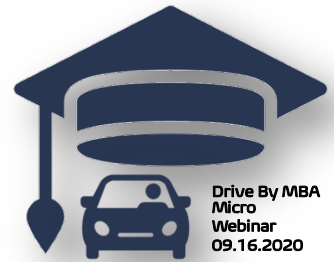




How to Guide Employees to be Focused & Productive



Key Takeaway:

Develop a set of operating principles* for your company or team (along the lines of the Lean manufacturing/production principles) and consistently refer to those principles in your meetings and messaging.



Develop or refine them

- ▶ Make them real or true: reflect reality rather than “we wanna be”
- ▶ Keep them short and sweet: 1 or 2 sentences
- ▶ Get all stakeholders involved and recognize contributions
- ▶ Make sure they’re in alignment with vision, mission and values
- ▶ Make them relatable to everyone affected



Give them visibility

- ▶ Build a branded, graphic rendering
- ▶ Display in some form at work sites – and elsewhere
- ▶ Discuss as a 1st agenda item at All Hands meetings
- ▶ Talk frequently about how they inform disruptions
- ▶ Use them to focus employees on what’s most important



Use them to make decisions

- ▶ Invoke them when there’s a difference of opinion
- ▶ Make them part of “the why” when you announce something new
- ▶ Appreciate how important they are to keeping everyone grounded
- ▶ Apply them to past decisions that have met some resistance
- ▶ Let them inspire new focus areas and actions

* Operating principles address topics such as safety, cleanliness, flow, quality, clarity and customer satisfaction. A given company or team usually has 5-6 operating principles. They define the unwavering aspects of your company’s (or team’s) situation.

EXAMPLE: *Clean and organized work areas enable safe operations and are “customer visit-ready” any day and any time.*