THE OUTSTANDING ORGANIZATION

CLARITY

FOCUS

DISCIPLINE

ENGAGEMENT

OutstandingOrg.com
CAN I PARK HERE?
Ambiguity complicates, slows, frustrates... and is expensive
COHERENCE
PRECISION
ELEGANCE
CLARITY TYPES

CLARITY PURSUER
Consistently pursues clarity as an information provider and recipient

CLARITY AVOIDER
Type 1: Intentional deceit
Type 2: Strategic ambiguity
Type 3: Willful ignorance

CLARITY BLIND
Type 1: Unaware
Type 2: Aware; cannot perceive
“Curiosity.”
180+ COGNITIVE BIASES
JUMPING TO CONCLUSIONS

JUMPING TO CONCLUSIONS

JUMPING TO CONCLUSIONS

JUMPING TO CONCLUSIONS

JUMPING TO CONCLUSIONS
Clarity & Lean Management
THE FIVE P’S

PURPOSE  PRIORITIES  PROCESS  PERFORMANCE  PROBLEM SOLVING

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THE FIVE P’S

PURPOSE
PRIORITIES
PROCESS
PERFORMANCE
PROBLEM SOLVING

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WHY DO YOU DO WHAT YOU DO
Mining for an organization’s purpose

- **What do you do?**
  (What good or service do you provide to customers?)

- **What do you really do?**
  (What problem does your good or service solve?)

- **Why do you do it?**
  (What is your purpose?)
THE FIVE P’S

PURPOSE

PRIORITIES

PROCESS

PERFORMANCE

PROBLEM SOLVING

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TO ACHIEVE OUTSTANDING PERFORMANCE, FOCUS ON THE RELEVANT FEW.
There's no such thing as multitasking.*

* For cognitive tasks.
Strategy Deployment: Defined

- A clear, focused, disciplined, and deeply engaging approach to
- achieve measurable business goals that
- enable the organization to realize its strategy and
- stay true to its purpose.
Completed Projects of Similar Complexity (annual)

- No additional resources
- Higher quality results
THE FIVE P'S

PURPOSE
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PROBLEM SOLVING
Current State Value Stream Map

Visualize an entire work system on a single sheet of paper
Value Stream Maps Help Visualize Information Management Problems
Standard Work: Work Instructions

WHEN: 5 days before Call

Program Consultant

1. Review Company Information Form in Salesforce (attached to the Account) for Union and contact information

2. Send Kickoff Call PowerPoint deck to AE at least 1 business day prior to the call
   a. Retrieve standard Kickoff Call deck (LTG 2019 Kick Off Presentation 062820) from the Program Consulting Box folder
   b. Add client logo to the title slide
   c. Update Slide 2 and 11 with Client name
   d. Replace slides 4, 5, 7 & 8 with actual team box slides
      i. All slides are available in the PC Box folder
   e. Add LTG team member names to slide 6

Add client logo here
Standard Work: Job Aids

- Simple
- Visual
- Physical
- Posted at point of use
- Created by people who do the work & tested by others
THE FIVE P’S

PURPOSE
PRIORITIES
PROCESS
PERFORMANCE
PROBLEM SOLVING
Sample DMS Board

UPDATES
1. 
2. 
3. 
4. 

KPIs

AREA READINESS
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PROBLEM</th>
<th>ACTION</th>
<th>OWNER</th>
<th>ADJUSTMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PROBLEMS

<table>
<thead>
<tr>
<th>PROBLEM</th>
<th>OWNER</th>
<th>STATUS</th>
<th>NOTES</th>
</tr>
</thead>
</table>

ADDITIONAL CONTENT
1. 
2. 
THE FIVE P’S

PURPOSE

PRIORITIES

PROCESS

PERFORMANCE

PROBLEM SOLVING

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CLEAR PROBLEM SOLVING

C Clarify
- What’s the problem?
- How do you know?
- For whom is it a problem?
- How significant is it?
- What are the problem components?
- Which part(s) will you focus on?

L Learn
- What’s the reality of the current state?
- What patterns and trends are there?
- What is/are the most significant root cause(s)?

E Experiment
- Which countermeasures may eliminate the root cause(s)?
- Which will you try first?
- How will you run the experiment?
- What do you think will happen?

A Assess
- What happened?
- Will you adopt, adapt, or abandon the countermeasure?

R Roll Out
- What’s the best way for rolling out the new way of operating?
- Who will monitor performance?
- Has the new way solved the problem?
- What did you learn?
Problem

- 82% of customers dissatisfied with office space cleanliness - 80% of emergency service requests are to wrong contact
- 22% of customers dissatisfied with restroom cleanliness
- Service levels vary by building
- 10% of daily staffing available is allocated to travel/check-in time

Current Condition

- 31 facility areas require custodial services
- 32% of customers dissatisfied with restroom cleanliness

Daily Staffing Availability (Hours)

<table>
<thead>
<tr>
<th>Time</th>
<th># Staff</th>
<th>Hours</th>
<th>MidDay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Custodian</td>
<td>4</td>
<td>160</td>
<td>32</td>
</tr>
<tr>
<td>FT Custodian</td>
<td>8</td>
<td>520</td>
<td>64</td>
</tr>
<tr>
<td>FT Custodian (Vacant)</td>
<td>2</td>
<td>60</td>
<td>16</td>
</tr>
<tr>
<td>FT Team (avg 30 hrs each)</td>
<td>3</td>
<td>90</td>
<td>24</td>
</tr>
<tr>
<td>FT Team (avg 20 hrs each)</td>
<td>3</td>
<td>60</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>910</td>
<td>160</td>
</tr>
</tbody>
</table>

Survey: Custodial Services - Areas of Dissatisfaction

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Spaces</td>
<td>22%</td>
</tr>
<tr>
<td>Restrooms</td>
<td>22%</td>
</tr>
<tr>
<td>Common Areas</td>
<td>19%</td>
</tr>
<tr>
<td>Overall</td>
<td>18%</td>
</tr>
<tr>
<td>Conference Rooms</td>
<td>6%</td>
</tr>
</tbody>
</table>

Survey: When you require emergency services, how do you request them?

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Custodian</td>
<td>8%</td>
</tr>
<tr>
<td>Call to Custodian Supervisor</td>
<td>8%</td>
</tr>
<tr>
<td>Phone Call to Public Works (Dispatch 9110)</td>
<td>14%</td>
</tr>
<tr>
<td>Email Notify Custodial Staff On Site</td>
<td>17%</td>
</tr>
</tbody>
</table>

Effect Confirmation

- 80% Daily staffing availability
- 50% improvement - customer satisfaction with restroom cleanliness
- Defined standard work (for custodial staff and customers)

Root Cause & Gap Analysis

- Undefined level of service (office parties, special events)
- No defined process for unplanned absences (calling in, redistribute work, etc.)
- Inconsistent availability of communication tools (vary by building)
- No defined process for requesting/responding to emergencies
- Variation in cleaning schedules versus facility operating schedules
- Unpredictable daily staffing
- Travel time + Check in Time = 16.00 hrs/day = 2 FTE
- Customer requested personalized service (newspaper delivery, parties, trash)

Countermeasures / Implementation Plan

- Standard work for restroom cleaning
- Standard work checklist for non-routine items
- Standard process for measuring & mixing chemicals
- Restroom cleaning log
- Standard facility service plan (Plan A & Plan B)
- Modify & standardize process for unplanned absences
- Modify starting points and schedules to reduce transportation waste
- Evaluate fleet availability to reduce waiting waste

Follow Up Actions

- Explore options to improve cell phone availability (Mark R.)
- Define process for requesting and responding to emergencies (Custodial Supvs)
- Equip carts for recycling (Mark R.)
- Process mapping for specialized facilities (Mark R.)
- Standardize Cart Equipment & Supplies (Custodial Supvs)
- Consider alternative staffing models (floaters, modified shifts) (Mark R.)
- Actively manage vacancies (Mark R.)

Metric

- Customers dissatisfied with restroom cleanliness: 22% < 10%
- Avg minutes per restroom cleaning: 35 (30)
- Avg hours per day cleaning restrooms (184 restrooms): 107 (92)
- Daily staffing availability: 59% (80%)
- Daily travel/check-in time (hours/day): 16 (8)
- Travel miles per day: 139 (70)

Implementation Schedule (Months)
THE
CLARITY
PAUSE
Lean management lights the path to excellence.

Clarity is at the core of it all.
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