Breaking Boundaries for Operational Excellence

Water and Wastewater Equipment Manufacturers Association Annual Meeting

Phoenix, AZ
Thursday November 7, 2019

Presented by: Vince Bovino
It’s time to shatter the barriers to Operational Excellence.
So, Where do you Start?

- Establish Company Strategy and Goals
- Define Company Core Values

Why you start with Strategy ... Goals ... Values?
Objectives of Operational Excellence

- To quickly, significantly and on a sustained basis improve the company’s operating performance & profitability

- To produce high-quality products with excellent on-time performance and superb customer service
Objectives of Operational Excellence

Oh, by the way!

- To improve employee’s pay **without** adding to legacy pay (salary and base pay increases)
Results and Outcomes

- 15% to 40% gains in employee productivity
- 5% to 30% reduction in unit cost
- 20% to 60% improvement in product quality
- Measurable improvement in operating safety
- Dramatic improvement in on-time shipping performance
- Reduction in material usage (scrap rate)
Cultural Shifts

- “Near-perfect” organizational alignment
- Silo thinking is eliminated
- Employees have a “fire in their belly”
- Communication reaches new heights
- Excitement and energy from employees
- Theft and property damage disappear
Cultural Shifts

- Employees challenge non-performing peers
- Shift-to-shift competition converts to shift-to-shift cooperation
- Employees realize that improved performance equals more incentive pay
- Employee engagement becomes the norm
Four Powerhouse Systems …

Performance
Communication System

Performance Improvement Team System

Performance Measurement System

Incentive Pay System

Breaking Boundaries for Operational Excellence
The Power of Linking the Four Systems

The key to a successful Operational Excellence Plan is LINKING THE FOUR SYSTEMS TOGETHER.
KPIs are the essence of the Performance Measurement System.

KPIs are the cornerstone of the Incentive Pay System.

KPIs are the focus of the Performance Improvement Teams.

KPIs are the centerpiece of the Performance Communication System.
Integrity

Employees must have **CONFIDENCE AND TRUST IN THE INITIATIVE** ...

Especially the Incentive Pay System
Design and Implementation

Each of the four systems must be SUPERBLY DESIGNED & RIGOROUSLY IMPLEMENTED
Bolt-On Initiatives

- A variety of topic-based initiatives can be “bolted-on” to the four core systems.
- These bolt-on initiatives must support the company’s goals.
Design Team ... Cross Section of Employees

Administrative & Technical

Leadership

Production & Maintenance

Design Team
The Design Team

“Blue ribbon” team

- Creates credibility & ownership
- 7 to 15 employees
- Cross section of organization

Selected by management
- They recommend ... not decide
- Defined responsibilities

Change agents

Breaking Boundaries for Operational Excellence
36 Plan Design Features: 10 Examples

1. Departments & Employees Included/Excluded
2. Temp. Employees
3. No Fault, No Excuse
4. Establish Incentive Pay baseline
5. Build the Fund
6. Distribute the Fund
7. Measurement Periods
8. Percent of Gains to Employees
9. Incentive Pay No Caps
10. Moving the baseline
Performance Measurement System

The most solid principle of improvement is .... What Gets Measured Gets Done!
A Two-Tier Measurement System:

1. Key Performance Indicators (KPIs)
2. Line-of-Sight Targets (LSTs)
Key Performance Indicators (KPIs)

RECOMMENDED BY DESIGN TEAM AND APPROVED BY MANAGEMENT

1. Measures the performance of the overall business unit ... plant ... mill ... mine ... distribution center ... etc.

2. Macro measures that drive business success

3. Measures results or outcomes ... not processes, efforts or activities
Key Performance Indicators (KPIs) (continued)

4. Monthly Measures

5. Number of KPIs ... never fewer than 4 and seldom more than 7

6. Measures that drive the Incentive Pay System
KPIs Build Organizational Alignment

KPIs ... the “beam of light” upon which all employees focus their energy ... this is “near-perfect organizational alignment”.

The value of this alignment is immeasurable.
Three KPI categories

Productivity Focused

Customer Focused

Safety Focused
Productivity Focused KPIs

1. COST PRODUCTIVITY
   a. Controllable non-labor cost per equivalent unit produced
Cost Productivity KPI

\[
\frac{\text{Controllable Non-labor Costs}}{\text{Equivalent Units Produced}} = \text{Cost per Equivalent Unit Produced}
\]
Productivity Focused KPIs

2. EMPLOYEE PRODUCTIVITY

a. Equivalent units produced per paid hour worked

OR

b. Paid hours worked per equivalent unit produced
   (for large units of output i.e. OTR Trailer)
Employee Productivity KPI

\[
\frac{\text{Equivalent Units Produced}}{\text{Paid Hours Worked}} = \text{Equivalent Units Produced per Paid Hours Worked}
\]
Employee Productivity KPI

\[
\frac{\text{Paid Hours Worked}}{\text{Equivalent Units Produced}} = \text{Paid Hours Worked per Equivalent Units Produced}
\]
DO NOT USE THESE MEASURES OF EMPLOYEE PRODUCTIVITY

- labor cost per unit of output
- labor cost as a percent of sales

They are classic financial measures that do not accurately measure Employee Productivity.
Customer Focused KPIs

3. PRODUCT QUALITY
   a. An external measure as viewed by the customer (PPM reject/return rate)

Do not incentivize a self-reported internal measure of quality
Product Quality KPI

Parts Returned/Rejected By Customer

\[
\frac{\text{Parts Returned/Rejected By Customer}}{\text{Parts Shipped to Customer}} \times 1,000,000 = \text{PPM} \text{ Parts per Million Return/Reject Rate}
\]

PPM May Be Measured by “All Customers” or “Individual Key Customers” plus “All Other Customers”
Customer Focused KPIs

4. ON-TIME PERFORMANCE
   a. On-time percent
   b. Average days late
On-time Performance KPI

Complete Orders Shipped on Time / Total Orders Shipped = On-time Shipping Percent

Days Late of All Orders Shipped / Late Total Orders Shipped = Average Days Late
Safety Focused KPI

5. SAFETY RESULTS
   a. OSHA Frequency Rate ... How Often
   b. OSHA Severity Rate ... How Serious
Safety KPI

\[
\text{OSHA Recordable Incidents} \times 200,000 \div \text{Clock Hours Worked} = \text{OSHA Incident Frequency Rate}
\]

\[
\frac{\text{Lost Days} \times 1 + \text{Light Duty Days} \times 0.5}{\text{Clock hours Worked}} \times 200,000 = \text{OSHA Incident Severity Rate}
\]
Equivalent Units Produced

Standard Cost Includes:

• Labor
• Materials
• Supplies
• Overhead

• Overhead
• Machine Set-up
• Outside Services
• Etc.
Equivalent Units Produced

Standard Cost of pumps

Pump A
$100 Standard Cost

Pump B
$200 Standard Cost

Pump C
$400 Standard Cost
Equivalent Units Produced

Calculating Average Standard Cost

\[
\frac{\text{Total Standard Cost (last 12 months)}}{\text{Total pumps produced (last 12 months)}} = \$200 \text{ Average standard Cost (ASC)}
\]
Equivalent Units Produced

Calculating Equivalent Units

Pump A

$100 Standard
$200 ASC

= 0.5 Equivalency Factor
or ½ Equivalent Unit
Produced

Pump B

$200 Standard Cost
$200 ASC

= 1 Equivalency Factor
or 1 Equivalent Unit
Produced

Pump C

$400 Standard Cost
$200 ASC

= 2 Equivalency Factor
or 2 Equivalent Units
Produced
Line-of-Sight Targets (LSTs)

DEVELOPED BY TEAM OR DEPARTMENT EMPLOYEES
... they own the measures

1. Mini performance measures specific to a team or department
2. Number of LSTs ... 2 to 5 per team or department
3. Visual displays of performance in timeline charts
4. Measure processes ... activities ... results ... outcomes
Line-of-Sight Targets (LSTs)

5. Daily ... Weekly ... Monthly measures

6. Not directly incentivized ... They drive the KPIs

7. Allow employees to see and understand how they have a direct and immediate impact on the big picture.

8. Leading indicators of month-end KPI results.
Breaking Boundaries for Operational Excellence

LST Owner: George W. Graph

Shipping Department Employee Productivity LST

LST Supports KPI #2 Employee Productivity

Graph showing units shipped per paid hour worked from 12/3/17 to 6/3/18 with lines indicating target, baseline, and 26 week average.
LST Examples

- Cost of departmental supplies
- Overtime Rate
- Equipment availability
- Absentee Rate
- Scheduling errors

- Property/equipment damage
- Equipment utilization
LST Examples

- Number of equipment set ups
- Vendor discounts taken
- Delivery errors
- Following production schedule
- Order-to-delivery cycle time
- First pass quality
- Department scrap rate
Line-of-sight targets (LSTs)
A sound principle for Operational Excellence

Improvement significantly increases when:

- employees are close to the performance being measured (physical proximity) and
- the measure is frequently communicated to employees
Key Take away

Every action, or inaction, by every employee, influences the LST and KPI performance and the size of the Incentive Pay Fund.
Linking Employee Actions to Goals and Strategy

- Every Employee Action and Inaction
- Impacts LST Results
- Impacts KPI Results & Incentive Pay
- Drive Business Results
- Supports Goals and Strategy
The Incentive Pay System

Incentives Drive Performance ... Supercharging continuous improvement efforts.
Companies must have a rock solid answer to employees’ question ... 

“WHAT’S IN IT FOR ME TO IMPROVE OPERATING PERFORMANCE?”

Warm and fuzzy answers don’t cut it!
One of the top three employee complaints is ... I am not making enough money.

A well-designed Incentive Pay System will all but eliminate that complaint.
Breaking Boundaries for Operational Excellence

Incentives Drive Performance
The first law of economics is not supply and demand. The first law of economics is incentives matter.
Incentive Pay System Principles

1. The Incentive Pay System must be ultra-transparent and scream “integrity.”
Incentive Pay System Principles

2. The Incentive Pay System must be fair to shareholders/owners ... fair to employees and ... responsive to customers’ requirements.

3. Measure and incentivize what you value (the business drivers) and the behaviors you seek.
Incentive Pay System Principles

4. Never incentivize the wrong behaviors or results.

5. Establish 4 to 7 Key Performance Indicators.

6. Key Performance Indicators (KPIs) must, to some reasonable degree, be influenced and/or controlled by employees.
Incentive Pay System Principles

7. Incentive pay must be driven by improved outcomes and results, not improved processes, activities or efforts.

8. Incentive pay must be the result of quantifiable and measurable improvements compared to an established baseline.
Incentive Pay System Principles

9. The performance baseline for each Key Performance Indicator (KPI) must be achievable.

10. An Incentive Pay System distributes 35% of the value of the improvement to employees.

11. Small incremental improvements above baseline performance are measured and incentivized.
12. Incentive Pay System must be uncapped ... uncapped incentives produce uncapped performance.
Incentive Pay System Principles

13. The incentive pay earned must reflect fluctuations in operating performance.

14. Reasonable improvement levels must result in an incentive that is considered motivational to employees.
Incentive Pay System Principles

THE NEXT TWO PRINCIPLES ARE CONTRADICTORY BUT MUST BE FOLLOWED ...

15. The incentive pay is frequent and close-in-time to the performance.

16. The Incentive Pay System measures and rewards sustained performance.
**Performance Reward Cycle Chart**

(3-Month Average)

<table>
<thead>
<tr>
<th>Month (Performance Period Ending)</th>
<th>Performance Measurement Period</th>
<th>Payout Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>November, December &amp; January</td>
<td>February</td>
</tr>
<tr>
<td>February</td>
<td>December, January &amp; February</td>
<td>March</td>
</tr>
<tr>
<td>March</td>
<td>January, February &amp; March</td>
<td>April</td>
</tr>
<tr>
<td>April</td>
<td>February, March &amp; April</td>
<td>May</td>
</tr>
</tbody>
</table>
17. Avoid minimal incentive payouts.
Incentive Pay System Principles

18. Every KPI must have a Visual Incentive Fund Chart that displays:
   a. A performance baseline (RED BAR)
   b. Actual performance
   c. Actual earned incentive pay
   d. Various potential incentive pay for various performance levels
A Cost Productivity Fund Chart
(Self-Funding KPI)

Cost per Equivalent Quality Unit Produced
(3-Month Average)

Equivalent Quality Units Produced
(3-Month Average)

Breaking Boundaries for Operational Excellence
## A Product Quality Fund Chart
(Non Self-Funding KPI)

<table>
<thead>
<tr>
<th>PPM (3-Mo Avg)</th>
<th>Product Quality Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>$9,014</td>
</tr>
<tr>
<td>1,000</td>
<td>$7,504</td>
</tr>
<tr>
<td>2,000</td>
<td>$6,017</td>
</tr>
<tr>
<td>3,000</td>
<td>$4,507</td>
</tr>
<tr>
<td>4,000</td>
<td>$2,997</td>
</tr>
<tr>
<td>5,000</td>
<td>$1,510</td>
</tr>
<tr>
<td>6,000</td>
<td>$0</td>
</tr>
<tr>
<td>7,000</td>
<td>($1,510)</td>
</tr>
<tr>
<td>8,000</td>
<td>($2,997)</td>
</tr>
<tr>
<td>9,000</td>
<td>($4,507)</td>
</tr>
<tr>
<td>10,000</td>
<td>($6,017)</td>
</tr>
<tr>
<td>11,000</td>
<td>($7,504)</td>
</tr>
<tr>
<td>=&gt; 12,000</td>
<td>($9,014)</td>
</tr>
</tbody>
</table>
### On Time Performance Fund Charts (Non Self-Funding KPI)

#### On-time Shipping Percent (3-Month Average)

<table>
<thead>
<tr>
<th>On-time Shipping Percent (3-Month Average)</th>
<th>Incentive Pay Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>$9,042</td>
</tr>
<tr>
<td>98%</td>
<td>$5,425</td>
</tr>
<tr>
<td>96%</td>
<td>$3,617</td>
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<tr>
<td>94%</td>
<td>$1,808</td>
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<tr>
<td>92%</td>
<td>$0</td>
</tr>
<tr>
<td>90%</td>
<td>($1,808)</td>
</tr>
<tr>
<td>88%</td>
<td>($3,617)</td>
</tr>
<tr>
<td>86%</td>
<td>($5,425)</td>
</tr>
<tr>
<td>84%</td>
<td>($9,042)</td>
</tr>
</tbody>
</table>

#### Average Days Late (3-Month Average)

<table>
<thead>
<tr>
<th>Average Days Late (3-Month Average)</th>
<th>Incentive Pay Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>$4,658</td>
</tr>
<tr>
<td>2</td>
<td>$3,726</td>
</tr>
<tr>
<td>4</td>
<td>$2,795</td>
</tr>
<tr>
<td>6</td>
<td>$1,863</td>
</tr>
<tr>
<td>8</td>
<td>$932</td>
</tr>
<tr>
<td>10</td>
<td>$0</td>
</tr>
<tr>
<td>12</td>
<td>($932)</td>
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<tr>
<td>14</td>
<td>($1,863)</td>
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<tr>
<td>16</td>
<td>($2,795)</td>
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<tr>
<td>18</td>
<td>($3,726)</td>
</tr>
<tr>
<td>20</td>
<td>($4,658)</td>
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</tbody>
</table>

$5,425 + ($1,863) = $3,562
### Safety Results Chart (A Multiplier KPI)

#### LWD/RWD Severity Rate (3 Month Average)

<table>
<thead>
<tr>
<th>ORI Frequency Rate (3 Month Average)</th>
<th>75.0</th>
<th>70.0</th>
<th>...</th>
<th>15.0</th>
<th>10.0</th>
<th>5.0</th>
<th>0.0</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>0.0%</td>
<td>1.4%</td>
<td>...</td>
<td>19.4%</td>
<td>22.2%</td>
<td>23.6%</td>
<td>25.0%</td>
</tr>
<tr>
<td>1</td>
<td>-1.4%</td>
<td>0.0%</td>
<td>...</td>
<td>18.1%</td>
<td>20.8%</td>
<td>22.2%</td>
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<td>2</td>
<td>-2.8%</td>
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<td>...</td>
<td>16.7%</td>
<td>19.4%</td>
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<td>22.2%</td>
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<td>3</td>
<td>-4.2%</td>
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<td>15.3%</td>
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<td>5</td>
<td>-6.9%</td>
<td>-5.6%</td>
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<td>12.5%</td>
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<td>16.7%</td>
<td>18.1%</td>
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<td>6</td>
<td>-8.3%</td>
<td>-6.9%</td>
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<td>11.1%</td>
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<td>15.3%</td>
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<td>7</td>
<td>-9.7%</td>
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<td>9.7%</td>
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<td>18</td>
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<td>-5.6%</td>
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#### ORI Frequency Rate (3 Month Average)

<table>
<thead>
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<th>LWD/RWD Severity Rate (3 Month Average)</th>
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<tr>
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<td>18</td>
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</table>

**Breaking Boundaries for Operational Excellence**
19. The Total Incentive Fund Is The Sum (+ and -) Of Each KPI’s Incentive Fund

Total Incentive Fund: $22,209
20. Fund Distributed as Percent of Eligible Pay

\[
\frac{\text{Total Incentive Fund (Monthly)} \times \text{Employee Eligible Pay (Monthly)}}{\text{Total Eligible Payroll (Monthly)}} \times \text{Employee Incentive Pay (Monthly)} = \text{Employee Incentive Pay (Monthly)}
\]

- Total Incentive Fund (Monthly): $22,209
- Total Eligible Payroll (Monthly): $277,612
- Employee Eligible Pay (Monthly): $3,200
- Average performance (most recent 3 months)
- Average payroll (most recent 3 months)
- Average pay (most recent 3 months)
Incentive Pay System Principles

21. Distribute earned incentive pay to employees as soon as possible after the end of the performance measurement period.
Incentive Pay System Principles

22. Don’t rule out non-cash incentives.
23. Validate and TEST the Incentive Pay earned for each KPI against ... easy ... moderate ... and aggressive performance assumptions.

a. Test all KPIs together against the same set of performance assumptions.

b. Calculate the PAYOUT to employees and NET GAIN to shareholders/owners.
Performance Communication System

An Uninformed Workforce Is An Underperforming Workforce
One of the top three employee complaints is ... poor communication.

As leaders, when you think you have done a good job communicating ... you are only half-way there.
Performance Communication System

**Event #1:** Announce that an Operational Excellence initiative will be developed.

- Target implementation date
- Objective of the initiative
- Overview of the four Operational Excellence Systems
- In-house Design Team will be used to design and implement the initiative
Performance Communication System

Event #2: Contest to name the initiative and design a logo.

- Winner chosen by Design Team receives a cash prize
- Contest helps build employee ownership and understanding of the four systems
Performance Communication System

Event #3: Communicate approved initiative to employees.

- Announcement Meetings
- PowerPoint Presentations
- Employee Booklets
- Communicated by Design Team
Event #4: New employee on-boarding to introduce key aspects of Operational Excellence.

- A Mini-Employee Booklet
- A brief SMART TALK
Event #5: Performance Communication Meetings

- Small group monthly meeting
  - Lead by trained employees

- KPI Report
  - Review KPI performance results
  - Review KPI incentive funds
Performance Communication System

**Event #6: Continuing Education SMART TALKS**

- Online, on-demand, animated, narrated explanations of Operational Excellence.
- Presented in monthly Performance Communication Meetings
Event #7: Line-of-Sight Targets (LSTs)

LST Owner: George W. Graph

Employee Productivity LST

Shipping Department

LST Supports
KPI #2 Employee Productivity

Units Shipped per Paid Hour Worked

- Emp Prod
- Target
- Baseline
- 28-Day Average

Breaking Boundaries for Operational Excellence
Event #8: Performance Communication Boards and Electronic Read-out Signs

- Operational Excellence information centers
Performance Improvement Teams

... significantly increase your company’s capacity for innovation and creativity.
One of the top three employee complaints is ... no one listens to my ideas for improvement.

The Performance Improvement Team System will put this complaint to bed.
The real genius in leaders, is harvesting the wisdom of their employees.
The untapped potential residing in employees’ improvement ideas and actions, is the best pre-paid path to Operational Excellence.

It’s time to tap that potential!
Performance Improvement Teams

• give a voice to employees

• create an army of problem solvers
It’s time to burn suggestion boxes and build a system to actively seek out and capture employee’s ideas!
Ideas for Improvement

Passive System
• Examples:
  • Suggestion Boxes
  • Open Door Policies
• Waits for employee’s input
• Minimal engagement

Active System
• Examples:
  • PI Teams
  • Productivity Surveys
• Actively seeks employee’s input
• Maximum engagement
Opportunities for improvement are hidden in plain sight … they are everywhere and endless
Hiring the Wrong Person

Waste, Waste, Waste ...
Labor, Materials and Suppliers

Rework, Rework, Rework

Turf Issues & Silo Thinking

Unproductive Work Practices

Out of Control Overtime

Equipment Downtime

Wasted Time

Stupid Spending!
Your Company is Like a Sphere

Every employee sees improvement opportunities from their vantage point.
Opportunities for Improvement

- **9%** Opportunities known to middle managers
- **4%** Opportunities known to top executives
- **74%** Opportunities known to supervisors
- **100%** Opportunities known to operations employees
The Anatomy of the PI Teams

Objectives

Focus on the KPIs

Coaches 10%-20% of workforce

Co-Leaders

Team Members

8-12 Employees

Repetitive improvements

Sphere of Influence

If it isn't broke, let's make it better

Lifespan

Multi-Shift Teams

Breaking Boundaries for Operational Excellence
The Anatomy of the PI Teams

**PI TEAM TRAINING**

4 DAYS

2 - 3 hour meetings

Two meetings per month

$1,000 Budget to improve something

Start small then GO BIG

HUB

Innovation

CREATIVITY

Accountability

Results

Breaking Boundaries for Operational Excellence
Pipeline of Employee Ideas to PI Teams
It’s time to shatter the barriers to Operational Excellence ... employees can even submit ideas while on vacation!
The Wisdom From Within
A Story Worth Telling

I have an idea to increase my productivity by 100% ... and not work harder

We can be more productive if we stop the over-lubricating...

My idea saved $20,000 per month ... forever
Let’s “TAKE ON” the three SILENT KILLERS of productivity

1. REWORK ... REWORK ... REWORK
2. WASTED TIME
3. EMPLOYEE TURNOVER
Thank you! It's been fun!

You now have the resources and blueprint to make a lasting and seismic mark on your company.
To make a seismic and lasting impact on your company, call me.

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Connect with me on Linkedin for free Operational Excellence information