

Prospering in Difficult Times

Andrew McFarland

TUS Consulting

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Outline

- Uncertain times
- Key actions and qualities
- Specific recommendations
- LEAN initiatives
- Key thoughts

When Business is Not Usual

- Times of change and uncertainty
- Manager's role more complex
 - more bases to cover
 - old supervisory approaches will likely not work
- Flexibility and adaptability required
 - change your modus operandi
 - “go with the flow”

“The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion.”

Theodore Hesburgh, former president of
University of Notre Dame

Building A Vision

- Provide clear direction and purpose
- Help staff believe they are part of something bigger than themselves and their daily lives
- Inspire loyalty in all employees
- Challenge people to excel and reach higher
- Inspire enthusiasm and commitment

Key Actions

- Maintain your managerial power
- Remain positive
- Minimize ambiguities
- Focus short-range
- Set clear priorities
- Heighten expectations
- Follow through

Winning Qualities

- Optimism - enthusiasm
- Determination - confidence
- Motivation
- Open-mindedness
- Patience - but only to a point

Change and Resistance

- Prepare employees for change
 - convince them change will happen
 - tell them what to expect
 - present a balanced viewpoint
- Invite resistance
 - it's there - get it into the open
 - often diagnostic
 - address their concerns

Improve Communications

- Worst time to “lose touch”
 - Candid, not guarded
 - better to over-do it
- Find the bad news first
 - increased monitoring/follow-up
- Address personal and career issues
 - quash rumors

Require Risk Taking

- Encourage more initiative
 - Consistent with all key actions
- Analysts empowered to make changes within their new assignments
 - “Play-it-safe” is not acceptable
- Be tolerant of reasonable mistakes

Increase Delegation

- Delegate effectively
 - builds their sense of involvement
 - shares the responsibility
 - helps your focus
- Don't over-police
- The goal - commitment and participation
 - not necessarily empowerment

Quality - Even More Critical

- Easier to lose clients
- Staff challenges
 - fewer/newer analysts
 - resentment, burn-out
- Uphold product standards
 - increase inspections of the product, not the analysts
 - talk to clients more

Avoid Procrastination

- Eliminate unnecessary stress
- Close the busyness trap
- Fewer “situations”
- Improve time management
- Faster/better decisions
- Increase interaction with staff

Motivate

- Channel the uncertainty
- Don't over-stabilize
- Rebuild morale
 - Drop in self-motivation, performance and spirit
 - Build a sense of belonging
 - Identify a cause
- Intrinsic rewards and recognition even more critical

Beyond the Pygmalion Effect

- **Pygmalion Effect: supervisor's expectations**
 - the self-fulfilling prophesy
 - Dale Carnegie: “Give them a fine reputation to live up to.”
- **Galatea effect: self-expectations**
 - help them believe in themselves and their effectiveness
 - provide increasingly challenging assignments
 - require participation in continuous improvement projects
 - coach/mentor
 - provide frequent, positive verbal feedback

Retain Your Employees

- Watch how team/members are functioning
- Re-recruit them with similar vigor
 - 80% leave because of interaction with supervisor
- Make them more important
 - recognize and appreciate their contributions
 - ensure they clearly know your expectations
 - provide even more/better feedback
 - seek their candid input
 - provide opportunities to contribute more

LEAN R&D

- Management philosophy on improving overall customer value by reducing waste in the process
- Core concepts
 - value is defined by the client
 - **identify the value stream/eliminate waste**
 - value flows at the pull of the client
 - **involve/empower employees**
 - **continuously improve**

The 9 Deadly Wastes

- Overproduction
- Inventory
- Motion
- Transportation
- Safety
- Information
- Defects
- Processing itself
- Waiting

First LEAN Initiatives

- Implement the 6-S's
 - sort, straighten, shine, systematize, sustain, safety
- Identify/eliminate waste
 - analyze the process in great detail
 - identify major areas of waste
 - implement continuous improvement plan

Value Stream Analysis - GC Lab

- Determine time
 - to assign lab
 - to assign analyst
 - to begin lab work
 - to complete lab work
 - to wait for information from client
 - to actually conduct the work

Value Stream Analysis - GC Lab

- Determine time required to
 - to begin writing the analytical report
 - to actually write the report
 - to submit the report
 - to approve and issue the report
 - total of 17 steps were tracked

LEAN Initiative - GC Lab

- Identified two major points of waste
- Potential actions discussed - 4 implemented
 - quick analyst assignment/number of assignments limited
 - reagents, standards, supplies available?
 - better documentation of methods
 - increased training
- Improvements
 - lead time decreased 66% (7.9 → 2.7 days)
 - cycle time decreased 42% (11.7 → 6.8 days)

Key Thoughts

- Channel the uncertainty and change
 - Provide focus and clarity
- Be open/flexible in approach
- Concentrate on real teamwork
 - tackle the situation as a group
 - success will depend upon everyone's commitment
 - everyone must believe they are part of something larger than today
 - take charge as much as the team can
 - influence management decisions as much as possible