

## Outline of Presentation

# Identifying and Managing Future Shock

1. What is Future Shock?
2. How do we know if we are suffering from Future Shock?
3. How do we best overcome Future Shock?
4. How do we manage to avoid Future Shock?
5. Key Learnings



**Future  
Shock**

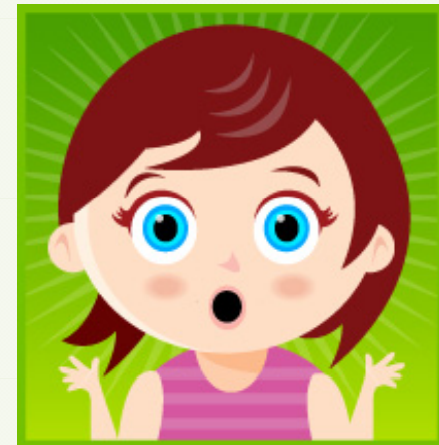


# 1. What is Future Shock

*Future Shock is where projects commenced some time back, pervade an organisation to the point where they start to affect the most important people – those directly responsible for the value adding activities of producing the product or service.*

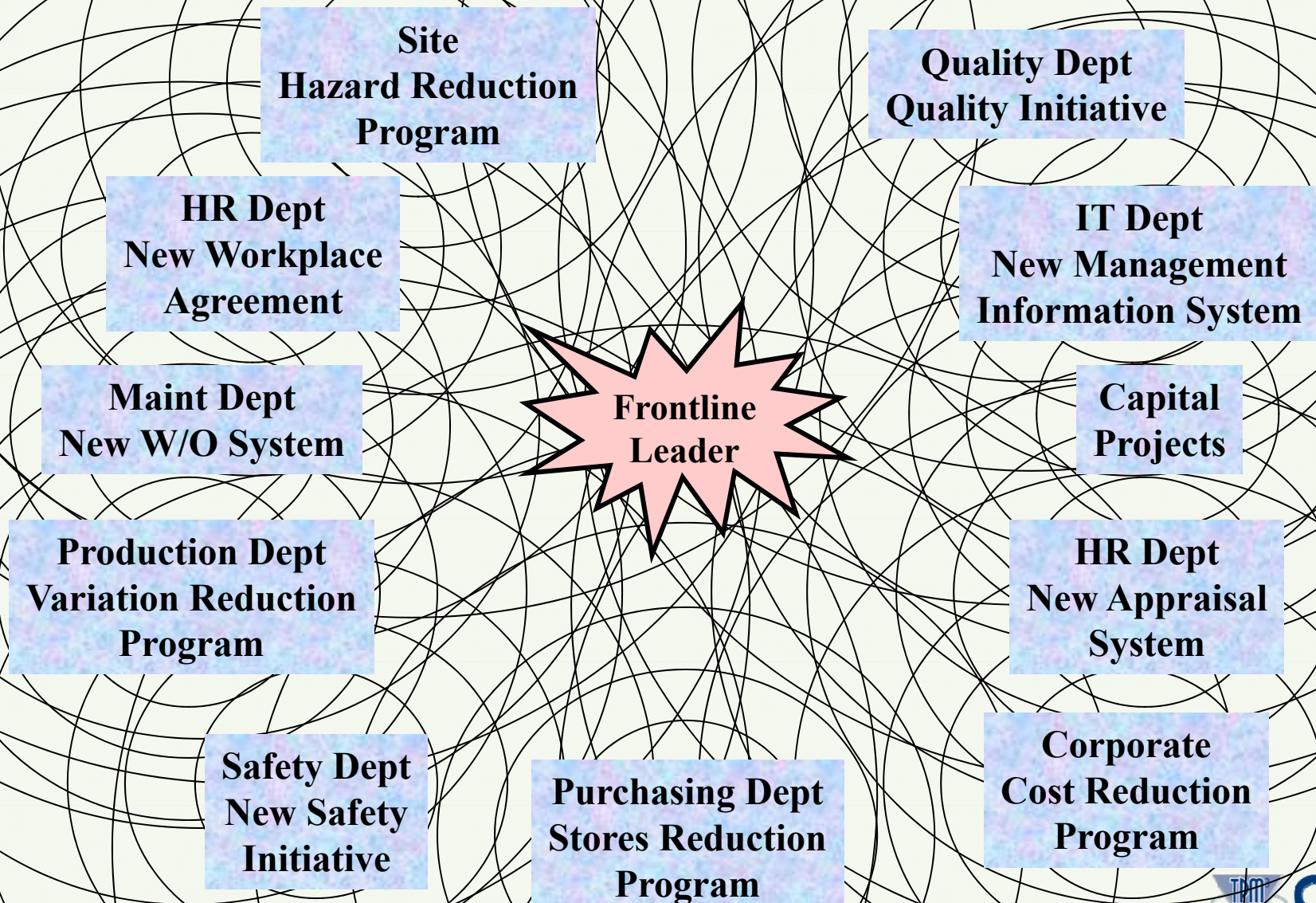


**Future  
Shock**



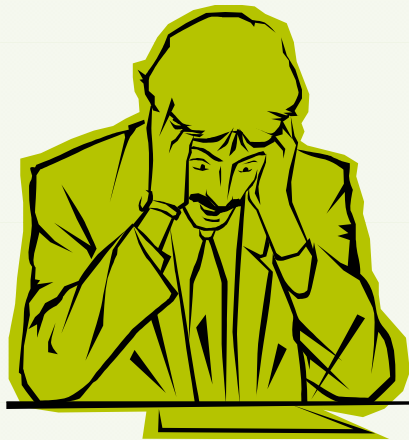
# Pressures on our Frontline Leaders

Each initiative produces shock waves that hit the Frontline sometime in the future

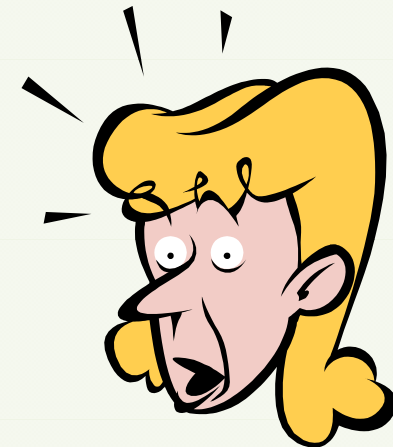


# What is Future Shock

*The overload of extra meetings etc on key people in the organisation ie Frontline Supervisors and Team Leaders can lead to the point where they become dysfunctional due to the build up of the frustration of not being able to get their normal tasks completed to the quality level they pride themselves in.*

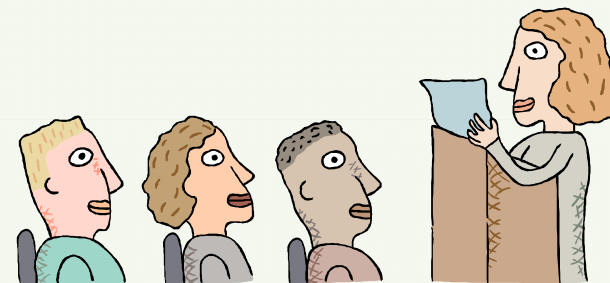


**Future  
Shock**





# *Ask the Audience*



## 2. How do we know if we are suffering from Future Shock?

Conduct a review to determine whether the affects of Future Shock are already present by:

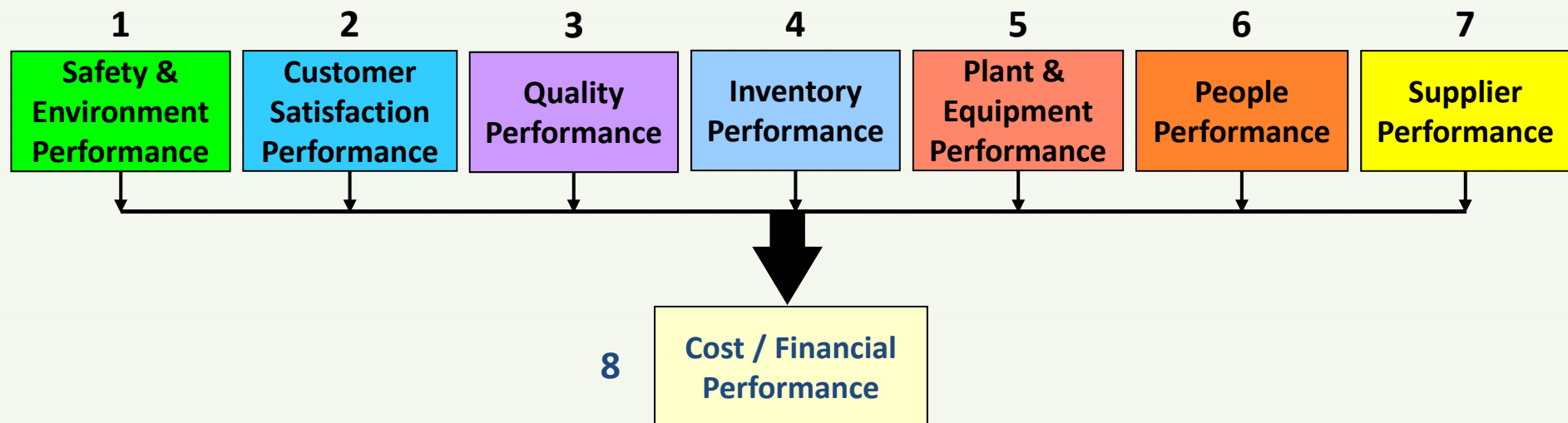
- Identify and evaluate all improvement projects progressing at the site
- Identify whether the resources allocated to each project are being utilised effectively.

## 2. How do we know if we are suffering from Future Shock?

**Establish a framework to evaluate existing projects:**

### Key Success Factors for Operations

*'Cause' Key Success Factors*

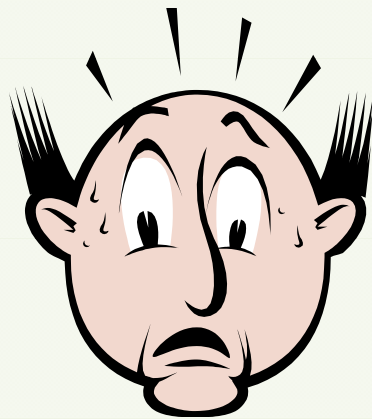


*'Effect' Key Success Factor*

## 2. How do we know if we are suffering from Future Shock?

### How to do the Review

*Conduct a survey of all Managers (and Supervisors) to identify all current, planned and potential improvement projects documenting such in a simple consistent format (need to keep each project to less than one page).*



**Future  
Shock**



## 2. How do we know if we are suffering from Future Shock?

**Possible format could include a paragraph or 3 dot points on:**

- A. Current Situation – the opportunity
- B. Resources required along with timeframes
- C. Expected Outcome – the tangible benefits under the framework of the site's Key Success Factors along with any expected intangible benefits (a suitable template can be helpful here)
- D. Expected impact on the Frontline eg who will need to be trained to do something different

## 2. How do we know if we are suffering from Future Shock?

### How to do the Review

*Have every Manager, Supervisor and Team Leader list the regular meetings, and if appropriate training workshops, they attend each week and month along with planned time and actual time.*

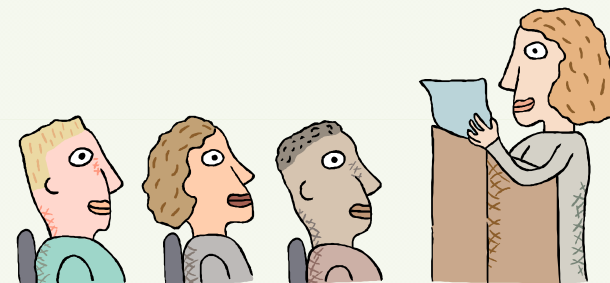


**Future Shock**





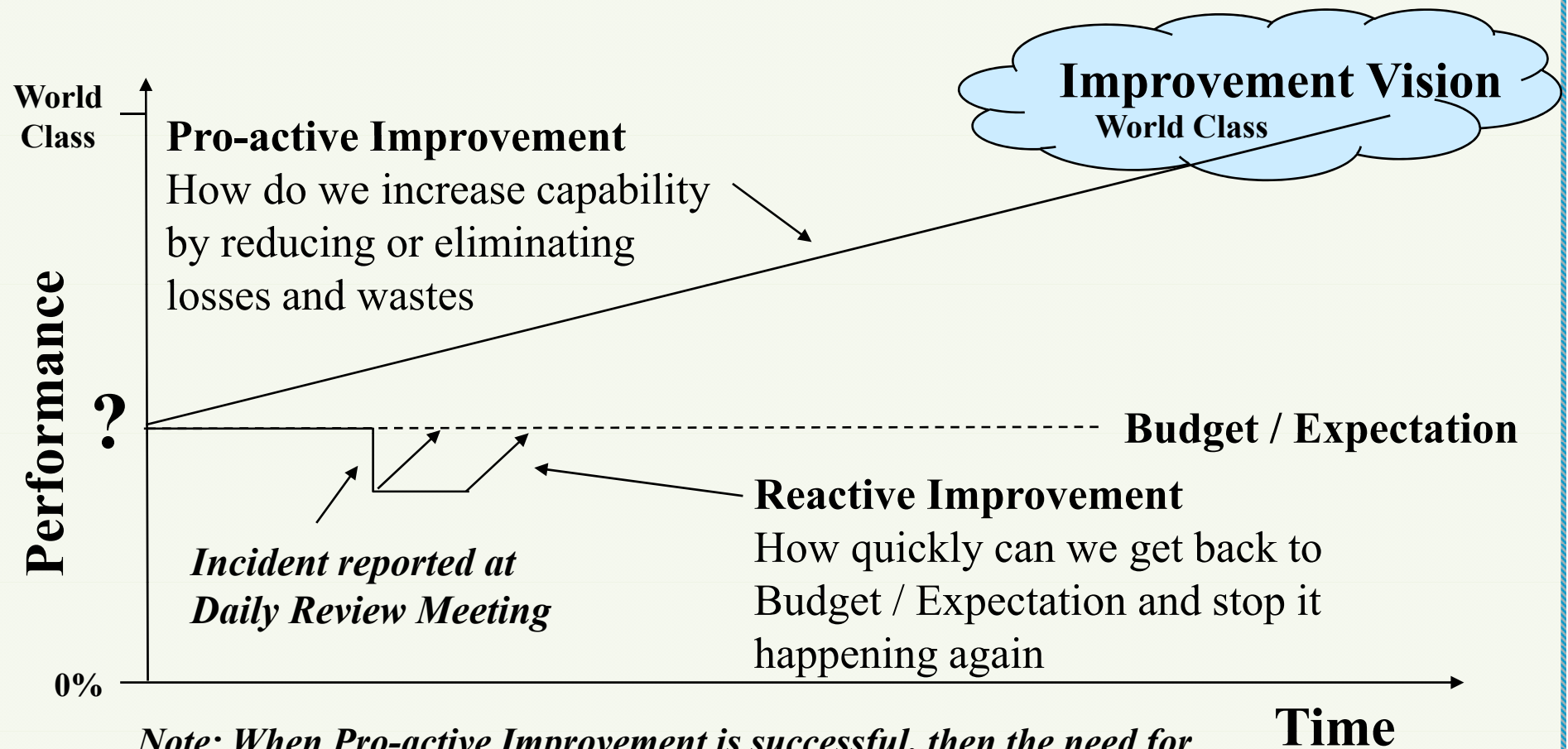
# *Ask the Audience*



# 2 Types of Improvement

**Reactive** – ensure you achieve Budget / Expectation

**Pro-active** – take you above current Budget / Expectation



*Note: When Pro-active Improvement is successful, then the need for Reactive Improvement should significantly reduce*

# **Classify the meetings into Categories**

## **Reactive Improvement**

- Daily Review Meetings
- Safety Meetings / Briefings
- Communication Briefings

## **Pro-active Improvement**

- Project Meetings (progressing the project)
- Project Briefings (learning about the project)
- Pro-active Improvement Team Meetings and Activities

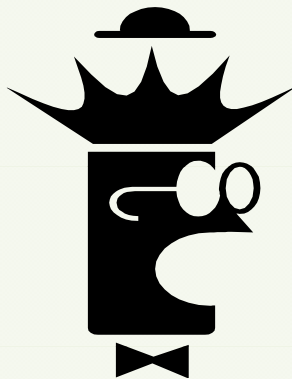
## **Other Activities**

### 3. How do we best overcome Future Shock?

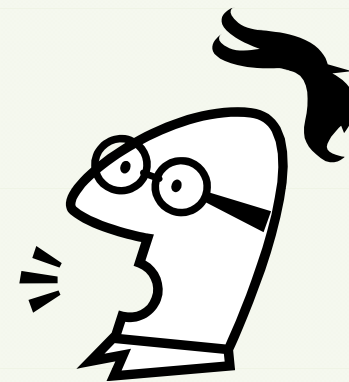
1. Prioritise
2. Rationalise
3. Limit to 5-7
4. Put the rest on hold

## 4. How do we manage to avoid Future Shock?

*From an Operations Excellence through TPM & Lean (TPM<sup>3</sup>) perspective our general rule of thumb or improvement policy is all people on site (apart from dedicated improvement support staff such as your TPM<sup>3</sup> Co-ordinator) should ideally be only a member of one Cross-functional Team and one Area Based Team at any one time.*



**Future Shock**



# Importance of Consistency of Purpose

**All  
Improvement  
Activity**

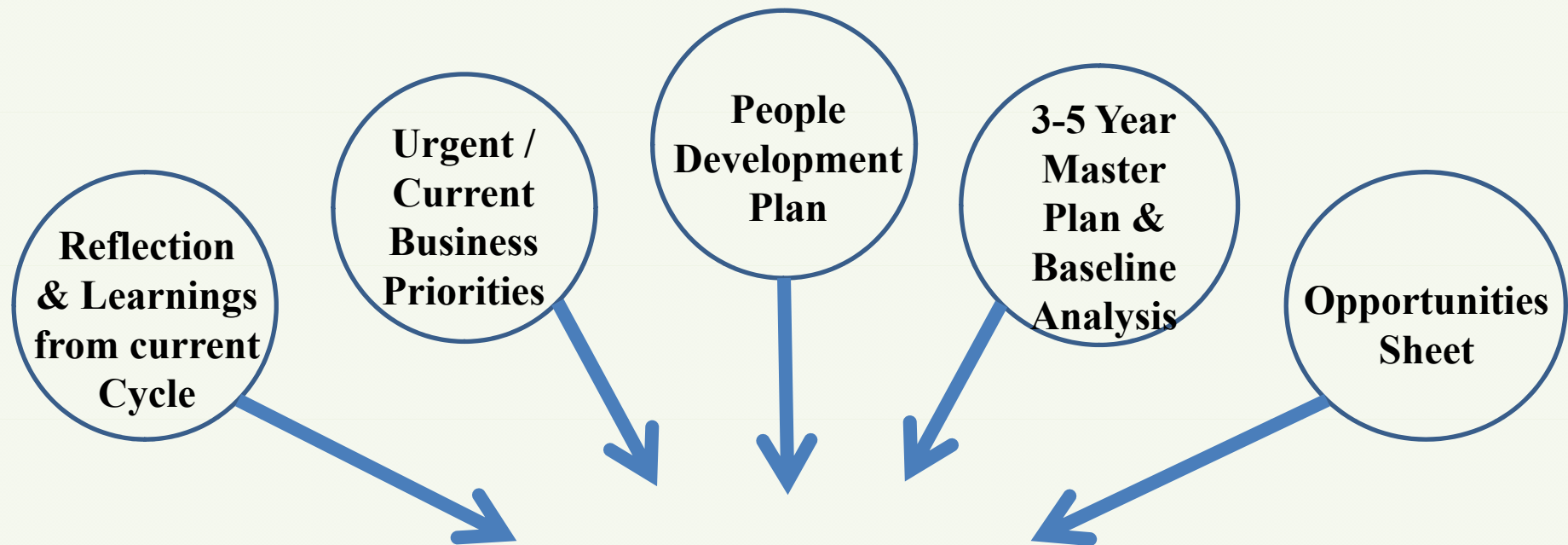


**Pro-active Improvement  
Site Leadership Team**

**Cross-functional Teams  
+  
Area Based Teams**

*Ensure you do not create Future Shock for your Frontline Leaders by regularly (weekly) monitoring of the situation*

# **Plan and monitor progress through 3-4 month Cycles supported by weekly review meetings and Pre-cycle Strategy Planning Sessions**



**3-4 month Cycle**

**Pro-active Improvement Activity Schedule**

**Updated Master Plan to achieve Improvement Vision**

## 5. Key Learnings (1)

1. Review all current projects using an agreed format
2. Review all meeting that people attend (planned and unplanned)
3. Classify the meetings into Reactive, Pro-active and Other
4. Prioritise and rationalise existing projects so as to limit to a maximum of 5-7 projects with remaining one put on hold
5. Set up a weekly Pro-active Improvement Leadership Team to monitor all improvement activities on a weekly basis
6. Set policies to limit people's involvement in improvement activities

## 5. Key Learnings (2)

1. All Pro-active Improvement Teams report to a Leadership Team that reviews progress on a weekly basis
2. All Leadership Teams only have about 8-12 teams reporting directly to them
3. Once a person is in a Pro-active Improvement Cross-functional Team, they continue being in future Cross-functional Teams
4. All Pro-active Improvement teams successfully achieve their mandate within 12-14 weeks (3-4 months)
5. All Reactive Improvement activity reports to a Daily Review Meeting

## Identifying and Managing Future Shock

by Ross Kennedy – President, CTPM Australasia

All companies identify projects to assist them to become more successful. These projects may be department initiatives, site initiatives or they could come about from a variety of other sources such as corporate directives or changes to government requirements.

Often these projects are evaluated in isolation to other projects outside the boundaries of the initiating department. At this time they are deemed necessary and important to progress. Often they may be linked to personal development appraisals and performance bonuses of the project champion or champions.

Unfortunately what is often not considered is the impact each project has on Frontline Leaders in say 6 or 12 months time when their involvement in adopting the new initiative becomes critical.

This is often symptomatic of Frontline Leaders being called away from their own normal duties to attend special or urgent meetings to resolve the finer details of a project, learn new processes and procedures or to rectify teething problems with the implementation.



*Future Shock is where projects commenced some time back, pervade an organisation to the point where they start to affect the most important people – those directly responsible for the value adding activities of producing the product or service.*

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# *Question Time*