



Successful Practices to Achieve Operation Excellence

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Successful Practices

***Successful Practices* involves two primary areas**

1. People - Leading and Motivating
2. Operations – Excellence, Customer Satisfaction and Continuous Improvement

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Successful Practices

You know the basics but how do you ADVANCE to a higher level, HOW DO YOU SUCCEED?

- Move from a manager to a Leader
- View your operation as a business
- ADAPT your internal business
- Execute the “Formula for Success”

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The Successful Manager

You need to ask yourself:

1. How did I get here?
Do I have the basics?
2. Where am I?
Assess your operation and yourself
3. Where am I going?
Determine goals and objectives
4. How do I get there?
Strategic planning and the steps to succeed

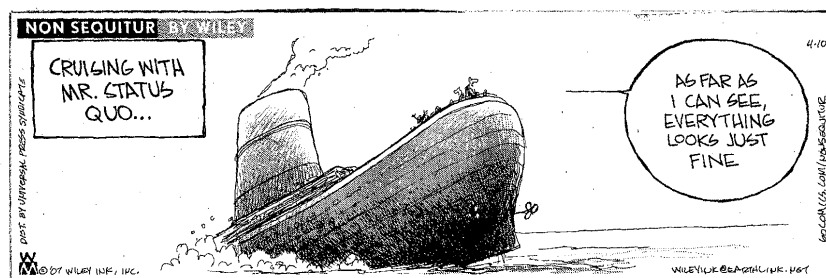
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The Successful Manager Must

- **Grow and succeed or fall behind.**
- Avoid the “Status Quo” and move out of your comfort zone [or lose to the competition].
- Recognize and aggressively respond to the every day challenges, adversity and opportunities.
- Lead and motivate your staff to a higher level of performance.
- Have the right tools, attitude and support to survive, grow and prosper.

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Optimistic View



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The Successful Manager

- **At this Point, YOU ARE ALL SURVIVORS!**
- **What's next?** – You can achieve success but it depends on your preparedness, attitude, focus and actions.

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The Successful Manager

Success is:

- Continued Survival
- Striving for excellence & customer satisfaction
- Having a team that is highly motivated
- Looking for & responding to opportunities
- Continuous improvement
- Pursuing efficiencies & savings
- Planning & taking action
- Achieving goals
- NOT just “Dumb Luck”

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Why Managers Fail

- 1. They get sidetracked, lose their focus and discipline and become complacent**
- 2. Customer / upper management interests change and the operations management takes too long to notice or react.**

“Long-term business success depends on creating a sustainable competitive advantage by developing an intimate understanding of your customers’ wants, needs and expectations and satisfying those needs in a way that positively differentiates you from your competition,”

Ken Garner, MFSA, NPES Interview

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Move From A Manager To A Leader

How did we get here?

- Many were thrown into the manager’s role without proper training and therefore are not prepared to achieve success at a high level.
- To get to the next level you must become a leader
- Leadership is not an innate skill*
- * “Leadership is a journey and one that requires consistent attention in order to avoid stagnation. With the demands on managers today, it is imperative that we continue to evolve, improve and reinvent ourselves.”

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

What are you paid to do?

- Produce results
- Focus on a set of tasks
- A manager's role shifts to producing results through others
- Success hinges on the results produced by your staff that you lead
- Their success is your success, the TEAM'S SUCCESS

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

With Great Power Comes Great Responsibility

- Your job is to help your people meet their needs in order to produce results.
- There are **Nine Core Needs** which, when met, ignite engagement and excellence
- The key to motivating your employees and inspiring them to perform at the highest level lies in your ability to administer these nine needs.
- They must be applied practically and consistently

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

Core Needs (Primary 1 – 4, Secondary 5 – 9)

1. Care -The need to be more than a number
2. Mastery - The need for challenge & achievement
3. Recognition – The need to be appreciated
4. Purpose – The need to contribute and be significant
5. Autonomy – The need to be in control
6. Growth – The need to progress
7. Connection – The need to connect with others
8. Play – The need to enjoy work
9. Model – The need for a path to follow

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

- Leadership grows through practice
- The biggest enemy of leadership is over commitment to tasks.
- Keeping your leadership priorities in front of you is essential to effective management.
- Excellence in leadership and operation success is found in the little things done consistently to motivate your staff to bring their best to work.
- **Spend nine minutes every Monday morning to plan your leadership for the week with nine questions.**

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

Ask yourself:

1. Whom will I show a genuine interest in this week?
2. Whom will I give feedback to?
3. Whom will I recognize?
4. How will I connect purpose to pay for someone?
5. Whom will I help grow this week?
6. Whom will I help feel autonomous?
7. What can I do to foster team unity?
8. Where can I inject some fun?
9. What do I need to model for my team members?

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

One planning session may yield the following:

1. Spend 15 minutes before lunch today on a walkabout.
2. Set up a meeting with my boss to discuss how to create a more goal oriented work environment for the staff.
3. At this week's team meeting recognize a certain member on their positive attitude.
4. Connect with a certain staff member to let them know how important and appreciated their extra effort was to the internal customer.

* James Robbins, *Nine Minutes on Monday*

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Move From A Manager To A Leader

- Micro-Management tends to destroy morale and results in good employees leaving and bad employees doing just enough to not get fired.
- Having a team that's focused and highly motivated leads to success for you and your TEAM.

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View Your Operation As A Business

Your Operation has all the elements of a business

- Customers (Internal and or external)
- Sales & Marketing (Efforts to Grow & Improve)
- Revenues (Work)
- Production (Processes, Output)
- Expenses (Labor)
- Profit or Loss (Measurable Results)

How well you run your internal business can be the difference between success or failure.

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Successful Business/Operation

- The Successful Business/Operation runs lean, knows their capabilities and flexibility, believes in the benefits of planning and is always on the lookout for opportunities.
- Before you can get to “Where You Want To Be” you must First Start with “Where you are”

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ADAPT

Your “**Internal**” Business

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ADAPT Your Internal Business

To Succeed You Must :

- **Assess your Business/Operation**
- **D**etermine your next opportunity
- **A**im your efforts to play to your strongest capabilities
- **P**lan your survival and success
- **T**ake action & stay focused, continuously adapt to customer tastes, trends and demands

* B. Schenck, 4/13/11 Business on Main

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Assess your Business/Operation

What is an Assessment?

- A management tool/process that systematically looks at the basic elements of the business/operation, identifies its needs, helps determine the solutions to problems and is the **Foundation For Success**.
- A **Check-up** that addresses the health of the business/operation, its capabilities, its strengths, its weaknesses, its opportunities and threats.

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Assess your Business/Operation

Assessment Benefits

- Focuses on the business/operation as a whole.
- Identifies weaknesses, problems and issues that may inhibit survival and growth.
- Identifies the strengths to build on, sets the stage for realistic goals and determines the appropriate actions to achieve those goals.
- It is the basis to set a strategic direction and initiatives that will allow a business/operation to meet their strategic goals and to take advantage of desired opportunities.

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Assess your Business/Operation

Business/Operation Health Check

- Your Product/Service Health - Are you providing the best possible products and services?
- Your Marketing Health - Are you marketing your services effectively and efficiently?
- Your Capability Health - Do you have the capability/resources to achieve your goals?
- Your Mentoring - Is your Planning & Advisory team working together?
- Your Financial Health – Do you have the necessary tools & financial resources to achieve your goals & are you investing in the right things?
- Your Future Health - Are you receptive & prepared for future changes, trends and opportunities?

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Assess your Business/Operation

Areas to Address

- Customer focus & satisfaction
- Services provided and meeting SLAs
- Improving efficiencies
- Cost savings optimization
- Upgrading and adding new technologies
- Revenue opportunities
- Improved service opportunities
- Validating labor requirements

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Assess your Business/Operation

Areas to Address - Continuation

- Weeding out non-productive employees
- Cross-training, backup & advancement track
- Managing costs / containment
- Reporting info to management
- Changes in core business affecting your operation
- Procedures, workflow & documentation

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Essential for Success

Measurement

If you can't collect, you can't *measure*

If you can't measure, you can't *manage*

If you can't manage, you can't *improve*

If you can't improve, you can't *compete*

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Assess your Business/Operation

Tracking and managing by the numbers

- Capture the volume of every function/task
This helps determine your workload
- Total by major areas for daily, weekly and monthly
- Show monthly numbers with year-to-date totals & compare with last year
- Note the reasons for peaks & valleys
- Provides justification & support for improvement
- Capture and report cost savings realized

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Assess your Business/Operation

Sales & Marketing – Promote your Bus/Ops

- Understand the needs of your customers
- Educate your customers
- Sell your services & offer more
- Use the monthly report to management for justification & promotion for your operation
- Promote your efforts for savings, efficiency & service improvements
- Promptly respond & correct any services issues

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Assess your Business/Operation

Validating Labor Requirements

- Staffing Analysis
 - Identify every labor function performed
 - Capture the volume and calculate the daily average by function
 - Identify the standards of performance by function
 - Calculate the average daily labor hours required
 - Calculate the labor required by function
 - Total the labor required for all functions
 - Adjust for service level requirements & absence coverage

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Validating Labor Requirements

ANNUAL VOLUME	DAILY VOLUME	FUNCTIONS PERFORMED	STAND PER/HR	HRS DAILY	LABOR REQ.
INBOUND MAIL					
250		1 Pickup from USPS	1.50	1.50	0.21
495,203	1,981	Incoming: USPS Mail Letters (First Pass)	800	2.48	0.35
396,162	1,585	Incoming: USPS Mail Letters (Fine Sort)	800	1.98	0.28
165,068	660	Incoming: USPS Mail Flats (First Pass Sort)	700	0.94	0.13
132,054	528	Incoming: USPS Mail Flats (Fine Sort)	700	0.75	0.11
375,000	1,500	Incoming: Interoffice Mail	800	1.88	0.27
2,500	10	Incoming Certified/Registered	60	0.17	0.02
25,000	100	Interoffice memos	800	0.13	0.02
4,165	17	Incoming: Accountable	60	0.28	0.04
12,500		50 Lookup & Open if Necessary Mystery Mail	250	0.20	0.03
		TOTAL INBOUND MAIL		10.30	1.47
		TOTAL DISTRIBUTION		10.50	1.50
		TOTAL OUTBOUND MAIL		2.35	0.34
		TOTAL MISCELLANIOUS		18.07	2.58
		Mail Services Total		41.23	5.89
		Total Mail Services Staff Recommended			6.00

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ADAPT Your Internal Business

Analyze the results of your Assessment

Success is Moving

FROM

“Where You Are”

TO

“Where You Want/Need To Be”

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ADAPT Your Internal Business

To Succeed You Must :

- Assess your Business/Operation
- **Determine your next opportunity**
- **Aim your efforts to play to your strongest capabilities**
- Plan your survival and success
- Take action and stay focused, continuously adapt to customer tastes, trends and demands

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ADAPT Your Internal Business

From the results of the Assessment

Determine your next opportunity

- Set your/team/company GOALS and Objectives
- Be sure they are MEASURABLE

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ADAPT Your Internal Business

From the results of the Assessment

Aim your efforts to play to your strongest capabilities

- Focus on your **STRENGTHS**
- Identify and Overcome your **WEAKNESSES**

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ADAPT Your Internal Business

To Succeed You Must :

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- **Aim your efforts to play to your strongest capabilities**
- **Plan your survival and success**
- **Take action**
- **Stay focused, continuously adapt to customer tastes, trends and demands**

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ADAPT Your Internal Business

Plan Your Survival And Success

Attributes of **SWOT**:

Strengths - What is done well?

Weaknesses - What could be improved?

Opportunities – New or improved services or savings or areas performed poorly by others

Threats - What obstacles does the operation face?

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ADAPT Your Internal Business

Plan Your Survival And Success

Attributes of **MOST**:

Mission - Where the bus/ops intends to go

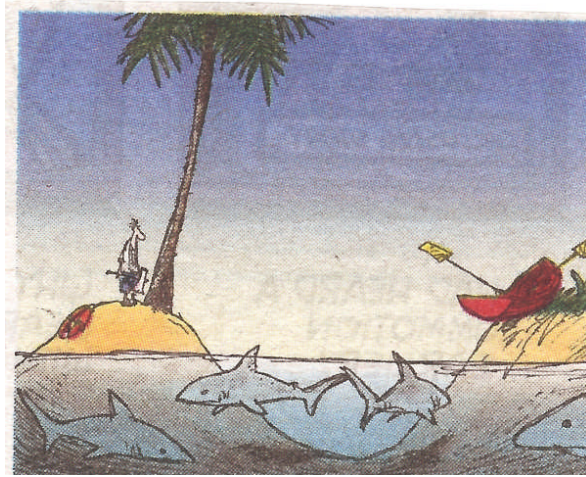
Objectives - The key targets which will help achieve the mission

Strategies - Options for moving forward

Tactics - How strategies are put into action

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The Goal



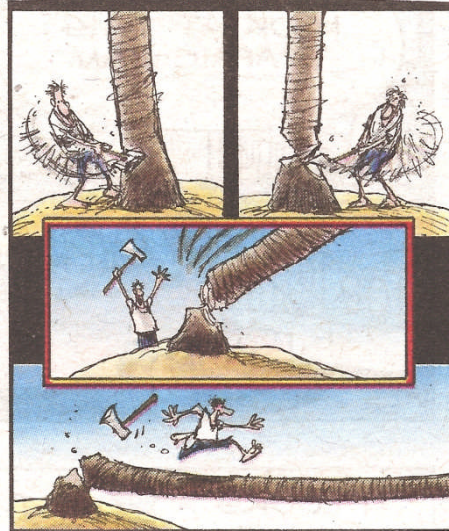
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The Spontaneous Plan



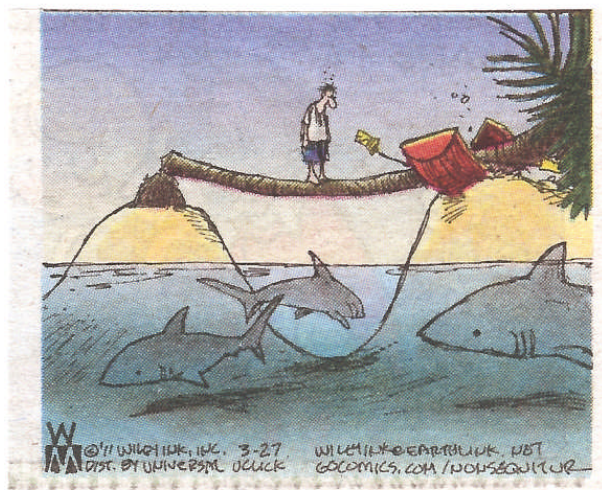
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Execute the Plan



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The Unintended Consequences



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ADAPT Your Internal Business

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ADAPT Your Internal Business

TAKE ACTION – EXECUTE THE PLAN

- The **Successful Manager** is alert, engaged and aware. They face the future with eyes open, they think, they plan and they **TAKE ACTION**.
- The **Successful Business/Operation** not only **PLANS** to survive but to grow and prosper and to put those plans into action.
- **Are you prepared?**

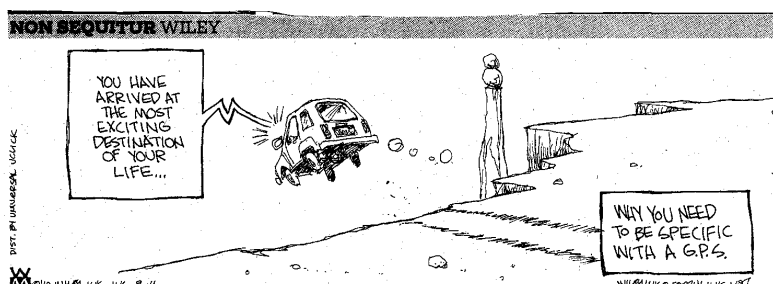
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Formula for Success

1. **Motivational Planning** - *Nine Minutes on Monday*
2. **Practice Leadership** - Work on the little things
3. **Perform a Business Assessment** - Determine where you are.
4. **Set Strategic Goals** - Decide where you need to be.
5. **Prepare a Strategic Plan** – The steps to achieve your goals (Validate with stakeholders).
6. **Execute the Plan** - Validate resource commitment, assign responsibility & set dates
7. **Monitor, Manage & Lead** – Use appropriate metrics, make corrections as necessary.
8. **Formalize the Process & STAY FOCUSED!**

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Have Specific Goals, Plan & Stay Focused!



The Business/Operations Assessment is the Foundation for Success

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Questions & Follow-up

For more Information Contact:

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