
Work-Out:

*An approach to streamline processes and
eliminate unnecessary work*

No one intentionally creates a bureaucratic culture.

We know that culture is impacted by process and structure. Some organizations can get trapped in the legacy bureaucracy that has simply evolved...instead of helping, it can become stifling and burdensome.

Many companies that experience restructuring don't take time to ask what they should stop doing, which would allow resources to be focused on forward moving programs and change. They just cut jobs without consciously cutting much of the work people in those jobs used to do.



Work-Out

Work-Out is a structured methodology for cutting out unnecessary work from the organization and solving organizational problems-fast!



Speed

Simplicity

Self-Confidence

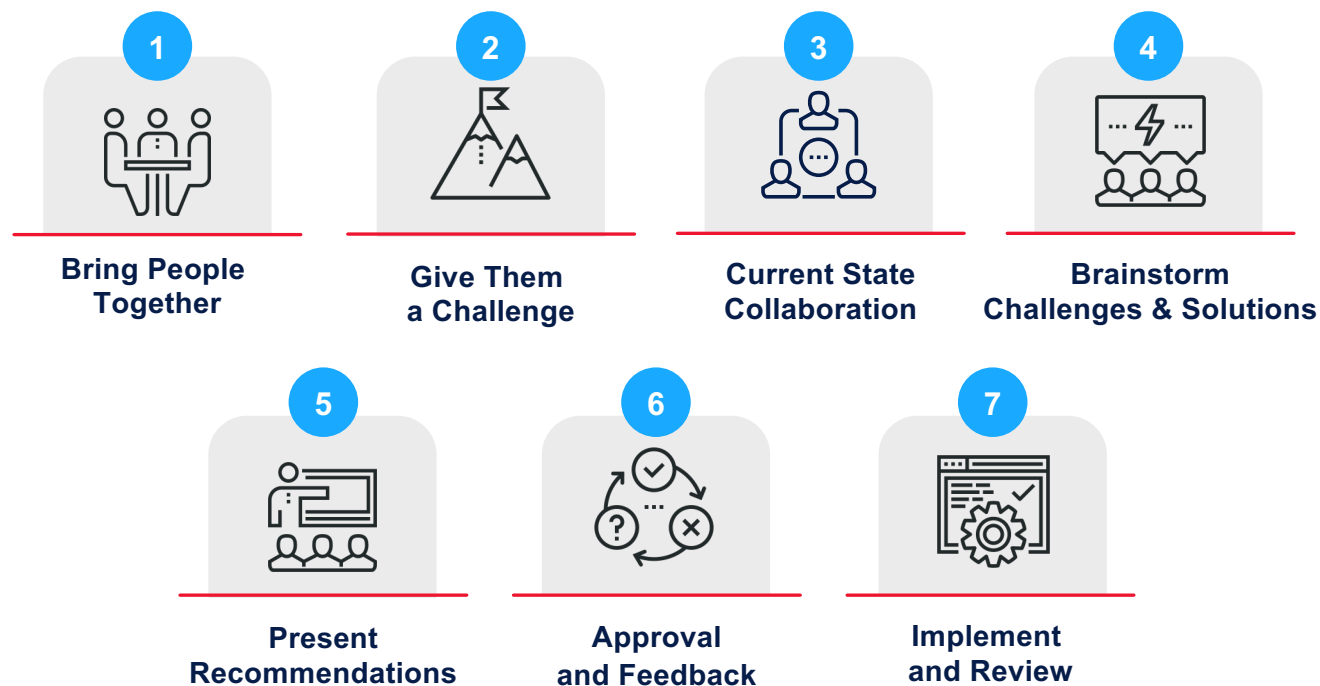
It helps organizations:

- Eliminate unnecessary work, solve quick hit problems, and improve processes
- Focus on things that can be changed in 30-90 days
- Speed up decisions when extensive data collection is not essential – make on the spot decisions
- Actively engage and empower employees – build trust
- Improve teamwork and remove barriers between work groups

Work-Out Process Overview

While the real impact of Work-Out comes during the core 2-day sessions, the framing and follow-up phases are key to success.

Prior to a Work-Out session:
the session is framed and team members are selected and prepared for the process.



Following the Work-Out session, there are follow-up mechanisms to track activities and results, communicate reminders and results, and recognize and reward implementation.

Work-Out is a powerful process to reduce costs and speed up execution



Appropriate for...

- Eliminate unnecessary work...not solve technical problems
- Improve processes when the knowledge of those processes is in the heads of those participating
- Make on the spot decisions when considerable data collection is not necessary
- Empower employees to make decisions and resolve issues
- Open up dialogue and remove barriers amongst functions / layers
- Identify new-way ideas



Not appropriate for...

- Routine communication meetings
- Issues or problems over which participants have no control or do not feel strongly about
- Complex/technical issues or problems requiring complex analysis, rigorous problem-solving methodology or considerable data collection/analysis
- Situations where there is not strong commitment from leadership to listen and change...can do more damage than good

Work-Out™ and 6 Sigma methodologies both drive process improvements, but in different ways

Work-Out:

- Aimed at Bureaucracy & non Non-Value Added Activities
- Based on Existing Knowledge
- Focused on Rationale (the “why”)
- Less Formal in Nature
- Not for Developing New Processes
- Dependent on Minimal Training

Six Sigma:

- Aimed at Defect Reduction & Variation Elimination
- Based on Data Collection & Analysis
- Always Focused on Process Measurements
- More Formal in Nature
- For Developing New Processes - DFSS
- Dependent on Extensive Training

Typical Work-Out Team Structure

Work-Out is a highly collaborative, disciplined process that empowers the people who do the work to find better ways to get the work done.



Sponsors play a key role in the successful framing of the process to be sure Work-Out achieves business results.

Champions are responsible for co-leading the Work-Out session together with RBL facilitators and play a key role in ensuring implementation of accepted recommendations.

Team members are selected to create the right mix of functional expertise, experience, and credibility to help make the Work-Out session successful.

We have used Work-Out on these type of problems

- Elimination of non value added work with increased focus on value creation
- Increase productivity by 20% while maintaining service standards
- Create role clarification to increase efficiency and effectiveness of team outcomes
- Reduce operating expense by 25% while maintaining customer experience
- Remove barriers between functional groups to improve operating outcomes
- Reduce cycle time for guest complaint resolution by 50% over a 4 week period
- Simply and streamline inefficient or broken processes

...we can help you do the same.

We can help.

Visit rbl.net to learn more about Strategic Realignment and Cost Cutting.

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