

2018 Valley Coastal ASSE Professional Development Conference

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Airtel Plaza Hotel
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4D Exercise

Atis V. Zikmanis
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High Level Session Objectives

- Recognize what's mission critical to your company and what's not.
- Sort your common, routine, oft-repeated tasks by the four D's: Do, Delete, Delegate, and Defer.
- Take charge of your calendar versus others filling it for you.



Mission Critical

- What are sources for identifying what's really important to your company and your role in the company?
 - Statements of Values/Principles, Vision, and Mission.
 - Value Stream Map(s)
 - Set of Core Capabilities
 - Leader Standard Work
 - Annual Business Plans
 - Your Boss

Step 1

- Review and discuss the 8 forms of waste
- Provides context on what waste is

The infographic is titled "The 8 Wastes" in a large, stylized font. The number "8" is orange, and the words "The" and "Wastes" are blue. To the left of the title is a large, colorful arrow pointing right. Below the title is the instruction "Click the icons below to learn more about each type of waste." The infographic is divided into two rows of icons. The first row contains four icons: a blue arrow pointing to a yellow target (Talent), two circular arrows (one blue, one orange) (Rework), a clock face with an arrow pointing to the top (Waiting), and a blue and orange infinity symbol (Over Processing). The second row contains four icons: four yellow arrows pointing outwards from a center (Over Production), three stacked yellow and blue triangles (Inventory), a yellow arrow pointing up and then right (Motion), and two blue arrows pointing in opposite directions (Transportation).

The 8 Wastes

Click the icons below to learn more about each type of waste.

TALENT

REWORK

WAITING

OVER PROCESSING

OVER PRODUCTION

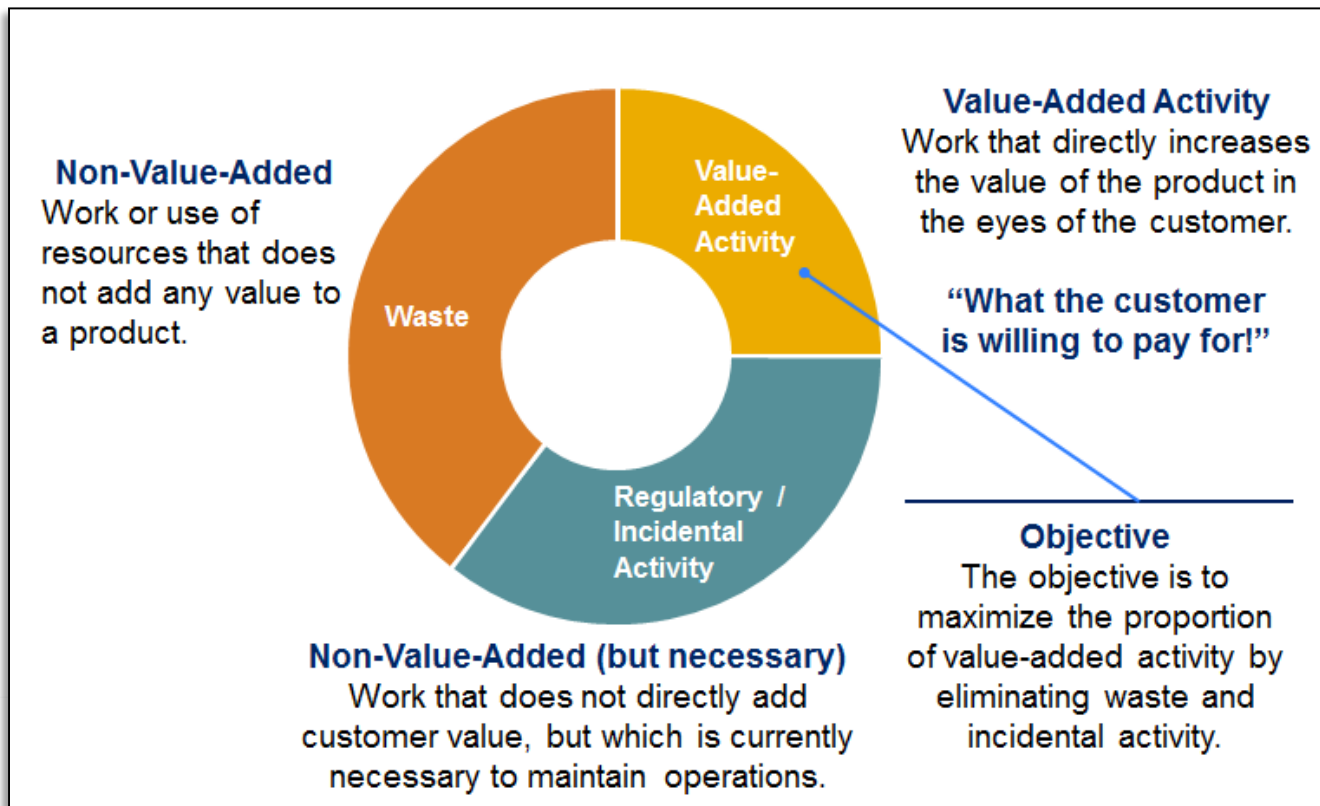
INVENTORY

MOTION

TRANSPORTATION

Step 2

- Identify and list the tasks that you perform on sticky notes.
- Categorize each task as “Value-added”, “Non-value-added but necessary”, or “Non-value-added,” and appropriately label each sticky note.
- This will help you to make decisions during the 4D exercise



Step 3

- Conduct a 4-D exercise
- Categorize your tasks into the 4 quadrants based on the definitions below

Delegate

Activities that must be performed but there is someone else (e.g. employee you are developing, administrative personnel) who can perform it for you with some training and/or a brief period of oversight (e.g. creation of operational reports, attending a meeting on your behalf)

Do

Activities that are necessary to support the organization’s goals and objectives, they are within your job description, and you are the only one who can perform them (e.g. performance reviews, Leader Standard Work)

Delete

Activities that do not have to be performed, are not in your job description and/or are “fun” to do but are not necessary to support the organization’s goals and objectives (e.g. certain special projects, attending meeting where you bring no value)

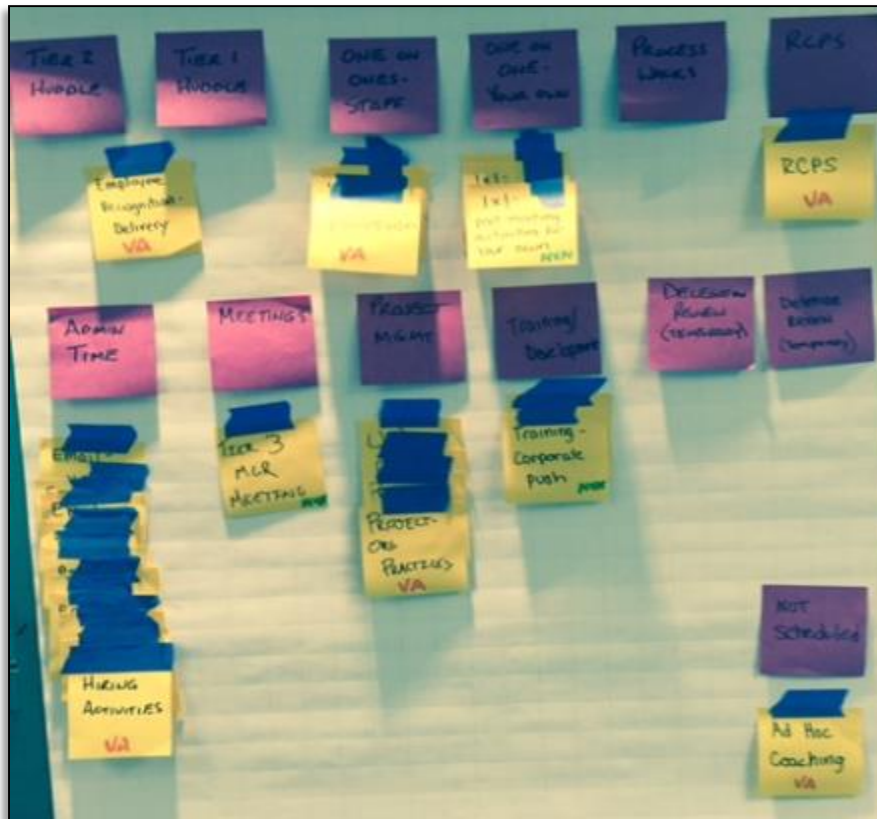
Defer

Activities that can be delayed until a future time (e.g. certain special projects, long term planning)



Step 4

- Create high level affinities for the “Do” tasks and begin grouping them into these buckets.
- This identifies how time will be allocated on your calendar.



Step 5

- Create a draft of the standard work calendar
- Managers will work together to align their “rocks” (Do’s)

What it is

A standardized schedule and cadence for management tasks that focuses time on activities that add value to the customer and the company.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY

- Managers use blank 24” x 36” posters hung on the wall to collaborate on how they would align “rocks” on their calendars. The exercise ensures there are no conflicts between their schedules.



Follow-up items

- Enter “Do” items in your standard calendar using the affinities that were established.
- Build a plan to address items identified as “Delegate” over a reasonable period of time (to allow for coaching and transition of the task.)
- Develop a plan to remove the “Delete” items from calendars over an agreed period of time (to allow for notification of anyone who may be impacted.)
- Senior manager validates calendars are updated and discusses plans with their managers during their next 1:1. Adherence to the plan will be validated during future 1:1’s.