

Change agents work here



GROWTH & PROFIT SOLUTIONS

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CAIN ELLSWORTH & COMPANY



WHO ARE THESE PEOPLE AND WHAT ARE THEY DOING HERE?

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Cain Ellsworth & Company, LLP

- Sheldon, IA, and Sioux Falls, SD
- Since 1968
- 23 people (13 CPA's)
- Niche focused
 - Property-Casualty Insurance
 - Manufacturing
 - Banking





- Our Vision: “To be the single biggest outside contributor to our clients’ success.”
- Growth & Profit Solutions (GPS)
 - NOW-WHERE-HOW
 - Accountability & Implementation
 - Planning, Growth, People



TO GET IN THE RIGHT FRAME OF MIND...



Is there anything more important to the success of an organization than its people?

“No one can whistle a symphony. It takes a whole orchestra to play it.” – H.E. Luccock

“If you surround yourself with the smartest people you can find, people will think you’re a lot smarter than you are. Only insecure people think this works the other way.” – Noah Callahan-Bever

Do you have a people plan for the next 5-10 years?

- Not much extra labor around here
- Not just about management succession
- What does 'maximum productivity' look like?
 - Technology
 - Efficiency
 - High level performance





- 1) WHERE do you need to be in the next 5-10 years in terms of people and HOW might you get there?
- 2) What do we need to do as leaders to maximize the productivity of our people?

t  day



Success in today's world is about change. Every time we help people make change, we start here.





- What does your organization look like NOW in terms of people?
- What people are filling what roles?
- Take 1 minute & write out a simple organizational chart like the one below.

Position	NOW
Head of Operations	Jim
Purchasing	Suzie
Sales	Mark
Welders	3
Fabrication	4



- Think about the plan for your organization's future, say 5-10 years from now.
- What people will you need? Are there positions to be filled that don't even exist today?
- Try sketching out a future organizational chart like this:

Position	NOW	WHERE
Head of Operations	Jim	??
Purchasing	Suzie	Suzie
Sales	Mark	??
Welders	3	5
Fabrication	4	7
IT Director	-----	??
Human Resources	-----	??



NOW WHAT?



- HOW are you going to do to fill in all the blank spaces?
- Are there candidates who are readily available?
- If not, where will they come from?
- Outsource? Share? Remote?

Position	NOW	WHERE
Head of Operations	Jim	??
Purchasing	Suzie	Suzie
Sales	Mark	??
Welders	3	5
Fabrication	4	7
IT Director	-----	??
Human Resources	-----	??





- It doesn't do any good to just **think** about it. What's the first thing you need to **do**?

Action	Who	When
Evaluate whether anyone internally can fill Ops spot	Mgmt Team	10/31/18
Develop job description for IT Director	You	12/31/18
Investigate technology solution to fill in for shortage of welders	Jim	12/31/18





WRONG!!

It's still the leader's job to make sure people produce on a sustainable basis.

“The productivity of work is not the responsibility of the worker but of the manager.” – Peter Drucker



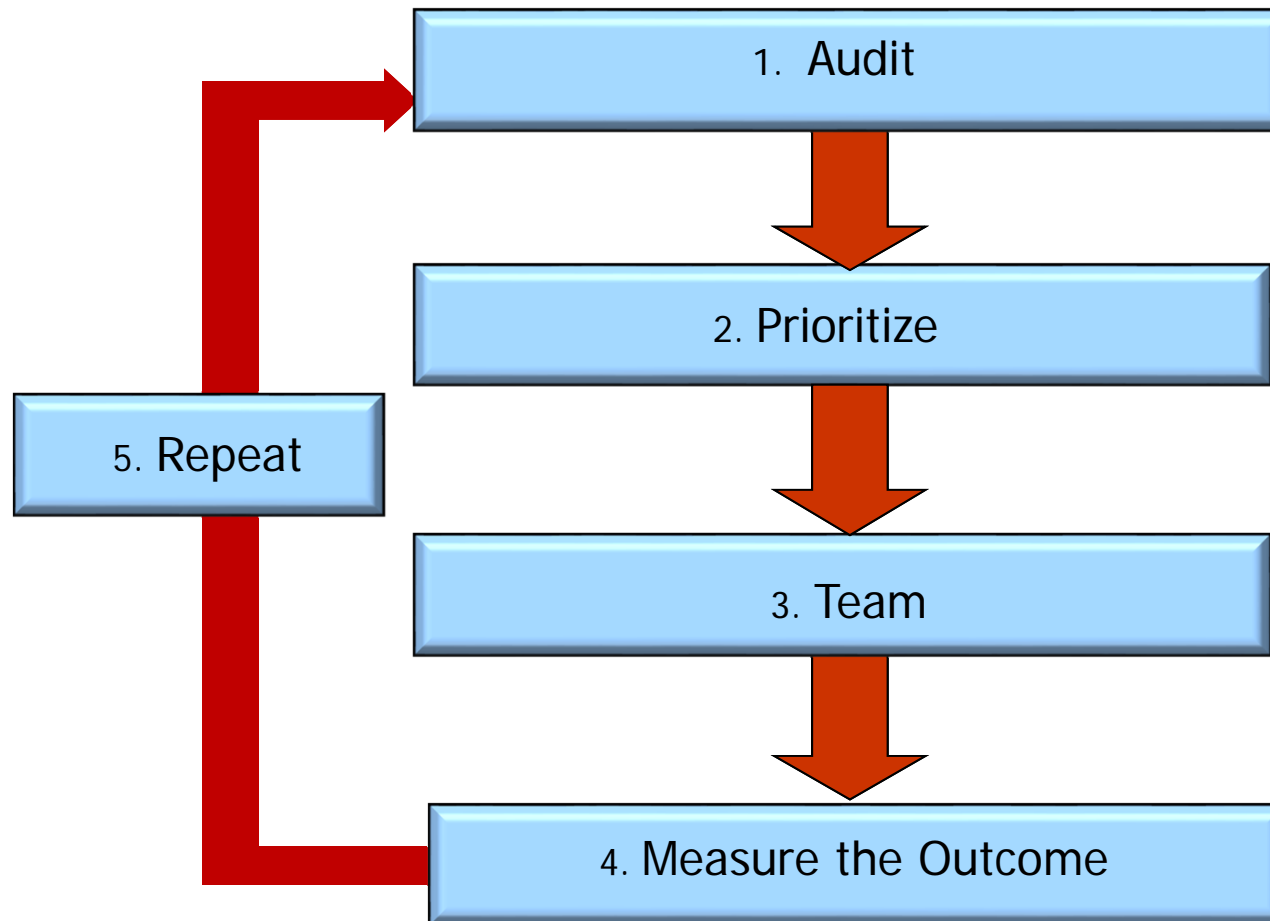
HOW MUCH WASTE IS IN A BUSINESS?

Waste elimination can be one of the most effective ways to increase profitability.

Studies show as much as **30%** of the operating costs of a business could be waste!



5 STEP WASTE REDUCTION PROCESS





Taichi Ohno

- ✓ Production engineer at Toyota
- ✓ Referred to as the Father of the Toyota Production System (TPS), the basis for what is considered in the West to be lean manufacturing
- ✓ Identified seven wastes to be addressed by the TPS, now known as the 7W's (7 wastes)



Taichi Ohno

1. Overproduction

- Producing more than is needed or before it is required

2. Waiting

- Where waiting occurs between steps in a process

3. Transporting

- Transport between stages in a process

4. Inappropriate Processing

- Wrong tool/process or person is being used for the job

5. Inventory

- Unnecessary inventory, work in progress

6. Motions

- Unnecessary motions, poor ergonomics in a workplace

7. Defects

- Re-work or delays with a product / service or processes



Step 1 (and 2): WASTE AUDIT PROCESS

Area	Cost	EASE OF REMOVAL		
		Lo -5	Av 0	Hi +5
Overproduction				
Producing without guarantee of sales	18,000	---X--- ---0--- --- ---		
Overstaffing	15,000	--- --- ---X---0--- --- ---		
Waiting				
Waiting time – work in progress	28,000	---X--- --- ---0--- --- ---		
For a management decision	14,000	--- --- ---X---0--- --- ---		
Transporting				
Stock layout	10,000	--- --- --- ---X--- --- ---		
Office layout	45,000	X--- --- --- ---0--- --- ---		
Inappropriate Processing				
Wrong machine for the job	17,000	--- --- ---X--- ---0--- --- ---		
Wrong person for the job	8,000	--- --- --- ---X--- --- ---		
Unnecessary Inventory				
Raw material	17,000	--- --- ---X--- ---0--- --- ---		
Range of products or services	55,000	--- --- --- ---X---0--- --- ---		
Unnecessary Motion				
Factory layout	16,000	--- --- ---X--- ---0--- --- ---		
Desk layout	6,000	--- --- --- ---0---X--- --- ---		
Defects				
Re work	12,000	--- --- ---X---0--- --- ---		
Design errors	16,000	--- --- ---X--- ---0--- --- ---		
Total	277,000			



- Step 3: Put together teams to work on removing the wastes you've prioritized
- Step 4: Measure the outcome - Make sure you have some kind of quantifiable way of knowing how it's working
- Step 5: Repeat – continuous improvement



WRONG!!

Just because you're asking them to do the right things doesn't mean they're always & immediately going to do them at their highest level...YOU HAVE TO COACH THEM!



#1 RULE OF COACHING

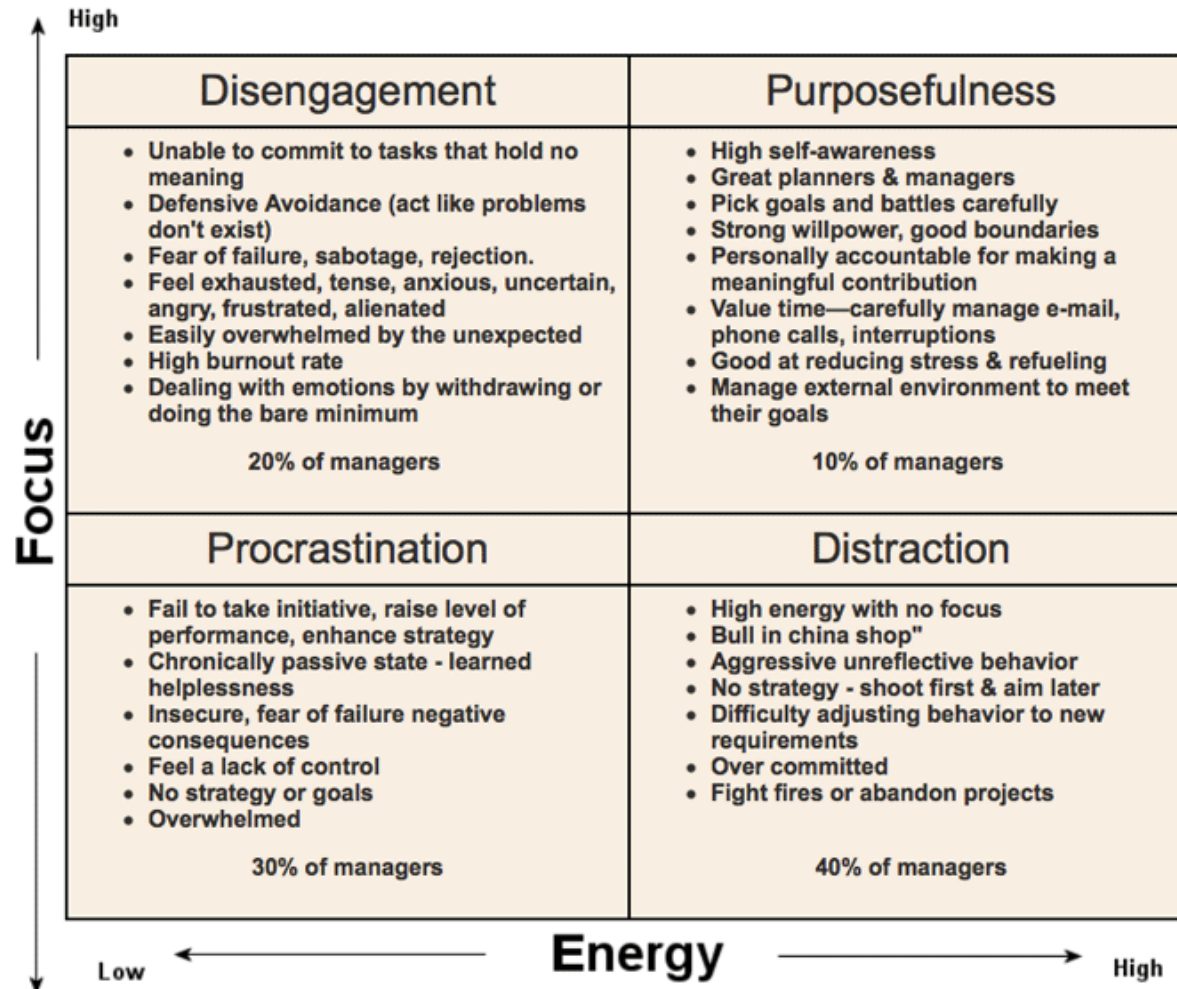


Everyone is different, so coach them like they're different



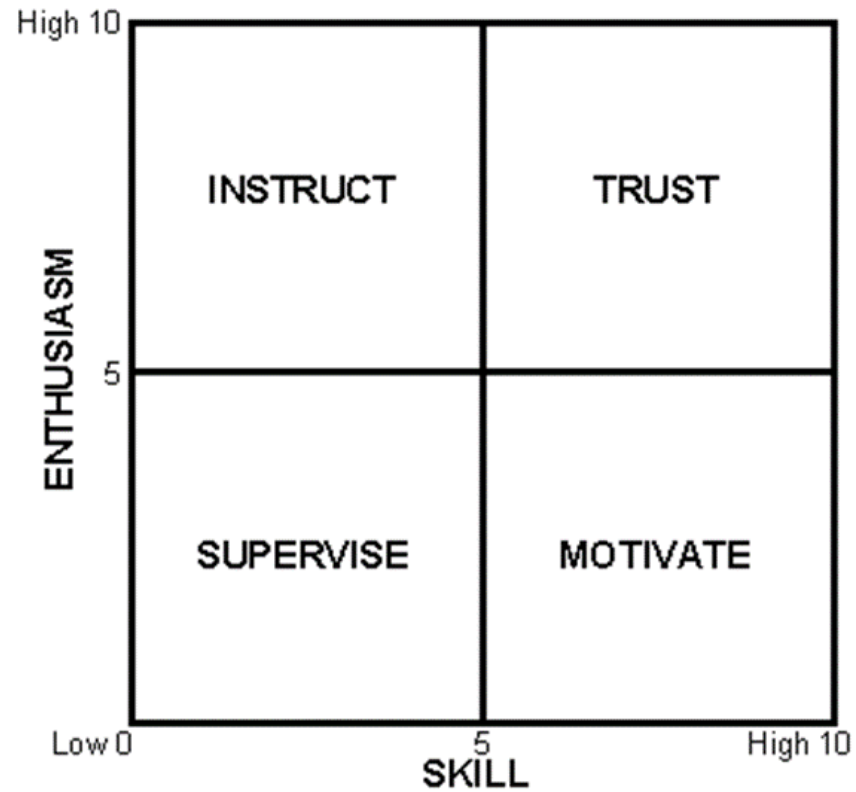


Where do they sit on the Focus / Energy Matrix?





Where do they sit on the Coaching Matrix?



Exercise:

- Individually, identify 1 person you will be coaching. Score them based on enthusiasm and skill (1 to 10).
- Plot their scores on the matrix.
- What are 3 things you could do to better coach that person?





1. Our people are our most important assets.
2. If we're going to have the right people when we need them, we have to be thinking ahead (**NOW**>>**WHERE**).
3. Having the right people will require action on our part (**HOW** will we get there?).
4. Assembling the right group of people doesn't guarantee success – it still takes work from us as leaders.
5. We have to do everything we can to make sure our people are doing the right things...
6. ...and that they're doing them well. Everyone is different – there is no “one size fits all” coaching model.

What is your Number 1 take home lesson?



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