Lesson Plan - Week 1

Topic: Welcome to the Working Smarter Program!

Success Factors:
“This lesson will be a success if we…”
- Understand what Working Smarter means
- Understand how the program functions

Introduction Points:
- Thank everyone for being here today and use the following descriptions to describe what the meetings will be like and what it means to Work Smarter...
  - “Each week, we will be meeting for 45 minutes to an hour to discuss the Working Smarter concepts and most importantly how they relate to our business. In order to justify this time commitment, we need to make the most of our time together, which means we will need input from each and every person in this room!”
  - “Let me clear up some possible misconceptions about Working Smarter:”
    - We are not trying to cut out anyone’s job or cut back on hours.
  - “This is what Working Smarter is all about…”
    - We are trying to create a culture of continuous wins or continuous improvement.
    - The program will guide us toward these continuous wins and build the habit of seeking these consistent wins to improve our business.
    - These wins will include actions taken to reduce wasted time, decrease unneeded costs, and ultimately find better ways to service customers.

Brainstorm & Engage:
- Introduce the following definition of Working Smarter:
  - “Working Smarter is taking action to drive out waste so that our business continues to win, and we as individuals get to be rewarded like winners.”
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• “This is just a definition of what Working Smarter could mean to us. What do you think the definition of Working Smarter should be for our business? We want this to become a rally cry for us!”

• Work to get as many members of the group involved as you can when you ask the following question:
  o “What signs would indicate that a company is not Working Smarter?”
  o Examples of good answers might be: customers are leaving, prices often need to be increased, employees are not happy, employees are not well compensated, or communication is poor.

• Here is the first chance to use your flipchart paper or whiteboard! Record the answers to this next question and SAVE THEM FOR NEXT WEEK. Make sure to write the ideas up where everyone can see them as they respond to the question.
  o “What is a process that you think we can improve here? What is an area of frustration for you or for our customers where we could Work Smarter?”
  o Try and make them be as specific as possible and make sure to record their answers with the same detail. (Example: “Improve Customer Service” is a bad answer. “Improve response time for customer concerns with invoicing” is a good answer.)

Key Points & Discussion:

• Now it’s time to explain how the Working Smarter Program is going to work.
  o “In order to address the opportunities we just discussed where we can Work Smarter, we are going to move forward with the following training schedule.”
  o PASS OUT THE TRAINING SCHEDULE.

• Start by explaining the 13 Week Foundation Period.
  o “The first 13 weeks, including today, are an exciting time when we will learn the fundamentals that will help us to Work Smarter. We will also work during this period to identify many of the areas at our business where we can Work Smarter and start to create a culture of continuous wins.”
  o You can read down through each of first 13 weeks if you would like.

• Next explain the Working Smarter Events.
  o “If you look at the schedule graphic, you will see the first Working Smarter Event in weeks 14 and 15. This is an exciting time when the program will lead you through making process improvements to areas where there are opportunities to Work Smarter. These events will take place every 8-12 weeks, and time will be set aside to focus on driving out waste in our processes!”

• Explain the Pods concept that rounds out the rest of the training schedule.
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- “After the 13-week foundation period and in between the events, we will be doing Working Smarter Pods. These will be explained in more detail in a later lesson. Basically, we will be able to choose from a variety of concepts to train on and implement over a 4-week period. A concept will be introduced, and we will discuss how to apply it to our business. We will then implement the concept and evaluate the results for our business.”

- Ask if there are questions and if you don’t have the answer, let them know you will check with JP Horizons and get back to them with an answer next week.

Recap:
- Explain again what it means to Work Smarter:
  - “Working Smarter can be defined as taking action to drive out waste so that our business continues to win, and we as individuals get to be rewarded like winners.”
  - If you came up with your own definition of Working Smarter for your business, then restate your definition here.
  - “This program is going to help us accomplish this by helping us identify opportunities to drive out waste in our processes and then hold us accountable to pursue these opportunities so we can all be rewarded like winners!”

Quote of the Week and Builder/Destructor Poster:
- “The Journey of 1,000 miles begins with a single step.”  
  - Lao Tzu
  - “What do you think this means and how does it relate to today’s lesson?”
- Have someone read the Builder Tip and Destructor Trap and post copies on your Working Smarter communication board and in different areas around the company.

Next Week’s Lesson:
- What is a win?
- If someone else will be facilitating next week, recognize that person.
- Explain the topic
  - “As we work to create a culture of continuous wins, we need to understand what a win should look like and what is reasonable.”

THANK EVERYONE FOR THEIR TIME AND PARTICIPATION!
BUILDERS are always willing to accept the challenge. With big eyes, they look into the future knowing that the effort put forth today on a new project or idea can pay back big dividends for the company, the customers and themselves.

DESTROYERS only see the negative of an idea. They fear the change, the accountability, the effort and the energy that will go into making improvements in a company. With little eyes, they cannot see past the current moment that they are in.
Training Schedule

Foundation Period
1- Welcome to the Working Smarter Program
2- What is a Win?
3- Soft on People...Hard on the Process
4- Learning to Process Map
5- 7 Types of Waste
6- Finding Waste in our Process Maps
7- Capitalizing on our New Awareness
8- The Scoreboard
9- Builders & Destroyers
10- Observation Ovals
11- What did you observe?
12- Creating Continuous Wins
13- What are you going to do now?!

Pod Structure
- Topic
- Structure a Win
- Apply
- Evaluate

Pod Topics
- 5S
- Standard Work
- Marketing with Working Smarter
- 4P Training
- The 8th Waste
- Better Results Campaigns
- Personal Growth