

Solution

“DO MORE WITH LESS”

or

We aren't in Kansas anymore..

Doing More With Less

by hr bartender December 9, 2008

- Last week, the [Labor Department](#) reported that [productivity slowed](#) over the summer months. While the overall indicator did increase (1.3%), the increase was smaller than Q2 (3.6%).

Doing More With Less – Cont'd

- So what does this mean? Productivity is an important measurement. The more productive employees are, the more companies can provide in terms of wages (because the company's sales will cover the payroll expense).
- Simply put, the more employees produce, the more the company can sell, then the more a company can pay. As [Homer Simpson](#) would say, “D’oh!”

Doing More With Less – cont.

- Anywho, we've got ourselves in a vicious cycle right now. Times are tough and companies are laying people off. So what are employees doing as a result?
- Could it be they're hanging around the water cooler wondering if they've got a job next week or surfing the net to see who they can connect with on [LinkedIn](#)?

Doing More with Less –cont.

- And, what does that do to employee productivity? Well if people aren't giving work 100% of their attention, then, of course, productivity will be down.
- That translates into companies producing less...which means they are selling less...which means they don't have the money to make payroll. Bingo...you see where this is going.

Doing More with Less –cont.

- As a result, it's time we dust off that old cliché "doing more with less". Now I know, some folks might say you can't do more with less. But, the sad truth is we aren't operating at 100%.
- Five employees operating at 100% can do more than six operating at 80% . . . just do the math. Simply put, that's doing more with less.

Doing More with Less –cont.

- And since we're all tightening our budget belts...then the statistical probability exists that, whatever we do, it will be with fewer resources. We just need to get creative.
- It's time for all of us to get 100% in the game of doing more with less. We're asking our government to take action to improve the economy. We want businesses to do their share. Everyone needs to contribute. As employees, our contribution is productivity.

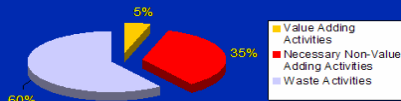
Activities – value added or waste?



Lean Production – Doing More With Less

Main Target: Removal of Waste Activities

For most production operations, only a small fraction of the total time and effort actually adds value for the end customer.



By clearly defining "value" for a specific product or service from the end customer's perspective, all the non value activities – or waste – can be targeted for removal step by step.

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Example - Lean Manufacturing

- **What is Lean Production?**
- Lean is about doing more with less: less time, inventory, space, labor, and money. "Lean manufacturing", a shorthand for a commitment to eliminating waste, simplifying procedures and speeding up production.
- Lean Manufacturing (also known as the [Toyota Production System](#)) is, in its most basic form, the systematic elimination of waste – overproduction, waiting, transportation, inventory, motion, over-processing, defective units – and the implementation of the concepts of continuous flow and customer pull.
- Five areas drive lean manufacturing/production:
 - cost
 - quality
 - delivery
 - safety
 - morale
- Just as mass production is recognized as the production system of the 20th century, lean production is viewed as the production system of the 21st century.

Strategies

- **Benchmarks – What are others doing?**
- **Cost Benefit Analysis**
 - Evaluate current processes, programs, procedures, etc. Are they necessary? Worthwhile? Effective? Efficient?
- **Resources – Who and What**
 - Interns from external and internal sources
 - Graduate assistants - Yes, they cost money and are short term, but they come cheaper than permanent employees, are mature, and dependable.

Strategies

- **Communications –**
 - What is the message, consistent
 - Keep department website updated to curtail unnecessary customer contact
 - Communicate, cooperate, collaborate with other departments. It's more important than ever not to unintentionally work against each other.
- **Call Center**
 - Automate the call center
 - Combine functions: Registrar, SFS, Admissions
 - Need to train – more than operators
 - Monitor quality of service – customer surveys

Strategies

- **Offer modes of service:**
 - Online services
 - FAQs
 - Podcasts
 - Human
 - Manage workflows

Strategies

- Automate manual processes
 - Refunds – 3rd party companies
 - Invoicing
 - Collections
 - Packaging modules
 - Loan modules
 - Student services – payments, ID cards, meal plans
 - More self service –
 - Grades, Financial Aid, Billing, Refunds, letters, forms, brochures, other publications

Strategies

- Use available tools to work smarter at all levels (e.g. put programs like Excel, Access to use to crunch/compare reports instead of combing through manually)
- Don't reinvent the wheel. Learn from and capitalize on the experience of others.
- Say NO

Strategies

- Stay abreast of technological advances in your field, you never know when the next time-, money-, or labor-saving tool will come around.
- Find affordable ways to continue your staff's training and professional development. Their talents and skills are critical to finding more ways to do more with less.

**Strategies – 4:1 Rule
Organizational Behavior
Management**

- **Another source of overload at work is the feeling that ones contributions are unrecognized.**
- **The principles of organizational behavior management (OBM) tell us that behavior that is reinforced is repeated, and that positive reinforcement produces discretionary performance (performance above and beyond minimum expectations).**

Strategies – 4:1 Cont

- **An important source of positive reinforcement at work is positive feedback about behavior.**
- **Feedback is a key leadership tool in particular, providing positive and constructive feedback at a 4:1 ratio (on average, providing positive feedback four times to every one instance of constructive feedback).**

Strategies – 4:1 Cont

- **Providing adequate positive feedback (the 4 in the 4:1 rule) creates recognition for people's contributions, particularly if that positive feedback is given in response to those behaviors most crucial to results.**
- **Providing adequate constructive feedback (the 1 in the 4:1 rule) helps people learn and adjust quickly so that their performance is more likely to be on target and produce desired results.**

Strategies – Measure and Celebrate

- Success is reinforcing; non-behavior analysts might say energizing. Knowing the goals and knowing what to do to achieve them are the first steps.
- Leaders help people succeed by tracking measurable progress toward a goal and celebrating when a goal is achieved.

Strategies – Advice for Leaders

- A final point of advice for leaders is to help people achieve better balance by demonstrating a personal value in it themselves.
- This can take a variety of forms. Sometimes it means that leaders need to stop sending e-mails and voicemails after-hours and on weekends, because such messages create an explicit or an implied pressure for people to respond.

Strategies – Advice for Leaders

- Sometimes it means that leaders need to help people organize coverage plans so that they can take a vacation without feeling responsible for keeping things moving forward when they are out of the office.
- Sometimes it means making a personal connection with someone talking about what they like to do outside of work, exploring what they need to feel less overwhelmed, talking about what they are contributing and feeling good about

Strategies – Advice for Leaders

- It is unlikely that the circumstances we face today will change in the near future. We are all doing more with less.
- The good news is that leaders have the opportunity to create more satisfying working conditions and a sense of optimism. Leadership tools based in the principles of OBM can help.

Doing More With Less: A Personal Statement By Warren MacDonald

Making time if we choose to and taking back control of our lives

- Warren McDonald in March 2003 became the first double above knee amputee to summit Mt. Kilimanjaro
- “Only through accepting the responsibility for what happened to me was I able to move forward. To do more than anyone could have imagined.”

Doing More With Less

- References:
- [Organizational Behavior Management Network](#)
- http://www.1000ventures.com/business_guide/mbs_mini_sgrowth.html
- <http://www.warren-macdonald.com/>
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