



Process Based Leadership®



DAILYMANAGEMENTSYSTEM
Powered by Process Based Leadership®

In March 2019, Competitive Solutions will join over 250 industry peers to exchange ideas around the impact of market dynamics and new technologies for current and future manufacturing, operations and supply chain leaders at the American Manufacturing Summit.

Ahead of the event, Generis Group spoke with Competitive Solutions to discuss their Process Based Leadership model. In this eBook, we explore the challenges manufacturers face when implementing transformation, what steps manufacturers need to take in order to implement transformation and the benefits of leveraging Competitive Solutions' Process Based Leadership model.

Competitive Solutions' Process Based Leadership® model

Competitive Solutions, Inc. Transformation Model is known as Process Based Leadership®. Our approach is centered on assisting organizations and teams in the creation and sustainment of systems necessary to drive focus, urgency, and accountability into an organization. Our approach focuses on five non-negotiable processes:

A Business Acumen Process – The mechanism that the team creates and deploys, designed to answer the question of “Are we winning or losing?” Our concise and accurate approach to metric alignment and collaborative problem solving is the cornerstone of an effective team.

An Execution/Accountability Process – The ability to remove “ignorance as an excuse” through the development of a robust action register process designed to bring “visibility to accountability” is essential for creating a culture of ownership. Many teams today are powered by a culture of selective engagement verses collective accountability. Our accountability process provides the structure necessary to elevate expectations across the enterprise.

A Communication Process – The ability to integrate both the business scorecard and action register into a robust organizational communication cadence that drives elevated focus, urgency, and accountability. This process creates an organizational communication rhythm designed to make meetings the “enabler of our business,” not just an “in addition to our business.”

A Behavioral Sustainment Process – The ability to take the organizational values and translate those statements into a relevant and impactful code of conduct that defines a collective set of behavioral expectations required to achieve high performance. This cornerstone of effective team building provides tactical behaviors coupled with a feedback model structured toward the ability to have critical conversations within the team.

A Tracking and Sustainment Process – Connecting people to the business is accomplished through the creation of business goals or KPI's that are tracked in a visual format. Visuant™ Business Process Software ensures a direct link between the group, department, division and overall organizational goals and objectives. Corrective actions are linked to underperforming metrics driving continuous improvement and better business results.

What challenges do companies face in implementing transformation?

The number one challenge companies face in implementing change is transformation is not starting with the leadership team. CSI prefers to work first with the leadership of an organization to ensure they have the skills necessary to “lead by example” and mentor the general population of employees. Our deployment approach is a “Level Based” and pragmatic process. Launching with the Site Leadership Team and building both ownership and capability within the team, validating team progress and proficiency, and then migrating the deployment to the next level within the organization has been the hallmark of CSI’s success. Keeping the implementation simple, succinct, and sustainable have proven to be the keys to CSI’s organizational transformation success.

What steps do manufacturers need to take in order to start transforming their business?

Manufacturers must implement non-negotiable business processes into their organizations. Leadership teams need to develop and deploy business processes to drive clarity of communication, connectivity to the business and consistency in managing employees.

A leadership-based process creates a long-term sustainable framework to drive focus, urgency and accountability across the organization.

We also recommend utilizing Visuant™ Business Process Software which gives leaders a detailed look at their entire business. This will provide leaders instant access to quickly aggregate data, show where the “hot spots” are and where to focus attention on driving business results.

What quantifiable outcomes have your clients seen after using Competitive Solutions' services?

Safety

- 53% recordable injury reduction

Delivery

- Lowest back order levels since 2014
- 99.5% SAR rate
- 13 new products launched in the past 12 months

People

- 13% reduction in temp ratio

Cost

- Favorable manufacturing variance of \$3.8M YTD in the first 7 months of 2018

Employee Engagement

- 85% employee engagement at site vs. 74% for other sites in network

Yield

- 27% overall improvement in yield

Awards

- Florida Sterling Award
- Helios Awards for safety and Operational Management Systems
- Recognition as Industry leader in safety with a world class rating
- Bronze, Silver, and Gold Shingo Awards

For more information on how Process Based Leadership and Visuant™ can transform your organization while driving accountability and engagement, visit csipbl.com.