

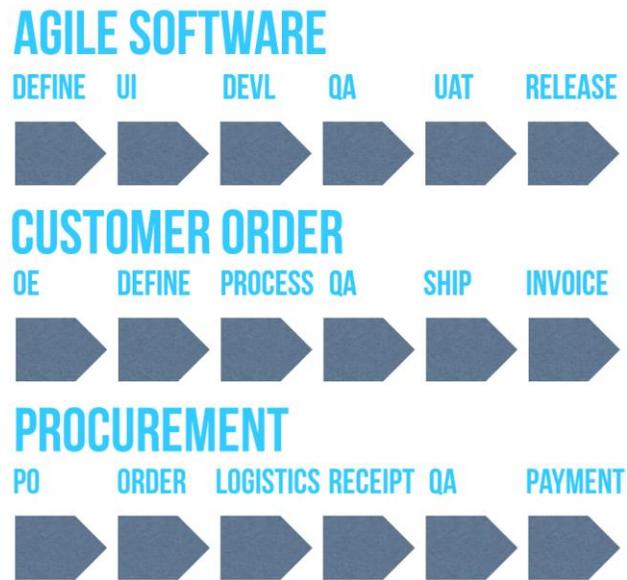
Evaluate: 3 of 3 Reinvent Essentials - A Manager's Leadership Framework

3. Evaluate

CFOs are reviewing areas to ensure lean operations are ready for the new economy. High performers want their teams to be battle-ready for success. Our reinvention framework lets you rock any review, engage performers, and demonstrate leadership.

Start with Your Key Process

Most organizations, no matter what they do, deliver value through a sequence of process steps:



Map Steps

Quickly map out the process steps. This is only an hour discussion when done well and once defined:

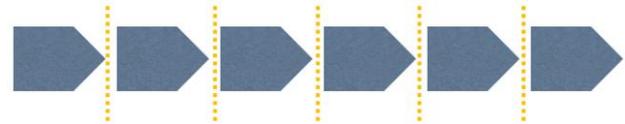
Test Assumptions @ Each Step

1. **Who** – Verify that at each step individuals know what to do, whether backup personnel are available, and whether cross-training is needed.
2. **What** – Is there an objective definition of the actions required and what is produced? We will get the required information in a moment.
3. **When** – What is the typical sequence within each step, how long should each step take, and what duration is typical? Can steps be completed out of sequence? E.g. in parallel to shrink cycle time.
4. **Where** – ‘Where’ has probably been adjusted due to Covid-19. What flexibility exists/step?

Audit Information @ Each Step

Nothing can damage an organization's productivity, morale, customer relationships, and financial performance more than assumptions and transfers of vague, inaccurate information between steps.

1. **Gate each step** – Visualize a ‘backyard-style’ gate between steps. Now passage to the next step comes only when prior steps have completed what is required and it is available and useable.



2. **Define Required Information/Actions** – Each step defines what pieces of information (and preferred format) are required to do their job perfectly the first time without any assumption and with perfect clarity.
3. **Modify Upstream Steps** – Adjust upstream process steps so they clearly deliver information needed by downstream steps. Formalize revised activities for each step and start them.
4. **Steps Sign Off** – Each step reviews how prior steps will now deliver and when. Once agreed as satisfactory, each step signs off.

Incredible Boost to Morale and Performance

These small steps only take a few meetings over a few weeks. This tiny outlay has a massive impact!

I did **Evaluate** in a telecommunications/networking company that was losing money before I arrived. After four meetings the ordering starting profile went from 1.5 to 4 pages of checklists. For the first time in the company's history everything they needed to do a perfect job was there at the beginning. Each step gained esteem because the entire process knew about their requirements, why they needed their information, and when. Inter-function frustrations and arguments ceased. Every install was error-free, timely. Reviews were great and profits matched. It became a fun place to work. All from a few meetings over a few weeks.