**What is WorkOut?**

A process to achieve improvements *quickly* by engaging the knowledge, commitment, and enthusiasm of those within your organization that are closest to the work.

A format for concentrated, intentional decision-making.

**WorkOut Philosophy**

- Eliminate wasted time and effort
- Focus on the customer, both internal and external
- Cooperation across functional and hierarchical boundaries
- Process thinking
- Empowerment
Speeds cycle times
Reduces bureaucracy and busy work
Obtains strategic business objectives
Gets existing business done quicker
Unblocks log jams
Reduces operating costs
**New Interchanges**
- Create the forum for dialogue and change
- Eliminate bureaucracy & barriers
- Understand the system versus just one’s task

**Grass Root Solutions...**
- People closest know it best
- Have significantly more to contribute to achieving business goals—and want to do so
- Respond to a team challenge creating buy-in

**Execution – Implementing the solutions**
- Leadership immediately decides ‘yes or no’ on the teams’ recommendations
- Clear line of accountability for actions
- Teams implement their solutions with updates to leadership at 30, 60 and 90 days
Creates a fast-moving, nimble culture
Develops managers into leaders
Bridges organizational boundaries
Creates an sense of ownership & accountability
Builds horizontal integration
Develops / builds on current analytical ability
1. Leadership defines a critical business opportunity.

2. Planning team refines opportunity, selects people for WorkOut teams, collects key background data.

3. WorkOut team(s) devote 24-48 hours of concentrated work time to create recommendations for improvement.

   With the:
   - pressure of a deadline
   - assistance of skilled facilitation
   - team members’ commitment to implement their recommendations within 90 days

4. Leadership makes a “yes” or “no” decision on each recommendation at the conclusion of the WorkOut teams’ concentrated work time.

5. Teams (individuals) own & are accountable to implement their approved recommendations, with support from others.
**WorkOut Opportunities**

<table>
<thead>
<tr>
<th>Level A</th>
<th>Level B</th>
<th>Level C</th>
<th>RAMMPP</th>
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</thead>
<tbody>
<tr>
<td>Strategic organization-wide goal</td>
<td>Functional business unit goal</td>
<td>Local department improvement goal</td>
<td>Local department Streamline and Simplify</td>
</tr>
<tr>
<td>Planning time: 6 to 10 weeks Planning Team 2-3 Days</td>
<td>Planning time: 4 to 6 weeks Planning Team 1-2 Days</td>
<td>Planning time: 2 to 4 weeks Planning Team 1 Day</td>
<td>Planning time: 1 week Planning Team ½ Day</td>
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<tr>
<td>WorkOut teams: 3 or more</td>
<td>WorkOut teams: 2 or more</td>
<td>WorkOut teams: 1 or more</td>
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<tr>
<td>Length of WorkOut session 3 to 5 days</td>
<td>Length of WorkOut session 2 to 3 days</td>
<td>Length of WorkOut session 1 to 2 days</td>
<td>Length of WorkOut session 1 to 1.5 days</td>
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*WorkOut is customized to fit different levels of business goals, timeframes and resources.*
Level A, B, C

Leaders identify a significant issue or compelling opportunity that is **complex**, that may have many stakeholders and **calls for multiple expertise**, requiring:
- cross boundary cooperation
- ‘buy-in’ for best execution
- ownership and accountability

**WorkOut challenges sound like:**

“How do we establish a dynamic process that looks at key standards & focuses on delivery of the XYZ Operations Mission?”

“How can we bring together all three of our operations one centralized location by Sept. without disrupting service?”

“How do we optimize resources & workload to clear all billing & accounting backlogs?”

RAMMPP

Leaders believe some part of their functional area is **spending too much time and effort on non-value added work**.

Perhaps too many reports generated, meetings occurring, needless approvals, unnecessary measurements, burdensome policies or outdated practices.

**RAMMPP Challenges sounds like:**

“How do we streamline and simplify the way we currently do our day to day work?”

“How do we reduce or eliminate non-value added work from our XYZ group?”

“How can we simplify the way we work so we have more time and energy for important, challenging initiatives?”
Where...

- There is compelling need for improved results
- You need to expedite your strategic business objectives
- There are ‘learned to live with’ problems – important tasks are being neglected; simple things seem too complex
- Internal or external customers are complaining
- You need to get more cost effective results
- You need to streamline, simplify and/or eliminate unnecessary work
- Bureaucracy is weakening business results and people’s energy
- There are cross-functional roadblocks
- You can get, or need to get results quickly
- Buy-in and support is needed for change
Complete roll-out and delivery.

Assistance with one or two WorkOut deliveries.

Internal Capacity Building for training your internal resources to conduct Work Outs.

WorkOut In a Box for organizations that have significant experience facilitating improvement initiatives and are looking for our initial guidance and detailed materials.
Right people, right focus.


Decisions are made promptly.

Approved recommendations are the implementation responsibility of team members.

Implementation time is short and status of actions are given continual attention.

Built from:

- Enthusiasm
- Experience
- Creativity