



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

JUNE 2008

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Registered Company**

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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

CAN LEAN HELP?

Want to know if Lean applies to your business?

Read about our Lean Assessment Service

[HERE](#)



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Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Motivating Employees**

The following is a brief overview of a Lean implementation story:

Employees want five basic things from their Leaders... As a leader, it's hard to know what problems your team is facing, solve them, show your people you care, and handle all the other tasks on your own plate. The good news, says Quint Studer, CEO of Studer Group, is that there is a proven way to stay on top of what your employees really want and need. It's a concept from the health care arena called "rounding"—and it translates nicely to the world of business management.

In a business setting, rounding involves leaders' taking an hour a day to touch base with their employees, make a personal connection, find out what's going well, and determine what improvements can be made.

1. Employees want a manager who cares about and values them.

The number one reason people leave their jobs is because they feel they are not valued. What's more, people don't leave their "team"—they leave their direct supervisor.

2. Employees want systems that work and the tools and equipment to do the job.

A major part of job satisfaction centers on being able to actually do your job. In some cases, employees complain amongst themselves for years about inefficient systems and processes. Rounding solves these problems and gives productivity a boost.

3. Employees want opportunities for professional development.

Rounding is a natural avenue for discovering whose skill sets need improvement and for initiating professional development discussions.

4. Employees want to be recognized and rewarded for doing a good job.

A big part of the rounding process involves asking people who among their peers is demonstrating exceptional performance—and then passing the compliments on. It's a brilliant way to build morale, as praise from one's peers is probably the most meaningful kind.

5. Employees don't want to work with low performers. Nothing makes employees as discouraged and resentful as having to co-exist with people who don't pull their own weight. In fact, low performers usually drive high performers right out the door. Rounding solves this problem.

To benefit more from rounding, you must standardize rounding skills, teach them to all managers, and hardwire it into your culture. Don't assume that rounding is easy. It requires some serious training and self-discipline, but over time, you'll see that the results are worth the effort.

To view more information on this example (and others)... you can visit our Newsletter page at our website to view the complete article:

www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

PUBLICATIONS

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"

TRAINING:

- Process/Value Stream Mapping
- 5S for Service/Mfg
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
- Privacy Program Training (PIPEDA)

****View [agendas](#) at our website****

Email Tim.. [HERE](#)

For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

"The 3 Biggest Mistakes People Make with ISO 9001"; ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: What are the "lessons learned" from this example?

A: Here they are 9 steps to follow to make "rounding" a habit...

1. Give your employees a heads-up;
2. Prepare a scouting report;
3. Make a personal connection;
4. Mention an issue he or she raised during your last rounding visit;
5. Ask five questions, keeping your tone and words as positive as possible:
What is working well today? Are there any individuals I should be recognizing? Do you have what you need to do your job? Is there anything we could do better? What else would you like me to know?;
6. When someone brings up a problem, assure him or her that you will do the best you can to get it resolved;
7. Record issues that arise in a rounding log;
8. Recognize and reward those who are identified by peers as high performers;
9. Repeat the process: Round daily or at least do it several times a week. Don't lose momentum or you'll give up before you start seeing results.

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).