

ROI on Leadership Coaching

Improved Work Performance—70%

Improved Self Confidence—80%

Return on Investment—86%

Did you know?

The unemployment rate dropped in all Atlantic provinces last month — but Newfoundland and Labrador was the only province that gained new jobs.

Statistics Canada says 2,200 jobs were created in Newfoundland as its unemployment rate declined to 12.6 per cent — down sharply from 13.3 per cent in March

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Tune Up – Cars need them, so do Businesses

Business owner/operators are often overwhelmed by the daily challenge of fierce competition, a difficult economic environment and having enough resources to weather soft periods.

“Show me the money”

Leaders often ponder, “How do I get my business to a better place?”. If invited, specialized outside eyes would ask a series of questions to identify, analyze and prioritize much of what you already know. The real value comes from the proposed strategy, actions and implementation that emerge from those discussions. Value added actions are integrated into urgent meaningful implementation plans with a significant return on investment. These are lofty words that encompass what a tune up or a more intensive business turnaround does.

“How is it done?”

a. Examine all areas and create

a prioritized inventory of deliverables.

- b. Apply aid on strategic areas in a sequenced orderly fashion
- c. Coaching & mentoring on corporate best practices learned from the most successful companies.

The key word is

“implementation”.

Knowing what to do and effectively doing it are two different things. We often don't have all the skill sets, time or the patience to effectively run all aspects of our business and quickly make these critical adjustments.

“Bottom line”

Why not periodically seek out outside eyes and listen to their diagnosis. Ultimately you, the owner/manager, have the ability to accept or dismiss the strategy they might propose.

Just a Few Areas to Examine:

Customer Relations, internal & external communication process, lead management, cycle times, customer satisfaction, customer centric activity

Management, planning, personnel, duplication & redundancy, organization, training

Control, measurement, cost cutting, budgeting, credit, collections, vendor relations, purchasing technology, software

Operations, flow, space utilization, value, lean, processes mapping, performance improvement

Finance, re-financing, re-structuring debt, banker relations, optimizing cash flow, grants, tax credits

Sales, marketing activity, brand, market research, advertising effectiveness

The SSI Team



Keith Carruthers
Supply Chain and Operations Specialist
1-902-986-9399



John Cameron
Occupational Health and Safety Specialist
1-902-396-9055



Mike Farrell
Process Improvement Specialist
1-902-579-4599



Angela Geddes
Human Resources Specialist
1-506-871-1065



Bernie Casey
Business Strategist
1-506-863-3215



John Challes
Administrative Services
1-506-850-9666



John Cameron
Occupational Health and
Safety Specialist
jcameron
@ssiconsulting.ca

The Business Case for Health & Safety

A number of years ago Fram Filter (oil & air filters for our engines) had a great advertisement, “You can pay me now or you can pay me later”. You can buy a \$7.50 Fram filter and change your oil now or pay for a \$3,000 motor job down the road. The choice is yours to make.

Unfortunately, there are many health and safety cases today where we are still paying for the motor job down the road. There is never the time and money to focus on Health and Safety until after the disaster.

Ironically, what becomes available after the disaster? The time and the money!! Time and money becomes available for prevention AND we also have to pay for the disaster! What would be the good business decision?? Traditionally we have been great at the reactive stuff. That is the culture we have to change. It is much cheaper and much better business to have a pro-active positive health & safety culture, a culture of prevention. When our senior management group are meeting, what are they talking

about?? Money! What should they be talking about?? Money! We could have the safest company in the world but if we aren't making money, we'll have the safest plant – the safest empty plant!!

Good health and safety is good business.

It is a much cheaper and smarter business decision to have a pro-active “Positive Safety Culture”, a culture of Prevention.



Mike Farrell
Process Improvement
Specialist
mfarrell@ssiconsulting.ca

Process Improvement – Where to Start

In underperforming operations, managers know there are issues but they are too busy putting out fires to focus on fixing the problems. Band aid solutions are put into place while the root cause of the initial problem hasn't been addressed. Firefighting is no way to run an effective organization. The best place to start addressing reoccurring and ongoing problems is to go back to the basics and do an honest assessment of your operations.

Ask yourself, “What do the customers need and what is preventing that from happening”? For Lean practitioners that means understanding value and waste. Learn to see your value streams and start making the necessary changes to meet those customer needs. As you walk through your operations you will quickly see what is preventing the products and services from flowing to your customers. Inventory is piling up, orders are being expedited,

defects & rework, congested work areas, poor work flow, and safety concerns. Change is required. Getting everyone to understanding the need for change is not always easy. Not everyone sees things that same way. Lean process improvement will create a problem solving culture. It takes knowledge and effort, so you will need some training for your people and facilitated implementation support.



John Challes
Administrative Services
jchalles@ssiconsulting.ca

Tips for Year End

There are some things you can do throughout the year to be better prepared for your accountant when the time comes to prepare your year end file. This can save that long list of items to deal with at what always seems to be the worst time.

Here is a good place to start.

- * Create a Year End Documents Folder. In this folder you want to have separate

copies of all asset purchase invoices, lease agreements, details and terms of any long term debt that is recorded on the balance sheet for the fiscal year.

- * At the end of the year you can add copies of all your reconciliations (bank, credit card accounts) including any statements pertaining to long term debt.
- * You will also need your most recent GST/HST return and CRA source deductions

statement (if you had any payroll).

- * You can also add your prior year's *Notice of Assessment* for taxes filed if you have not already sent that to your accountant.

If you do this throughout the year than you won't have a list of items to source and locate, copy, package and deliver to your accountant.

Value Creation in the Supply Chain

Supply Chain Management, and in particular the tasks associated with procurement activities, are often thought of as a “do-it-yourself” function by business leaders. Many organizations still believe that it is something that most people can do. After all, people buy cars, houses, and groceries, so they have years of experience in this area, right? The link between highly trained Supply Chain Professionals and the overall impact of this function are often lost by today’s organizational leaders. This gap in recognition of the value that

Supply Chain Professionals provide, leave many organizations with the perception that they are gaining significant value from this function, when in reality this is simply not the case.

I often work with clients who take a “3 bids and a buy” approach to purchasing, believing they are getting the “biggest bang for their buck”. What they fail to recognize, however, is that in many cases they are limiting their opportunity for significant savings and increased

service levels, something that a trained Supply Chain Professional would spot right away. We need to remember that there is a reason why Professionals take the training they take, and are held to stringent standards they are held to....Trained Professionals add significant value to the bottom line.

Is your organization leaving opportunities untapped?



Keith Carruthers
Supply Chain and
Operations Specialist
kcarruthers@ssiconsulting.ca

The Art of Collecting Money in Business

Accounts receivable is your cash in someone else’s pocket and inventory is cash on a shelf. Cash collected is preferable to any interest bearing bank loan. The only sane method of consistently collecting money is to have someone **consistently** take on the “role of collector” and rigorously work the files. The benefit of aggressive collecting is less painful than putting up with the stress resulting from inadequate funds to cover your payables and bank line of

credit.

Are you following these steps?

- * Review how credit is offered by your organization and tighten up your constraints.
- * Measure monthly, using traditional methods like “average days outstanding”.
- * Research and determine the best client contact (cheque writer, approver, or sender) for the outstanding amount. Develop non- threatening

techniques preferably using e-mail.

- * Measure and graph your performance and celebrate the improvement. You are aiming to be much better than your industry average. This simple discipline will help you develop skills that shorten days outstanding and exposure. The skill is to subtly make the payee feel embarrassed that they are late without feeling that you have been heavy handed.



Bernie Casey
Business
Strategist
bcasey@ssiconsulting.ca

Is your newly promoted Manager ready for Leadership?

So often, employees are promoted because they are really good at what they do as individual contributors. The employee is efficient at what they do, they have a solid understanding of their role and often exceed expectations, they are a good team player and are looking for new tasks to challenge their thinking.... The list goes on. Basically, they are so solid that it seems the next logical step is to have the employee move into a management role

where they will lead a team of individuals. But is it the next logical step? Just because someone is really good at what they do, does this qualify them to be a good leader? Not always. In fact, this type of promotion can be to the demise of this particular employee.

Leadership involves leading people and people are complex. They need guidance, clear communication, and to be held accountable, Leader-

ship can involve conflict management, negotiation, disciplinary action, performance management and a new leader is not always prepared for these tasks. They need support along with appropriate training and expectations need to be established. This is where coaching and mentoring can play a huge role in the new manager learning the human resource aspect of their role and increase their overall level of success.



Angela Geddes
Human Resources
Specialist
ageddes@ssiconsulting.ca



14 Court Street
Suite 200-158
Truro, NS
B2N 3H7

Phone: 902-986-9399
Fax: 902-555-5555
Email: info@ssiconsulting.ca

We are on the web:
ssiconsulting.ca

The most challenging supply relationship is the "one time sale" or when your goods and services can be easily obtained elsewhere.

The preferable situation is when the client needs additional supply and you are able (if necessary) to withhold supply until payment is made.

Success is not final, failure is not fatal; it is the courage to continue that counts.

Winston Churchill



SSI Mission/Values

SSI's Mission

Facilitating customer success through training, consulting, and implementation

SSI's Values

- ⇒ Passion for Customer Success
- ⇒ Culture of Mutual Benefit
- ⇒ High Integrity at all levels
- ⇒ Long Term Focus
- ⇒ Learning Organization

SSI's area of focus: Lean, Occupational Health and Safety, Finance, Six Sigma, Marketing, Leadership, Human Resources, Business Strategy, Change Management, Management Coaching, Supply Chain Management

SSI Consulting Solutions

SSI Consulting Solutions is a Canadian company that specializes in helping its clients gain competitive advantage through implementation of world class business practices. It is through these practices that our clients not only compete, but gain significant advantage over their competitors, thereby allowing them to gain market share and enhance shareholder profitability.

The global nature of today's business environment has resulted in increased competition, razor thin margins, and an enhanced focus on servicing the customer. Price and Quality no longer win orders, but are "a given" in the marketplace.....it is those who can deliver consistently and with the shortest lead times that win and retain new customers.



Keith Carruthers
President and CEO, SSI
Consulting Solutions

Our consulting philosophy is formed around the concepts of teamwork, partnership, service,

and quality, both in the coordination of our efforts within our firm and in our interactions with our clients. The core project team will be led by a member of our senior consulting team. The strength and qualifications of our firm enables us to provide analysis that is both prompt and thorough.

We strive to form partnerships with our clients. Our best recommendations can be delivered only through recognition of each client's unique situation. Effective communication of our work is a top priority as we believe that timeliness and stakeholder alignment are essential to project success. We deliver quality, timely service as promised.