

Unleashing the Power of Suggestion (Systems)



**Webinar for Iowa Lean Consortium
February 27th, 2018**

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Today's session....

- Why are you here?
- What is the Value Proposition?
- Suggestion Systems as a Value Stream
- Consideration of Sub Processes
- Q & A



Why are you here?

- Hoping to establish a system to generate ideas for improvement?

OR

- Already have a system in place?



What is the Value Proposition?

- Who is going to benefit?
- What are the expected outcomes?



Common Myths

- **Two extremes**
 - Hanging a suggestion box on the wall....done!
 - Build an idea generation database “and they will come”
- **People will want to participate**
(Lawler, 1986)
 - Subject Matter Experts
 - Individual Contributors
 - WIIFM?



Key = Building Culture to Support

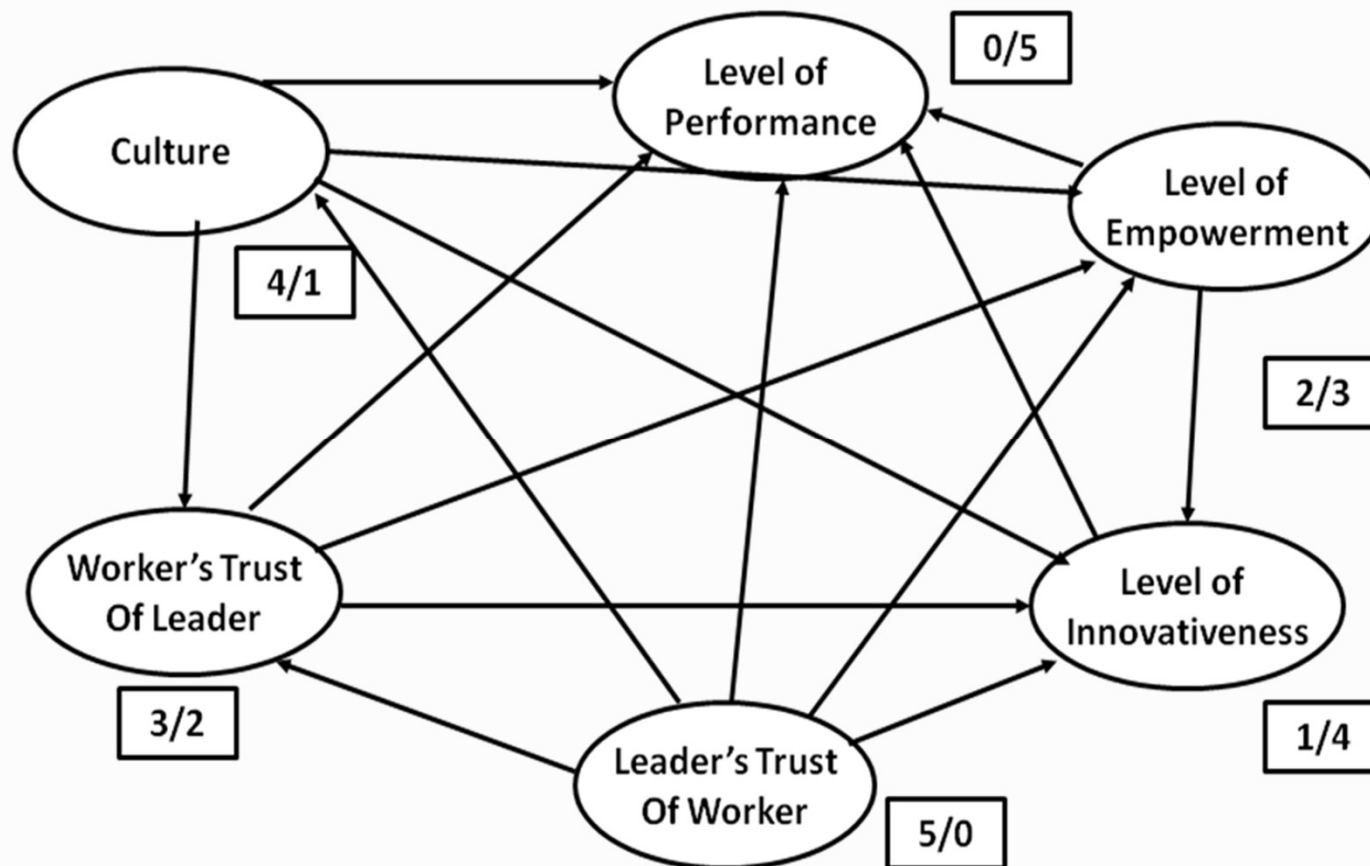
Three critical elements:

1. Dialogue is possible between anyone
2. No boundaries
3. Living principles of trust and responsibility

(Davenport, 2003)



How important is Trust?



Langford, D. (2003). *Tool time for business* (10.0). Molt, MT: Langford International



Framing SS as a Value Stream

- Submission of Idea
- Idea Management
- Judging
- Feedback
- Implementation
- Rewards and Recognition



Submitting Ideas

- Make it simple
- Paper or electronic method
- Should be anonymous?
- Do quotas work?
- Need to have Idea Categories
 - Maintenance
 - Process
 - Safety
 - Communication
 - Capital Improvements



Need for Idea Categories

- Helps contributors focus their ideas
 - Safety – what is a current hazard that must be addressed NOW?
 - Communication – How can inter-shift communication be improved?



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 - Safety – what is a current hazard that must be addressed NOW?
 - Communication – How can inter-shift communication be improved?
- Different categories naturally have priority
...every idea is not equal
- Ideas can be sorted by:
 - Ease of implementation
 - Impact to the company
 - Cost



Managing Ideas

- How will ideas be catalogued?



Managing Ideas

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- Must be sufficient resources to catalog ideas



Managing Ideas

- How will ideas be catalogued?
- Must be sufficient resources to catalog ideas
- Information surrounding ideas must be public knowledge, timely and easy to access by all
 - When received, next steps
 - Keep contributor informed of status



Judging Ideas

- What is leader's attitude toward ideas?



Judging Ideas

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- Judges must be trusted/respected



Judging Ideas

- What is leader's attitude toward ideas?
- Judges must be trusted/respected
- Will judges be individuals, a committee or team of peers?



Providing Feedback

- Must be timely



Providing Feedback

- Must be timely
- If not implemented, why not?



Implementing Ideas

- Must be clear communication of any change to all employees



Implementing Ideas

- Must be clear communication of any change to all employees
- Timing must be considered



Rewards and Recognition

- Methods must be valued by employees



Rewards and Recognition

- Methods must be valued by employees
- R&R should match the level of value to the organization
 - Process change (potential to save big \$s) vs “common sense” ideas
 - How to communicate?



Lessons Learned....

This isn't easy....

- Time and resources must be given in early stage
- People's ideas must be valued
- Trust must exist
- Leader's role is critical
 - Coach, mentor vs Command and Control
- The entire system must be aligned

This isn't easy.....but worth the effort!



What issues have you encountered?

Questions?



**Need more information or just
wanting to talk?**

Please feel free to contact me!

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