

Welcome to . . .



New Mindset:
Getting Employees Fired Up
About Company Problem
Solving

Strategies for Developing Strategic Thinking and Problem Solving Competencies in those on the Front Line



Jeff Russell, Co-Director



**Quality is impossible if people
are afraid to tell the truth.**

– W. Edwards Deming

Our Learning Agenda . . .

1. Describe why employee involvement in company problem solving is critical to your company's quality and productivity goals.
2. Identify barriers to employee involvement in problem solving.
3. Demonstrate at least three simple techniques for getting employees fired up about company problem solving.

The Value of Employee Involvement in PSDM . . .

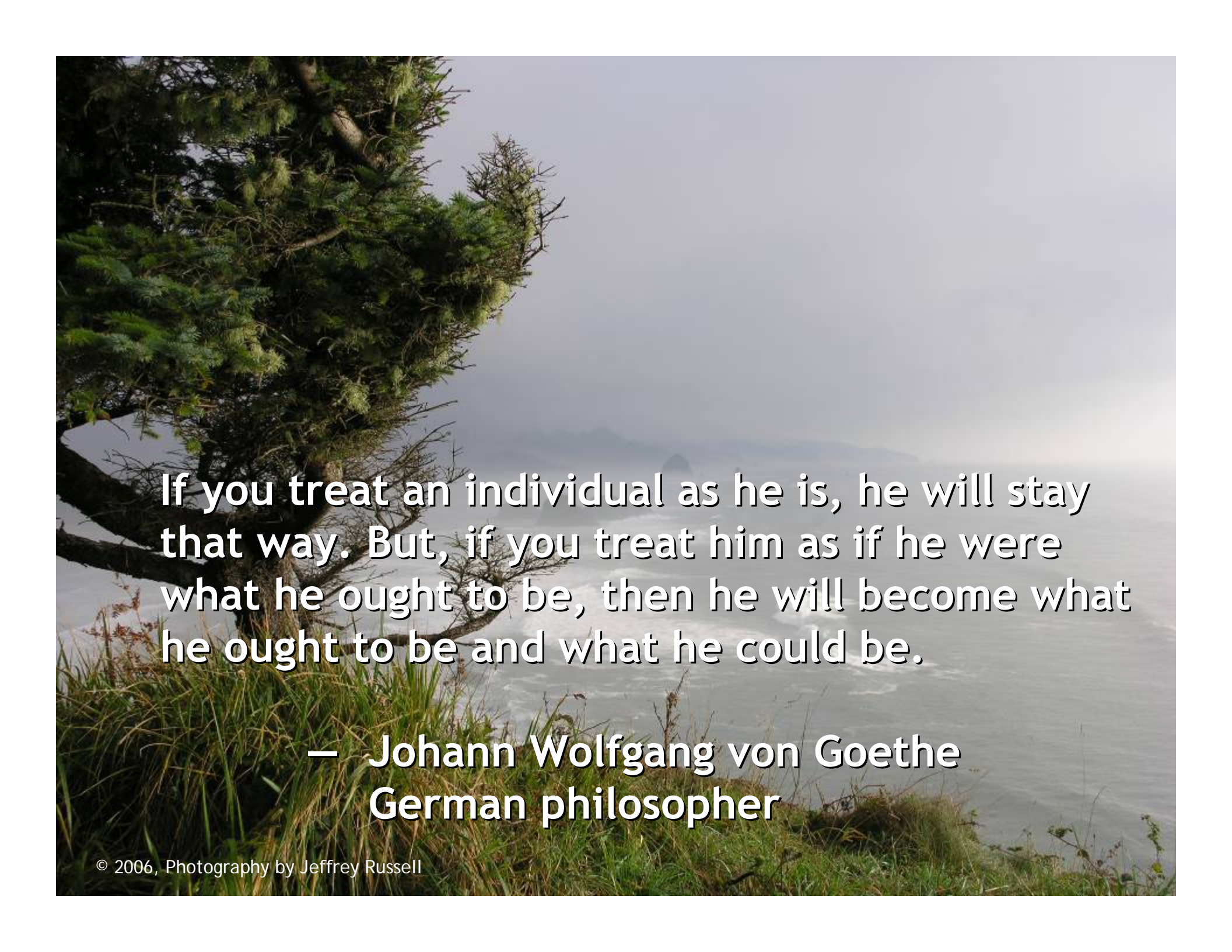
What are the benefits of employee involvement in company problem solving and decision making?

- To the company?
- For customers?
- To supervisors and managers?
- To employees themselves?

The Benefits of Employee Involvement in PSDM . . .

Employee involvement in PSDM makes sense because . . .

- They are closest to where the action is
- They tend to know the areas of greatest pain for themselves and for the customer
- They have a vested interest in making the job go easier
- They want to feel good about the work that they do . . . that it makes a difference
- It builds greater employee job ownership and job engagement (employees who are involved in designing their own jobs tend to see the connection between their work and the company vision/purpose)
- Employees who are more job engaged tend to work harder and with greater commitment
- Job engaged employees tend to be more productive, exhibit greater pride in their work, and stay with the company longer

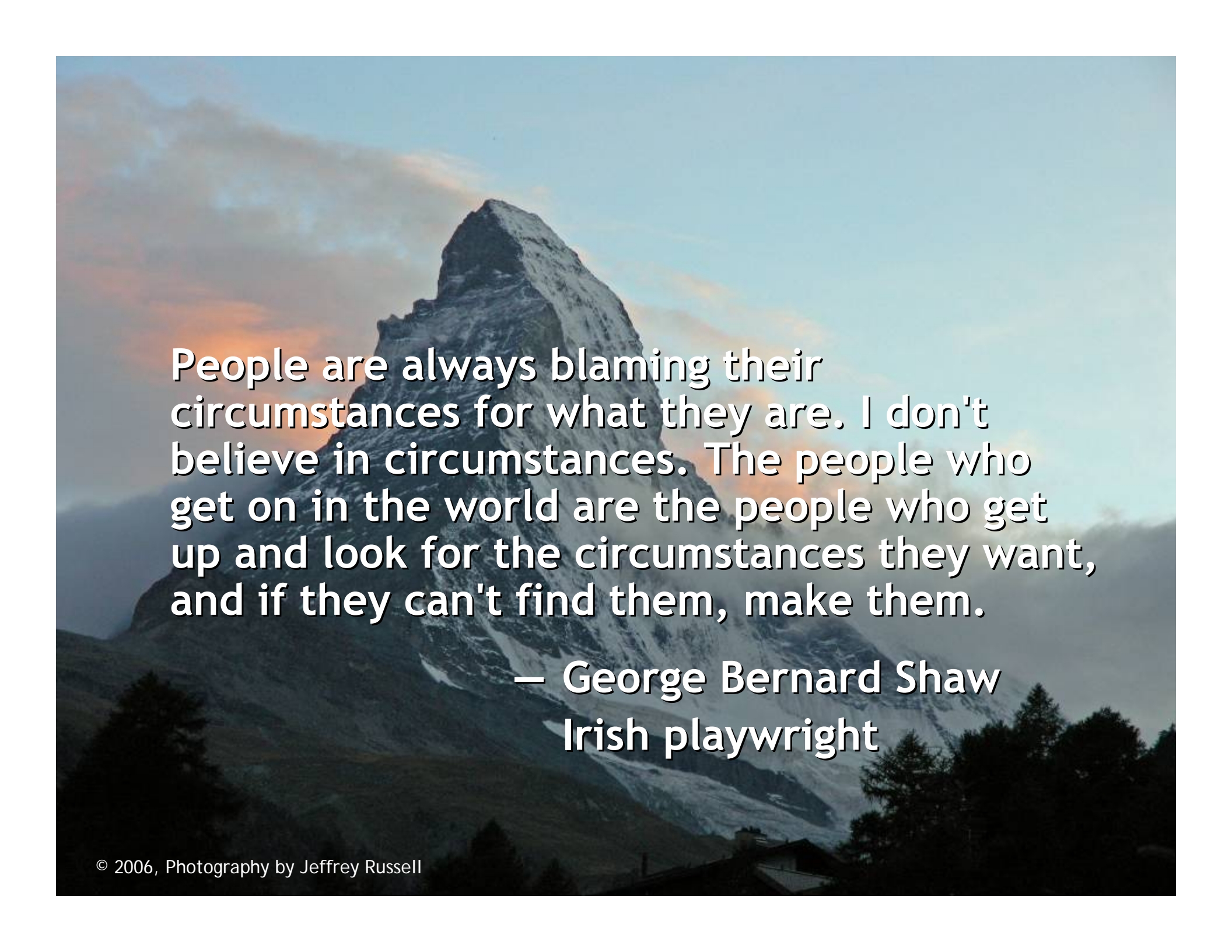


If you treat an individual as he is, he will stay that way. But, if you treat him as if he were what he ought to be, then he will become what he ought to be and what he could be.

— Johann Wolfgang von Goethe
German philosopher

Firing Up Employee Involvement

- Give employees a ***compelling reason*** to be involved PSDM (*aspiration or desperation!*)
- **Make it easy** for them (provide them simple tools to use)
- Involve them in **issues that matter**, that they care about
- ***Listen to and act on the ideas employees offer*** – or give people a reason why the company can't
- ***Provide incentives*** – celebrate and reward employee ideas and contributions



People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in the world are the people who get up and look for the circumstances they want, and if they can't find them, make them.

— George Bernard Shaw
Irish playwright

Simple Tools for Employee Involvement . . .

- Brainstorming
- Nominal Group Technique
- Force Field Analysis
- Exploring Customer Likes/Dislikes
- Cause→Effect Diagram
- Affinity Diagram

Brainstorming

- Most misunderstood and misused tool
- The process is carefully *managed* to ensure a good process – leading to a good outcome
- Tip: Ensure a clear focus for the brainstorming and review the *principles* to guide brainstorming *before* beginning

Brainstorming Principles

1. **Go for *quantity*.** The way to end up with a good idea is to have *lots* of ideas to start with.
2. **Share ideas in headlines;** short and snappy responses are preferred.
3. **Don't judge, argue over, criticize, praise, or evaluate the ideas** as they are offered (there will be time enough for evaluation later).
4. **Build on or combine** each other's ideas.
5. **Wild, off-the-wall, and humorous ideas** help stimulate creative thinking.
6. **Everyone is encouraged to participate**—but silence is okay too.

Two Approaches to Brainstorming

- **Unstructured** – Individuals contribute ideas at any time and the facilitator records the ideas as quickly as possible as the ideas are generated.
- **Structured** – Individuals silently develop their ideas on their own, developing a written list in response to the issue/challenge/problem. Facilitator guides “reporting out” and subsequent discussion

Customer Likes/Dislikes Diagram

- **Puts employees in the “customers” shoes** – helps them see the results of their work and how it affects customers
- **Reveals how much employees know about the customer’s experience** with the product or service
- **Helps identify both *strengths* and *areas for improvement*** – and leads to an action plan for delivering the “likes” and reducing the “dislikes”

Service: **Fast Food Restaurant**

Customer Likes

Customer Dislikes

Force Field Analysis . . .





The Present



The Ideal



(+) Driving Forces   Restraining Forces (-)

Feel better



I'm too old

Look better



It's cold out there!
(winter in Wisconsin!)

Sick less often



I don't have the
right clothes

Wear clothes longer



Requires too much time

Attend H.S. reunion
with pride . . .

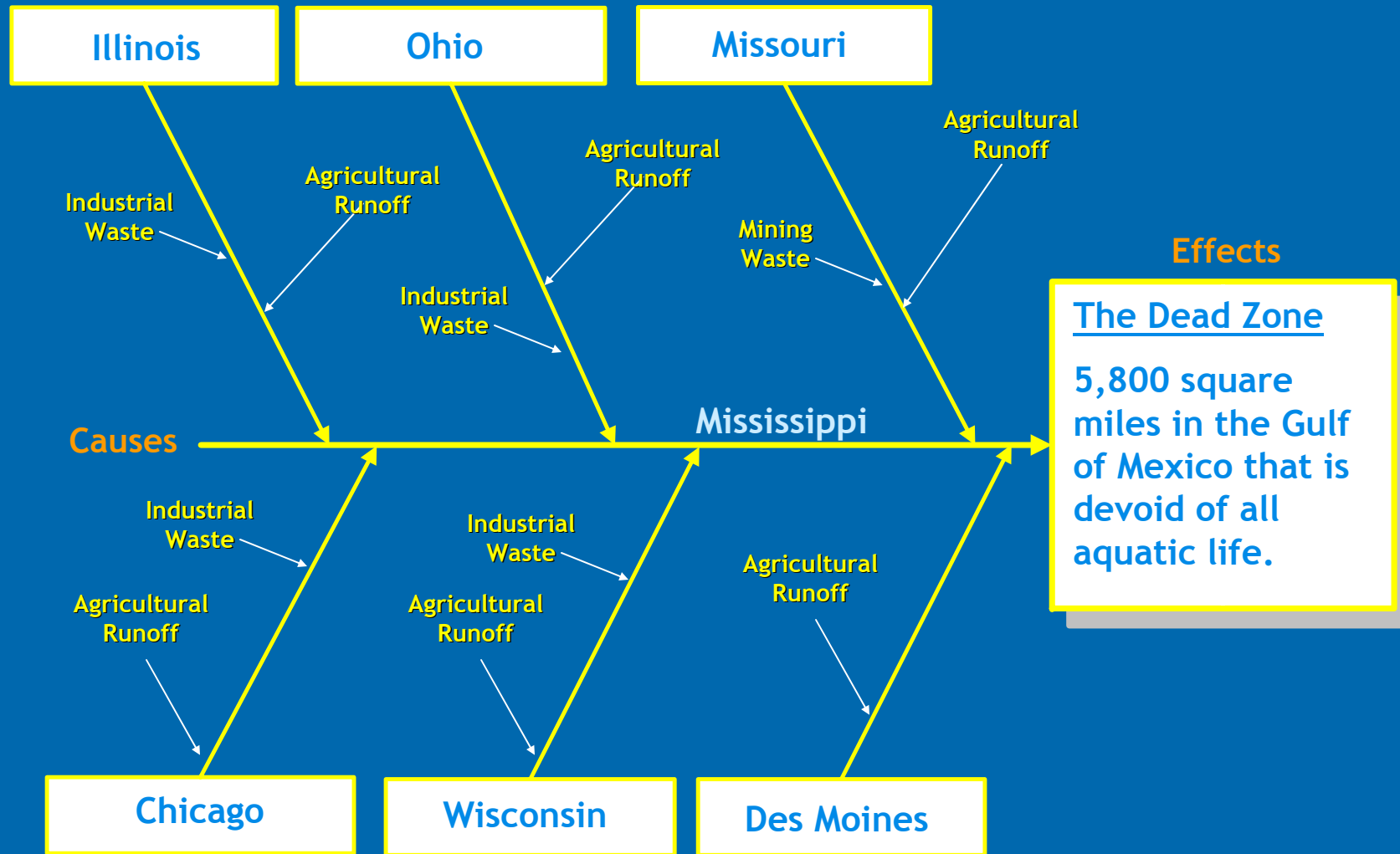


I could
really hurt
myself

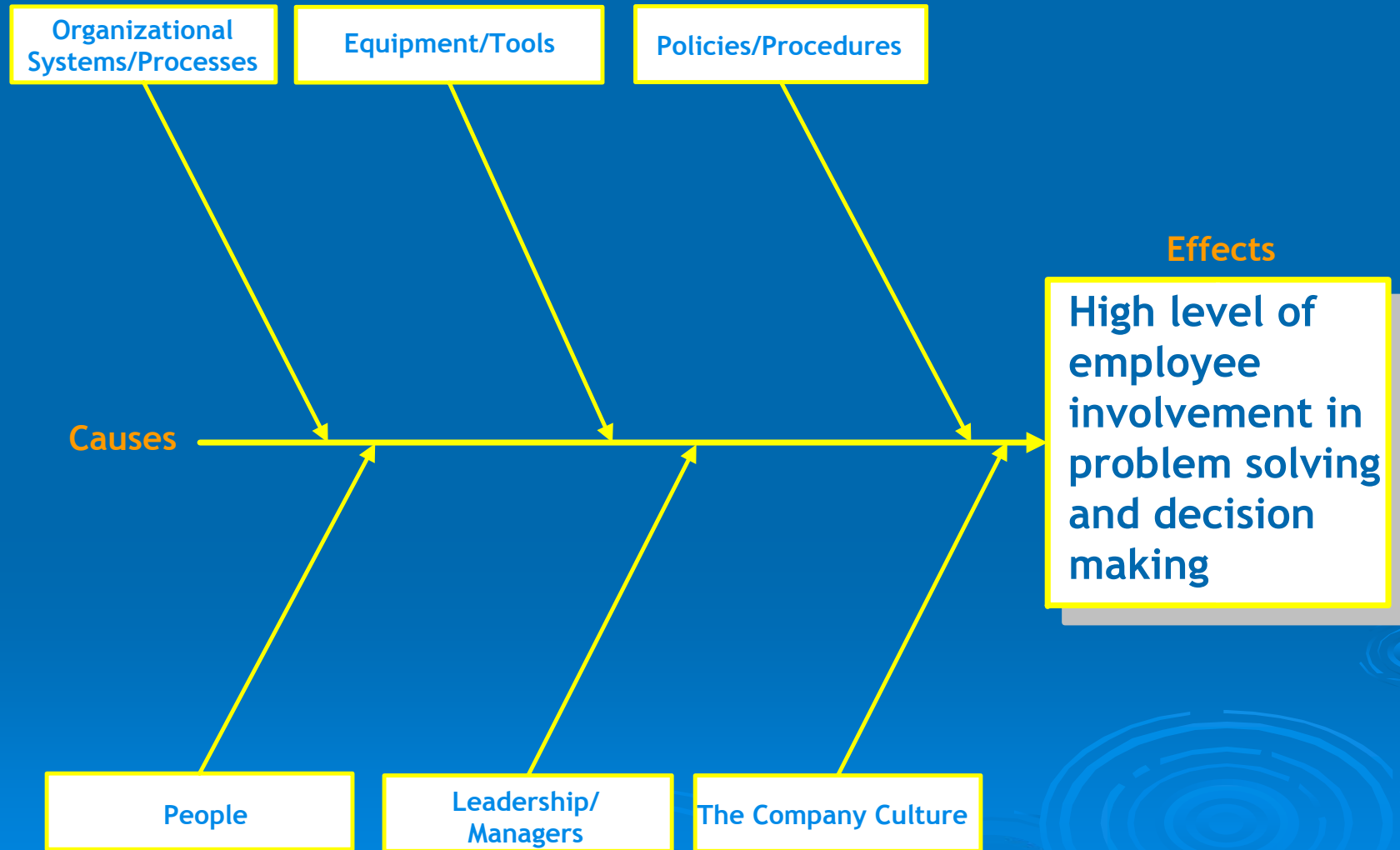
Status Quo



Cause → Effect Diagram




Cause→Effect Diagram





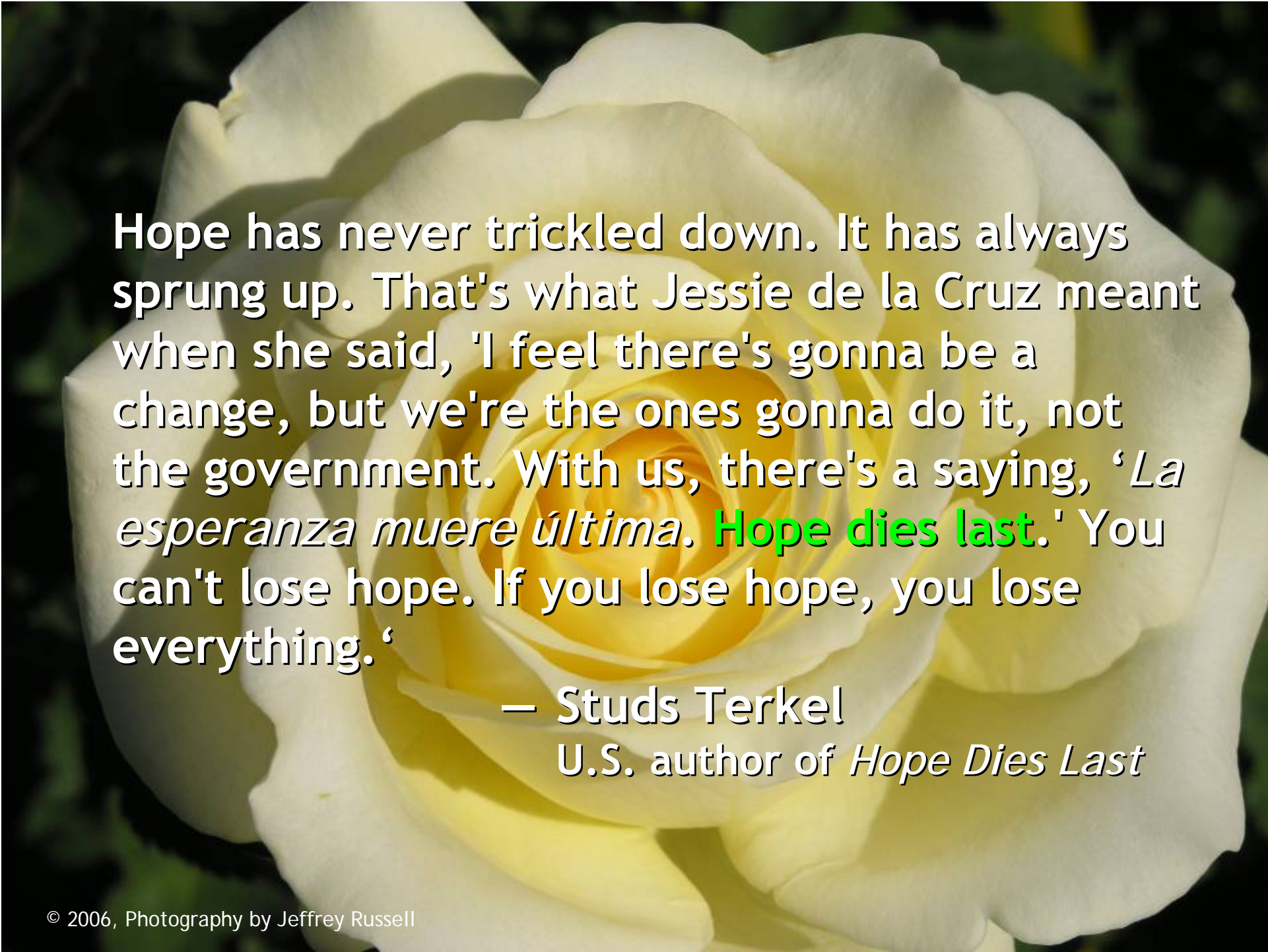
No problem is so large or complex that it
can't be run away from.

— Charles M. Schulz
Charlie Brown in "Peanuts"



I arise in the morning torn between a
desire to improve (or save) the world and a
desire to enjoy (or savor) the world. This
makes it hard to plan the day.

— E. B. White
U.S. author



Hope has never trickled down. It has always sprung up. That's what Jessie de la Cruz meant when she said, 'I feel there's gonna be a change, but we're the ones gonna do it, not the government. With us, there's a saying, '*La esperanza muere última*. **Hope dies last.**' You can't lose hope. If you lose hope, you lose everything.'

— Studs Terkel
U.S. author of *Hope Dies Last*

Thank You!!

- Please complete the workshop evaluation.
- Good luck with involving the front line in company problem solving and decision making!



For a copy of the PowerPoint presentation from this morning, visit Russell Consulting Online: www.RussellConsultingInc.com

[available after 5/15/2006]