Successful Practices to Achieve Operation Excellence

2013 Mailer’s Education Seminar & Business Expo

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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
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”

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
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.

Optimistic View
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.

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”
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

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
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

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
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

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
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

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
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.

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.
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”

ADAPT

Your “Internal” Business
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 & stay focused, continuously adapt to customer tastes, trends and demands

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

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.
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.

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?
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

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
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*

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
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

Assess your Business/Operation

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

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<th>DAILY VOLUME</th>
<th>FUNCTIONS PERFORMED</th>
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**TOTAL INBOUND MAIL**

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**TOTAL MISCELLANIOUS**

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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”
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

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
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

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
• Stay focused, continuously adapt to customer tastes, trends and demands
ADAPT Your Internal Business

Plan Your Survival And Success
Attributes of **SWOT**:
**S**trengths - What is done well?
**W**eaknesses - What could be improved?
**O**pportunities – New or improved services or savings or areas performed poorly by others
**T**hreats - What obstacles does the operation face?

ADAPT Your Internal Business

Plan Your Survival And Success
Attributes of **MOST**:
**M**ission - Where the bus/ops intends to go
**O**bjectives - The key targets which will help achieve the mission
**S**trategies - Options for moving forward
**T**actics - How strategies are put into action
The Goal

The Spontaneous Plan
Execute the Plan

The Unintended Consequences
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 & stay focused, continuously adapt to customer tastes, trends and demands

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?
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!**

Have Specific Goals, Plan & Stay Focused!

The Business/Operations Assessment is the Foundation for Success
Questions & Follow-up

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www.MailSystemsManagement.com

Applicable Services
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