Is There a Soft Landing in Your Future?

2019 ASQ North Jersey

Spring Quality Conference

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Beau Keyte, Keyte Group

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What's a Soft Landing?

- An upcoming destination
- An arrival with minimal discomfort and peril (no major surprises/turbulence)
- A fuel tank with something in it at the end
- An experience we would gladly recommend to others

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Making Metaphors Pragmatic

- Have a good destination
- Understand the journey's barriers
- Live with the fuel on board: you've already taken off!
- High fives and smiles

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Defining the Destination

- Your organization needs to be somewhere different in 2- 4 years. How would you describe/define this critical destination?

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Write down one or two strategic goals
you MUST accomplish in 24 months
to remain competitive.

2 minutes

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Understanding the Journey

- What gaps are we facing in this journey?
  - Technical
  - Social
  - Behavioral

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1-2-4-All Affinity

- Write down 2 aspects/components describing the technical, social, or behavioral gaps 1 minute

- Share with one other person: summarize, find affinity 2 minutes

- Share as a pair with another pair: summarize, find affinity 2 minutes

- Share with the class: summarize, find affinity 3 minutes

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About Your Skills Capacity

◉ To make a soft landing in 2+ years, how many people do you need using your existing program/methodology/ thinking?

- About the same
- 0 - 10% more
- 10 – 25% more
- Over 25% more

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○ How efficient is your journey?

– How well is your capacity supporting the Journey?

- Traditional training programs
- Phone-initiated efforts (not necessarily the top strategic efforts)
- Extra horsepower for VPs
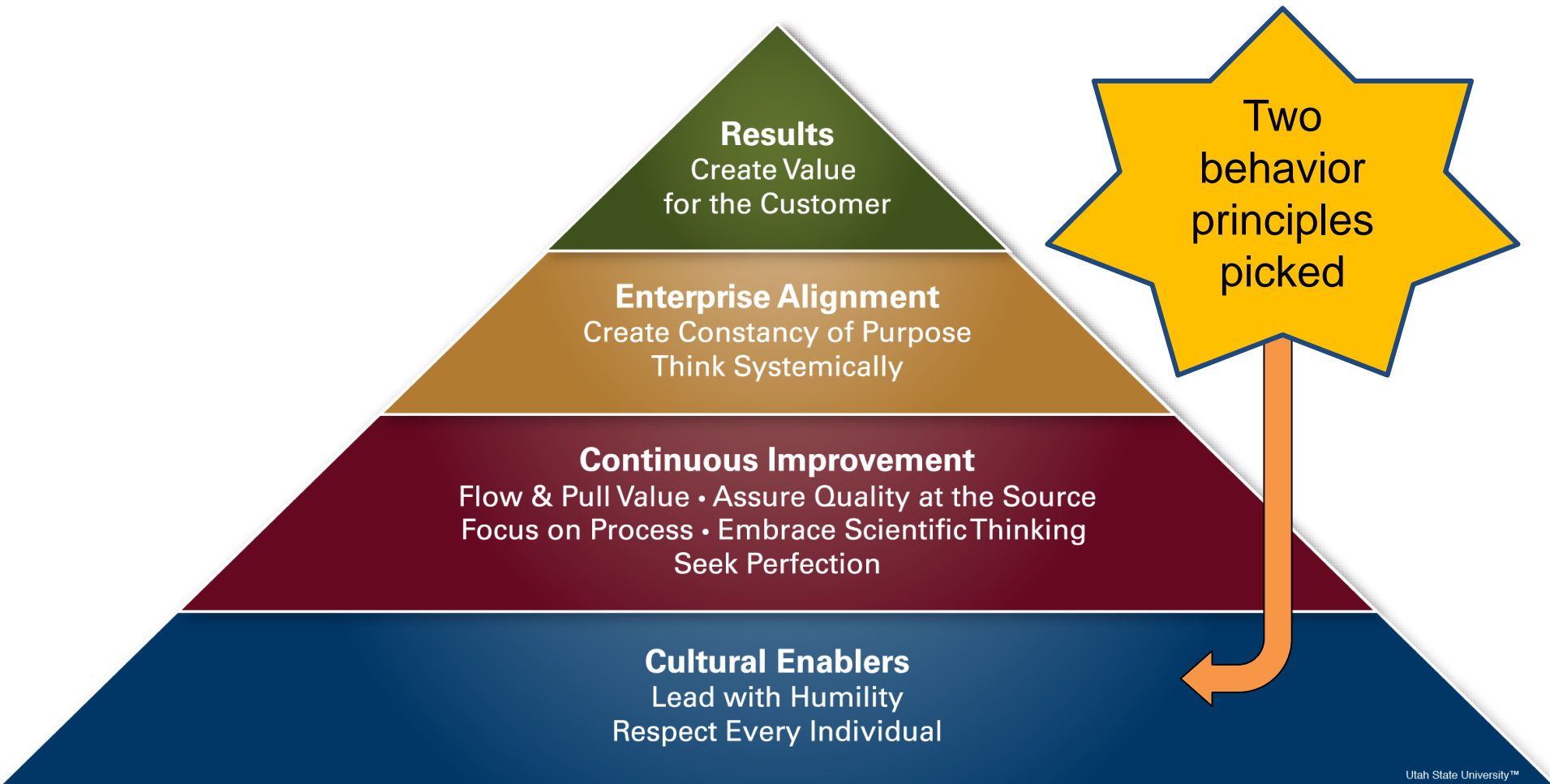- Building "real" skills capacity outside your department

Hypothesis #1:

We can create real cultural change, reduce turnover, and improve performance by embracing a limited number of new behaviors throughout the organization.
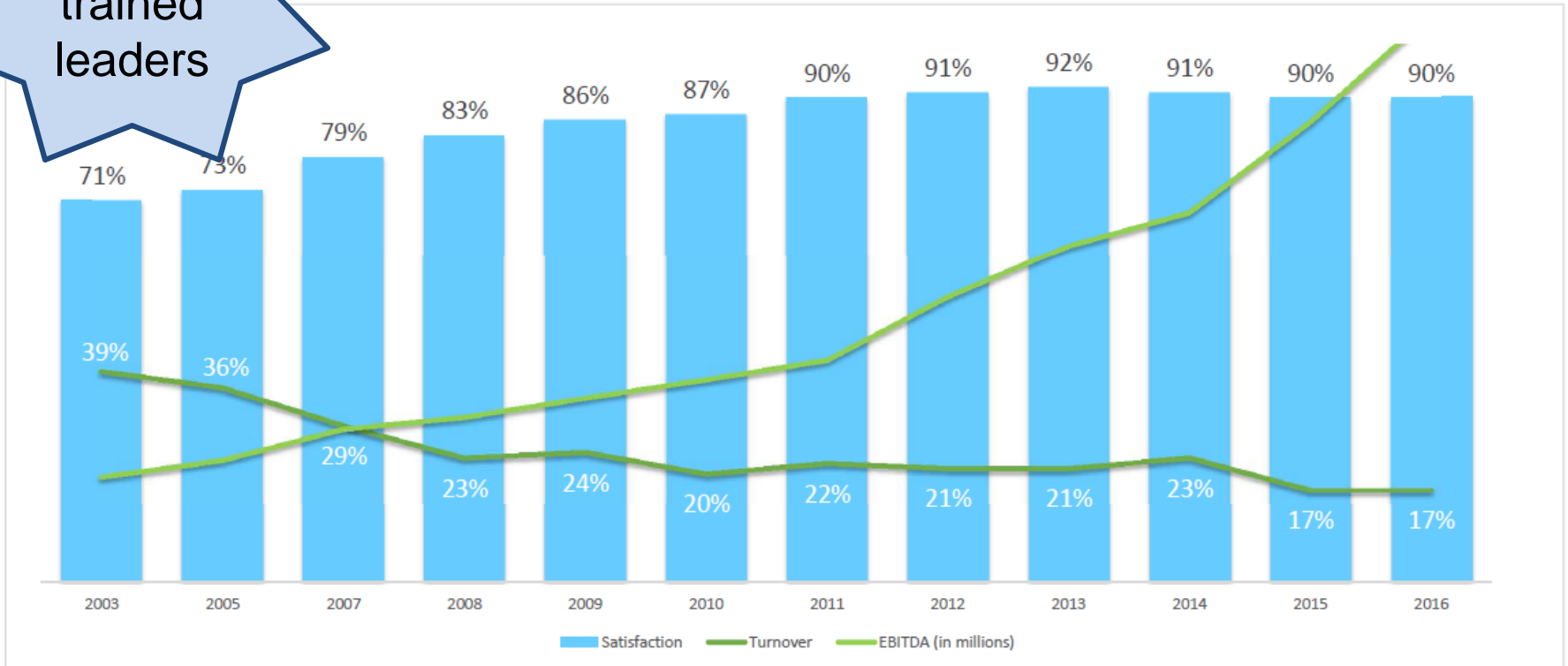
Behaviors Imbedded in the Shingo Model

Results
Create Value
for the Customer

Enterprise Alignment
Create Constancy of Purpose
Think Systemically

Continuous Improvement
Flow & Pull Value • Assure Quality at the Source
Focus on Process • Embrace Scientific Thinking
Seek Perfection

Cultural Enablers
Lead with Humility
Respect Every Individual

Utah State University™

Two behavior principles picked

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One Company's Pursuit and Outcomes

Culture Empowers Strong Financial Performance

25% are trained leaders

Employee Satisfaction and Turnover

Legend: Satisfaction | Turnover | EBITDA (in millions)

Satisfaction: 2003: 71%, 2005: 73%, 2007: 79%, 2008: 83%, 2009: 86%, 2010: 87%, 2011: 90%, 2012: 91%, 2013: 92%, 2014: 91%, 2015: 90%, 2016: 90%

Turnover: 2003: 39%, 2005: 36%, 2007: 29%, 2008: 23%, 2009: 24%, 2010: 20%, 2011: 22%, 2012: 21%, 2013: 21%, 2014: 23%, 2015: 17%, 2016: 17%

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How do you see the benefits?

- Technical
- Social
- Behavioral

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Hypothesis #2:

We can create real change, and begin to leverage our capacity, with a few front-line staff members leading an effort to meet specific strategic needs.

Overreaching Goals

- Demonstrating the ability to think, not just act

- Learning through a different model of teaching

Basic Collaboration Methodology
Cadenced Teaching Model

3 – 6 months

COHORT LEVEL

Draft Scope & CS Maps

Share CS Maps, Draft FS Maps

Share FS Maps, Draft Experiments

TEAM LEVEL

Socialize CS Map & Modify

Socialize FS Map & Modify

Socialize, Modify & Run Experiments

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Creating a Map in 30 Seconds

https://www.youtube.com/watch?v=qF86Xujw9dc

Gen 2 Model

- Legal office within an insurance company

- Lawyers were short on capacity for the claims volume

- Expensive cases outsourced to private firms
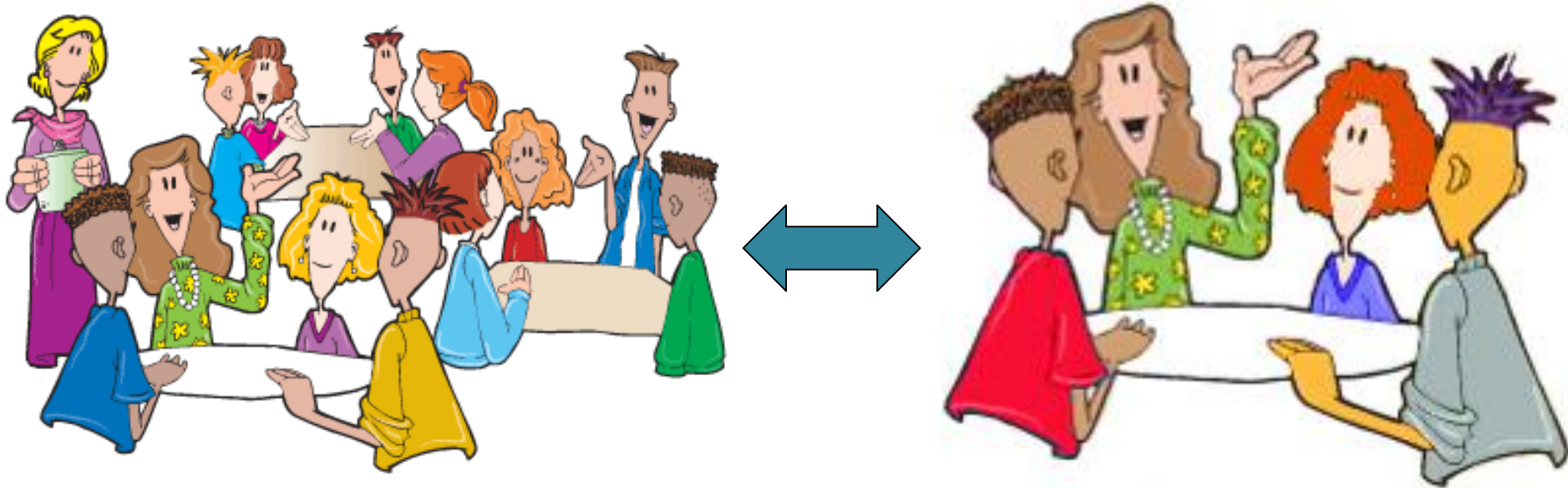
- 12 field offices: train 3 offices at a time (4 cohorts)
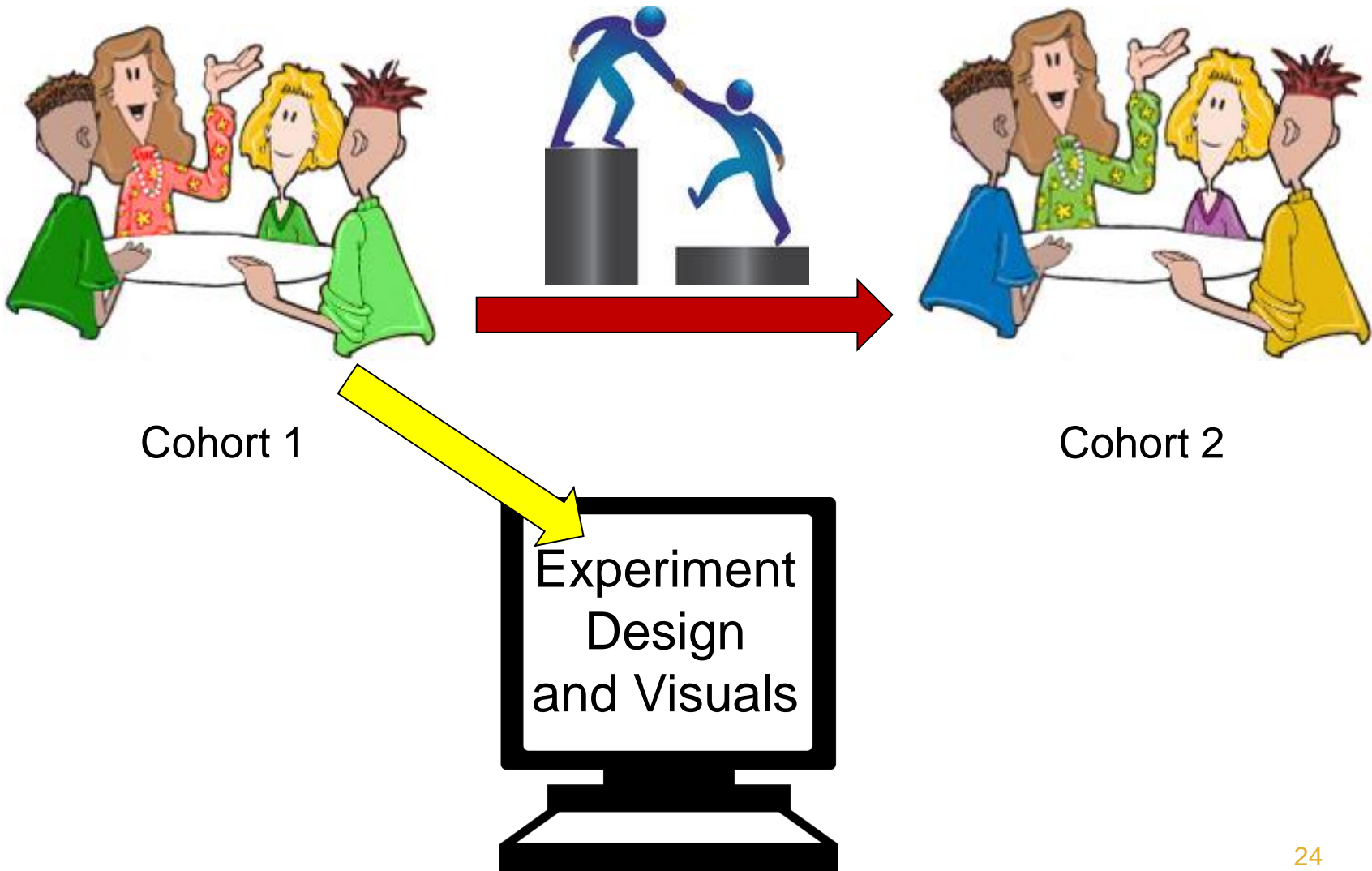
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Office Locations

Collaborative Transformation Goals

- Increase throughput by 20%

- Increase in-house retention to 70%

- Maintain or improve customer satisfaction

- Improve employee engagement

Cohort 1: Basic Model, 3 Teams

Cohort 1

Cohort 2

Experiment Design and Visuals

Cohort 1

Cohort 2

Cohort 3

Experiment

Sharing with All and Visuals

Cohort 4: Front Line Teaching Experiments to the Front Line

Cohort 1

Cohort 2

Sharing with all

Cohort 3

Cohort 4

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2017 Progress
(15 months)

Throughput

+20%

+29%

120%	
100%	
80%	
60%	
40%	
20%	
0%	
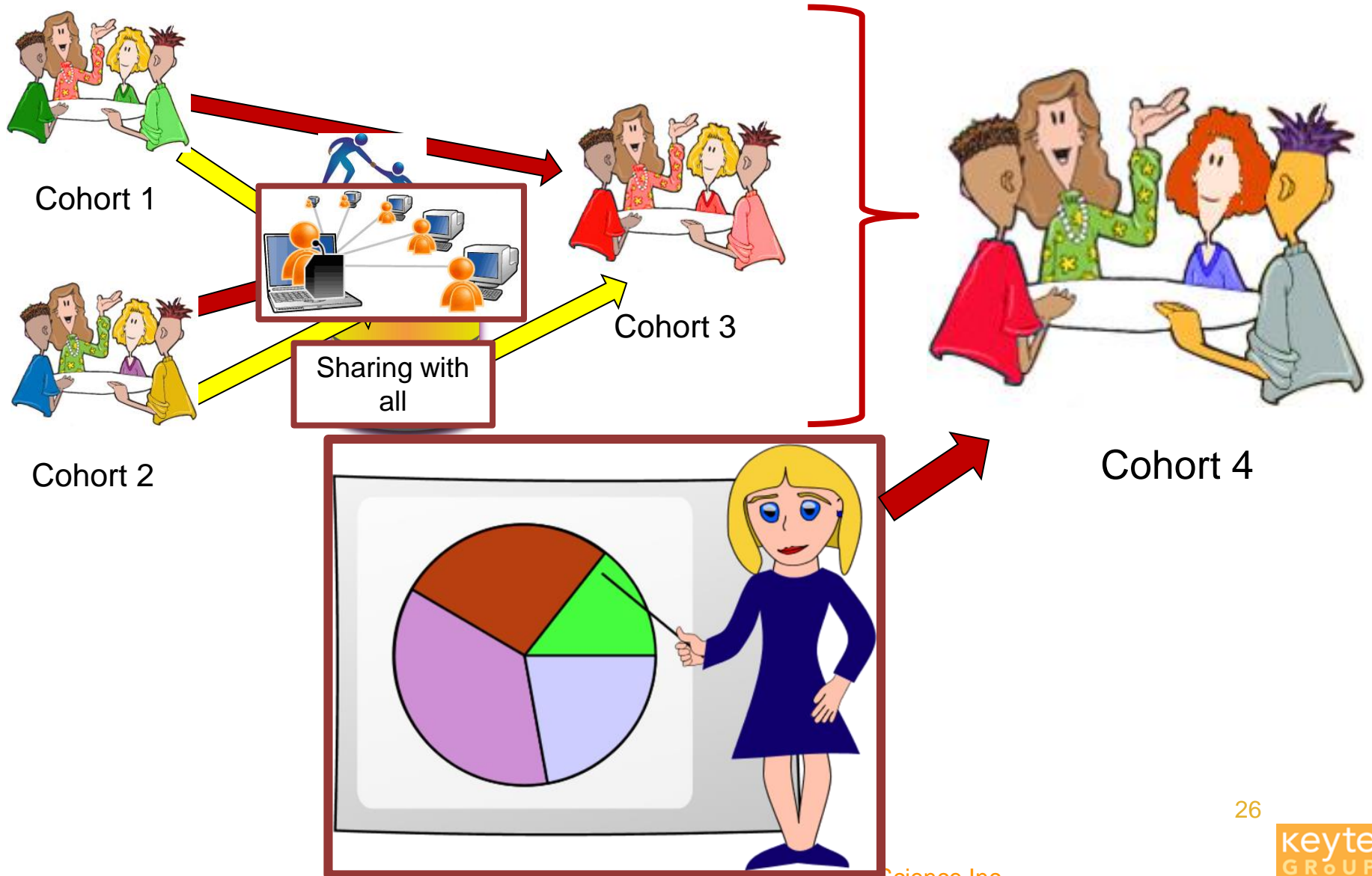
Before   Goal   After 15 months
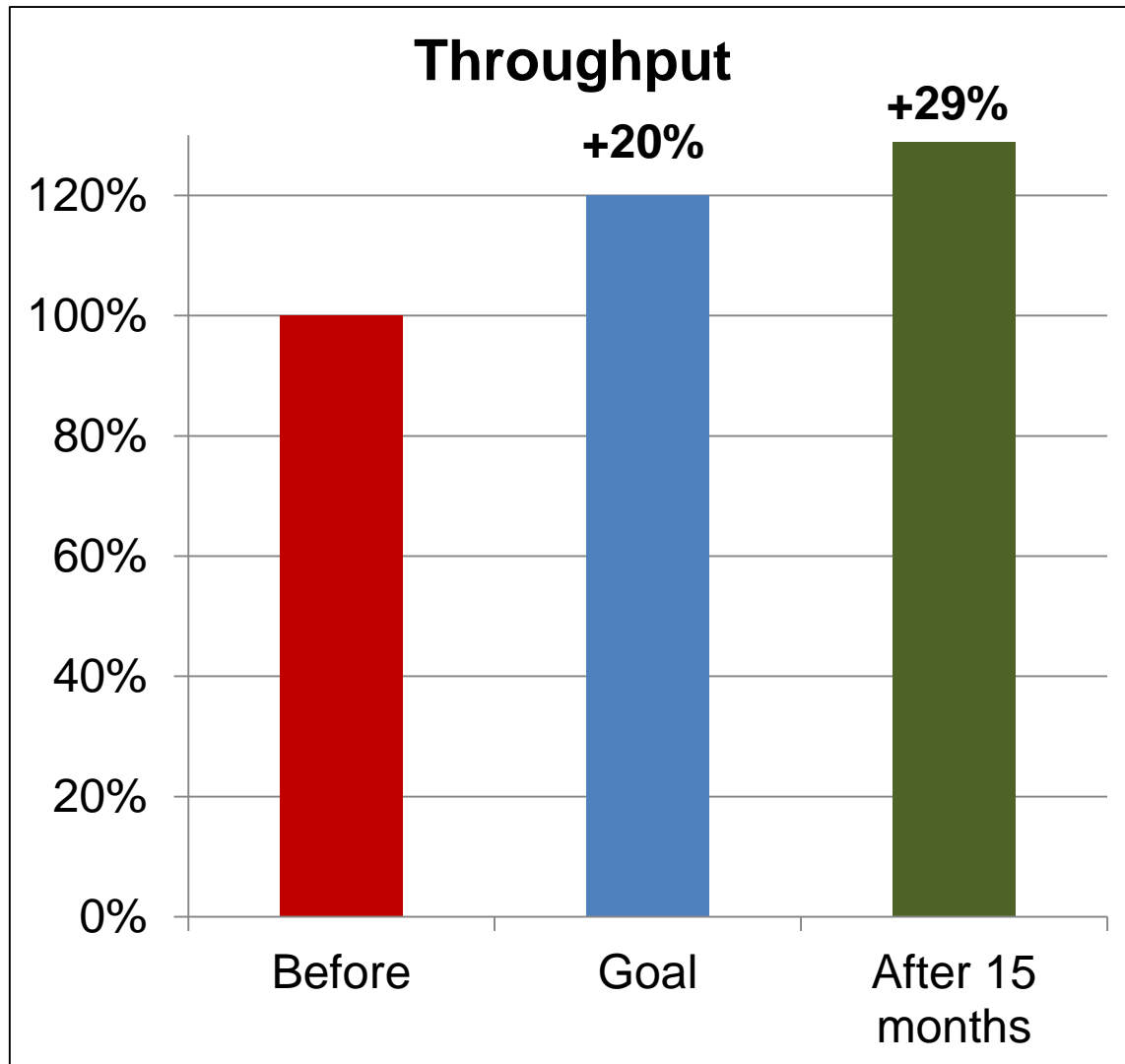
Additional cases

Insourcing of additional
30 cases* per location
= $2MM annually

* for 35% offices. $5MM projected after covering all of the offices.

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Additional Goals

1. Maintain or improve customer satisfaction

2. Improve employee engagement

Actual

1. Anecdotal: direct positive feedback as the quicker the case is resolved the better for the client

2. Highest in the company with the greatest delta

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Benefits

- Full engagement of the staff: their reality is heard

- Better thinking, better application, more realistic

- Sharing within staff and also between teams enhances learning

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Why This Experiment Works

◉ Methodology forced teams to

 – Understand enough to teach the staff

 – Engage and listen to others

 – Expand participants in experiments: many scientists

◉ " We learned more from each other than we learned from you."

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Embracing & Expanding the Model

- Product Development and Engineering, different processes

- 40 physician offices over 2 years

- Hospice: 3 teams, different goals

- Bank: 3 teams, different goals

- More hospitals: A3 collaborative to reduce patient harm

- Managerial processes

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Lots to Consider

- Focus on strategic efforts

- Dedicate time for the teams

- Use the energy from your associates to find ways to learn and share together

- Leverage your scarce resources: trainers, facilitators, coaches

- Leverage your precious resources: your people

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Thank You!

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