

Euros and Emotions

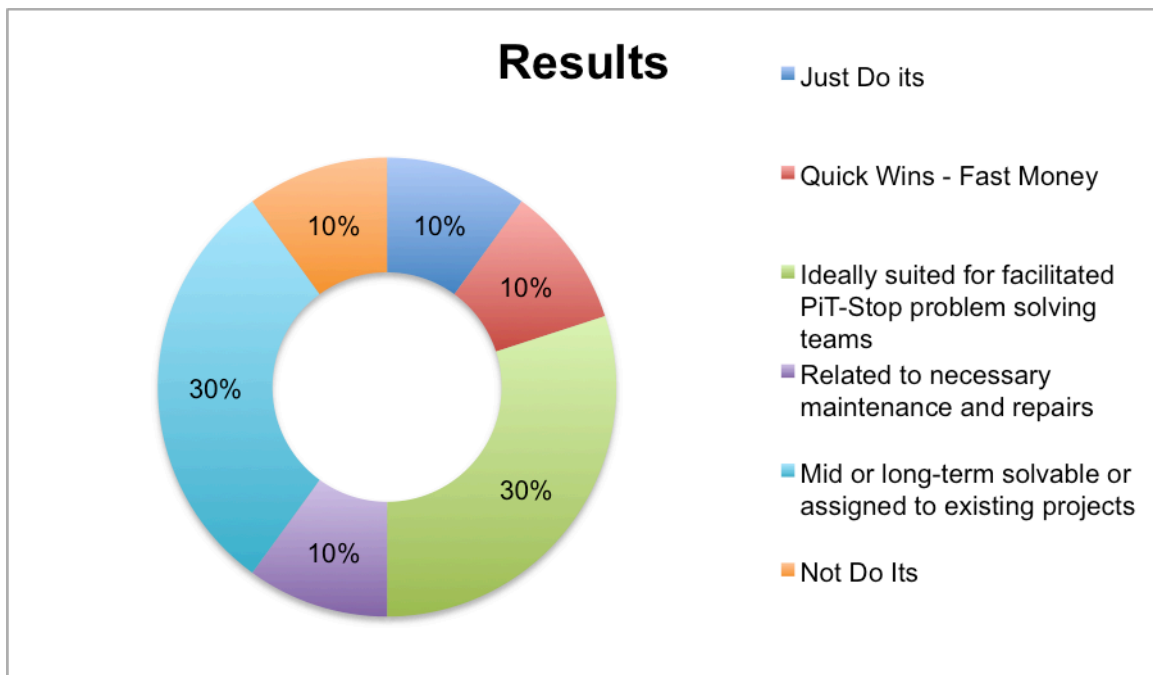
If we look back at the history of employee engagement, there is a common thread running through almost all organizations. 70% of employees do not actively contribute their ideas to established continuous improvement systems, irrespective of how they are designed.

For this reason we developed an employee interview-based methodology to engage all employees. That is to say, doing it 180 degrees differently. PiT-Stop, as we call our process, stands for problem finding, structuring and solving in teams.

Local facilitators that we train conduct 20-minute face-to-face interviews directly at the workplace. On average 3 problems/ideas are generated within this timeframe from every person. It is an inclusive bottom-up approach that involves everyone.

After the interview sessions, the problems and ideas are visualized and clustered using metacards and pinboards, Hand-in-hand all information is electronically documented and coded in an excel spreadsheet. At this point management is called upon to allocate the problems and make decisions on who does what when. The xls-based database also serves as an excellent controlling tool afterwards.

The following schematic shows the targeted allocation:



Close cooperation with internal controllers during the process helps estimate the financial benefit potential. Each interview day on average, based on approx. 50 employees interviewed, showcases between 100.000 and 200.000 Euros benefit potential (2.000+ Euro average per employee). This benefit potential results from less than 50% of the problems identified, where clear formula-based time and material savings were provided by the employees.

The last component of a model 5-day PiT-Stop process is the problem solving step. Facilitators trained by us conduct parallel 1-hour problem solving sessions that are ideally suited to 30% of the found issues.

Practical Examples

Standard 5-day week	1 Week
Persons interviewed	100
Ideas, suggestions, problems	300
<u>Minimum</u> benefit potential	100.000 – 200.000 Euros
External costs (2 persons)	20.000
Minimum benefit potential after costs	80.000 – 180.000

*The number of persons interviewed depends on the number of interviewers available. 5 Interview teams of 2 persons each can do 50 Interviews a day.

Results in Emotions

“For 25 years the company has only been paying me for my hand’s work; you could have had my brain as well – even free of charge! I am glad that this is now appreciated.” is the kind of statement we usually get as well. Employees are extremely pleased that someone comes to their workplace and asks them what could be done in a better way and takes them seriously. This is only topped when ideas are actually implemented.

How it could run

	1 st Wave	2 nd Wave	3 rd Wave ...
Preparation	1 day	1 day	½ day
Facilitators training and management briefing	2 days	2 days*	2 days*
Problem Finding: Interviews	2 days	4 days	4 days
Problem Structuring: Management Decisions	1 day	2 days	2 days
Problem Solving: Facilitated Teams	2 days	4 days	4 days
Employees interviewed*	100	200	200

* based on different business units within the organization and new facilitators and managers

In a Nutshell

PiT-Stop is a bottom-up employee engagement process that augments and fits into every organizations's toolbox. It drives employee participation rate, suggestion rate, idea implementation rate and monetary benefit rate to name just some of the hard metrics.

Conditions for Success

In order for the PiT-Stop Process to be effectively rolled out, the following requirements are essential:

- access to employees for 1:1 interviews at their place of work and involvement in problem solving teams
- minimum 6, maximum 20 employees to be trained as PiT-Stop facilitators
- on-site meeting room to capture results of interview process (sizing for 5-10 Pinboards, open house etc.)
- back office support which we provide to create Excel database of PiT-Stop results
- management support and comptroller-verified results

What we promise based on our experience:

- 3 Problems/Ideas per employee interviewed
- €100.000 - € 200.000 Benefits Potential per Interview Day
- a 10:1 ROI of the external costs as a minimum
- not only Savings Potential and hard ROI but also 'soft facts' such as: employee engagement, motivation, recognition, team competency, coaching, facilitator training

Lean = Kaizen! The systematic identification and elimination of non-value-adding activities through the ideas of our employees! Simply said: Efficiency = doing things right. Effectiveness = doing the right things. Efficiency is completing a task successfully and without wasting time. Employees can easily identify this wasted potential for us. Organizations, who in these difficult financial times, use this hidden potential to make themselves 'fit', have the opportunity to emerge strengthened from this crisis. Waste has no future!

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Bio:

Bernie Sander is an international consultant, author and workshop leader. He lives in Ottawa, Canada and travels the world working with Fortune 500 organizations. He has international expertise in suggestion system design and implementation, continuous improvement processes, group facilitation and problem solving, strategic planning, recognition architectures and idea management processes. He is President of his own consulting firm, Innovation Transfer, serves on the education faculty of several international organizations and is author of the books, "A Wake-Up Call for Idea Champions" , "On Idea Management" and "PiT-Stop – Problem Finding and Problem Solving in Teams", all best practice thinking in the field of managing employee ideas. Bernie served as a past President of the N.A. Employee Involvement Association and speaks at many international conferences annually.