29,700	25	1,250	0	838	0	0.5%	28.20	4,337	0.0%	0.174	99%	0.08%	4.0%
26-Jan	61	26,750	325	2,400	20	763	0	-0.6%	28.50	4,127	4.2%	0.183	97%	1.10%	8.1%
27-Jan	60	26,250	300	5,300	5	750	0	-0.8%	28.57	4,459	1.0%	0.198	97%	0.94%	16.6%
28-Jan	68	30,100	110	3,200	15	850	0	0.4%	28.24	4,677	3.1%	0.184	98%	0.33%	9.6%
29-Jan	70	31,500	25	500	0	875	0	2.0%	27.78	4,484	0.0%	0.170	100%	0.08%	1.6%
Totals	1,283	561,910	3,660	62,400	230	\$16,038	4	-0.7%	\$28.54	\$67,916	2.4%	\$0.185	97%	0.58%	9.9%
Avg.	64	28,096	183	3,120	12	813									
05 Avg.	65.5	27,904	193	3,200	13.5	825									
Jan '05	66.3	25,867	201	3,343	15.1	847	5	-11.5%	32.74	4,118	3.1%	0.192	87%	0.68%	11.4%

If each work team leader is required to improve those processes that he or she is responsible for, you will need to use a tool like the above example. I used the above example each day to monitor the number of process transactions that were completed in a given day, the cost of those transactions, and other key inputs and ratios that were associated with their execution.

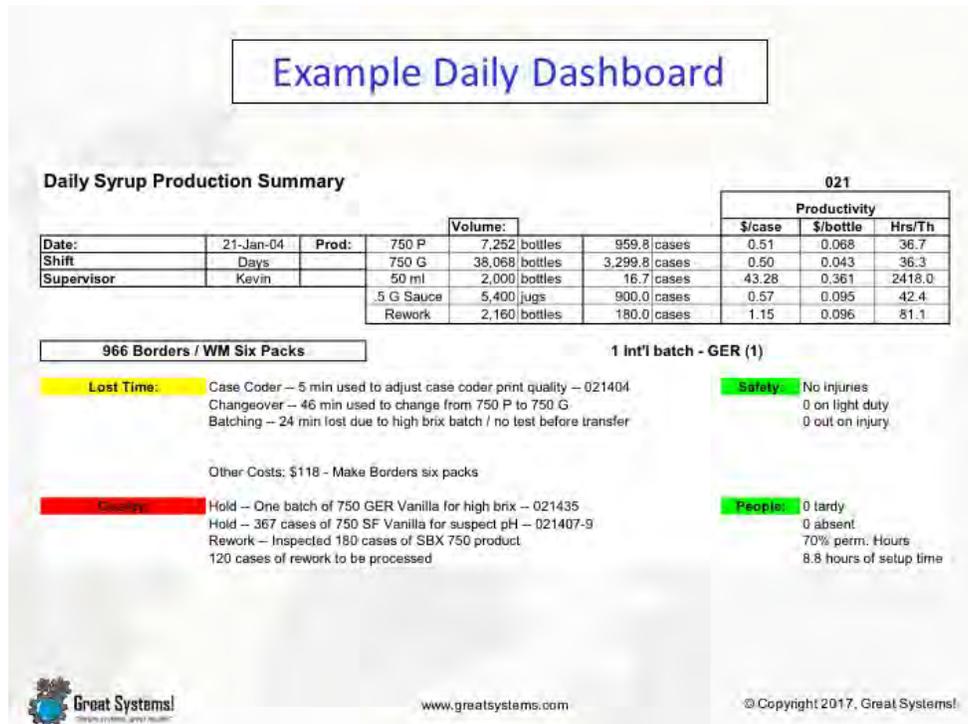
It may be the case that your processes don't go through multiple cycles in a shift or day. If that is true, you still need to use this tool, but you will only need to update the spreadsheet as each cycle is completed, instead of daily.

Because you capture this data in table form in a spreadsheet, you can easily trend and analyze it further. Charts can be constructed both for individual input or ratio trends, or to examine correlations that may exist between different numbers (such as rework and throughput rates). The goal of using this tool is to capture all of the key inputs associated with the execution of one or more process cycles. Once you have collected the inputs, you can create a variety of time-based, and cost-based, ratios that can help you better evaluate your process.

One of the mistakes we make in organizations relates to combining data from different processes together into one big number. This is what we do, for example, when we attempt to control labor costs by only looking at performance to budget on a monthly basis. When we are under budget, we relax. When we are over budget, we try to come up reasons why we are in this position. We also ask people to do a better job at cost control.

Unfortunately, we often look at a mix of performances from several processes when we evaluate our costs in this manner. In doing so, we mix good process performance with bad process performance. Because the processes are mixed, it is very difficult to target those processes that need our attention the most. It is also more difficult to recognize those work teams whose processes show meaningful improvement in the most recent month.

How do you analyze process performance? How do you truly know where your performance gaps and opportunities for improvement exist?



Providing balanced performance feedback on a daily basis is perhaps the best way to develop an improvement oriented work culture that focuses on all areas of importance. My experience has taught me that the phrase “No feedback, no motivation” makes a lot of sense. If people only get feedback specific to their daily contributions on a weekly, monthly, quarterly, or annual basis, they are relatively less motivated to improve. If a work team leader only provides feedback specific to a certain performance area, such as throughput, your people are less likely to consider safety, quality, or morale measures to be as important as the measures that are mentioned more often.

I used the above daily dashboard on a daily basis to provide my people with performance feedback in the areas of safety, quality, people, and cost. I updated this information each day, and I tried to present it in a manner that made it easy to read and understand. Both work team leaders and members would look at it and comment about it. My maintenance people would even give me feedback about the accuracy of certain downtime events I would list!

Some people had interest in the details, but others did not. Almost everyone would look at the colors though. They knew that a ‘four green’ day was a great thing to accomplish. They also learned over time how different waste incidents, such as downtime, absences, or quality problems, affected the larger production system – the process itself. Even though most of them knew if they had experienced a good day or not when they left the plant each night, the daily dashboard helped explain why the day did not go as well as one might have hoped for.

You can create a daily dashboard like this one for any process. If the process does not have a daily cycle, you may not be able to give people cycle time feedback each day. However, you can still let them know what the key waste events for the day were, what significant accomplishments occurred, and how the day’s performance compares with past performances.

A lot of organizations use the color code approach to reflect different levels of performance. Many approaches even consider the performance of a variety of process performance areas. Unfortunately, a much smaller percentage gives people daily feedback in a manner that helps identify key waste areas, inspires higher levels of performance, and helps to create positive work team culture shifts

## Example Waste Tracker Database

Date	Duration	Location	Waste Incident	Action Taken	Product
1-Oct	12	Filler	Filler overflowed	Adjust probes / clean up	750 G
1-Oct	14	Bottle Coder	Coder not printing consistently	Adjust coder setup	750 G
2-Oct	8	Filler	Filler overflowed	Adjust probes / clean up	750 G
2-Oct	5	Bottle Coder	Coder not printing consistently	Adjust coder setup	750 G
3-Oct	9	Filler	Filler overflowed	Adjust probes / clean up	750 G
3-Oct	8	Capper	Cap grippers need to be changed	Change gripper	750 G
3-Oct	7	Line	Broken bottle on accumulator	Clean up mess	750 G
4-Oct	17	Naturals	Wait time between naturals	Wait	750 G
4-Oct	19	Naturals	Wait time between naturals	Wait	750 G
4-Oct	28	Naturals	Wait time between naturals	Wait	750 G
4-Oct	40	Naturals	Low brix naturals batch	Recirculate / wait	750 G
4-Oct	11	Line	Broken bottle on accumulator	Clean up mess	750 G
8-Oct	15	Capper	Missing caps on bottles	Adjust capper - first two batches	750 G
8-Oct	15	Box Coder	Setup problems - int'l cases	Improve coder setup process	750 G
8-Oct	10	Box Coder	Resetup to run 20 more GDR cases	Resetup box coder	750 G
8-Oct	8	Line	Broken bottle on accumulator	Clean up mess	750 G
8-Oct	33	Labeler	XYZ back panel problems	Adjust 2nd labeler	750 G
9-Oct	10	Box coder	Setup problems - int'l cases	Improve coder setup process	750 G
9-Oct	10	Capper	Missing caps on bottles	Adjust capper #4	750 G
9-Oct	8	Capper	Missing caps on bottles	Adjust capper #6 - change gripper	750 G
9-Oct	14	Labeler	Flag problems w/ Alpha label	Adjust photoeye / label slower	750 G
10-Oct	16	Capper	Missing caps / bottle vibration	Adjust timing	187 G
10-Oct	28	Filler	Stuck limit switch	Fix limit switch	187 G
10-Oct	5	Filler	Bottle spills	Clean up line	187 G
11-Oct	20	Labeler	Wrinkles w/ Kava labels	Slow down line to correct	750 G
11-Oct	7	Box Coder	Switch from Kava to Taiwan	Improve coder setup process	750 G
11-Oct	21	Filler	Drive chain broke	Fix drive chain	750 G
11-Oct	10	Labeler	Wrinkled labels	Stop to peel labels and adjust	750 G
11-Oct	7	Labeler	Wrinkled labels	Stop to peel labels and adjust	750 G
11-Oct	7	Line	Broken bottle on accumulator	Clean up mess	750 G



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Before computers, it was a lot more difficult to capture and analyze the key waste events for a given process on a regular basis. However, we now have spreadsheets and databases that most people can use to easily capture and analyze those key errors and defects that result in time or financial waste. I have used waste incident databases similar to the downtime example shown above to reduce downtime, rework levels, product waste, late deliveries, customer complaints, and freight claims.

This tool is easy to use, but you must commit to the daily capture of your 5-10 key waste events each day. For example, most organizations do a pretty good job of this when it comes to looking at injuries for example. It is rarely the case where each work team leader can show you a similar database for each work process they own. What types of waste tracking databases do you use in your organization? How do you use them to make improvements in all key performance areas, such as safety, quality, people, and cost?

Once you have set up the database and made the commitment to capture your key waste incidents each day, you can use trend and Pareto analysis to identify high leverage waste areas. By using the sorting, query, and graphing functions that are common to software packages like Excel and Access, you can easily produce charts that visually show you where your problem areas are.

It is key that you take the time to create the trend charts. Look at the above example which is only sorted by date. Can you easily spot where the problem areas are? What degree of loss does this process experience each day?

Additionally, we often fail to recognize how significant a problem is until we analyze the frequency with which it occurs and the duration of the occurrences. Instead, we grow complacent. We begin to accept our process waste as just being the way things are.

## Example Key Project Database



	Perf. Area	Compl. Quarter	Person Resp.	% Comp.	Status To-Date
Purchase / begin using outside flammables storage unit	Safety	3	Bob	75	Permits are being obtained / POs issued
Reduce decibel level in filling room and operations office	Safety	4	Bob	75	Capital request has been issued
Install barrier posts in front of transformer by Spec. Projects	Safety	2	Bob	100	Posts have been installed
Install / begin using bulk sugar dispensing system	Safety	1	Brian	100	System now in use
Provide monthly safety training	Safety	Ongoing	Kevin	50	Draft curriculum proposed to committee
Implement training certification process	People	1	Kevin	65	Drafts completed - prepare notebooks next
Create personal development plans	People	2	Kevin	35	Will follow annual reviews
Install formal performance recognition process	People	1	Kevin	60	Team formed to address company approach
Install finished goods bottle washer	Quality	1	Bob	95	Need depends on success with suction
Continue to improve Supplier Management Process	Quality	2	Collin	100	First phase complete - will reassess in Q4
Obtain HACCP certification for second syrup line	Quality	1	Victor	80	Pre-audit conducted - lots to do now
Make changes to improve inventory accuracy	Quality	2	Kevin	100	Committee has completed initial work
Make improvements to reduce back order frequency and cost	Quality	Ongoing	Kevin	0	Trends are reviewed weekly / causes being addressed
Define quick changeover procedures for product changes	Cost	2	Kevin	60	Changeovers now a team effort - not just mtc
Install fourth packing station / additional conveyors and taper	Cost	2	Bob	H	Will be part of 2006 syrup line improvements
Improve functionality of accumulation table before capsulator	Cost	3	Jim	H	Will be part of 2006 syrup line improvements

- What are the advantages of using one central idea database?
- How can people contribute ideas to the database?
- Which groups should have access to the database?



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In this example, an Excel spreadsheet was used to capture the possible improvement ideas that exist. Please note that this is simply an example. The actual list was much longer. It included both projects that had been assigned a 'Hold' status (for future development) and projects that were considered, but dropped for one reason or another. This example is provided in its existing form to help you better visualize the types of features that such a database would have if you chose to use this approach in your workplace or organization.

In a high-performance workplace, every work team leader can produce such a list for both the projects that have not been considered or completed yet, as well as those that have. The use of a central database helps keep all possible improvements together for the site or organization. This in turn enables leaders to more effectively allocate limited resources. It also serves as a vehicle that lets each employee know what is being worked on and scheduled for future development.

Process-specific lists are posted in each work group's work area. Each work group member knows how to get an idea added to the list if they think of one. They also recognize that they must do more than simply suggest an idea.

In most cases, the idea submitter is expected to identify which performance areas will be impacted, how the idea meshes with the organization's strategies, and what type of ballpark costs are involved. They are also often expected to participate in the idea's development, should it be selected for implementation.

Another key feature of this example is the "Percent Complete" column. By using this column, leaders and team members can compare project lists over time and observe the degree of progress that has been made. This simple addition to the table can also go a long way towards demonstrating project development skill proficiency and project leader accountability.

## Example Personal Development Plan

Learning Activity	Time to be Invested	Expected Benefits	Progress Measures	Learning Avenues	Completion Dates
Acquire a basic understanding of statistical process control tools and how I can use them to improve product quality	* 2 day course * 10 hrs. Reading * 1 hr/week to analyze process	* Able to explain concepts to team * Reduce variation in key process	* Attend course * Read book * Analysis report	* In-house course * Self study * Skill practice	* Jan '05 * Feb '05 * Apr '05
Learn to be a better coach and use these skills in helping others develop their personal development plans	* 3 day course * 1 hr/wk for software * 4 hrs per plan	* Help team members improve themselves and the team * Personal improvement	* Attend course * Read book * Analysis report	* In-house course * Self study * Skill practice	* May '05 * Jul '05 * Sep '05
Gain a basic understanding of procedure writing and how procedures can be used to help standardize work activities	* 5 hrs. reading * 5 hours per procedure	* Improve process consistency * Reduce process waste	* Read book * Complete 3 procedures	* Self study * Skill practice	* Jun '05 * Jul '05
Become proficient in the use of Excel spreadsheet software and use it for process analysis	* 5 hrs for video * 5 hrs for exercise * 1 hr/week to analyze process	* Reduce time needed to graph * Teach others about process	* Watch video * Do 3 exercises * Analysis report	* Self study * Skill practice	* Feb '05 * Apr '05 * Jun '05
Improve my ability to build relationships with others in my work group	* 2 day course * 10 hrs. reading	* Improve ability to work with peers and impact team effectiveness	* Attend course * Read book	* External course * Self study * Skill practice	* Oct '05 * Nov '05



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In a high performance workplace, every employee has a personal development plan. This plan might be as basic as the example shown above, or it might be more in-depth and cover several years. Unfortunately, too many organizations limit their definitions of personal learning expectations to the four or so inches of space at the end of the annual performance review form.

It is also often the case that these 'learning needs' are defined only in a general sense. No link to specific courses that are available is made. Do you have a personal development plan? If you do, does it define what you specifically need to learn in the coming year?

In this example plan, the employee is expected to make improvements in five key skill areas. For each of these areas, links are made to the different learning avenues, such as self-study, course participation, and skill practice, to use in developing each skill. The expected benefits of learning each skill are also defined. Finally, completion dates have been set for each of the different learning action items.

The organization's training curriculum, competency matrices, and certification process serve as menus for defining the possible skills to learn. Each employee works with their supervisor or team leader on at least annual basis to review these menus against their personal improvement needs. They work together to develop a list of skills that need to be learned in the short term (the next year).

Once the skills have been defined, they work to complete the plan, First, they define which learning avenues will be used to acquire the skills. Completion dates are then set that are not in conflict with each other.

By rolling all of the individual development plans up into a composite list, the training plan for the organization can be created. This is basically how a high-performance training work system works. How effectively does your learning management system develop work team leaders?



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If you like this workshop, you also might enjoy my books -  
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Don't see participating in this certificate process as the only opportunity you have to learn more about how to make the shift to a high-performance work culture or create high performance work systems. I welcome your questions, thoughts, and suggestions via e-mail, message, or text. If you want to make the contact even more personal, feel free to give me a phone call. If you message me, I will almost always be able to get back to you within 24 hours, if not on the same day.

I would also be quite happy to visit your workplace and meet with you virtually. As you may have guessed, I do offer workshops on this topic. These workshops are designed to help you use the tools I present in my different workbooks. Their primary focus is to help you develop the capability and redesign your work systems and begin to shift to a high-performance work culture.

Also, please consider visiting my website on a regular basis. I currently add 3 to 5 new pages to the website each month. In the future, my goal is to make updates on a weekly basis.

On the Great Systems! website you will find over 100 pages of ideas, tools, and commentaries about high performance work systems. Many visitors find things on the website that they can immediately begin using to improve one or more aspects of their team's, site's, or company's performance. There's no need to invest anything more than their own personal time – no consulting fees are involved with spending time at the website!

Please take the time to visit the TapRoot® website as well. I feel that the TapRoot® root cause analysis process is the best approach out there for finding the true causes of any type of human performance or equipment problem. In turn, the process serves as a key way to fix problems and keep them from coming back. I spend a lot of time teaching people how to use the TapRoot® analysis process. I have no qualms in telling you that there is no way that I would spend my time in this manner, or promote this approach in general, if I was not convinced of its value.

Finally, give some consideration to applying for the Malcolm Baldrige Quality Award at either the state or the national level. The feedback you receive through the assessment process can be invaluable. It can also help validate the successes I expect that you will have if you choose to improve your work systems.