

Empowering Teams Through Collective Problem Solving

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Suggestion System

- ▶ Who here has/has had a suggestion system or similar process?
- ▶ What are/were your frustrations with the process?



“But to be truly **excellent** in any aspect of performance - **efficiency, customer service, delivery, cost**, or just the **ability to execute** - you have to be able to capture and implement large numbers of employee ideas.”

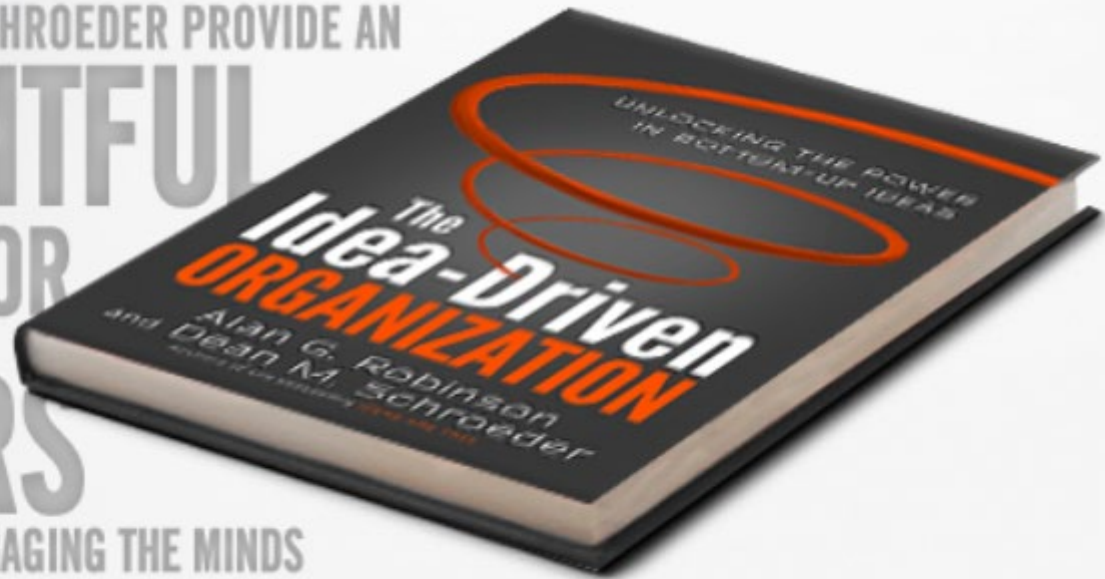
-Alan Robinson



THE MANAGEMENT SYSTEMS
IN MOST ORGANIZATIONS
ARE SERIOUSLY MISALIGNED FOR
BOTTOM-UP IDEAS.

The Problem - A Gap!

“ ROBINSON AND SCHROEDER PROVIDE AN
**INSIGHTFUL
GUIDE FOR
LEADERS**



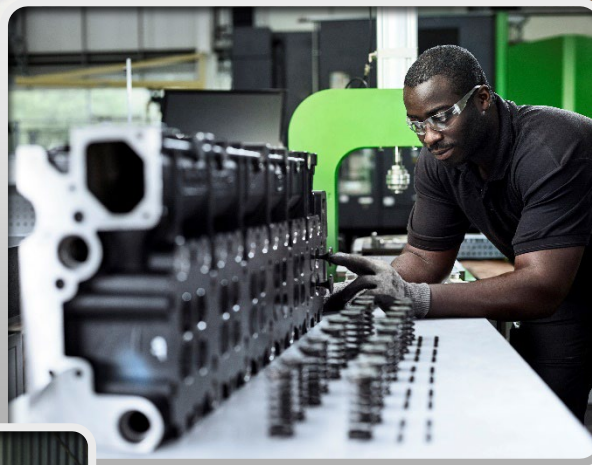
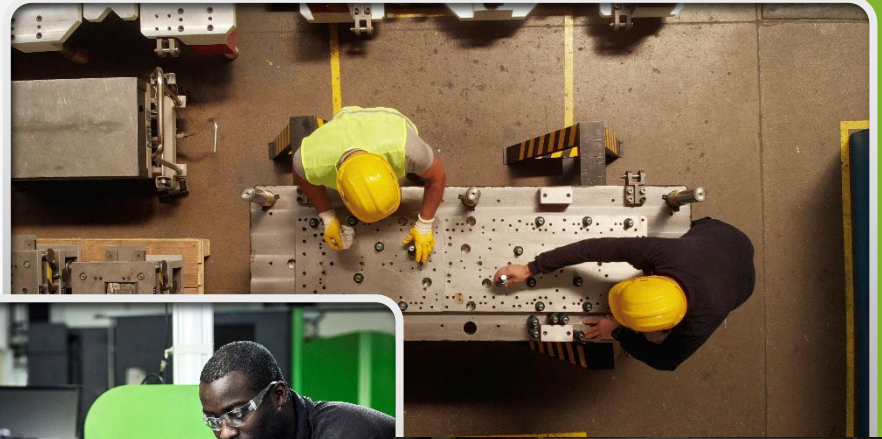
WHO ARE VESTED IN ENGAGING THE MINDS
OF THEIR FRONT-LINE EMPLOYEES.” —KEVIN S. CRUTCHFIELD, CHAIRMAN AND CEO, ALPHA NATURAL RESOURCES

**You have to align the organization for
IDEAS.**

Outline

- ▶ Consider the need for collective problem solving
- ▶ Explore one successful system
- ▶ Review the process for an idea system
- ▶ Understand key steps for success

Why?



One Option for Empowerment

▶ Build an Idea Systems Process for ALL employees

- ▶ Collect ideas/problems to be addressed
- ▶ Display for all to see
- ▶ Determine the order of ideas/problems to solve
- ▶ Schedule time to work together
- ▶ Hold each other accountable for actions



Elements of an Idea System Process

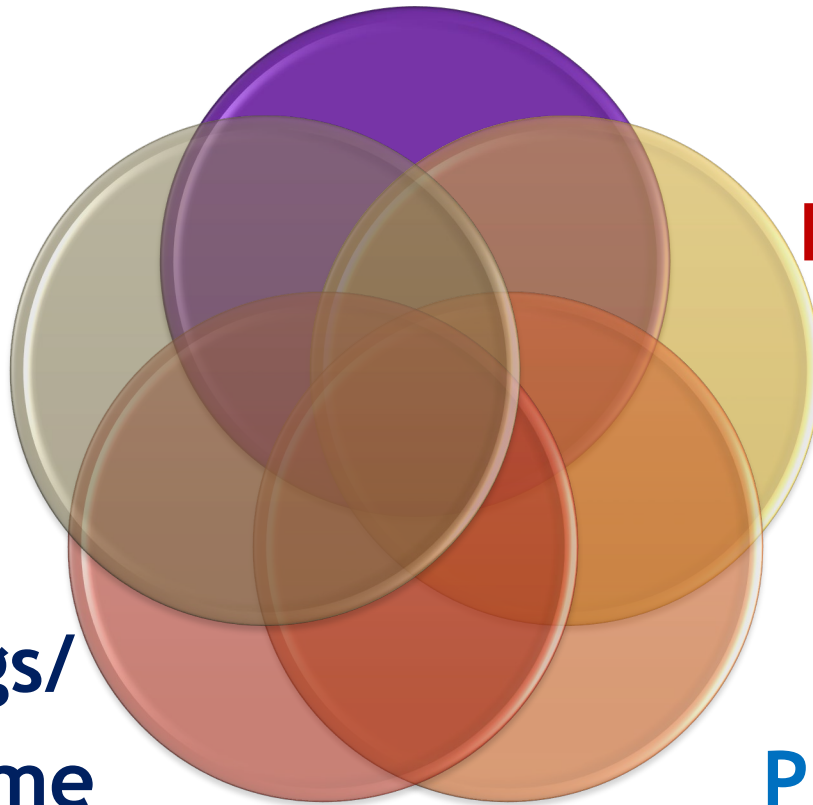
Leadership

Methods

Employees

**Meetings/
Work Time**

**Ideas/
Problems**



Leadership

Communicate for buy-in

- Steering team

Training

- Facilitators
- Team members

Time

- To train teams
- To hold idea board meetings
- To work on ideas

Resources to implement ideas

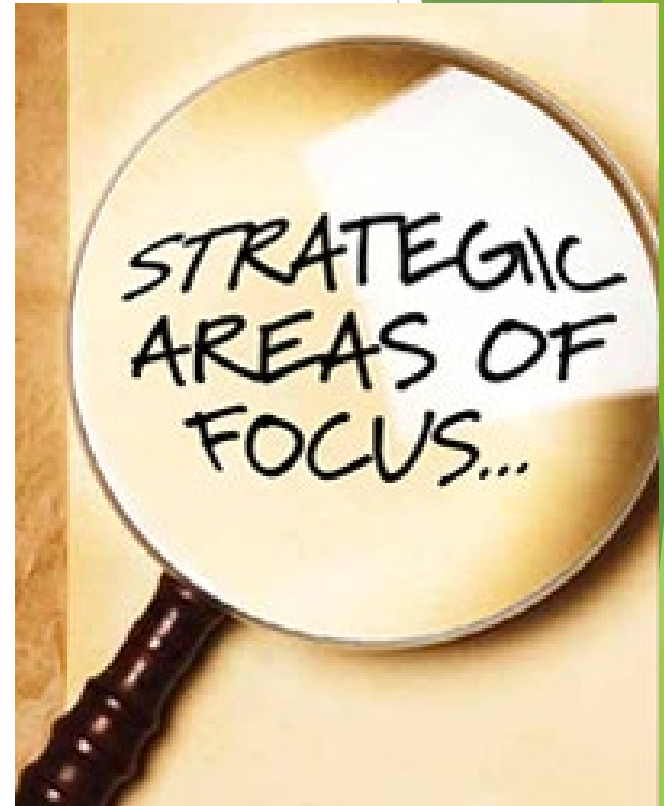
- “No questions” funds
- Escalations
- Celebrations

Oversight - Steering Team Questions

- ▶ Do focus areas align with strategy?
- ▶ Where will we have boards?
- ▶ What will happen at meetings?
- ▶ When will meetings be held?
- ▶ What training will we offer?
- ▶ What kinds of updates will we provide?
- ▶ What budget will we have for celebrations?
- ▶ What lessons are we learning?

Idea System: Focus Areas

- ▶ Align focus areas with strategic direction
- ▶ Focus Areas are flexible/changeable



Idea Boards: Focus Areas

	Efficiency	Superior Value	Superior Customer Service	Customer Retention	Market Penetration	Ad Sales
Press Room	Efficiency	In register	Quality	Quality	Quality	Quality (Ads)
	Makeready	Collated properly	Right labels	On time delivery	On time delivery	Samples
	Runs per hour	Quality	Quantities	Turnaround time	Efficiency	Inserts of mktg mat'l
	Counters	On time - to customer	Packing		Turnaround time	
		On-time out of here	Communication		Packing	
		Less expedited shipping	Job organization		Quantities	
		Shipping notifications	Expediting		Samples/process	
		Matching color to sample	Delivery		Saves/process	
		Downtime			Internal customer printing	
					Non-recurring printing	
					Retail printing	

Focus Areas:

- Quality
- Delivery
- Efficiency



Methods

- ▶ Meeting Facilitation
- ▶ Meeting Participation
- ▶ Scope of Ideas/Problems
- ▶ Escalation
- ▶ Celebrations

PRODUCTIVITY EFFICIENCY

Same image
shows different
on every press
screen.

Empty skids and full
waste bins to be removed
from production floor
"A.S.A.P."

Do Not wait until
truck shows up.

Dan
12-2-14

1/29/15

Magnum Press
Delivery Belts
Down to the bare
minimum. Need
to add belts soon

Tom

PLEASE HAVE RESOURCE
CENTER RT CHARGE TO
ACCT WHEN SHIPPING

4700-17-xx

OTHERS END UP CALLING/
EMAILING TO GET ENTIRE
ACCT #

DATE 1/15

Security Plate for
Compressor Room door into
the pressroom. Would be
super easy to break into
the building. Also a new batch
door w/ no handle cause its
SHAUN
8-27-14

Can we get a mat
in bindery instead of the
green rug?

Kati

Install signs or a
buzzer for delivery guys.

No Name! Jony

We need to be consistent
on how we separate
multi-page jobs and
we place flow sheets.
to avoid confusion in
bindery.

Idea Board - Department X

Improvement Focus Area #1	Improvement Focus Area #2	Improvement Focus Area #3

Action	Who	Due Date
•		
•		
•		
•		
•		
•		
•		
•		

Idea Board

TEAM: OFFICE¹ ACCT PROCESSING

MEETS WEEKLY ON: WED 10:30

TEAM LEADER: BRIDGET BALBIER

FOCUS AREA 1: PROCESSING EFFICIENCY

FOCUS AREA 2: TIMELY RESPONSE

FOCUS AREA 3: CUST SATISFACTION

A grid of sticky notes for Focus Area 1: Processing Efficiency. It includes several green sticky notes and two blue sticky notes, some with handwritten text.

Sticky notes for Focus Area 2: Timely Response. It includes one yellow sticky note and one blue sticky note.

Sticky notes and a sign for Focus Area 3: Cust Satisfaction. It includes one yellow sticky note, one green sticky note, and a red circular sign with a white diagonal line that says "Assigned to Bridget".

OPI ACTION WHO DUE

OPI ACTION WHO DUE

Present to corporate finance BB 3/18

BB look for email for invoice process BB/TB 3/18

train everyone / instruct + show BB/SN 3/18

track for 2 months SN 3/13

Follow-up with MIKE/HTD BB 3/11

Track improvement + Corp. balancing TB 3/25

BB talk to Scott / CAJ Email Chris CY/BB 3/11

Sit with Cathy LJ 3/11

DAVE / ticket Redo SN 3/18

1. Email sales manager
2. Find out from Allison what REPS know CY/BB 3/11

" " " " "

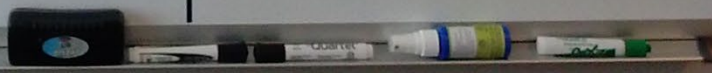
Escalated TB 3/18

Flu with Designers CE 3/18

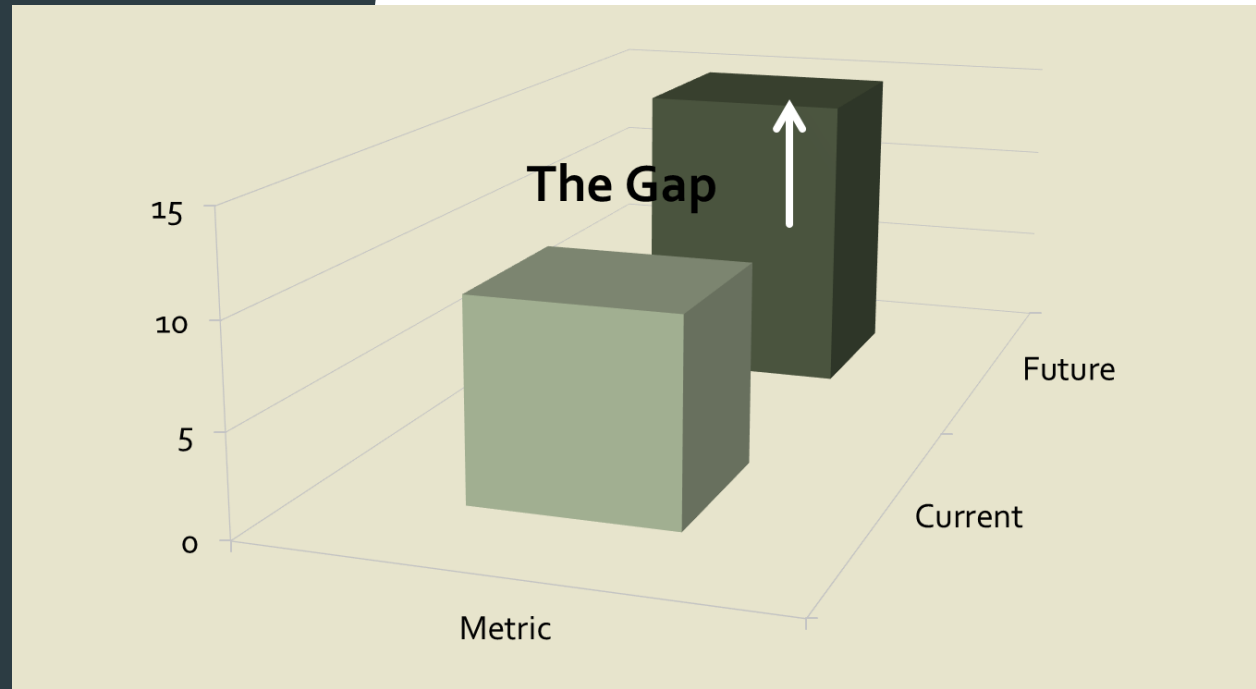
Follow up with Chris again SN 3/11

Follow-up w/ IS BB 3/18

Talk to V. Rink BB/SN 3/18



How to Pick Ideas - Go Small



How to Pick Ideas - Go Small

Think about saving seconds!

- **D**efects or errors
- **O**ver producing
- **W**aiting around
- **N**ot using skills you're good at
- **T**ransporting stuff around
- **I**nventory
- **M**otion of your body
- **E**xtra processing of stuff

Why Go Small?

- ▶ To improve the big things: get the little things right
- ▶ Small ideas are much **easier to implement** than big ideas:
 - Less **resistance**
 - **Easier** implementation
 - Lower **risk**
 - Better for **learning**
- ▶ Unlike major innovations, most small ideas stay **proprietary** and create **sustainable** competitive advantage.



Idea Boards: Facilitation

- ▶ Significant change for some managers
- ▶ Facilitator will not take action items
- ▶ Continuous Improvement coach meets with facilitator regularly

Meetings - Team's "Job"



Before

Put new ideas on the board

Team Members work on chosen ideas



During

Allow facilitator to lead
Give updates on Action Items
Assign Next Action Step
Discuss new ideas
Vote for next idea to "solve"



After

Facilitator updates board
Schedule 1 hour of work time

Idea Boards: Escalation

- ▶ Decision Authority
 - ▶ Define investment \$ per idea
 - ▶ Over \$, idea will be escalated
- ▶ Escalation Process
 - ▶ Work through normal hierarchy
 - ▶ Established \$\$ authority
 - ▶ If answer is no, reviewed by next level
 - ▶ Provide timely feedback



**DON'T
HESITATE
-
ESCALATE
!**



Celebrations

- ▶ Mini-celebrations during meetings
- ▶ Tiered rewards based on completion count
- ▶ Annual all company celebration of accomplishments

Benefits - Typical



QUADRUPLED the number of implemented ideas



\$100,000 + saved per year



Over 10,000 hours saved per year



Problems now seen and embraced




Collaboration is the norm




Everyone is solving problems!

And they're having FUN!





What's
Next for Your
Ideas Journey?



THANK
YOU!

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