

What is WorkOut?

A process to achieve improvements *quickly* by engaging the knowledge, commitment, and enthusiasm of those within your organization that are closest to the work.

A format for concentrated, intentional decision-making.

WorkOut Philosophy

Eliminate wasted time and effort

Focus on the customer, both internal and external

Cooperation across functional and hierarchical boundaries

Process thinking

Empowerment



Speeds cycle times

Reduces bureaucracy and busy work

Obtains strategic business objectives

Gets existing business done quicker

Unblocks log jams

Reduces operating costs

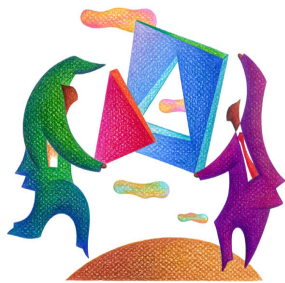


WorkOut

People Impact

New Interchanges

- Create the forum for dialogue and change
- Eliminate bureaucracy & barriers
- Understand the system versus just one's task



Grass Root Solutions...



- People closest know it best
- Have significantly more to contribute to achieving business goals—and want to do so
- Respond to a team challenge creating buy-in

Execution – Implementing the solutions

- Leadership immediately decides ‘yes or no’ on the teams’ recommendations
- Clear line of accountability for actions
- Teams implement their solutions with updates to leadership at 30, 60 and 90 days



WorkOut

Capabilities Developed

Creates a fast-moving, nimble culture

Develops managers into leaders

Bridges organizational boundaries

Creates an sense of ownership & accountability

Builds horizontal integration

Develops / builds on current analytical ability



WorkOut High Level

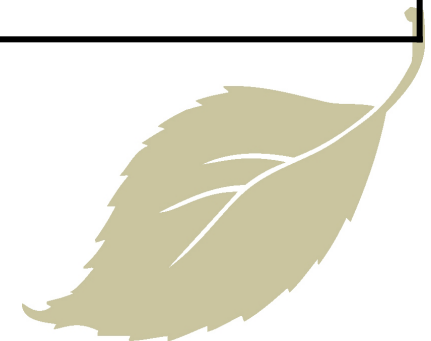
1. Leadership defines a critical business opportunity.
2. Planning team refines opportunity, selects people for WorkOut teams, collects key background data.
3. WorkOut team(s) devote 24-48 hours of concentrated work time to create recommendations for improvement.
With the:
 - pressure of a deadline
 - assistance of skilled facilitation
 - team members' commitment to implement their recommendations within 90 days
4. Leadership makes a “yes” or “no” decision on each recommendation at the conclusion of the WorkOut teams' concentrated work time.
5. Teams (individuals) own & are accountable to implement their approved recommendations, with support from others.



WorkOut Opportunities

Level A Strategic organization-wide goal	Level B Functional business unit goal	Level C Local department improvement goal	RAMMPP Local department Streamline and Simplify
Planning time: 6 to 10 weeks Planning Team 2-3 Days	Planning time: 4 to 6 weeks Planning Team 1-2 Days	Planning time: 2 to 4 weeks Planning Team 1 Day	Planning time: 1 week Planning Team ½ Day
WorkOut teams: 3 or more	WorkOut teams: 2 or more	WorkOut teams: 1 or more	WorkOut teams: 1 or more
Length of WorkOut session 3 to 5 days	Length of WorkOut session 2 to 3 days	Length of WorkOut session 1 to 2 days	Length of WorkOut session 1 to 1.5 days

WorkOut is customized to fit different levels of business goals, timeframes and resources.



WorkOut Opportunities Description

Level A,B,C

Leaders identify a significant issue or compelling opportunity that is **complex, that may have many stakeholders and calls for multiple expertise**, requiring:

- cross boundary cooperation
- 'buy-in' for best execution
- ownership and accountability

WorkOut challenges sound like:

“How do we establish a dynamic process that looks at key standards & focuses on delivery of the XYZ Operations Mission?”

“How can we bring together all three of our operations one centralized location by Sept. without disrupting service?”

“How do we optimize resources & workload to clear all billing & accounting backlogs?”



RAMMPP

Leaders believe some part of their functional area is **spending too much time and effort on non-value added work.**

Perhaps too many reports generated, meetings occurring, needless approvals, unnecessary measurements, burdensome policies or outdated practices.

RAMMPP Challenges sounds like:

“How do we streamline and simplify the way we currently do our day to day work?”

“How do we reduce or eliminate non-value added work from our XYZ group?”

“How can we simplify the way we work so we have more time and energy for important, challenging initiatives?”



WorkOut Opportunity Gauge

Where...

- There is compelling need for improved results
- You need to expedite your strategic business objectives
- There are 'learned to live with' problems – important tasks are being neglected; simple things seem too complex
- Internal or external customers are complaining
- You need to get more cost effective results
- You need to streamline, simplify and/or eliminate unnecessary work
- Bureaucracy is weakening business results and people's energy
- There are cross-functional roadblocks
- You can get, or need to get results quickly
- Buy-in and support is needed for change



WorkOut Entry Points

Complete roll-out and delivery.

Assistance with one or two WorkOut deliveries.

Internal Capacity Building for training your internal resources to conduct WorkOuts.

WorkOut In a Box for organizations that have significant experience facilitating improvement initiatives and are looking for our initial guidance and detailed materials.



WorkOut

Key Elements Recap

Right people, right focus.

Detailed action plans developed: What, Who, When.

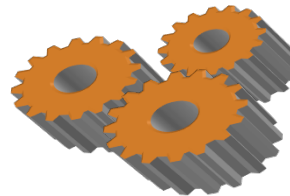
Decisions are made promptly.

Approved recommendations are the implementation responsibility of team members.

Implementation time is short and status of actions are given continual attention.

Built from:

Enthusiasm



Creativity

Experience

