

JUMP START

**More Easily Achieve Your Business Transformation Goals
Using the Proven “Leverage Points” Methodology**

CONTINUOUS IMPROVEMENT IN YOUR MANUFACTURING BUSINESS



Welcome • Tuesday, January 23, 2017



The New York State Manufacturing Extension Partnership (NY MEP) assists small & mid-sized manufacturers in becoming more competitive. NY MEP is part of the National Institute of Standards and Technology's Hollings Manufacturing Extension Partnership.

Administered by: 10 Regional Centers • 1 Statewide Center • NYSTAR

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STATEWIDE MEP CENTER
WWW.FUZEHUB.COM



MEP CENTER FOR THE CAPITAL REGION
WWW.CEG.ORG

FUZEHUB'S MISSION

FuzeHub provides New York State manufacturers with guided access to our extensive network of industry experts, programs and assets to solve productivity, commercialization, research and development issues, and other challenges to growth.

- **FuzeHub is New York's Statewide Manufacturing Extension Partnership** (NY MEP) Center
- **Increase the awareness of expertise and capabilities** available to companies throughout the state
- **Leverage expertise in-house or through partnerships** to assess company needs, then connect them with capable resources and track/monitor follow up.
- **Use a unique mix** of technology, resources, manufacturing expertise and special events to assist manufacturers.
- **Coordinate statewide projects** and other strategic initiatives guided by NYS and the needs of small to medium-sized enterprises.

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YOUR PRESENTERS



STEVE MELITO
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BEAU KEYTE
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Leverage Points

Big Gains From Small Changes



Beau Keyte
Brent Wahba

Why Do You Care?

Across range of manufacturing, technical, government, construction, services organizations:

“Change resistance”

Continue learning

“Better coaching”

“Keeping employee morale / participation to high standard”

Startup strategy



*Sustainability /
“Getting it to stick!”*

Process issues

\$\$\$

Why Else Should You Care?

~ 10% of Business plans succeed

51% of CFOs claim
“Growth is limited by management capacity”

\$ Focus = less profit
than people focus

Value Added:
Front line: 20 – 30%
Management: < 10%

Repeat business is
75% determined by
customer experience

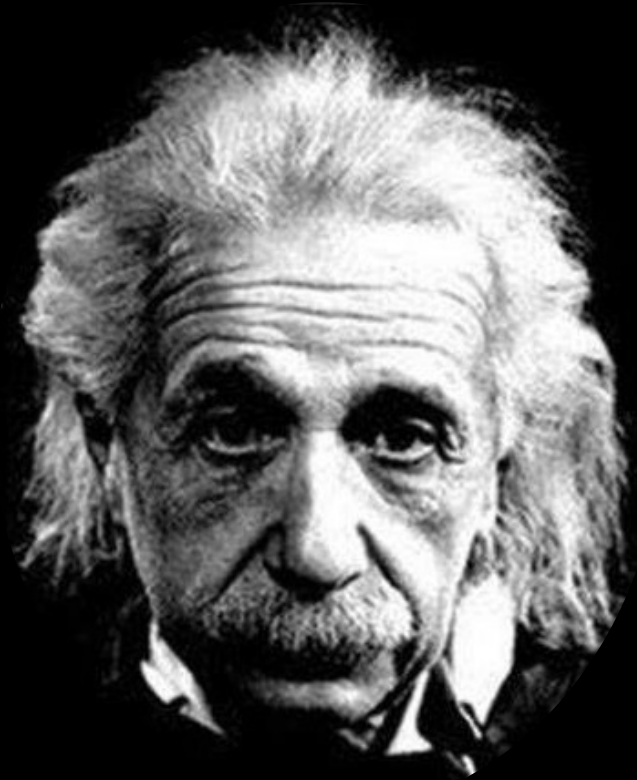
Average leader spends
< 25 minutes / day on
strategy & planning

-5% Customer
defections = +25% OI



Why Would Albert Einstein Care?

“We cannot solve our problems with the same thinking we used when we created them”



Don't We Have Enough Solutions?

- **Lean / Sigma / Agile...**
- **Shingo / Baldrige**
- **Process / Operational Excellence**
- **Management Systems**
- **Re-Engineering**
- **Digital Transformation**
- **Branded methods**
- **...**



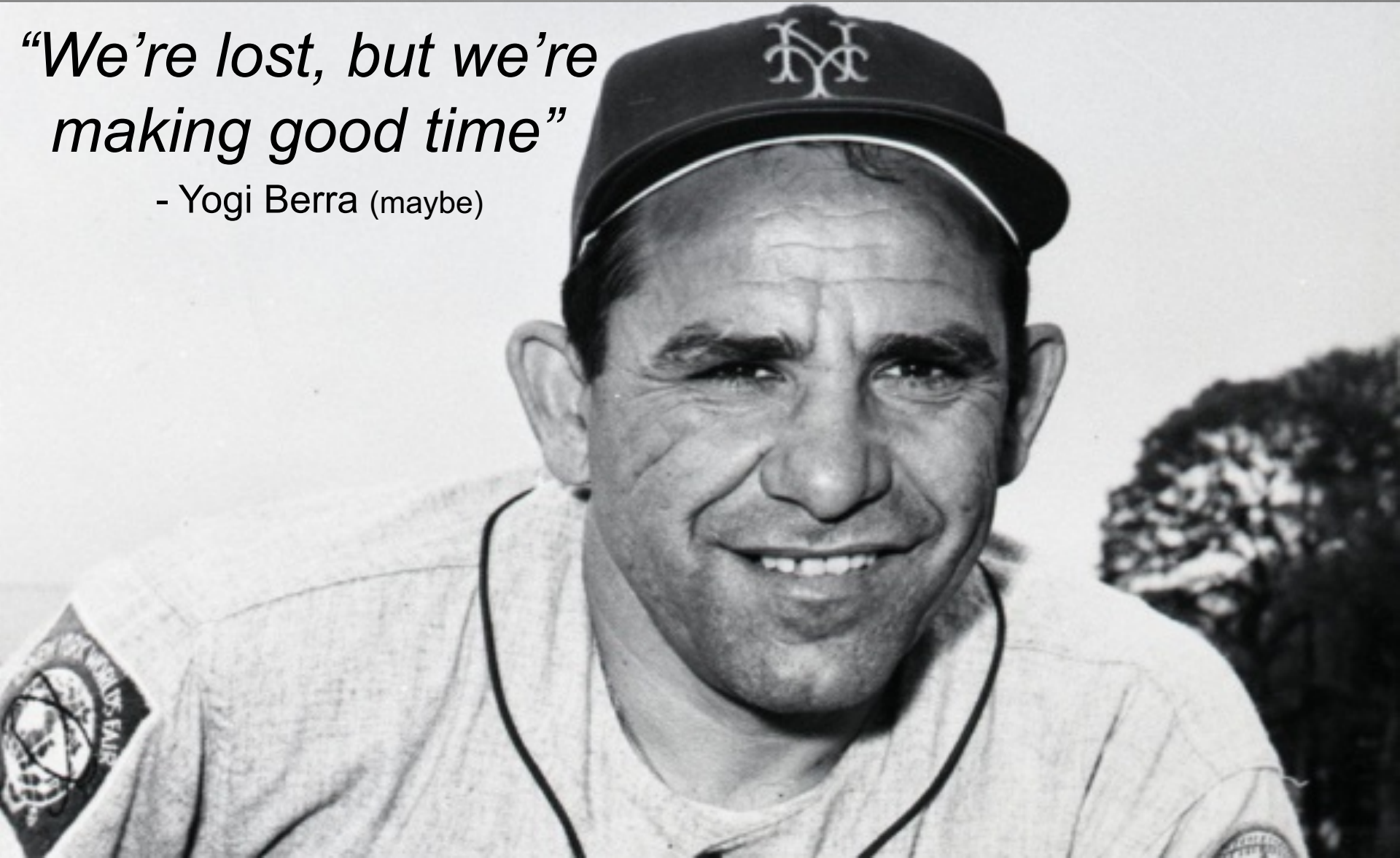
Why Don't 70 – 90% of Change Programs Achieve Goals?

- Plates already full
- Overwhelming # of experts, books, dos & don'ts
 - *Outsourced, prescriptive thinking*
- Solutions piled on solutions

Strategically Challenged

*“We’re lost, but we’re
making good time”*

- Yogi Berra (maybe)



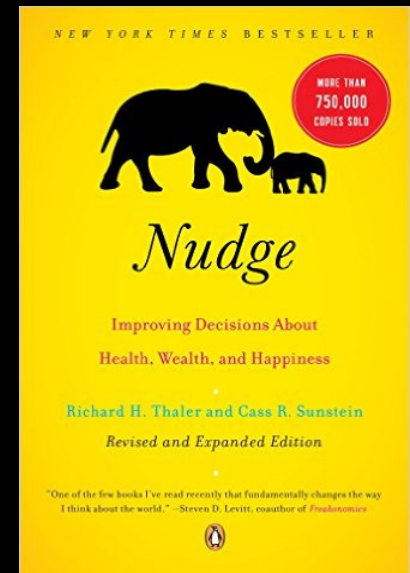
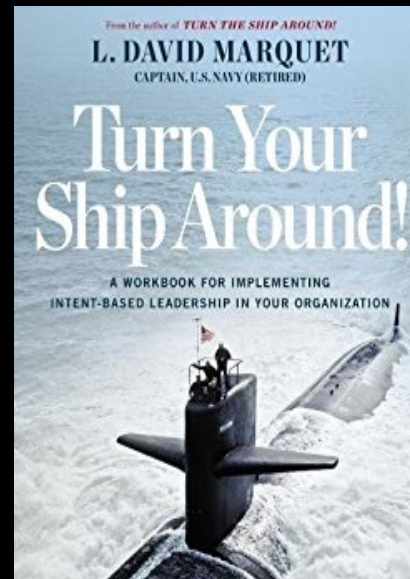
> 50 Combined Years of Observation

Successful organizations leveraged only a few small changes in:

- Strategic alignment
- Management work
- Measurement
- Behavior

Organizational capacity addressed before changes

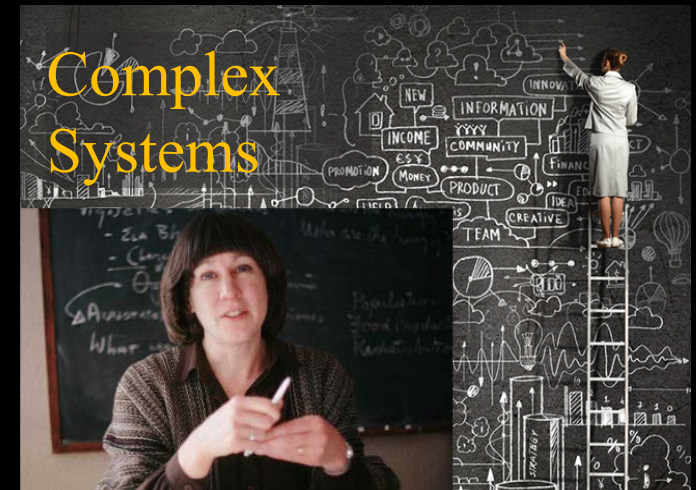
Small, Simple Changes



方針管理

hoshin

kanri



Leverage Points

***“Small, simple changes
that greatly advance an
organization’s success”***



Leverage Points Examples

+25% Development capacity



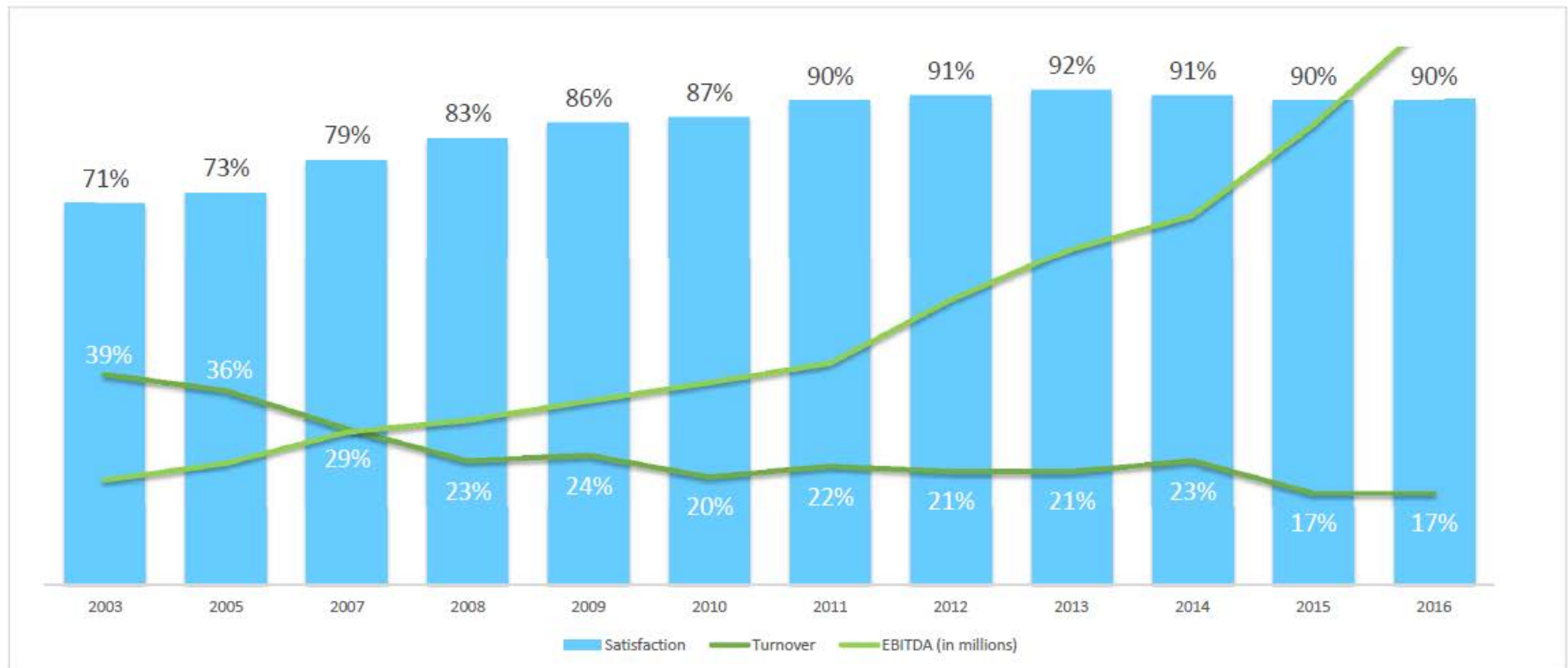
27 Metrics → 2 → +15 pts. OI



Leverage Points Examples

Culture Empowers Strong Financial Performance

Employee Satisfaction and Turnover

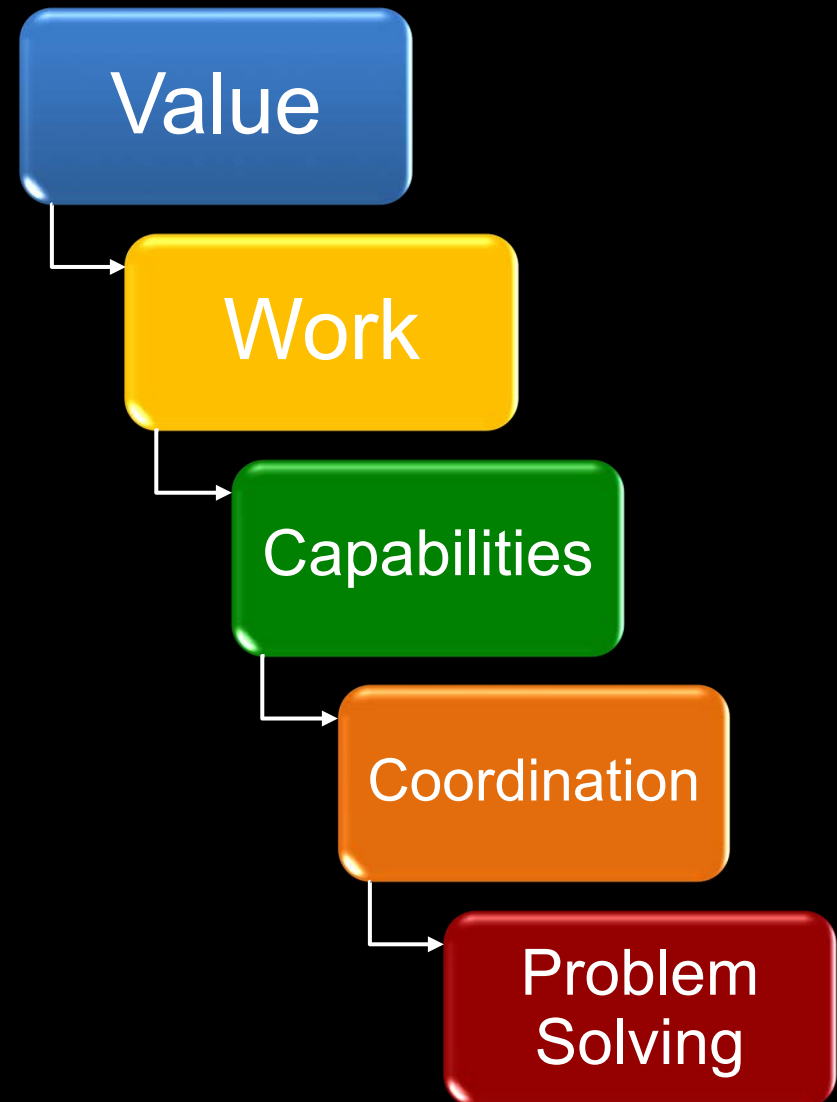


What Makes A Good Leverage Point?

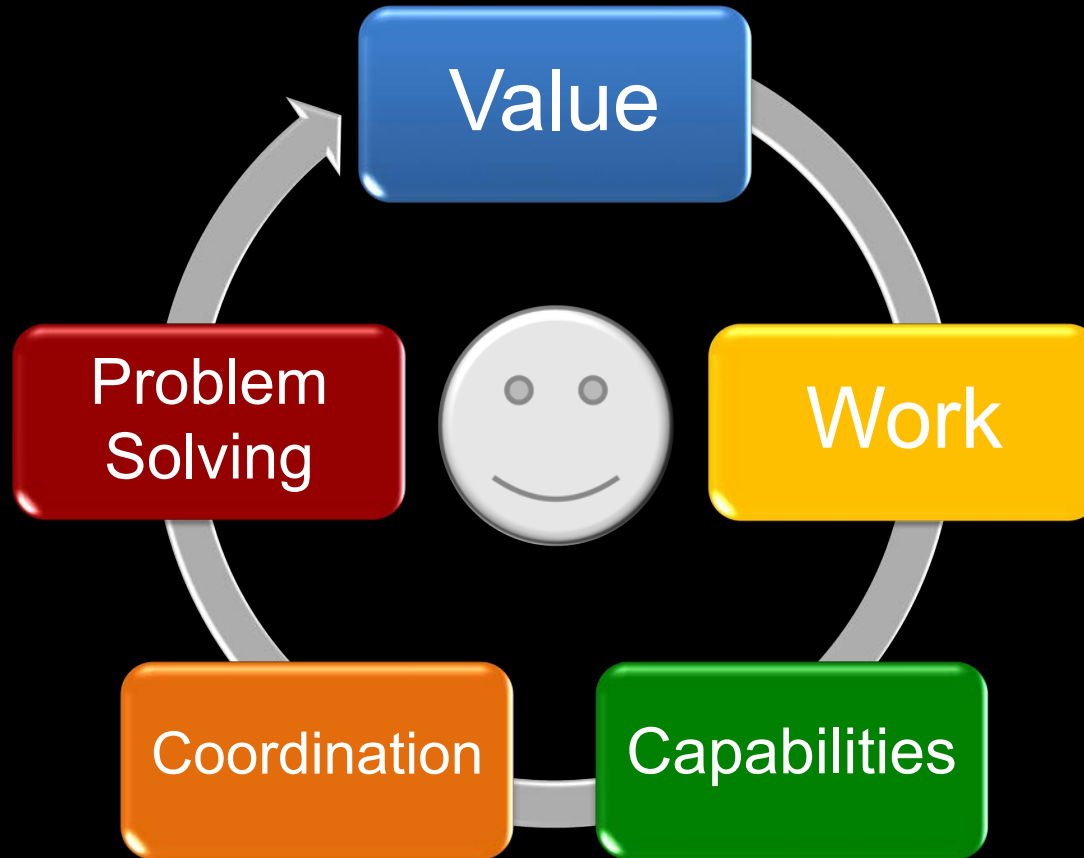
- Strategically-aligned & universally meaningful
 - Changeable situation
 - Management-led
 - Measurable outcome
- 
- A hand in a dark suit sleeve is pointing its index finger towards a glowing digital interface. The background is a dark blue field filled with intricate, glowing white circuitry patterns, resembling a complex microchip or data network. The overall aesthetic is high-tech and futuristic.

How Do We Find Good Leverage Points?

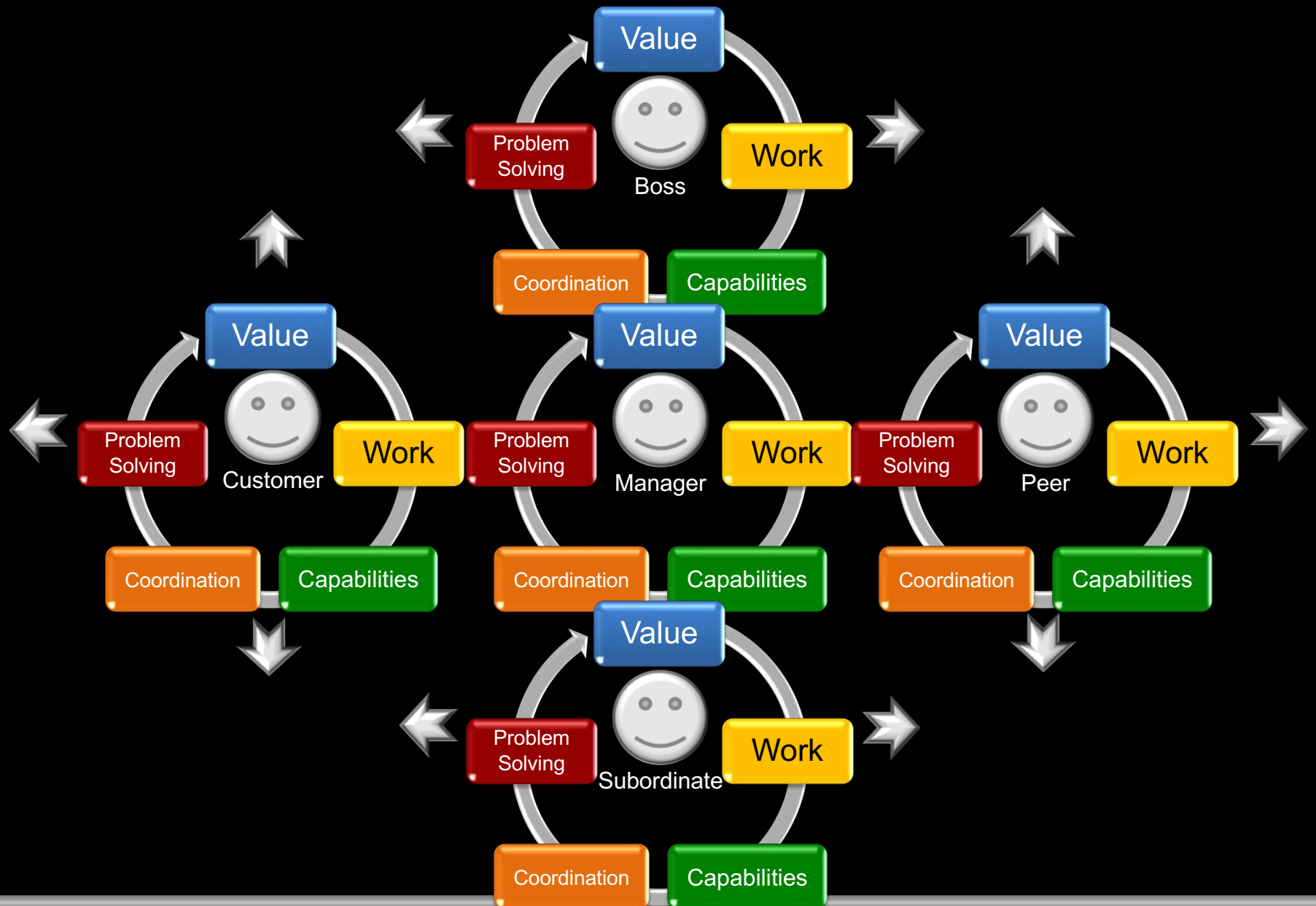
- Which critical few strategic goals?
- What do we stop doing?
- How do we get there?
- Who will successfully do what?
- How do we prioritize & trigger work?
- How do we measure success?
- How do we get back on track?



Individual or Team Level



Organizational “Fractal” Level



Leverage Points Process

1. Kickoff

- A. Align team with strategy & value
- B. Assess situation / symptoms
- C. Agree on starting point & targets

2. Selection

- A. Identify 1 – 3 leverage points
 - B. Confirm work to stop
 - C. Select 1 – 2 supporting behaviors
-

3. Socialize with fractal & refine

4. Experiment to prove hypotheses

5. Formalize changes & expand in fractal

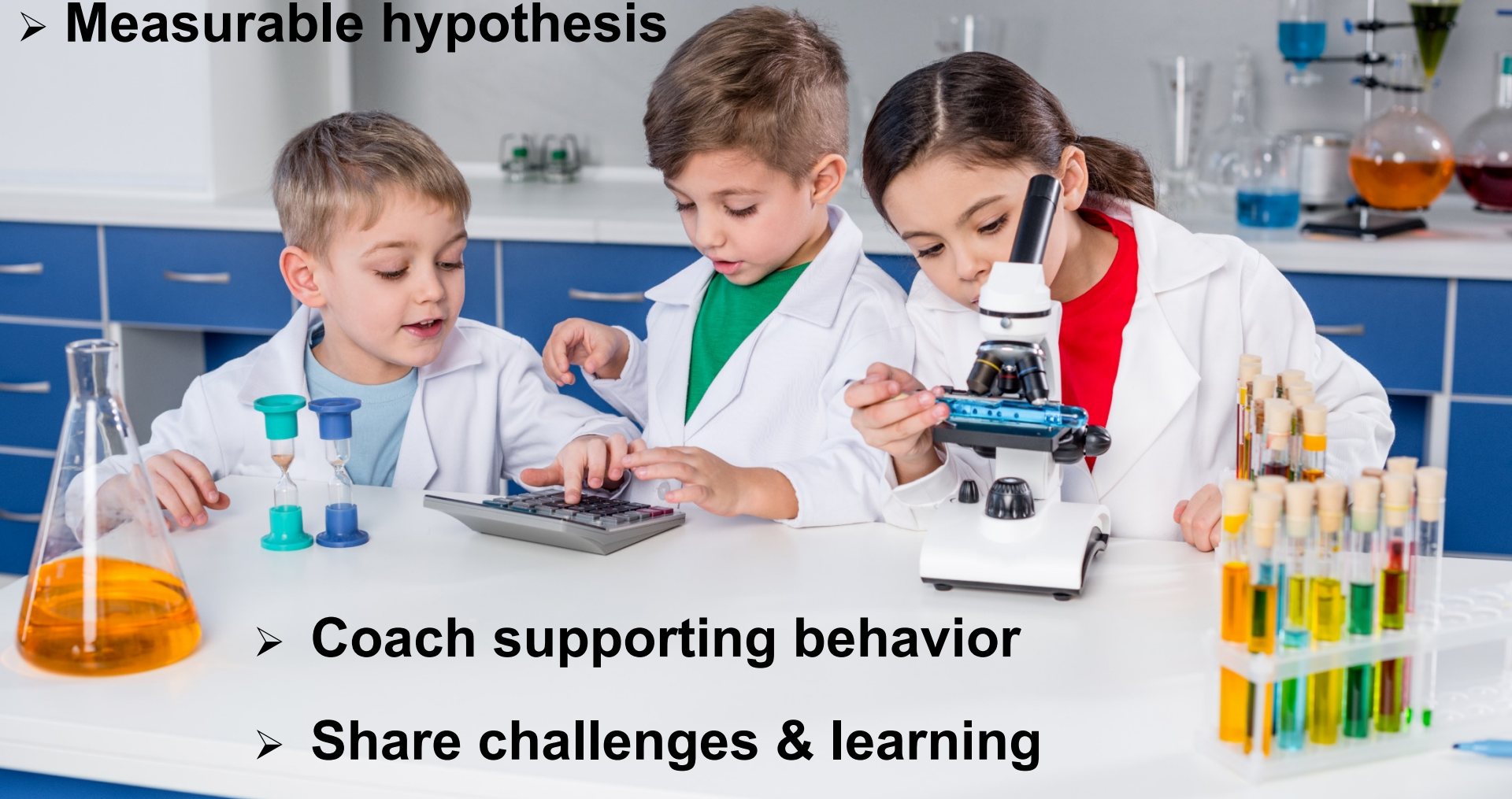
Socialize

- Agree on symptoms, problem(s) & impact
- Share & agree on leverage points & plan
- Share & agree on supportive behaviors



Experiment

- Involve fractal in iterative process
- Measurable hypothesis



- Coach supporting behavior
- Share challenges & learning

Is This Right For Us?

- Not achieving capacity & strategic results
 - Behaviors undermining improvement
 - Methodology not clicking with culture
-
- Want quick, low risk reset / “intervention”
 - Willing to try simple / fast / cheap experiments
 - Willing to create own unique path

Q&A

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Find this presentation recording online
www.fuzehub.com/webinar-continuousimprovement

*Will be posted tomorrow



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