



Maximum PIE - Winning in Business



***Happily Maximizing Profit in a Small or
Medium-Sized Company***



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www.TimKGarrison.com

timg@TimKGarrison.com

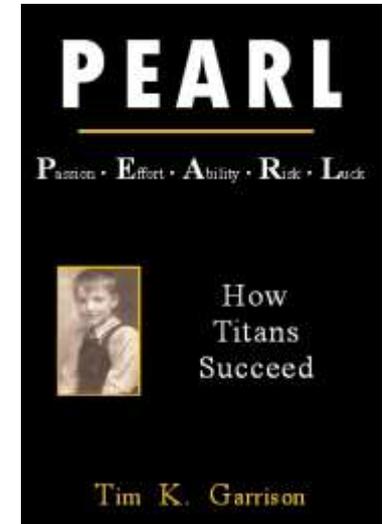
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Sources

The source material for this presentation comes from:

- * My 5th book, P.E.A.R.L., which includes a bibliography of 60+ books on success.
- * Success consulting with 30+ companies, including national and international work with True North Development, a Detroit-based global lean consultant.
- * Battle grime from starting up and running successful construction, consulting, and software companies.
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The background of the slide is a circular, textured pattern in shades of pink and red, resembling a woven or marbled surface. A thick, grey, hand-drawn style border encircles the central text. A bright red five-pointed star is positioned between the words 'Part 8' and 'Change'.

Part 8



Change

Copy

Making Changes

If we want to get better, to achieve Maximum PIE, we must change.



List some impediments to change

Change Is Hard

Here are three challenges to implementing change:

1. Knowing **what** to change.
2. Knowing **how** to change it.
3. Carving out the **time** necessary.

So far we've scraped the surface of No. 1. a little.



*Now that we have an idea of **what** to change, the million dollar question is, **how**? Anyone?...*



Change Roadblock



Deming gives us some hints:

“The fact is that management can not learn quality and productivity by experience on the job. Nor can they learn it in school. Anyone could pass [college] with high marks yet come off with not the faintest idea about how to improve quality and productivity.”

“The transformation must come from the outside.”

“Long-term commitment to new learning is required of any management that seeks to improve. The timid and the faint-hearted, and the people who expect quick results, are doomed to disappointment.”

To summarize: 1) Get some outside expert help; 2) Learn, forever more.

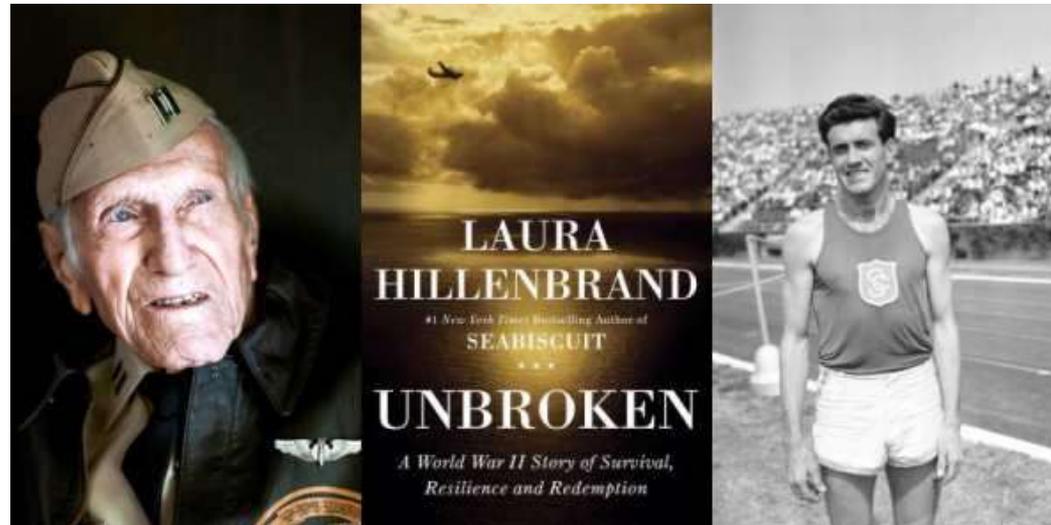
- *Do you agree?*
- *Is there more to it?*

Change Is a Mindset

I agree with Deming because I've seen and experienced it firsthand. But I think there is more to it.

Real, effective change and self-improvement is a mindset.

It's easy to say the words, "I'll change, I'll get better," but it's another thing entirely to actually do it. *It takes perpetual commitment.* Through victory and failure. We can learn a lot on this topic from Louie Zamporini.



- *What motivates you?*
- *How do you sustain it?*

Find Your Motivation

We're all motivated by different things. Zamporini hated losing. That motivated him and many other titans, like Phil Knight (Nike).

Some are motivated by profit. Some by power. Some by giving.

Find your motivation and sprinkle your life with it: Pictures, posters, like-minded people. Whatever it takes to keep your goals in the forefront of your mind.

And when one thing gets stale (it will) change it out for something fresh.

- *Am I speaking to individuals here or to a company?*
- *Is there a difference?*

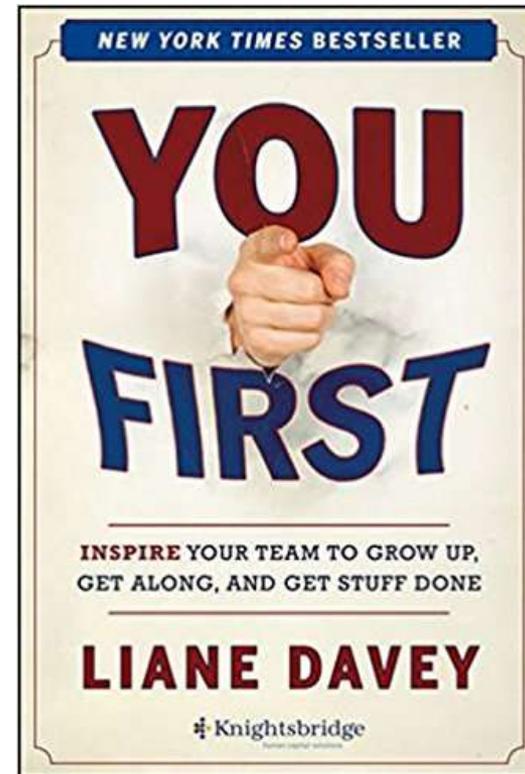


A Company = Individuals

A company is made up of people. Companies don't need motivation, people do.

Recall my definition of leadership: *Motivate others to WANT to do something.*

It doesn't matter your position in the company, Winning In Business depends on YOU. Are *you* all in?



- *List some things you'll do to motivate yourself*
- *... to motivate teammates.*
- *Should we expect to fail?*

Failure Is Necessary

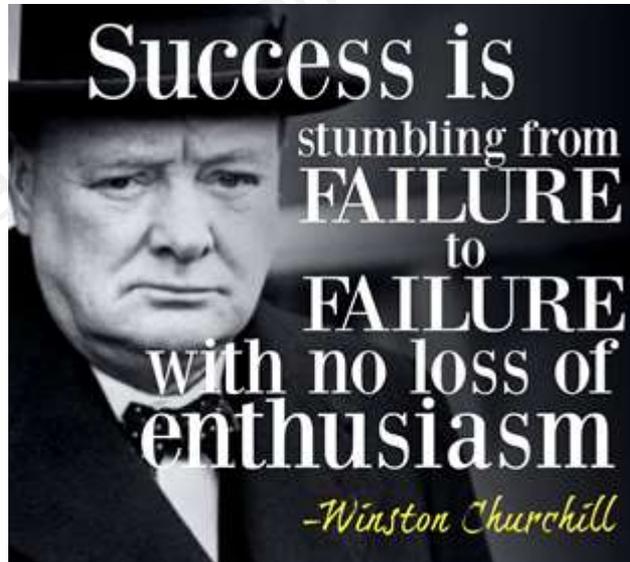
We should absolutely expect to fail. And that's a *good* thing because failure is a necessary ingredient in success.

**IF YOU'RE NOT FAILING
EVERY NOW AND AGAIN, IT'S
A SIGN YOU'RE NOT DOING
ANYTHING VERY INNOVATIVE.**
WOODY ALLEN

**I have not failed,
I've just found
10,000 ways
that won't work.**
- Thomas Alva Edison



Success is
stumbling from
FAILURE
to
FAILURE
with no loss of
enthusiasm
- Winston Churchill



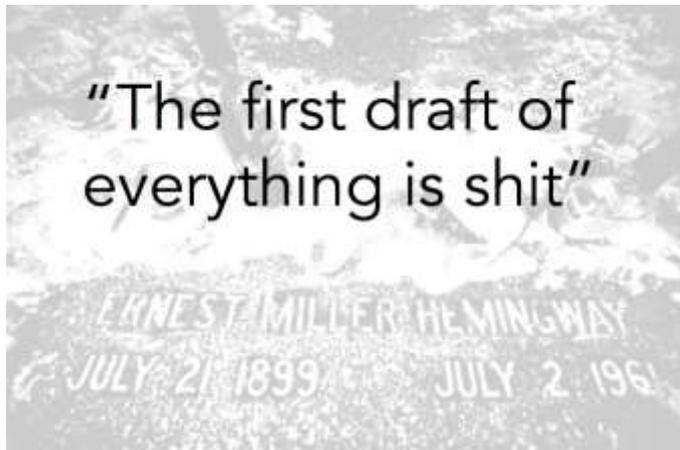
"Most great people
have attained
their greatest
success just one
step beyond their
greatest failure."
- Napoleon Hill

**FAILURE IS THE
OPPORTUNITY
TO BEGIN AGAIN MORE
INTELLIGENTLY**
- Henry Ford

How many drafts of something should be required until it's right?

“Sh*tty First Drafts”

Ann Lamott, award-winning author and college writing professor talks about “Sh*tty First Drafts” in her how-to book on writing, *Bird by Bird – Some Instructions on Writing and Life*. Hemingway agreed.



- *If it takes professional writers ten drafts or more to get it right, is it reasonable for us to expect perfection on the first try? On the fifth try?*
- *What does this suggest about the need to constantly evaluate and adjust?*



Evaluate and Adjust

A company is like a sword. Use makes it dull. If you like your sword sharp, you must constantly hone it.

The problem is, we hire lots of sword *wielders* and few if any *sharpeners*. To make matters worse, Deming tells us we wouldn't know how to sharpen even if we wanted to.

- *List some “sharpening” activities necessary to keep our business keen-edged.*
- *Who’s in charge of sharpening?*



Evaluate and Adjust

Company maintenance is squarely a management function. A lot of what we've discussed so far is more about sharpening than wielding:

- Mind the beans. This is a powerful way to evaluate overall performance. Tells you *that* there is a problem, not necessarily what it is.
- Job Cost. Some industries like construction allow us to evaluate performance job by job. If you're not doing this you should be.
- Collect performance data using run charts or control charts. Analyze the **data** and make adjustments as necessary.
- Training and teaching. Both in house and externally. The more time management spends interacting with associates, the better.

- *What do you think about numerical quotas on workers? Good idea?*
- *What do you think about clever posters and slogans in the workplace? Effective?*

Learning is not compulsory...

neither is survival



W. Edwards
Deming

Evaluate and Adjust

Numerical quotas on workers are a BAD idea. They encourage quantity at the expense of quality. And they promote anxiety, fear, and other negativity. Remember, happy workers are productive workers.

Slogans, posters and the like are also a BAD idea. They are utterly ineffective except at collecting dust and looking neglected.

Instead, reward accomplishments and don't be shy about it - sing those praises loudly for all to hear.

Drive out fear in the workplace. Encourage comradery up and down the org chart. Associates must feel secure in making suggestions.

What do you think about the success coach or business consultant who says: "Trust me – I have all the answers and will fix your company in no time!"



It's Not So Simple

No one, regardless of how much you pay them or what they tell you, has all the answers.

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Why not?

It's Not So Simple

Any business is unbelievably complex:

- It consists of people. People are a bit like snowflakes: from a distance they look the same but no two are exactly alike. And some are downright freaky.
- What works at company A will not necessarily work at company B. There are too many variables: location, demographics, governments, markets, suppliers, labor pool, transportation, weather, local methods, etc.
- Bottom line: Fixing a company requires some trial and error. No one will nail everything on the first try. No one. Remember *Sh*tty First Drafts*.

How long does it **really** take to fix a company?



It's Not So Simple nor Quick

A small construction company I work with spent at least \$50,000 on business consultants, coaches, books, seminars, and CDs over ten years. Nothing worked – their woes continued to get worse. “Management by crisis” was their M.O.

The problem? No one got tough with the crux of the problem: the Owner. They all sidled around the elephant in the room applying textbook fixes to systems and associates. Also, they were not clear on the magnitude of the problems and how long it would take.

The Owner never had realistic expectations so he flopped from consultant to consultant, book to book, seminar to seminar.

All changes and fixes require 100% buy-in, **starting at the top**. “*Constancy of purpose.*”

So how long does it **really** take to fix a company?



It's Not So Simple nor Quick

It took years to get messed up. It's unreasonable to think a fix will be quick.

- Investigating the issues, interviewing people, analyzing accounting... are things required *before* fixes can even start.
- Usually personnel changes are required: let go of the 3s and some of the 2s. Hiring and training takes time.
- People are slow to adopt change. Some never do.
- Changes in culture are particularly tough. It's like changing your foundation. A very slow process.
- Change is via trial and error. It's iterative. Takes time.
- People are capable of only so much change at once. You can't blow in with a thousand to-dos. People will be overwhelmed.

Bottom line: Fixing a company happens bit by bit. Slow and steady wins this race. *Expect it to take several years.*

Speaking of overwhelmed... How will you make all of this info stick?



Making It Stick

In any teaching – learning environment, about the best we can hope for after one exposure is to retain two or three fundamental concepts.

- *Do you agree? If not, how many?*
- *Next week, how much of this presentation will you still remember? ... Next month? Next year?*
- *What fundamentals will stick with you?*
- *Is there a way to have better retention?*



Making It Stick

The best way to retain something is to implement and practice it.

Another good method is to review the material again and again. The more you review it the more it sticks.

**"Practice isn't
the thing you do
once you're good.
It's the thing
you do that
makes you good."**

- Outliers: The Story of Success



Malcolm Gladwell

Who's the Champion?

Now the biggest questions of all:

- 1) Who will take the bull by the horns and start the process of change?
- 2) Who will be in charge of maintenance and adjustment?



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**Thank
You!!!**

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