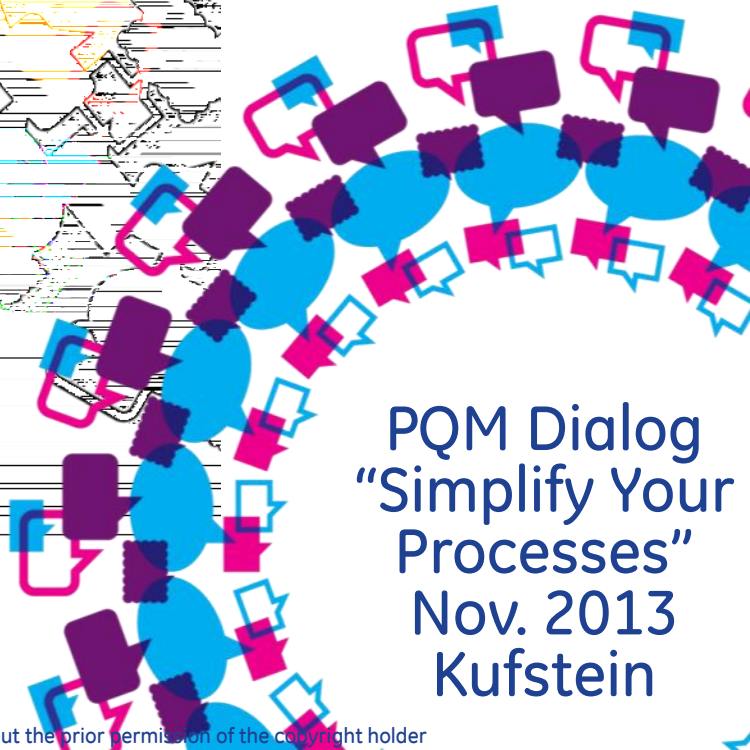




Engaging Employees in Simplification: Ask, Listen, Act!



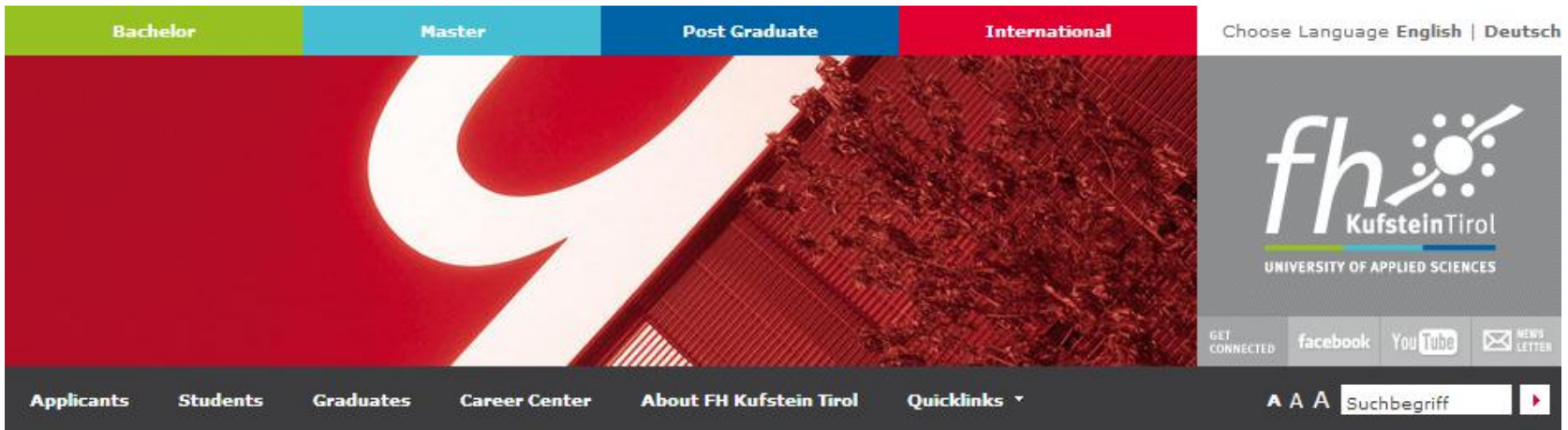
PQM Dialog
"Simplify Your
Processes"
Nov. 2013
Kufstein



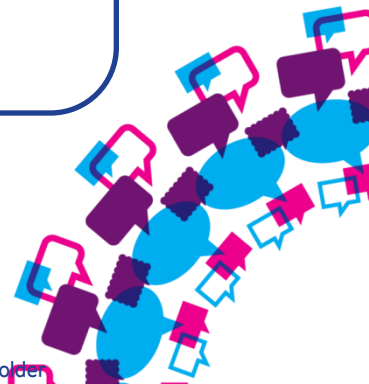
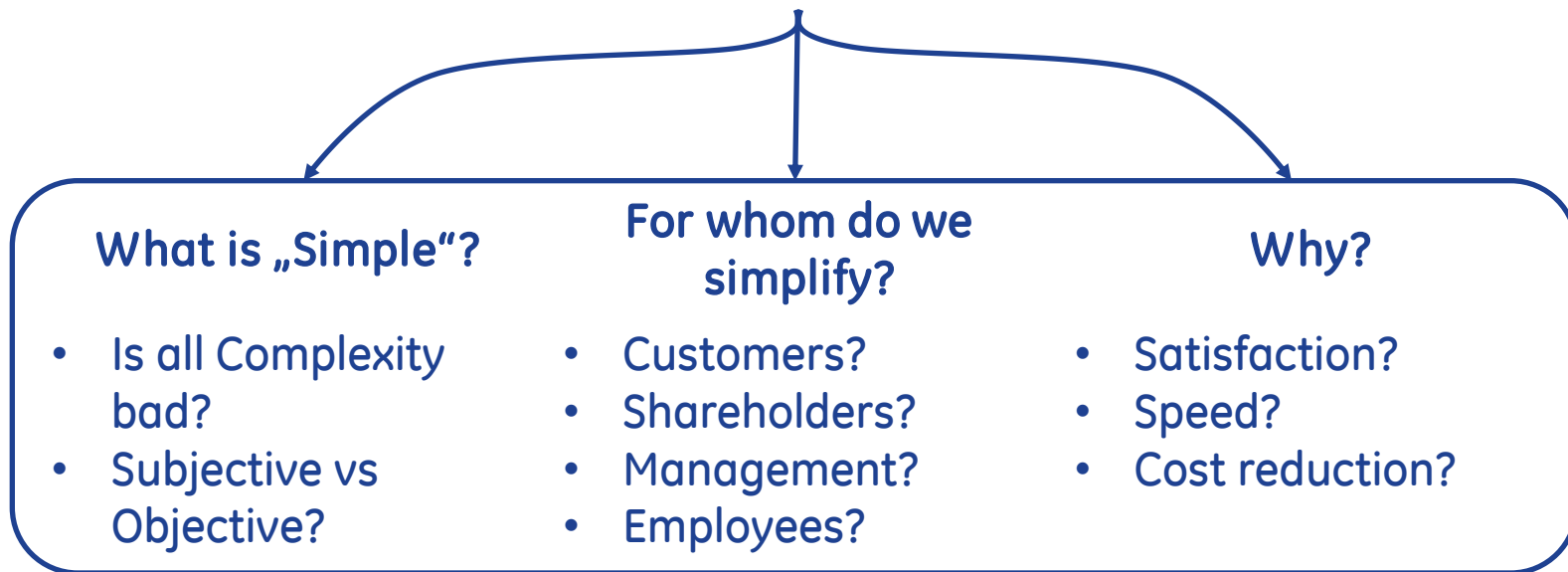
Simplification:
It's not that
simple



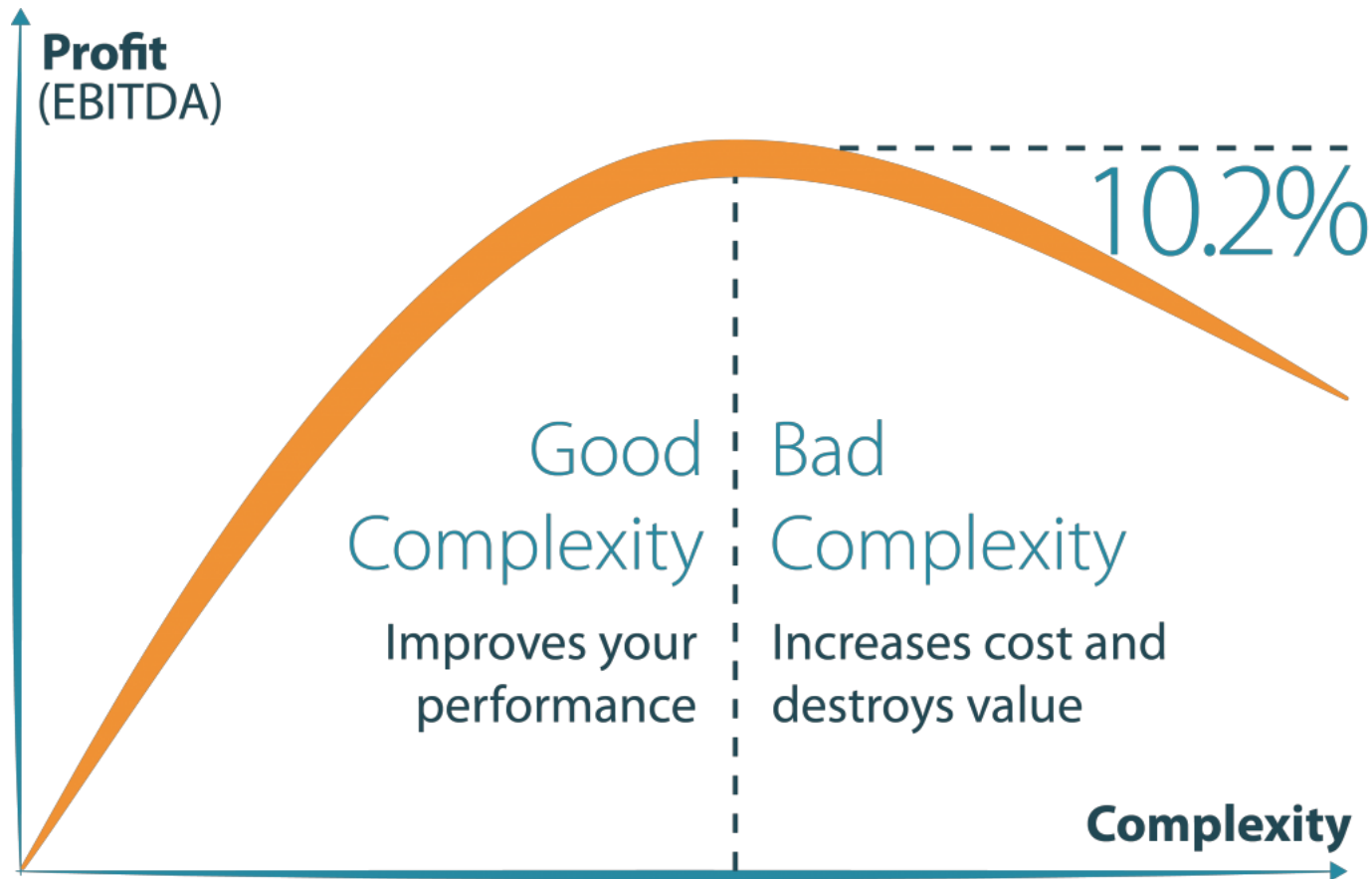
GE imagination at work



6. PQM-Dialog: „Simplify your processes : einfache Prozesse“



Simple ≠ Complex

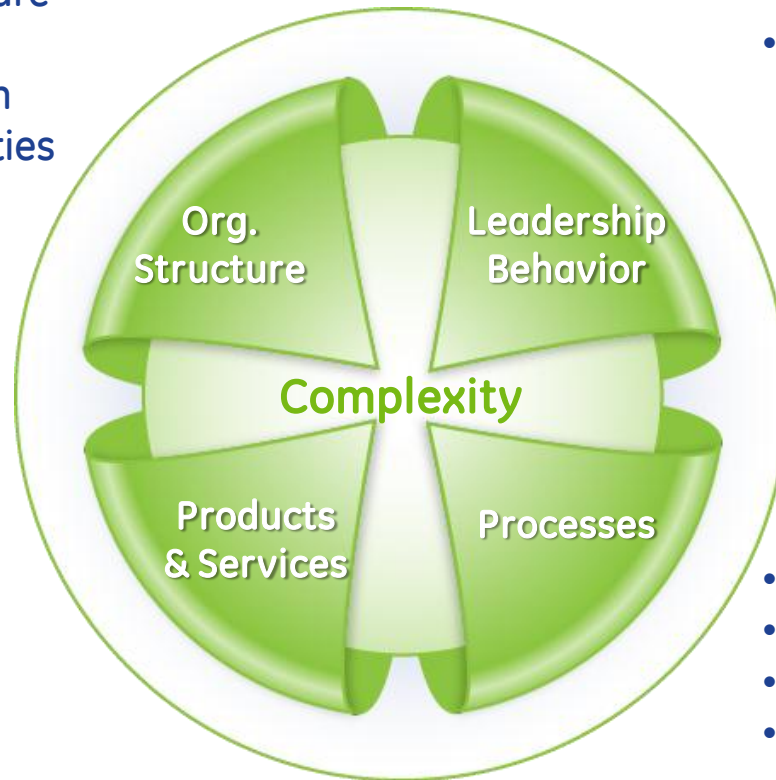


Based on interviews with 2000 business leaders of Global 200 companies
by Simon Collinson – Professor of International Business at Warwick Business School
& The Simplicity Partnership, March 2011



Sources of complexity

- Focusing on structure before strategy
- Designing based on people & personalities



- Overdoing strengths
- Avoiding areas of discomfort

- Complexity: volume, support, system & design

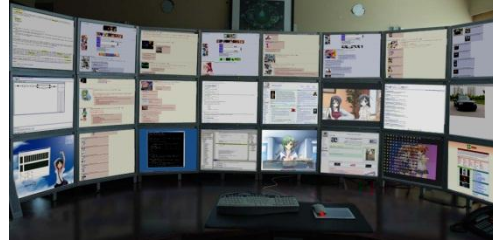
- Local differences
- Multiplication of steps & loops
- Informality of process
- Lack of cross-functional transparency



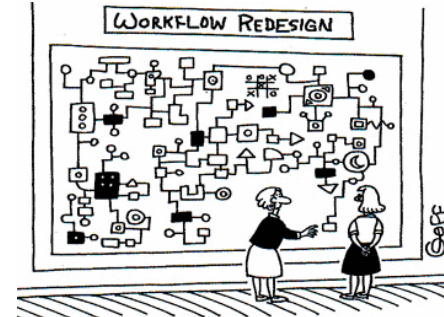
Metrics to measure Simplification



Lead time & cycle time



Number of different IT applications



of process steps



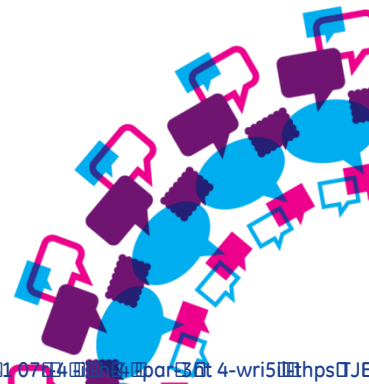
of functional hand-overs

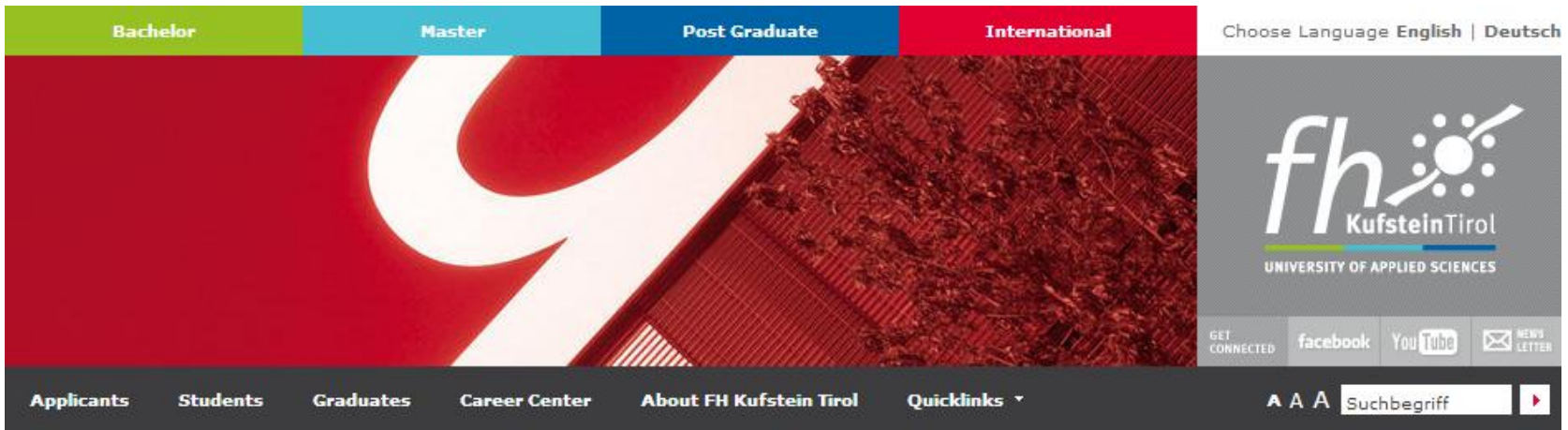


Approval steps

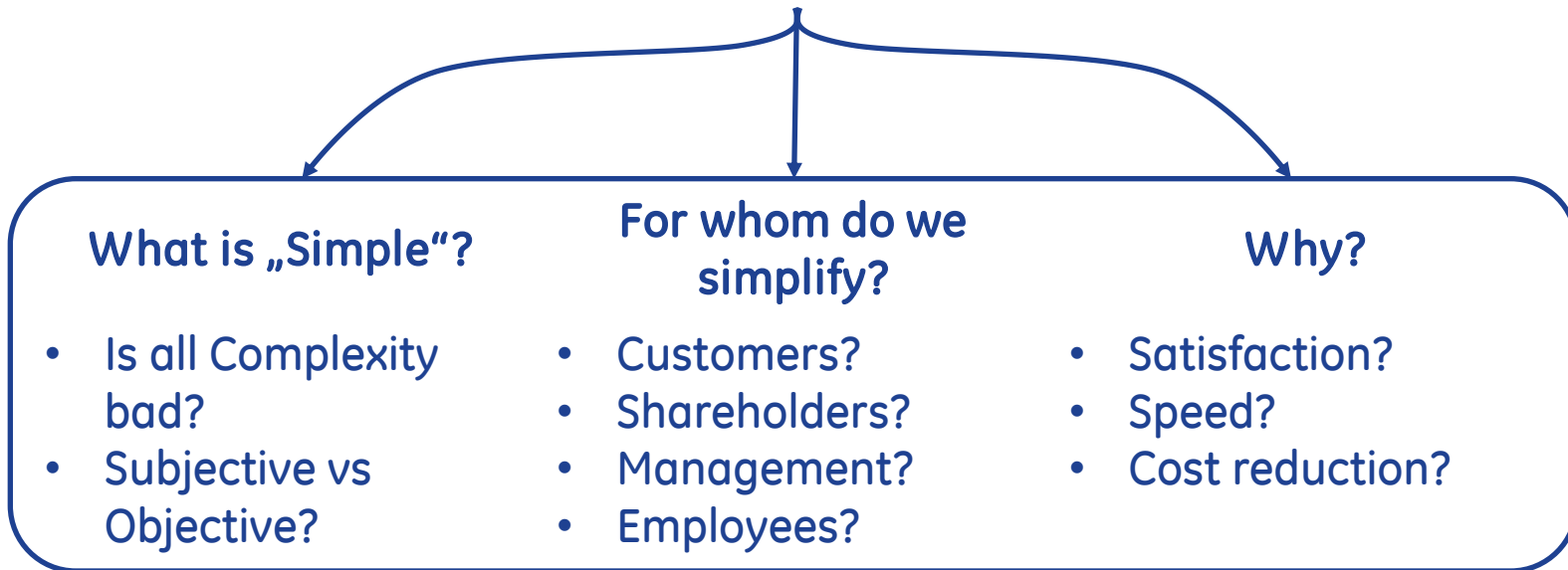
Other potential metrics:

- number of data fields in checklists
- Number of touch points
- over-processing, redundant entries, data entries not used in downstream processes
- First Time Yield
- Distance travelled

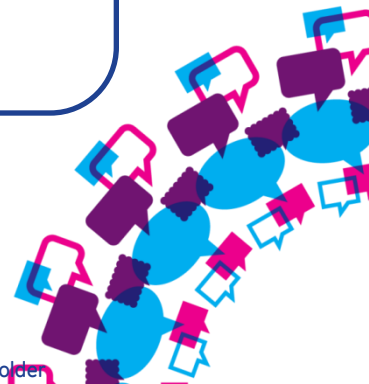




6. PQM-Dialog: „Simplify your processes : einfache Prozesse“



**Engaging Employees in Simplification:
Ask, Listen, Act!**





Step 1: Ask

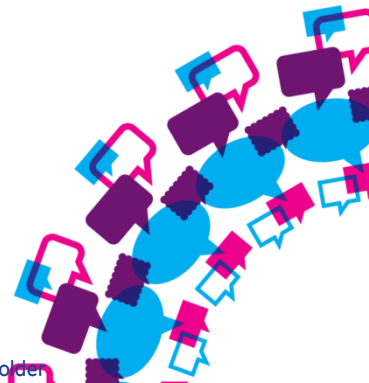


GE imagination at work

Opinion Survey Overview

- All GE employees are surveyed every 2 years
- Questions arranged into 12 categories
- 1 category is "Simplification"
- Very high response rate
- Managers receive team results

Question	% Favorable	% Unfavorable	Trend
Generally, work gets done around here in an efficient and effective manner.	%	%	+/-
In my team, we have begun to eliminate activities that are inconsistent with the business' goals and objectives.	%	%	+/-
The processes I use to do my work are as simple as possible.	%	%	+/-
My business does a good job minimizing or eliminating unnecessary processes and procedures.	%	%	+/-
Our ability to respond quickly gives us a big competitive advantage.	%	%	+/-



Opinion Survey Process

...for all managers

Communication

Other action

"Ask"

Pre-survey reminder

SEP-2012

Encourage participation during the survey

SEP-2012

Share high level results & initial focus areas

NOV/DEC-2012

Finalize focus areas

JAN-2013

"Listen"

Understand results thru focus groups, web chats, etc.

JAN/FEB-2013

Develop action plans, timing, owners

MAR-2013

Communicate drivers and proposed actions

APR-2013

"Act"

Monitor progress... it's an on-going cycle

Develop action plans, timing, owners

MAR-2013

Halftime report: Update on actions

SEP-2013

Pulse Survey #1

OCT-2013

GEOS Year in Review & pulse survey results

DEC-2013

Pulse Survey #2

JUN-2014

Communicate pulse survey results

JUL-2014

Summarize all actions taken as a results of last survey

AUG-2014



The Results

Category	% favorable
Category ABC	>85%
Category BCD	
Category CDE	
Category DEF	
Category EFG	
Category FGH	
Category GHI	
Category HIJ	
Category IJK	
Category JKL	
Category KLM	
Category LMN	
Simplification	<50%

Ranked best to worst...

Questions	Favorable	Unfavorable
Generally, work gets done around here in an efficient and effective manner.	<25%	>40%
In my team, we have begun to eliminate activities that are inconsistent with the business' goals and objectives.	<30%	>30%
The processes I use to do my work are as simple as possible.	xx%	xx%
My business does a good job minimizing or eliminating unnecessary processes and procedures.	xx%	xx%
Our ability to respond quickly gives us a big competitive advantage.	xx%	xx%

Perfect to identify focus areas...
Insufficient to take action





Step 2: Listen




Get Specific Feedback

Conduct Interviews

Question	Answer
Which activities that you are involved in are too complex?	
Which activities that you are involved in are efficient and simple?	
List 3 simplification ideas that would really impact you	
Etc.	

Ask your team



Theme

Question	% Favorable	% Unfavorable	Trend
	%	%	+/-
	%	%	+/-
	%	%	+/-
	%	%	+/-
	%	%	+/-

What contributed to our score? _____

What can we do to improve? _____

Manager addresses the topic in face-to-face team meeting

Reverse Webchat

Simplification team: A warm welcome to you! Today is your time to share your ideas to make our business simpler and more customer-friendly. The planned format is a reverse webchat – where we ask YOU to share your ideas and look forward to a fruitful, anonymous discussion!

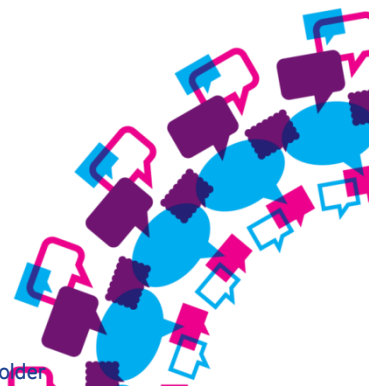
Speaker: Let's get started with a first question. Which activities that you are involved in are too complex?

Guest #14: The first thing coming to my mind when I hear the word "complex" is our XYZ process. It is a 10-page document to fill out for any changes.

Speaker: Thank you - great input. We will add it to our list of ideas & I will talk with the process owner to see how we can simplify it.

Capture Feedback

- Capture complexities & Simplification ideas
- Prioritize along 3 axes:
 - Number of employees impacted
 - Business relevance
 - Effort to implement

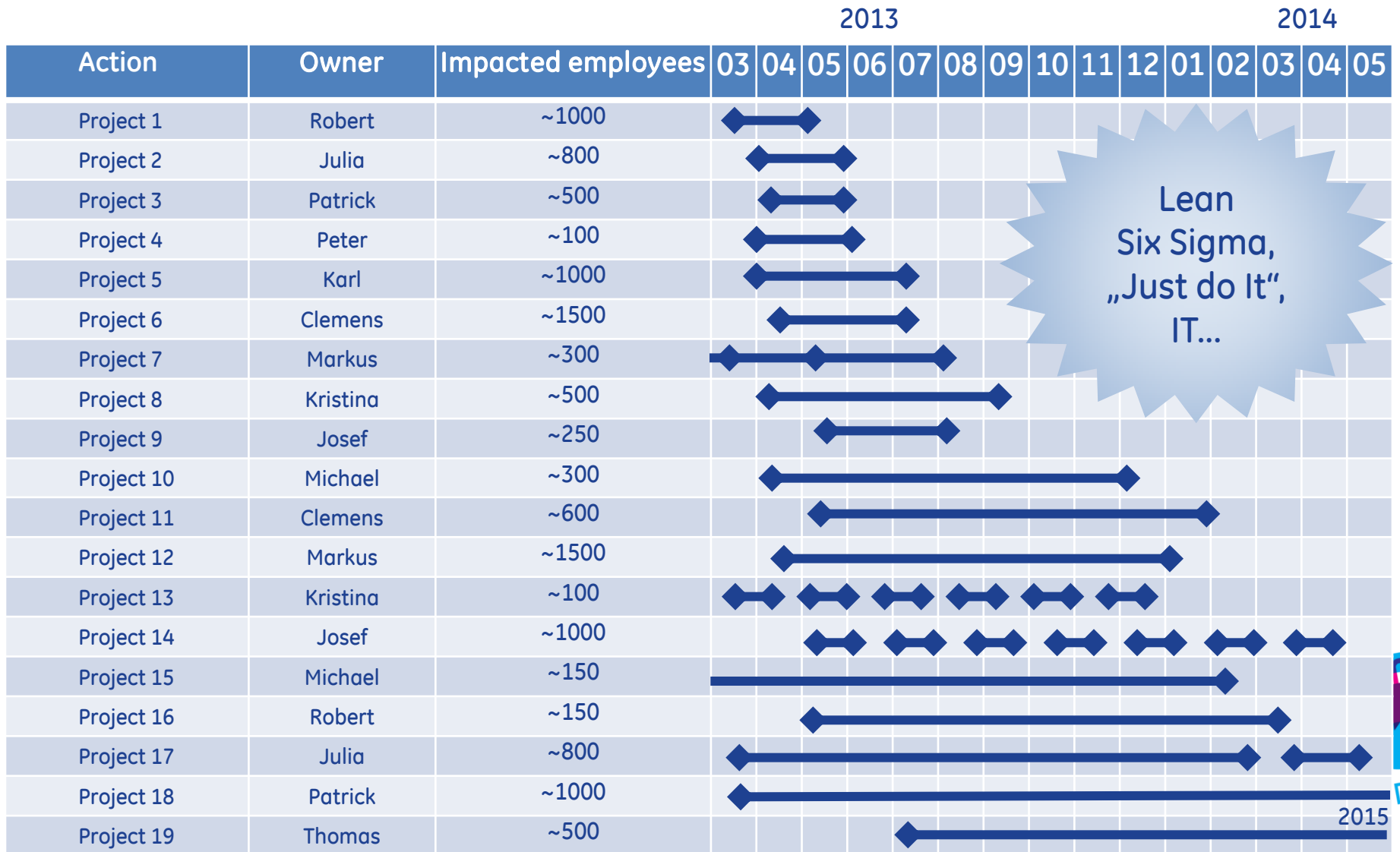




Step 3: Act



Develop Action Plan



Lean Six Sigma, „Just do It“, IT...

2015



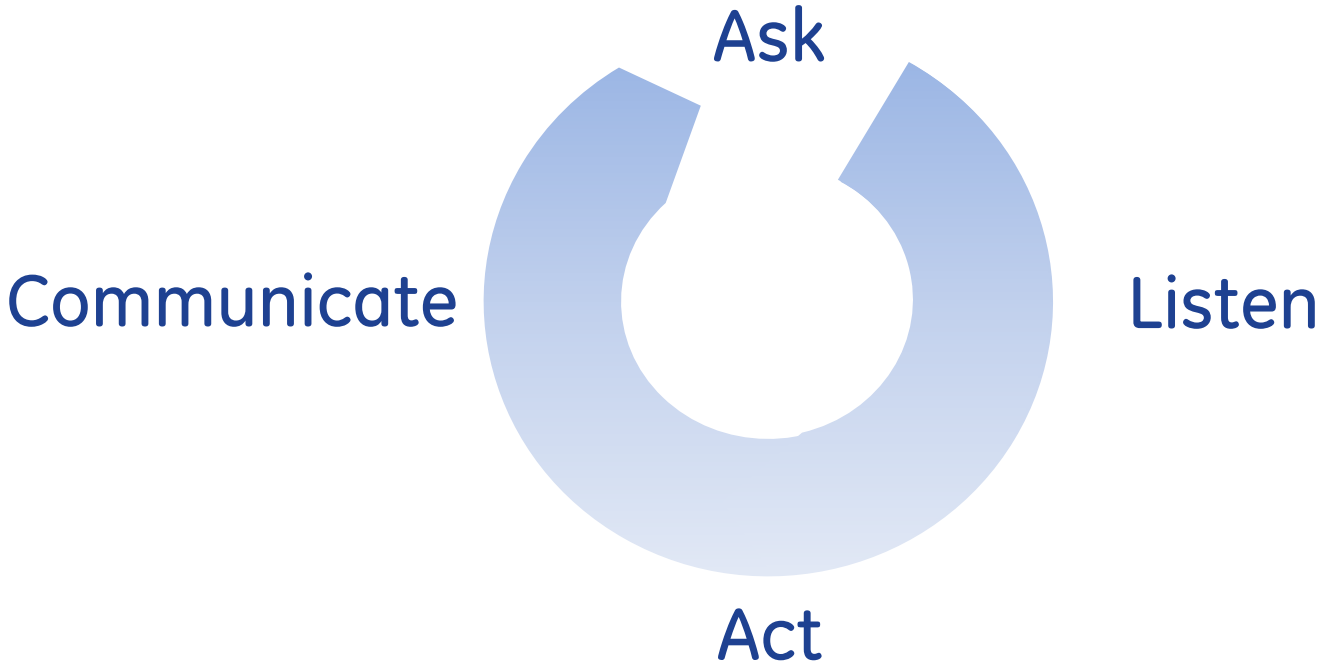


Take-Aways



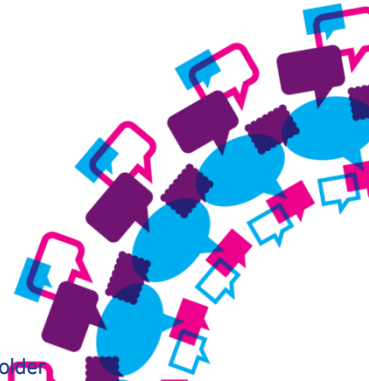
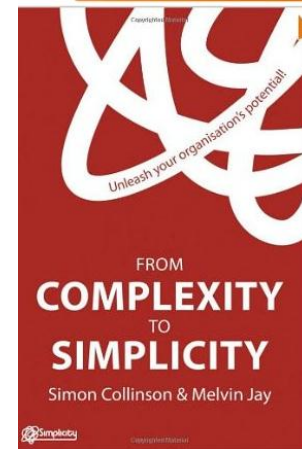
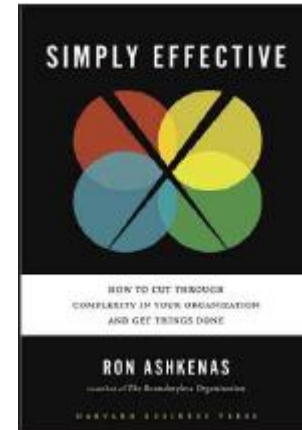
GE imagination at work

It's a Cycle



References

- *Simply Effective*, Ron Ashkenas
- *From Complexity to Simplicity*, Simon Collinson & Melvin Jay





Thank You!



Questions
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