Slide 1:

A System for Improving Employee Engagement and Retention!

Slide 2:

EUREKA! CONSULTING

$ 20+ Billion Worth of Disruptive Innovations

EUREKA! INSTITUTE — INNOVATION ENGINEERING®

We Exist To Change The World Through Systems That Help Everyone Think Smarter, Faster & More Creatively

Dexter Custom Spirits

We Exist To Change The World Throughs Systems That Enable Everyone To Have Their Very Own Custom Bourbon, WHISKeY or Rum

96,000
72,000
48,000
24,000
0

Slide 3:

GALLUP
EY McKinsey & Company

PROACTIVE Problem Solving

EUREKA! RANCH

EMPLOYEE ENGAGEMENT Ignites…
A Chain Reaction of Positives

• 81% decrease in absenteeism
• 58% decrease in patient safety incidents (mortality and falls)
• **18% decrease in turnover for high-turnover organizations**
• **43% decrease in turnover for low-turnover organizations**
• 28% decrease in shrinkage (theft)
• 64% decrease in safety incidents (accidents)
• 41% decrease in quality (defects)
• 10% increase in customer loyalty/engagement
• 18% increase in productivity (sales)
• 23% increase in profitability

#1 Predictor of Employees Feeling
"My company is one of the best places to work."

My talents are are well used in the workplace

Slide 4:

System Thinking Is The Foundation Of Our Work…

Dr. W. Edwards Deming

1950
Rebuilt Japan
Sony
Toyota

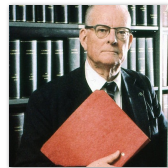**1980**
Rebuilt North America
Ford
Xerox
P&G
Lean
6 Sigma

"94% of failures are due to the system 6% are due to the worker"

Slide 1

100% Synergistic with….

Total Quality - LEAN - 6 SIGMA

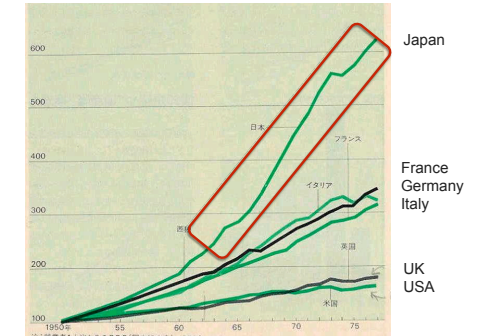That's because all are grounded in the work of
Dr. W. Edwards Deming

CONTINUOUS IMPROVEMENT

Slide 2

Employees Are A POWER to be UNLEASHED

Kenneth Hopper

The Secret to Japan is Enabling Everyone

Japan
France
Germany
Italy
UK
USA

**EXPERT GURU
1950 - 1962**

**ENABLED EMPLOYEES
1962 Deming Prize
Sumitomo Electric**

Slide 3

Employees Are A POWER to be UNLEASHED

Experts Are Useful

20%

80%

**Employees
"Close to the work"**
Are a 4X Game Changer

Total Project Value

Slide 4
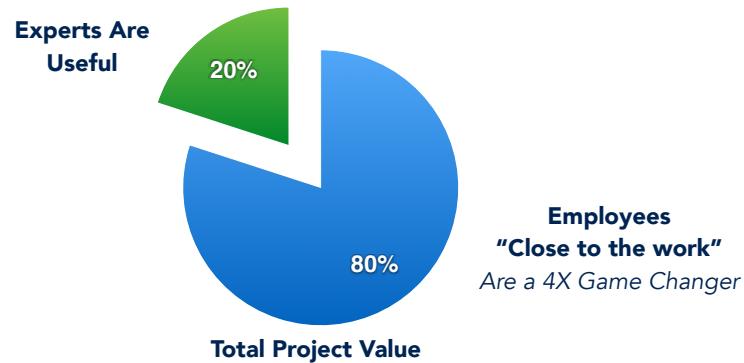
Employees Are A POWER to be UNLEASHED

"In almost all the solutions to the problem of productivity there is a common thread. Each of them includes, in some way, worker participation. Every expert to whom we talked to agreed that no solution can succeed fully unless it includes the active participation of the people who actually do the work, union or nonunion. All humans think and nowhere is it chiseled in stone that those in management think best."
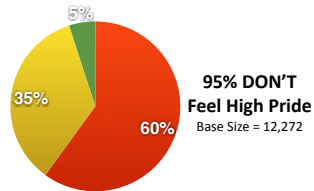
NBC TV Special Featuring Dr. Deming
"If Japan Can Why Can't We?"

Slide 1

Dr. Deming was asked how he would summarize his message in a few words. "*I would say* **Pride of Work**."

HOW ARE WE DOING ON PRIDE IN WORK?

How would you rate the overall quality of work done by your company?

95% DON'T Feel High Pride
Base Size = 12,272

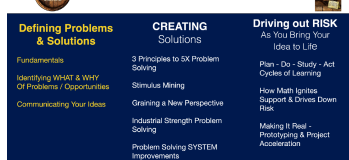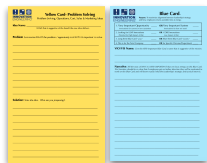**PROACTIVE Problem Solving Ignites pride in work… It makes work FUN AGAIN**

Slide 2

EUREKA! INSTITUTE
R&D division of the Eureka! Reach

Employee Engagement - Development Journey

40+ years of quantitative data on people & projects

Immersion 2,000+ **Academic Articles**

19 years Creating & Teaching Innovation Engineering

The **PSYCHOLOGY** of Problem Solving

5 years Experiments WITH Dexter Distillery

Dexter Custom Spirits

Engaged Employees create…
Higher Quality, Faster Speed @ Lower Cost

Slide 3

Three Learnings from Research

Clarity on WHAT & WHY
Is the PRIMARY Motivator For Today's Workers

Workshop Agenda

Defining Problems & Solutions	CREATING Solutions	Driving out RISK As You Bring Your Idea to Life
Fundamentals	3 Principles to 5X Problem Solving	Plan - Do - Study - Act Cycles of Learning
Identifying WHAT & WHY Of Problems / Opportunities	Stimulus Mining	How Math Ignites Support & Drives Down Risk
Communicating Your Ideas	Graining a New Perspective	Industrial Strength Problem Solving
	Industrial Strength Problem Solving	Making It Real - Prototyping & Project Acceleration
	Problem Solving SYSTEM Improvements	

HOW
Hands on - Step By Step Training & Tools for Thinking Smarter, Faster & More Creatively

PROACTIVE PROBLEM SOLVING

INNOVATION ENGINEERING BLUE BELT

Workshop for ALL EMPLOYEES
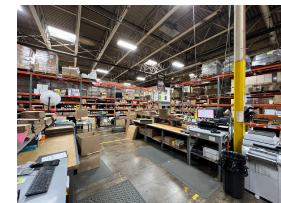
Leaders of Teams & Projects

Teach for "MY WORLD"
TRAINING CUSTOMIZED to "Connect the Dots" with… MY JOB, MY COMPANY & MY INDUSTRY

Slide 4

Company Customized Examples
Removes "Implied Criticism" From Training

PRODUCTION ALLEY
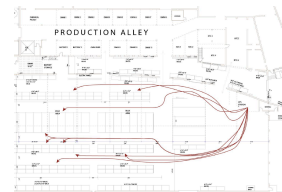
OLD WAY - Filling Customer Orders
Walk to Fill Customer Parts orders

New Way
Top 200 Parts Racked Near Front

IMPACT: Saves 7 minutes / order 150 orders a day

Slide 1

Company Customized
Builds Culture, Pride & Mindset

- One-on-one Interviews
  - Legendary Company Stories
  - Small Problem Solving Stories
  - Company "Values" Stories
- Match Company "Vocabulary"
- Align Company SOP System
- Company Success Norms

Industry Customized
Helps "Connect the Dots"

- Health Care
- Distilleries
- Manufacturing
- Hospitality / Services
- Government Services
- Higher Eduction

Slide 2

Employee ENGAGEMENT with PROACTIVE Problem Solving

*"**Excellent** Class! Thank You!"*

*"Appreciate the company making the investment towards innovation and **providing the tools** for continuous improvement."*

*"Great presentation and great speaker. **Kept me engaged** for 8 hours!."*

*"Great content I've been with the company for 20 years, This is by far the **most impactful event** I've attended with the company."*

*"We all work very hard, but we need to **start having more fun** along the way"*

*"We need to expand this training & cultural shift to **elevate the entire organization**."*

Net Promoter Score = 74
For PROACTIVE Problem Solving Workshop

	Net Promoter
PROACTIVE Problem Solving Workshop	**74**
Apple benchmark	73
Amazon benchmark	73
Southwest Airlines benchmark	71
Netflix benchmark	67
Delta Airlines benchmark	47
Costco benchmark	45
A BAD SORE (0 to -100)	Less than 0

Created by Bain & Company

Slide 3

Dexter CUSTOM SPIRITS

Engaged Employees Enable Speed

Dexter versus one of the world's most respected and largest WHISKeY distilleries.	A Top International Whiskey Co.	Dexter Distillery
New Product Concept Test	1 Month	90 Minutes
New Product Taste Test	2 Months	1 day
R&D for completely new liquid	7 years	7 weeks
Liquid revision	1 year	1 week
New label	6 months	1 month
Label revision	2 months	1 week
New Custom Bottle	1 year	6 months
New bottle	3 months	2 weeks
New shipping case	3 months	3 weeks
New supplier approval	3 months	1 day
New case artwork	1 month	1 day
Place Product on-Premise	6 to 9 months	1 Day
TOTAL	**11+ Years**	**Less than a Year**

NOTE - As a Craft Distillery in Ohio, Dexter can Sell Direct to consumers and to on premise - making for the fastest product development and research lab in the industry.

The Dexter Way
Less than A Year

Classic Corporate WAY
11+ Years

Dexter CUSTOM SPIRITS

10+ TIMES FASTER

Slide 4

Workshop Agenda

Defining Problems & Solutions

Fundamentals

Identifying WHAT & WHY Of Problems / Opportunities

Communicating Your Ideas

CREATING Solutions

3 Principles to 5X Problem Solving

Stimulus Mining

Graining a New Perspective

Industrial Strength Problem Solving

Problem Solving SYSTEM Improvements

Driving out RISK
As You Bring Your Idea to Life

Plan - Do - Study - Act Cycles of Learning

How Math Ignites Support & Drives Down Risk

Making It Real - Prototyping & Project Acceleration

PROACTIVE - creating or controlling a situation by causing something to happen rather than responding to it after it has happened.

PROACTIVE - Things you <u>CHOOSE</u> TO DO

REACTIVE - What you <u>HAVE</u> TO DO

CEO: *"What will it take to have an employee see that spot on our NEW carpet and… without being told clean it?"*

"I'm guessing we have to file a request to maintenance & wait a week to get it cleaned."

Walking to the lake as sun was setting

Lieutenant colonel

"My job is to create a culture where everyone takes action when they see things…"

Slide 1

The "Irreverent" Motivator
Front Line, Middle Management & Leadership

PROACTIVE
PROBLEM
SOLVING

It's how you can finally…
STOP THE STUPID
"Stupid" Work Systems, Tools & Methods

There are no STUPID People
*Only Those Who Have Not Been
Taught & Supported As Problem Solvers*

Slide 2

PROACTIVE Mindset starts with…

WHAT & WHY

Gives Focus   Gives Motivation

Slide 3

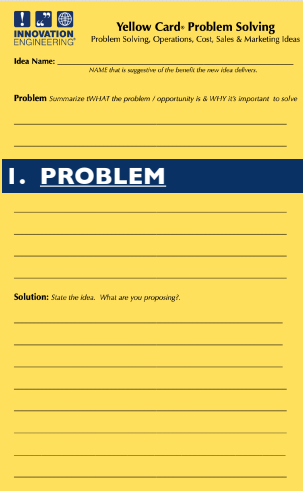**WHAT & WHY is Based on Commander's Intent**
The Modern Military Approach

Definition: A clear and concise expression of the purpose of the operation and the desired end state that supports mission command, provides focus to the staff.

In the absence of further orders you would know what to do….

Slide 4

PROACTIVE Problem Solving
Communication System

1. **Problem**

2. **Solution**

3. **Explain how it Works**

4. **Reinforce Key Benefits**

5. **Suggest an Easy Next Step**

INNOVATION ENGINEERING

Yellow Card- Problem Solving
Problem Solving, Operations, Cost, Sales & Marketing Ideas

Idea Name: _____
NAME that is suggestive of the benefit the new idea delivers.

Problem *Summarize WHAT the problem / opportunity is & WHY it's important to solve*

_____

Solution: *State the idea. What are you proposing?.*

_____

Slide 1

Yellow Card· Problem Solving
Problem Solving, Operations, Cost, Sales & Marketing Ideas

Idea Name: _____
NAME that is suggestive of the benefit the new idea delivers.

Problem *Summarize WHAT the problem / opportunity is & WHY it's important to solve*

I. PROBLEM

Solution: *State the idea. What are you proposing?.*

> Problem / Opportunity is our FOCUS

> Is it important TO SOLVE

WHAT & WHY
Gives Focus   Gives Motivation

Slide 2

WHAT & WHY

THINK - RELIABLE Problems that **REPEAT**

Problems that **small but repeat over and over again**

A small problem that wastes just 20 minutes every other day = 86 hours a year (assuming 2 shifts a day)

THINK - BIG Problems that Happen Infrequently

Problems that **are RARE but Devastating**

Product Quality Recall - Worker Accident - Plant Shut Down

WHAT = PROBLEMS AND OPPORTUNITIES for Working Smarter

Slide 3

WHAT & WHY

Is what gives you….

The courage to think differently
The energy to solve the problem
The intrinsic motivation to keep going

Slide 4

WHAT & WHY

Powered by VALUES…
What's the RIGHT THING to do

Powered by COMMON SENSE…
Stop making excuses for "Existing systems"

Powered by SIMPLE MATH…
*"X" Events * "Y" Times * "$ / Event" = WOW*

Slide 1

WHAT & WHY

Helps YOU
focus & energize
Your PROACTIVE
Problem Solving

Aligns OTHERS
To Support
**PROACTIVE**
Problem Solving

Slide 2

Simple Problems with Just a Few People Involved

Complexity & Many People We Use BLUE CARD
To Set Mission

WHAT & WHY

Gives Focus   Gives Motivation

Slide 3

Yellow Card· Problem Solving
Problem Solving, Operations, Cost, Sales & Marketing Ideas

Idea Name:

Problem *Summarize WHAT the problem / opportunity is & WHY it's important to solve.*

Solution: *State the Idea. What are you proposing?*

2. Solution
Clearly State the Idea

1. Problem
• Summarize the Situation

We often suffer back problems from lifting…

We waste 2 hours a day doing data entry leaving 6 hours to do our work.

2. Solution
Clearly State the Idea

What if we added a roller conveyor so we can push production units on to the next person.

Create a one input system - as we place order it does the paperwork.

Slide 4

Explain How Your Idea Works: *The key details on what is new - focus on key steps.*

3. Explain how it Works
• The Details on What is Different

Reinforce Key Benefits: *The "Why" this is meaningful to do. 1 to 3 benefits at most.*

Suggest an Easy Next Step: *Detail a simple PDSA, action or way to learn more.*

Idea Validated & Ready To Become Our New Work Process: _____ Yes _____ No

Problem Solver Name(s):

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This is **HOW** you will SOLVE the PROBLEM

Slide 1

Explain How Your Idea Works: *The key details on what is new - focus on key steps.*

4. Reinforce Key Benefits
   • One to Maximum of Three

Reinforce Key Benefits: *Tell "Why" this is valuable to do. 1 to 3 benefits at most.*

Suggest an Easy Next Step: *Detail a simple test or action to learn more.*

Problem Solver Name(s):

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Benefit Is "Why Should I Care"

What will / could

Occur, Happen, Result

If we invest in this Idea

Slide 2

Explain How Your Idea Works: *The key details on what is new - focus on key steps.*

Reinforce Key Benefits: *Tell "Why" this is valuable to do. 1 to 3 benefits at most.*

Suggest an Easy Next Step: *Detail a simple test or action to learn more.*

5. Suggest an Easy Next Step
   Easy Way to Learn More

Problem Solver Name(s):

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Change can be SCARY…

Suggest an EASY way to LEARN MORE

· A small test

· Talk to an Expert

· Get a Second Opinion

· Run a Simulation

Slide 3

5. Suggest an Easy Next Step
Easy Way to Learn More

EASY NEXT STEP

Is Often a Fast Learning Cycle

• Experiment - Fast & Easy
• Learn More - Research
• Collaborate - Conversation

Plan
Fail Fast, Fail Cheap®
Do
Study
Act

Slide 4

OLD Model For Problem Solving

draining
Individual Brainstorming

Before

After

Suck Method

Uses Your Brain Like A

LIBRARY

Slide 1

How to 5X Your PROACTIVE Problem Solving Ability

Meaningfully Unique Ideas = $\dfrac{\text{Explore } \mathbf{Stimulus}}{\text{Drive Out } \mathbf{Fear}}$ Leverage **Diversity**

$$MU = \frac{S^D}{F}$$

Validated by INDUSTRY & ACADEMICS

Slide 2

At Their Most Basic
Problem Solving IDEAS
are Feats of Association

Slide 3

Stimulus 1 + 1 = 3

Slide 4
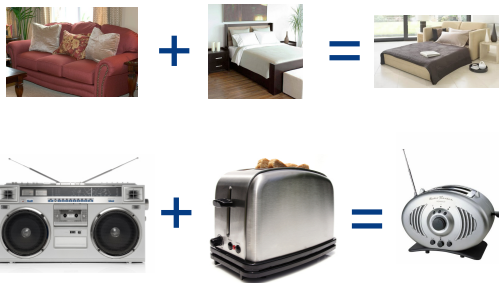
Where To Go On Vacation?

Where To Go On Vacation?

BEST VACATIONS US News 2018-19

Best Weekend Road Trips in Ohio
February 24, 2017

NYC'S BEST INSTAGRAM SPOTS

These 5 Spots in the U.S. Were Made to Be Photographed

10 Most Family-Friendly Cities in Europe
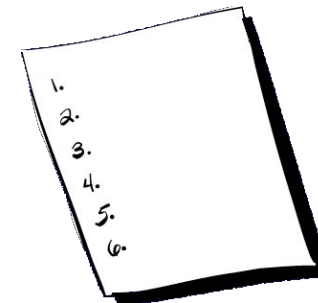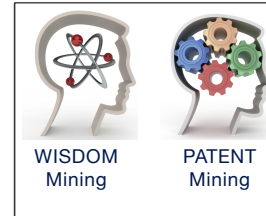
Tech Mining		Classic Mining		Stretch Mining	
WISDOM Mining	PATENT Mining	MARKET Mining	INSIGHT Mining	FUTURE Mining	UNRELATED Mining
Borrow Brilliance from Academic Research	Find Inspiration from Patents/ Technology	Understand Competitors	Voice of the Customer	Anticipate Future Shifts, Leverage Current Trends	Analogy, Force -Associate Unrelated Topics

---

No Diversity of Thought

What comes to mind?

→ "Beauty"

→ "Beauty"

→ "Beauty"
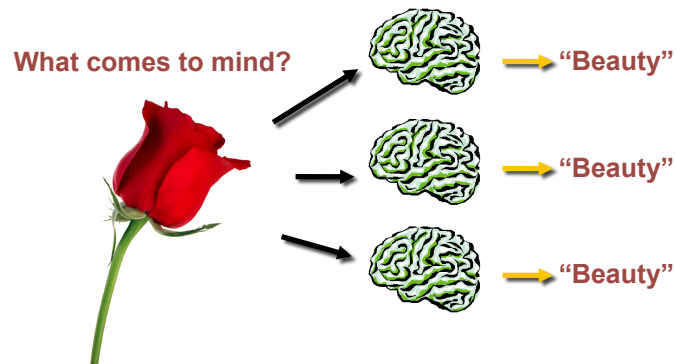
Diversity Multiplies Impact of Stimulus

What comes to mind?

→ "Beauty"

→ "Thorns"

→ "Kentucky Derby"

→ "Tango"
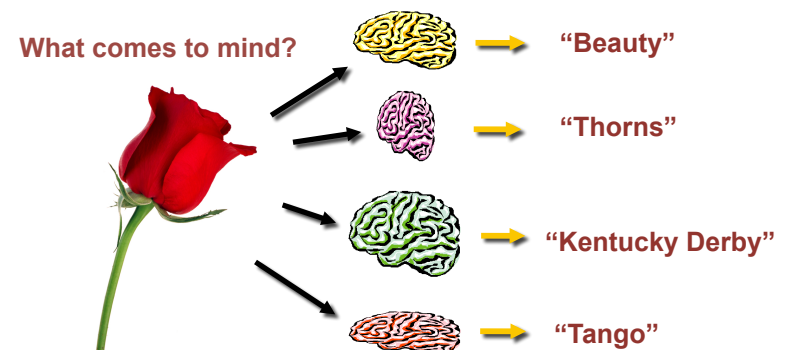
**DIVERSITY is
NOT Additive
NOT Multiplicative
IT'S EXPONENTIAL**

$$MU = \frac{S^D}{F}$$

Diversity
of thinking

**Meaningfully
Unique ideas** = $\dfrac{\text{Stimulus Mining}}{\text{Drive Out Fear}}$

$$MU = \frac{S^D}{F}$$

↑

Drive Out Fear

Drive out Fear

by Making it EASY…

to Learn More

Fail Fast,
Fail
Cheap®

Plan

Do

Study

Act

Respect Emotional Nature of Fear

"Re-Label" with

Equally Emotionally Language

Fear	⟶	Death Threat
"No"	⟶	Death Threat
Can't Do it	⟶	Death Threat
Can't Afford It	⟶	Death Threat
Can't Make It Work	⟶	Death Threat

Slide 1 (top-left):

Old World

"Proper & Mature"
Way of Working

Expensive & Slow

1. Plan
2. Study (repeated)
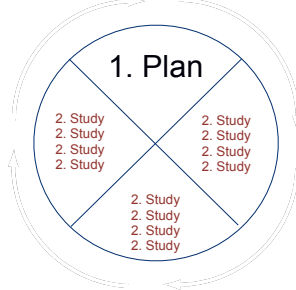
New World

Fail FAST - Fail CHEAP

Dissolve Risks with Small Steps

1. Plan
4. Act   2. Do
3. Study

Slide 2 (top-right):
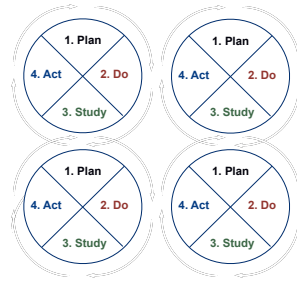
PLAN: Our Ideas for how to solve the problem.

DO: Document the re...

...ned from the experiment - why did
we or didn't we solve the problem?

ACT: Based on what we learned we will…

SUCCESS IS GUARANTEED
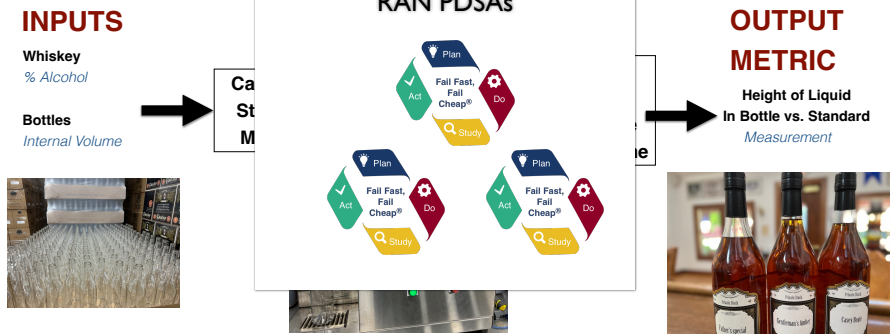**We just don't know the number of cycles.**

PROACTIVE PROBLEM SOLVING

Slide 3 (bottom-left):

2 Examples of Employee PROBLEM SOLVING
From our Distillery

NOBLE OAK DOUBLE OAK BOURBON

Slide 4 (bottom-right):

Example #1: Variance in fill height of custom bottles creates customer frustration.

Greg Carroll

MAP System To Identify Variances

INPUTS

Whiskey
% Alcohol

Bottles
Internal Volume

RAN PDSAs

Plan / Fail Fast, Fail Cheap® / Do / Act / Study

OUTPUT METRIC

Height of Liquid In Bottle vs. Standard
Measurement

Slide 1 (top left):

Height 750ml (706.1g) 45 ABV

Bottles
CCV Internal Volume

Values | Average Line | UCL Line 3 Sigma
UCL Line 2 Sigma | UCL Line 1 Sigma | LCL Line 3 Sigma
LCL Line 2 Sigma | LCL Line 1 Sigma

**Same Weight/Volume of Liquid
Added to Each Bottle**

Variance in FILL HEIGHT

**About 1/2 inch difference
Depending on bottle mold**

Slide 2 (top right):

REALITY is - Bottles Have Correct Volume

CUSTOMER PERCEPTION - Not Filled Correctly

SOLUTION #1 - Add a "NUDGE" Button & Changed SOP

Slide 3 (bottom left):

SOLUTION #2 - Use Longer Shrinks to Hide Variance

Slide 4 (bottom right):

EXAMPLE TWO
PROBLEM
New Bottling Line Still
Breaks Down every 6 Minutes
AND
It's the busiest time of the year
November/December

FIRST ACTION
CHANGE WHAT WE MEASURE
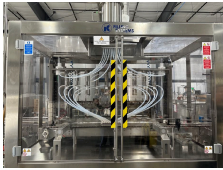From "# of cases packaged"
To
"# Breakdowns Per Hour"

SECOND ACTION
Enable Kainon
Packaging Team Leader
To be PROJECT LEADER
Total Responsibility
And No Authority Over
Scotland / Italy

Packaging Machine has FOUR Modules

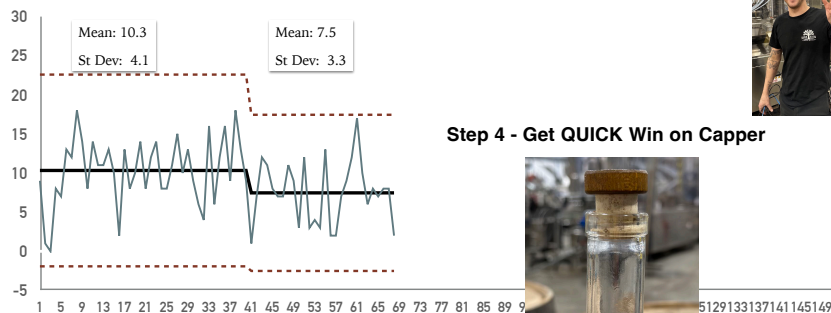1. RINSE & FILL 2. CAPPER 3. LABEL & SHRINKS 4. CARTONS

Breakdowns / Hour

Mean: 10.3
St Dev: 4.1

Step 3 - Getting to a STABLE System
(Breakdowns every 6 Minutes)
Took 8 Months

Step 4 - Get QUICK Win on Capper

Control limits are 3 standard deviations

Breakdowns per Hour

Mean: 10.3
St Dev: 4.1

Mean: 7.5
St Dev: 3.3

Step 4 - Get QUICK Win on Capper

Reduced Breakdowns by 27%
AND Reduced Variation

Breakdowns per Hour

Mean: 10.3
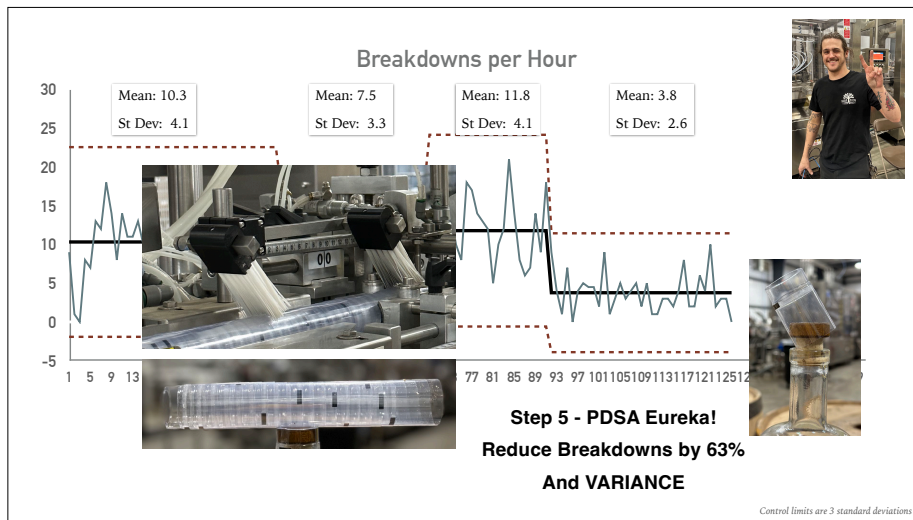St Dev: 4.1

Mean: 7.5
St Dev: 3.3

Mean: 11.8
St Dev: 4.1
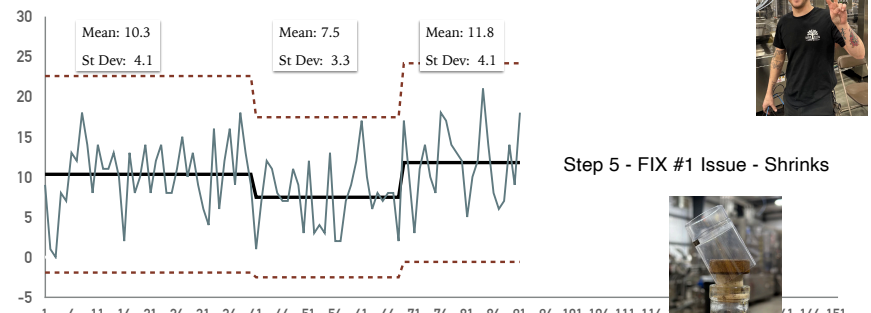
Step 5 - FIX #1 Issue - Shrinks

NOT Ideal…
Need to Produce for Holidays
RESULT Things Get WORSE

Control limits are 3 standard deviations

Breakdowns per Hour

Mean: 10.3 | St Dev: 4.1
Mean: 7.5 | St Dev: 3.3
Mean: 11.8 | St Dev: 4.1
Mean: 3.8 | St Dev: 2.6

Step 5 - PDSA Eureka!
Reduce Breakdowns by 63%
And VARIANCE

Control limits are 3 standard deviations

From Kainon

Very solid day after recent adjustments.

Module 1 THREE Breakdowns an hour

Module 2 No breakdowns

Module 3 No Breakdowns

Module 4 No breakdowns

A Powerful Measure of Improvement
"Working Smarter"
Improvements to your SOP

Enabling Innovation By Everyone, Everywhere, Every Day

Employees
How to Think Faster
Smarter & More Creatively

Leaders of
Teams &
Projects

Mastery
Of Improving
Work Systems

Capability Building - through On Site Support & Customization

64

Slide 1: Workshop Agenda

Workshop Agenda

Defining Problems & Solutions

Fundamentals

Identifying WHAT & WHY Of Problems / Opportunities

Communicating Your Ideas

CREATING Solutions

3 Principles to 5X Problem Solving

Stimulus Mining

Graining a New Perspective

Industrial Strength Problem Solving

Problem Solving SYSTEM Improvements

Driving out RISK
As You Bring Your Idea to Life

Plan - Do - Study - Act Cycles of Learning

How Math Ignites Support & Drives Down Risk

Making It Real - Prototyping & Project Acceleration

Slide 2: For Leaders of Projects & Teams

INNOVATION ENGINEERING BLUE BELT

For Leaders of Projects & Teams

PROACTIVE Problem Solving WORKSHOP **+**

Identifying Opportunities

1. Meaningful Uniqueness
   • Scoring Ideas

2. Blue Cards
   • Purpose
   • Writing

3. Yellow Cards
   • Problem Solving Yellow Card
   • New Products Yellow Card

Coaching Your Team

4. Coaching Stimulus
   • Stimulus Mining
   • Spark Decks

5. Coaching Diversity
   • Planning Create Sessions
   • Leading Create Sessions

6. Coaching Yellow Cards
   • Free Writing
   • Numeric, Clarity

7. Coaching PDSA
   • Death Threat Identification
   • Solving with Prototyping

Gaining Buy-In For Change

8. Team / Project Leader Role
   • Primary & Secondary Roles

9. Using Math to accelerate Buy In

10. Rapid Research Overview

11. Introduction to System Mapping

TRAINING MAGAZINE #1 Priority Skill for Leadership Development Is "Coaching Others" It's been the #1 NEED 6 Years in a Row

---

Slide 3: Mastery Course

INNOVATION ENGINEERING BLACK BELT

MASTERY COURSE
For System Leaders

INNOVATION ENGINEERING

Body of Knowledge
A New Field of Academic Study & Leadership Science

INNOVATION ENGINEERING BLACK BELT

1. FUNDAMENTALS

CREATE Fundamentals
1. Meaningful Uniqueness
2. Stimulus & Diversity
3. Exploring Stimulus
4. Create Sessions 1.0

COMMUNICATE Fundamentals
5. Strategy Activation - Blue Card
6. Concept Writing - Yellow Card
7. Concept Improvement
8. Estimating Concept Value

COMMERCIALIZE Fundamentals
9. PDSA Plan, Do, Study, Act
10. PDSA - Best Practices
11. PDSA - Concept Prototypes
12. PDSA - Functional Prototypes

2. CREATE Expert
13. Unrelated Stimulus
14. Patent Mining
15. Insight Mining
16. Market Mining
17. Advanced Create Methods
18. Future Mining
19. Wisdom Mining
20. Professional Grade Create

3. COMMUNICATE Expert
21. Optimizing the Whole Concept
22. Concept Feedback Systems
23. Advanced Benefit & Proof
24. Oomph
25. Technology Translation
26. Meaningful Marketing Messages
27. Real World Communications
28. Proactive Selling Pitches

4. COMMERCIALIZE Expert
29. PDSA - Rapid Research
30. PDSA - Reducing Forecast Variation
31. Cost & Price Estimating
32. Business Models
33. Proprietary Protection
34. Organizing for Success
35. Business Opportunity Recommendation
36. Innovation Decisions & Recommendation

5. SYSTEM Driven LEADERSHIP
37. Appreciation for a System
38. Knowledge about Variation
39. Psychology
40. Theory of Knowledge
41. Strategic Alignment
42. Departmental Alignment
43. Rapid Research Operations
44. Rapid Research Analytics
45. Collaboration
46. Patent ROI
47. Diffusion of Innovation Mindset
48. Personal Leadership

Slide 4: App enables COACHING & Encourages Deeper THINKING

App enables COACHING & Encourages Deeper THINKING

Slide 1
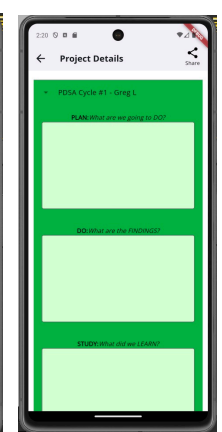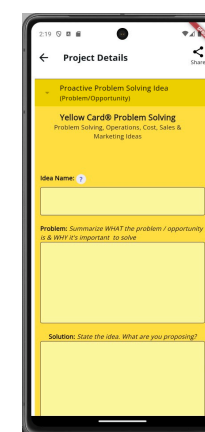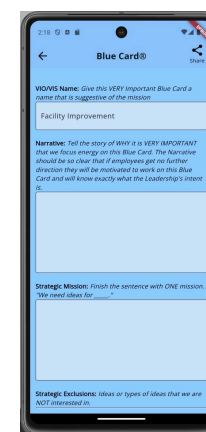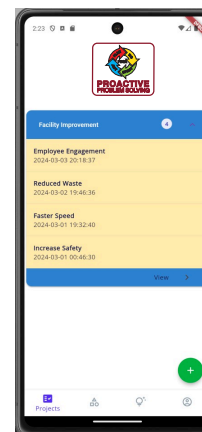
A Culture of CURIOSITY

Stimulus - CURIOUS to Learn More

Diversity - CURIOUS to Listen to Others

Drive out Fear - CURIOUS to Experiment

$$MU = \frac{S^D}{F}$$

Slide 2

It's About Embracing a Mindset of…

1. **I Don't Know** Stimulus / Learning
2. **I Need Help** Diversity / Collaboration
3. **I Fail A Lot** Experiment / Fail FAST Fail CHEAP Cycles

Slide 3

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Slide 4

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