

ROI on Leadership Coaching

Improved Work Performance—70%

Improved Self Confidence—80%

Return on Investment—86%

Did you know?

Organizations whose senior leaders “very frequently” make an effort to coach others have 21% higher business results. Organizations that effectively prepare managers to coach are 130% more likely to realize stronger business results and 39% stronger employee results through engagement, productivity and customer service.

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Time Management and the Frontline Leader

by Keith Carruthers

As a Frontline Leader, prioritization and management of time is a critical skill, and often separates mediocre performance from exceptional leadership. And yet, many still do not realize the critical importance of what they view as such a basic skill.

I still remember the early days of my management career, a time before I had my first job as a Frontline Leader. Working in a technical support role, I would frequently be asking shift supervisors to do tasks, such as testing of alternative products, or trial changes to existing processes. A frequent response I would receive from these frontline leaders was “I’ll see what I can do. I’m extremely busy, but will do what I can”. I can still remember thinking “I can’t believe it. Supervisors have it

made...they’ve got nothing but time on their hands”. A year or two later when I accepted my first Frontline Leadership position, I began to understand the enormous workload involved in such a critical, hands-on role.

As I embarked on my career as a Frontline Leader, it became clear very quickly the challenge involved in leading a group of individuals with diverse backgrounds, experience and expertise. It also became obvious the extreme workload, and the impossible task of being able to control and be an active participant in everything that was going on, all of the time. I soon began to doubt my ability to succeed, particularly since there were several examples of people I felt were much more intelligent than I yet had failed to succeed as a Supervisor. What I soon discovered was that what

set apart those who succeeded from those who did not was the ability to learn what to pay attention to and what to ignore. The reality is it’s impossible to stay on top of everything, all the time, so you need to know what to pay attention to and what can be left alone. Failure to do so results in an inability to do anything with excellence, and often leads to mediocre performance at best.

So if you are finding yourself falling constantly behind, and consistently failing to meet the expectations of those around you, take a close look at how you prioritize your work, and how you manage your time. Success is often found not in what you commit to, but what you don’t. Effective time management is the critical skill that separates successful Leaders from the rest of the pack.

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Regulatory Reform – Red-Tape Reduction

On July 6th I attended the Joint Office of Regulatory Affairs and Service Effectiveness meeting in Halifax where they presented their first annual report on plans and direction for the future. This initiative can be best explained by the Premier of Nova Scotia, Hon. Stephen McNeil's message in the annual report:

"Businesses across the Maritimes have told us that while they support the principles behind regulations-protecting health and safety, the environment, and employee and consumer rights-the systems

are costly, complex, duplicative, outdated, and out-of-sync with each other. They also told us that the burden of navigating the many differences in these systems slows business growth. Yet growth is a must if we want to maintain, let alone improve, the public services we rely on.

By taking a regional approach, we can align our systems and remove the unnecessary differences, which will make it easier for businesses to do business throughout our region. This innovative interprovincial vision for regulatory reform goes beyond traditional red-tape

reduction initiatives".

As occupational health and safety professionals who have been focused on creating a positive safety culture (as opposed to the traditional rules, regulations, and compliance approach to managing health and safety), this is a breath of fresh air. By taking a long-term, focused approach on the culture side of safety, we have the opportunity to make a longing impact on our overall performance, while maintaining programs that are not only effective, but also feasible for businesses to deliver on.



Mike Farrell
Process Improvement
Specialist

Waste Not Want Not

The proverb "Waste not want not" advises people not to waste anything, because they might need it in the future. In business we worry about wasting time and money because it goes right to the bottom line.

Lean Leaders see waste as Enemy Number 1. They categorize waste into 7 or 8 types and then look at their operations with their "waste glasses"

on. They look for **Transportation** (moving stuff, poor layout, extra handling), **Inventory** (too much WIP of finished goods), **Motion** (poor work design or poor house-keeping practices), **Waiting** (for information, material, or approvals), **Over-Processing** (over-designing or using the wrong tools), **Over Production** (making too much or doing it too soon), **Defects**

(errors, poor quality, and re-work), **People** (not utilizing their skills, knowledge, and insights). Lean Leaders attack the waste with proven tools and techniques as part of their continuous improvement plan.

Take a minute to view your process through your "waste glasses"...you may be surprised what you see



John Challes
Administrative Services
Specialist

Is it a Current Expense or Capital Expense?

An expense is deemed a capital expense and not a current expense if the tangible item is for long term use. For example, equipment or office furniture you purchase would be considered a capital purchase (asset) because your business will use the desk or computer for many years. If your business purchased a computer for example, as gift for a promotional campaign, then that would be considered a current expense (marketing expense).

When in doubt, ask yourself:
- Does the expense provide a lasting benefit?
- Does the expense maintain or improve the property?
- Is the expense for a part of the property or for a separate asset?
- What is the value of the expense?

The Canada Revenue Agency website provides a table on these very questions to help guide your assessment of the

expense (<http://www.cra-arc.gc.ca/tx/bsnss/tpcs/rntl/crcp-eng.html>)

If you are in doubt as to what kind of an expense you have it is a good idea to ask your accountant and don't forget to keep a list of your capital purchases for year-end purposes.

The Challenge of Foreign Exchange

In response to the competitive challenges faced by your organization, you take the lead and have finally put a deal together to import a key cost driver resulting in major savings. But now for the bad news.....the US dollar has been on a steady move upward, which now makes this new vendor unaffordable. Foreign exchange is one of the many risks that Supply Chain Professionals must mitigate in their efforts to provide value for their organization. So how exactly am I supposed to do that, you ask?

Here are some key strategies that can put you in a position for minimizing the risks associated with foreign exchange rates:

- Analyze your revenue and expense structure... Is it possible to achieve currency balance between revenues and expenditures?
- Develop a second source of supply in order to shift purchases away from sources that are negatively impacted by unexpected shifts in rates
- Making earlier than anticipated purchases, or delaying the cutting of PO's until absolutely

necessary can help to manage around unfavourable exchange rates

- Buying hedges with financial institutions to insure the organization against unexpected shifts in currency markets

All in all, there is no "one size fits all" "optimal solution" to eliminating foreign exchange risk. The most prudent course is to be aware that risks exist, and to keep a close eye on currency trends allowing you to be proactive rather than reactive.



Keith Carruthers
Supply Chain and
Operations Specialist

The Value of Management Meetings

Do you have management meetings? If you take notes, have you ever looked back at the minutes from the past and compare them to present day meetings? You may find the same discussions on the same issues. If properly conducted, meetings are an excellent format to foster teamwork, develop individuals, exchange ideas, build communication, make or announce decisions, adjust priorities, provide urgency to project work and promote

participant accountability. Meetings can range from informal football-type huddles to major corporate board gatherings with strict rules and procedures. Here are a few basic thoughts that may help you rev up meeting performance:

- Set the parameters (who, what, where, when, how often)
- Keep the agenda short
- Have a chairperson to maintain pace
- Take short objective notes

and quickly circulate to attendees

- Park issues that cannot be resolved in this meeting
- Be objective, it's about performance issues not people issues
- Let everyone participate and share their point of view
- Be consistent and determine actions to be reviewed at next meeting
- Set a time limit: short meetings are far more effective
- At closing, set the date for the next meeting



Bernie Casey
Business
Strategist

An Organization Culture based on Coaching

A coaching culture expands coaching to a broader scope, impacting the entire organizational structure and energizing all employees from top to bottom. Improvements can be noted in the following areas:

- Skill development at all levels
- Creation of a leadership pipeline
- Engagement by all employees
- Retention of employees at all levels
- Increased business performance

A company that is intentional about integrating a coaching culture as a comprehensive and enterprise-wide approach has the potential to move its entire workforce toward peak performance. Management increases their level of competency which potentially opens the door to peer mentoring resulting in a positive domino effect with increased teamwork. Employees at all levels accept ownership and accountability for their work product and relationships. They require less

daily and direct supervision from managers as they develop their skills and strive to reach their full potential.

This propels the company to achieve its top potential due to the focus, positive energy, and attitude of all its workers. Every employee is committed to success. The company reaches its strategic and financial goals with a greatly increased success levels. Is your organization based on a coaching culture?



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Do what you can, with what you have, where you are.

Theodore Roosevelt



About Us

Our Mission

Facilitating customer success through the development of internal capacity leading to operational excellence.

Our Values

- ⇒ Passion for Customer Success
- ⇒ Culture of Mutual Benefit
- ⇒ High Integrity at all levels
- ⇒ Long Term Focus
- ⇒ Learning Organization
- ⇒ Ensure corporate sustainability through sound financial management

Our areas of expertise: Lean, Occupational Health and Safety, Finance, Six Sigma, Marketing, Leadership, Human Resources, Business Strategy, Change Management, Management Coaching, Supply Chain Management

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.

Our consulting philosophy is formed around the concepts of teamwork, partnership, service, and quality, both in the coordi-



Keith Carruthers
President and CEO, SSI Consulting Solutions

nation 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.

For additional information, visit our website at www.ssiconsulting.ca or call us toll free at 1-877-576-3370