



## **Introduction to Work Excellence**

In times of crisis, finding ways to continue to create value for your customers is crucial to the survival of our organizations.

WorkExcellence is a Method of Working that helps you get more value from your work now – you chose the value!

We believe to continue to create value and get more value from your work, teams and organizations must:

- Create and use a common way of working
- Create clarity to current state
- Be able to focus forward on the most important issues; and,
- Sustain the momentum you gain

By applying our beliefs – “Your Way” and focusing on the five core elements of work (Direction, System, Measurement, Plan, and PDCA) you will create more value from your work.

Following is a list of questions using the five core elements of work to help you, your team, and your organization Tackle Todays Crisis and Create Value, now.



## **Corona Virus Pivot Questions**

### **Work Direction**

*A visual document to help you "Define the Value" by answering "why". Create clear direction for your organization or team.*

- You're here, you made directional choices. When do you need to check & adjust (change) your current direction? Is the current direction short or long term?
- How does your business need to shift priorities based on the current market? Do you need to consider a pivoting your organization to continue to generate revenue?
- What is most important to your customers today? Do you need to find new customers?
- What's important for your organization or team to know now?
- Have you communicated the important messages to your team? How?

*Examples of important directional information your team needs to know:*

- Do we need to stay apart?
- If I am sick or caring for sick loved one, do I need to stay home?
- Will I get paid if I stay home?
- What work does your team need to do?
- Am I allowed to travel? If so, what method of travel is acceptable?
- Can I go on my vacation that was already planned and approved?
- Is my job in jeopardy?
- Is our organization considered essential? Do I need to come to the facility, if we are essential or should I continue to work from home?
- How is top leadership communicating direction throughout the organization?
  - Is this direction visible & clear?
  - Is your method of communication consistent?
  - Do you have a structured cadence of communication? Daily, Twice per Week?
- What value are you asking your team to provide?
  - Keep the business afloat?
  - Continue doing your normal routine work? "work 'IN' the business"
  - Pause some routine work and improve the work? "work 'ON' the business"
- What direction have you provided your organization regarding government subsidies?
- Will you seek and apply for all subsidies or wait until you need the help? Have you clearly defined a person or team to be responsible for this work?
- Have you set clear direction on how individuals and teams should collaborate to continue to create value? (Zoom, GoToMeeting, Team, Skype, etc.)
- Are you directionally thinking about how you are going to ramp back up?



## **Work Plan**

*A visual plan of the improvement effort, with commitment, accountability, and a fixed interval of time to "Improve the Value" of your organization.*

- Is your organization or team clear on the priorities?
- How are you communicating these priorities? What is your focus of work? Have you selected the most critical work that will have the biggest impact, now?
- Do you have a work plan regarding government subsidies?
- Are these work plans visible? Are you using a common method to share your work plans?
- Do you have current state clarity on each team's work plan? What is everyone working on this week? How are you holding the team's accountable to these work plans?
- Is everyone clear on what needs to stop or expand? What work plans that existed before COVID-19 need to stop or be adjusted?
- Do you truly understand your organization's or team's capacity for different types of work? If you have chosen to pivot your organization's or team's work, do you have the capacity to ensure your pivot occurs fast enough?
- Have you developed identified barriers and established contingencies for your work plans? How have you clearly documented these barriers and planned contingencies?
- How are you ensuring that you are still getting value from your organization, teams, and individuals daily?
- Have you created a ramp-up plan to bring your organization or team back to a "new normal"? If not, when is this plan necessary?

## **Work System**

*A visual tool for your work processes to show how you "Create the Value" from your work.*

- What work systems are you shutting down or contracting? (example, elective surgeries, in-house dining)
- What work systems are you ramping up or expanding? (Supply Chain, ICU, Employee Health, Take-out service)
- If you are pivoting your business, what parts of existing work systems still apply? Do you need to scrap everything and start over building new work systems? (example: HR issues, carry-out v. dine-in, triage)
- Do you need to create a work system regarding government subsidies?
- What technology are you using?
- How are you communicating the need to change certain work systems? Is this method of communication working?
- Do we have a documented, streamlined processes for delivery of our product or services during this time?
- Are the hand-offs clear between the various teams/departments?
- Have you created additional waste in your work systems? Should your teams be working to eliminate this waste or simply accept it during this time period?



## **Work Measurement**

*A dashboard of the "critical few" metrics for an organization, to measure the performance of your work and "Ensure the Value".*

- What measures are critical during this time period? Do you need to shift what you normally tracked?

### Examples

- number of front-line team members that are infected
- cash flow
- revenue
- expenses, especially discretionary spending
- incoming order volume
- What measures do you need to stop tracking?
- What measures do you need to continue tracking, monitoring, and acting upon?
- What measurements need to be created? What data do you need to gather?
- What do you need to be tracking or keeping records regarding government subsidies? Do you need to set up separate accounting systems to track certain expenditures or lost revenue?
- How do we ensure each team is producing the desired results, especially with the increase in remote workers?

## **Work PDCA**

*PDCA (Plan, Do, Check, Adjust) frames the cadence, rhythm, and interval of organizational cycles to create accountability and momentum to "Sustain the Value".*

- What are your cycles/rhythms?
  - Daily, weekly, etc.
- How are you doing Check/Adjust to ensure your work is creating value?
- What's your meeting structure? What meeting management tools are you using? What's the proper cadence and structure for effective meetings?
- What is your communication cadence? This communication includes current state, direction, improvement work, changing work systems, and measurement.
- How are your teams continuing to learn from this experience and share it?
- Who should be working 'ON' the business right now, or is all of your work 'IN' the business during the crisis?
- What's the cadence with suppliers & customers?
  - (Six Voices: Customer, Employee, Work System, Business, Supplier)
- How are keeping track of the work that remote workers are doing?