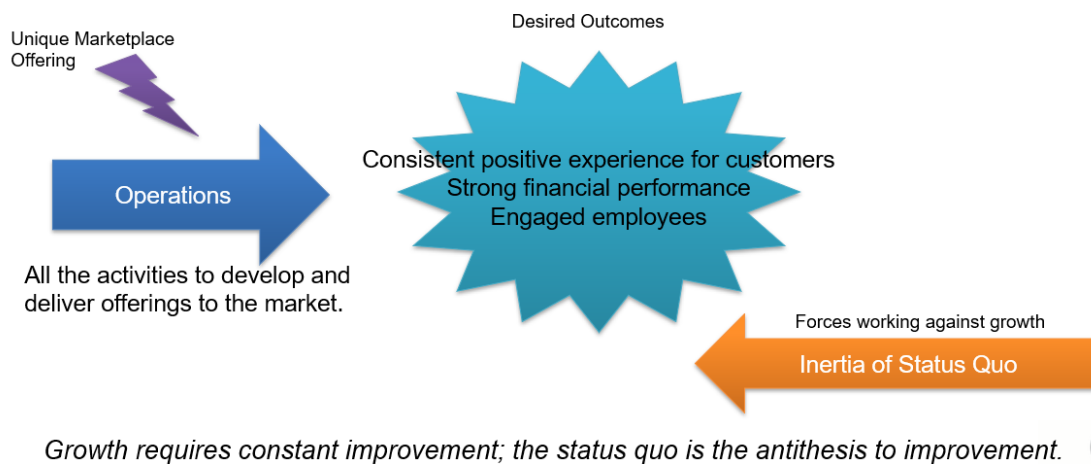


At some point all leaders look at their organization and say, “We can and must do better.” The obstacle to better is the inertia of the status quo or stated more simply, “nothing will ever change around here” “we have always done it this way” “we do well enough with how things work today.” These views represent apathy in the organization which leads to decline. *The Path to Drive Results* is a set of activities designed to challenge the status quo and provide your organization with the skills and experience that allow you to transform and grow.

## The Obstacle to Growth



To grow, the organization must:

- 1) Challenge the status quo.
- 2) Establish the ability to see problems and be accountable to resolving problems.
- 3) Execute on process improvements.
- 4) Get people to slow down and think in the right way.

# The Path to Drive Results



This document is intended to provide leaders with the activities, resources, and investments required to build a system of ongoing continuous improvement in their organization. The document explains four main activities: operations assessment, continuous improvement management, process improvement, and employee development. For each activity, Chalmers St. provides offerings to develop and support the continuous improvement system. The details about our approach along with pricing for each offering are embedded as PDF files inside this document.

## **Four Steps to Drive Results:**

The *Path to Drive Results* is a 4-step approach that Chalmers St. provides to our clients to overcome the inertia of the status quo and grow.

### **Step 1: Challenge the status quo.**

To overcome the status quo, the organization must feel discomfort in the current state. Chalmers St. offers a 4-hour Operations Strategy Assessment to establish the current state of the organization's people, processes, and technology while identifying pain points in the system to establish motivation for change.

### **Step 2: Establish the ability to see problems and be accountable to results.**

Discomfort without the means to address the cause results in frustration, helplessness, and eventually apathy. In short, nothing good. *The Path to Drive Results* requires a platform that coordinates the organization's ability to see problems and collaboration to resolve. This is the platform to build continuous improvement.

Chalmers St. offers multiple platform tiers to address your organization's unique needs. The tiers offer the basics required for seeing and resolving problems. For example, establishing a backlog of issues, frequent checks of actions and progress, and review of key process indicators. Within the platform, Chalmers St. offers working sessions to create key process indicators, document process standards, and uncover and resolve obstacles at multiple levels of the organization.

This typically includes:

- Establish and manage a roadmap of continuous improvement initiatives and activities.
- Monthly performance reviews with a Master Black Belt – 2 hours onsite or virtual
  - o Maintain a continuous improvement backlog of problems.
  - o Review KPIs, discuss trends, and identify improvement opportunities.
  - o Review open actions and progress.
- Monthly CI Team sessions led by Chalmers St. Industrial Engineer.
  - o Identify improved work practices, procedural changes, and technology opportunities.
  - o Assign follow up improvement work based upon findings.
  - o Manage the execution of improvement through the validation of results.
- Access to Chalmers St. Consulting CI Repository.
- Fractional MBB support of strategic sessions and roadmap discussions.
- Perform data capture, tabulations, and visualizations.

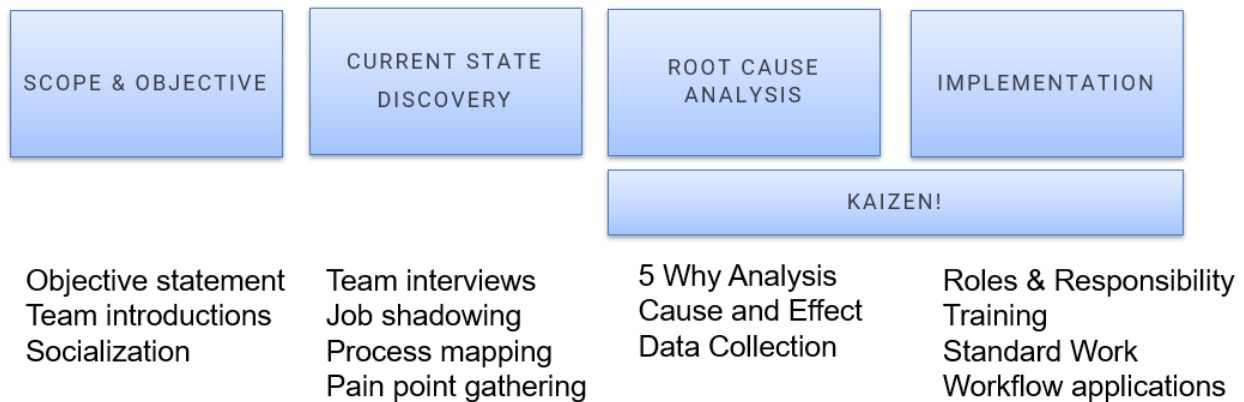
# The Path to Drive Results

## Step 3: Execute on process improvements.

To be accountable to results the organization must be capable of executing on improvement. All companies perform process improvement, but only some do it well. Loosely defined problems, poorly owned solutions, and inconsistent progress lead to poor adoption and disappointment.

Chalmers St. partners with clients to lead them through formal process improvement methodology. We teach our client teams time tested and well-established frameworks that result in collaborative, innovative, and sustainably deployed solutions.

We follow a standard 5-Phase approach to process improvement.



# The Path to Drive Results



## **Step 4: Get people to slow down and think in the right way.**

The more people that are experienced in collaborating or leading process improvements the faster you will grow. The more people that understand the mindset and motivation behind continuous improvement the more processes will improve. People drive results, so the *The Path to Drive Results* is dependent upon developing your team's problem-solving skills.

Chalmers St. Consulting offers the continuous improvement Mastermind Program to develop people that can learn and apply problem-solving techniques, collaborate, and teach others, and influence the organization towards a CI culture.

### **How Chalmers St. CI Mastermind Groups work.**

Mastermind sessions are held for 2 hours twice per month and facilitated by a principal consultant with 10+ years as a Black Belt or Master Black Belt.

The typical agenda for a session is learning and discussing a concept or method that can be applied in practice. Then provide time for each participant to share an active improvement application with suggestions to enhance improvement work or overcome obstacles.

Participants are grouped with individuals of similar skill-levels from businesses that do not have conflicts between them. Group size will vary from 4 to 7 people.

The organization will identify an improvement project or objective that when complete will return quantifiable value to the organization. Group sessions will be used to gauge and accelerate progress.

### **Why this works.**

People learn best in groups! Group sessions facilitated by an expert allow participants to discuss concepts and challenges in a way that allows them to think deeply to solve the problem. Learning is internalized when it comes from multiple channels. People listen to their peers and hearing the same message in different ways deepens their understanding. Peer pressure creates accountability. We all avoid letting others down (especially high performing people). Peer pressure causes people to stretch their abilities and overcome difficult obstacles. Finally, daily work prevents your team from seeking new solutions to persistent problems. Group sessions give participants the time and mental space to work through problems with likeminded high performers, ultimately delivering success to your bottom line.

## **About the sequence**

Does the order of these steps matter? Yes, and no. Yes, it is optimal to start with step one and build the program as you move from two to three to four. And no, Chalmers St. has taken clients on the continuous improvement journey starting at any one of these four steps and building from there. The culture and situation of every client differs. Our approach will always match those needs. What is most important is that you get started. Stop letting the push for working harder get in the way of working smarter. With that in mind, let's get started!