

Demand Driven World™

Frankfurt, Germany
October
11-12

1 2 3 4 5 2018

Become a Demand Driven Adaptive Enterprise

Caroline Mondon



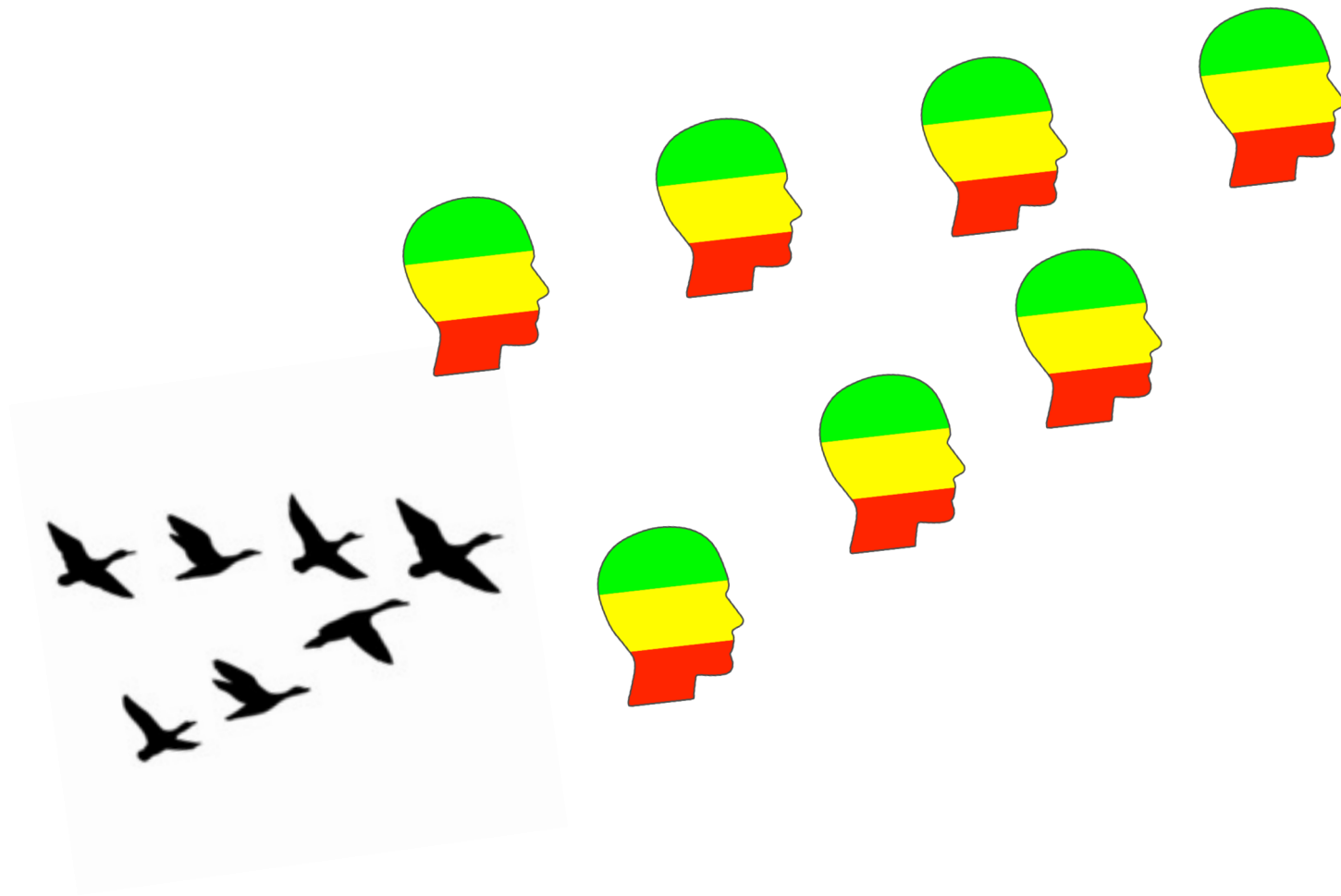
Buffering Your Organization's Skill & Talent Base



<https://www.demanddrivenworld.com/demand-driven-world-2018>

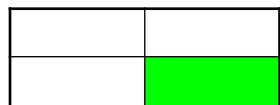


Buffering Your Organization's Skill and Talent Base



Business simulation: recruiting a steering committee

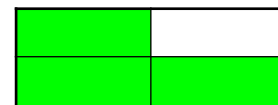
	CEO		VP Finance		VP Sales		VP Operations		VP Purchasing		VP Supply Chain	
You												
You												
You												
You												
You												
You												



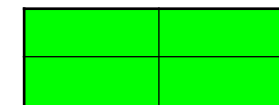
Student



Operational



Expert



Trainer



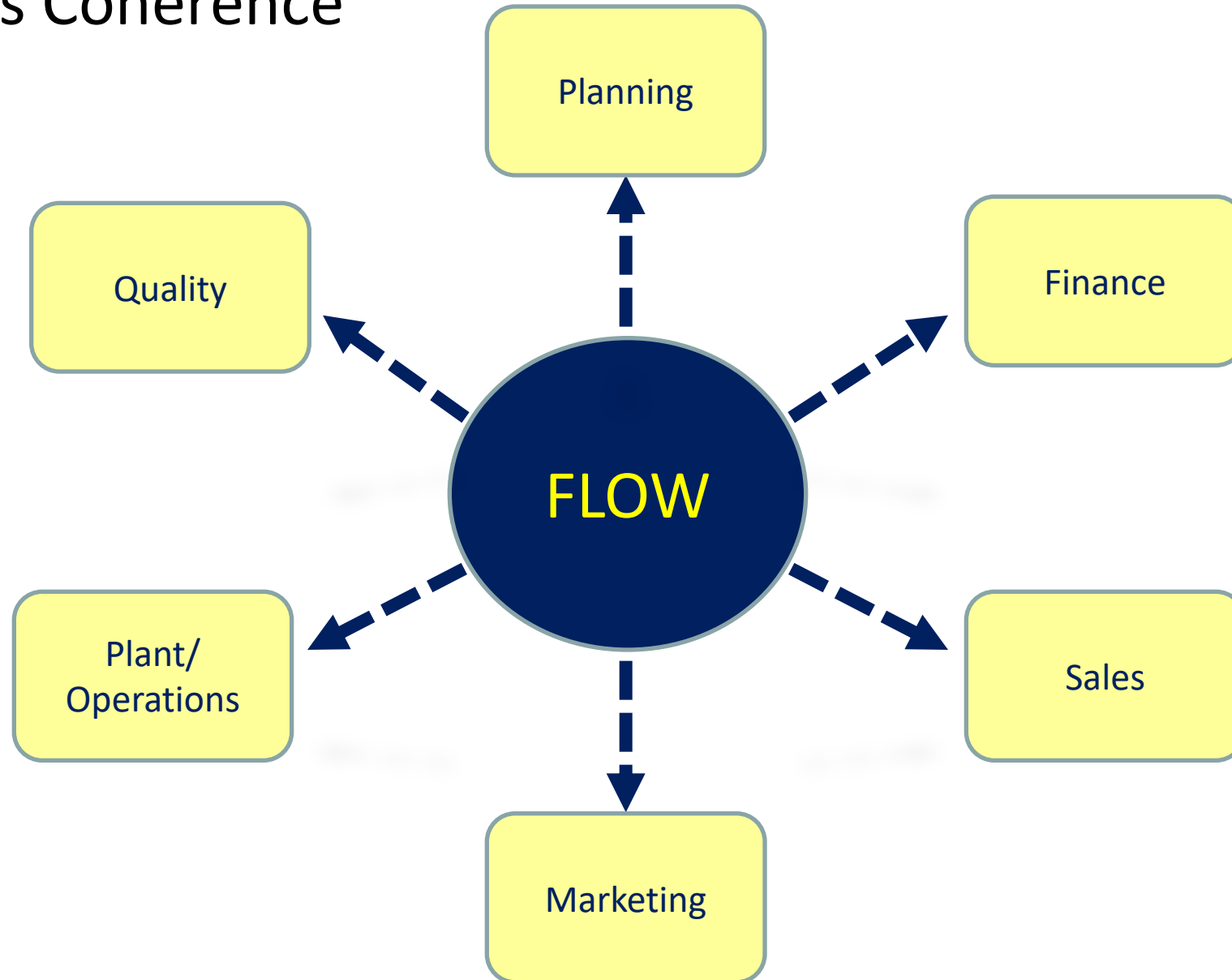
Agenda

Business simulation in an executive committee

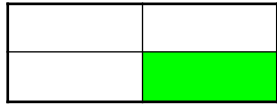
- 1) Defining Skill buffer & the Demand Driven Skill Model (DDSM)
- 2) Valuing skill sharing
- 3) Links between competencies and competitiveness
- 4) Strategic positioning of skills and metrics
- 5) Using DDS&OP to link Adaptive S&OP and DDSM



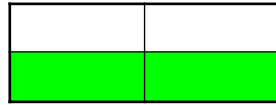
Flow Brings Coherence



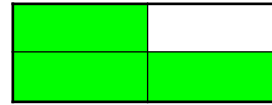
Definition of levels



Student



Operational



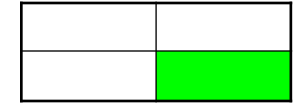
Expert



Trainer

Understand Flow	Promote Flow	Protect Flow	Design Flow
			Adapt and coach 100% of the system
		Manage 100% of the job	
	Manage 80% of the job		
Understand System Components			

Student level definition



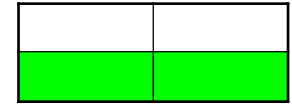
Student

A student is learning about flow and understands the system components:

- Markets, Customers, Product lines, Shareholders, financial situation of the company
- Specifications of the company products and services
- Health and security rules of the company
- Basic Lean methods like 5S and TPM like first level maintenance
- Basic quality control tools



Operational level definition



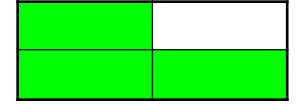
Operational

An Operational employee can manage 20% of the total skill that supports 80% of the activity at the workstation and promote flow with the appropriate best practices like:

- Total Quality Management
- Buffer board status
- Control point schedule



Expert level definition



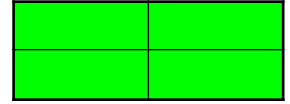
Expert

An Expert can manage 100% of the job and is able to protect flow and contribute to:

- Problem solving to insure quality of all products and services
- Management of all types of appropriate buffers



Trainer level (internal) definition



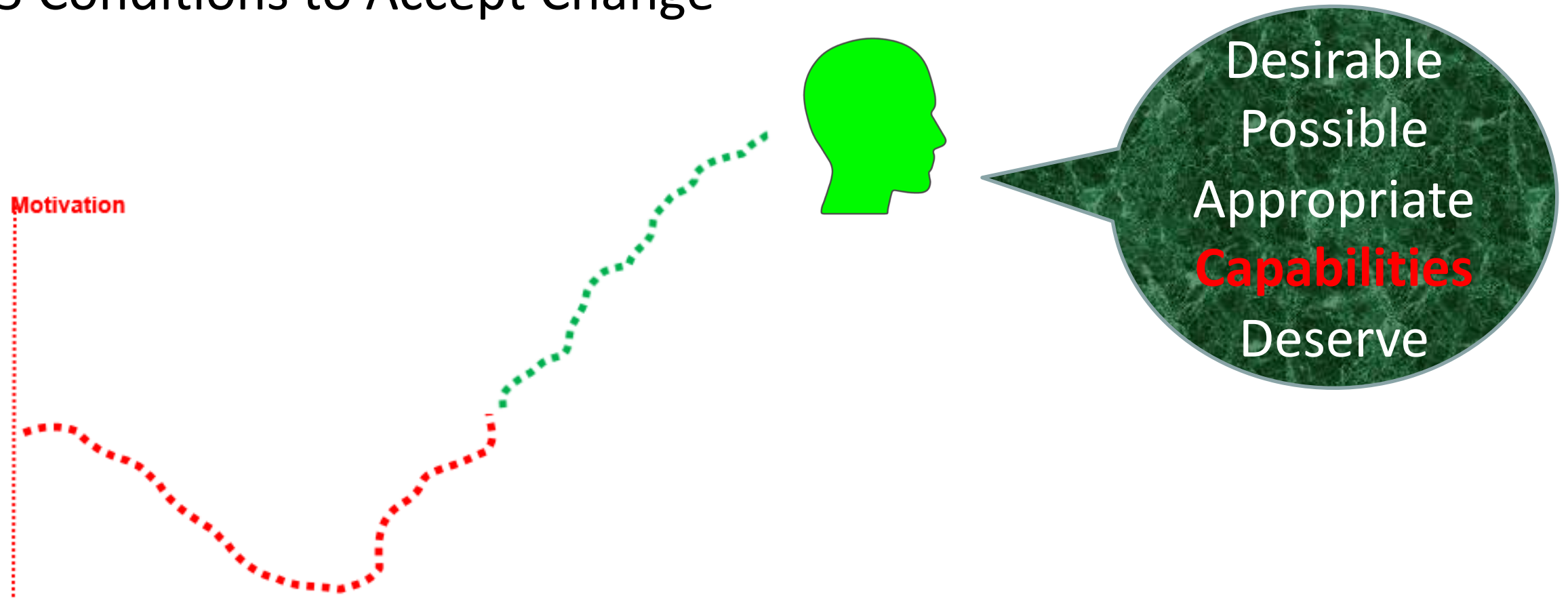
Trainer

A internal trainer can teach or coach 100% of skills and is able to:

- Create educational path from beginner to expert
- **Audit the process and adapt it** when necessary
- Calculate the **ROI of continuous improvement projects**

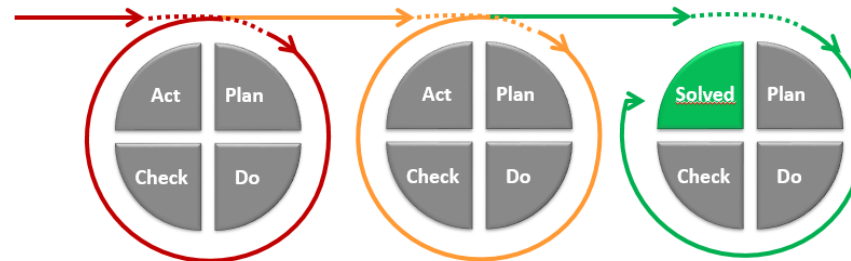
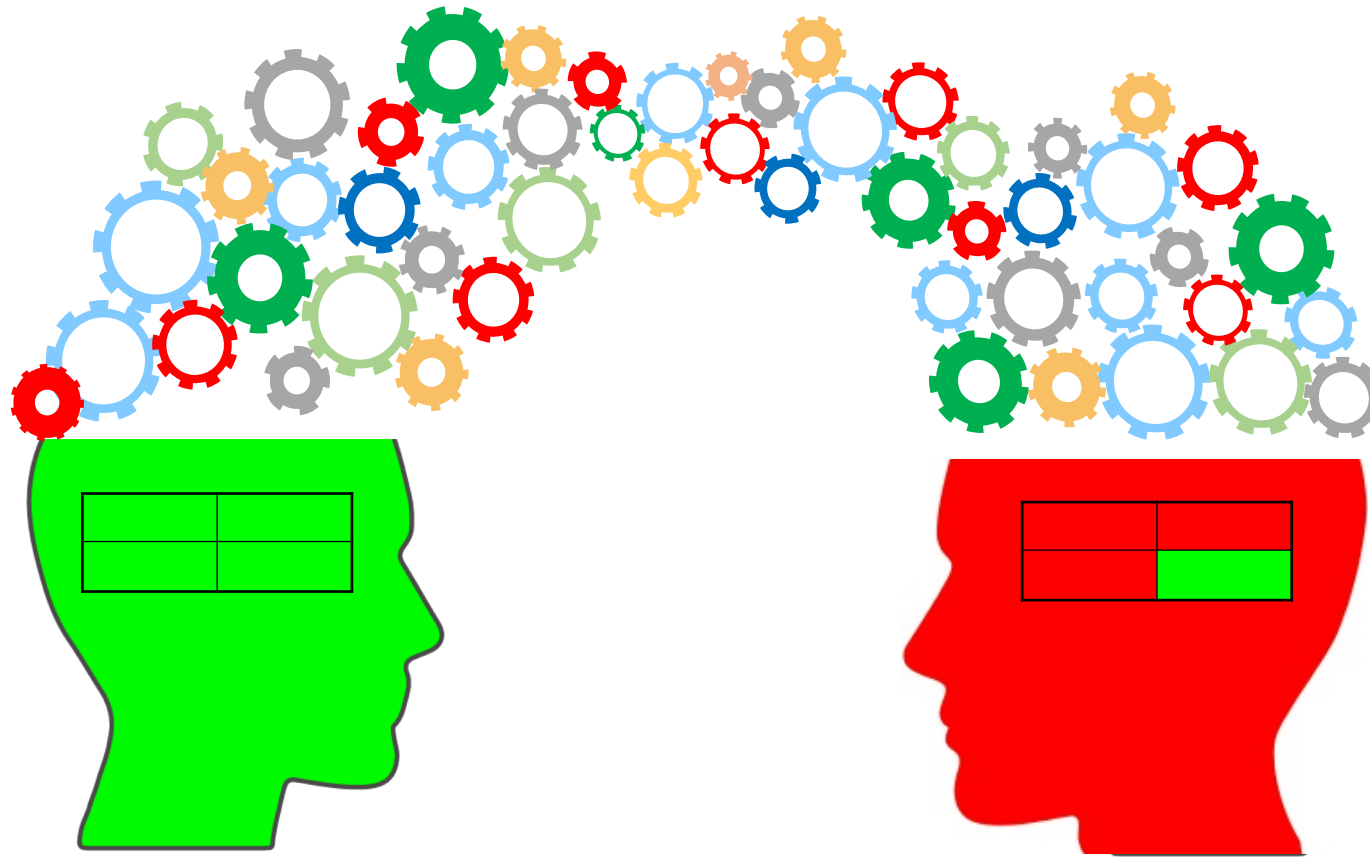


5 Conditions to Accept Change



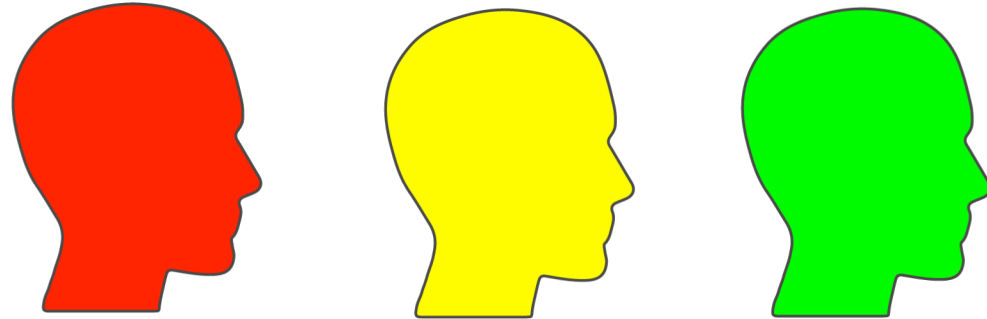
Source: Robert DILTS Strategy Group: Creating Generative Collaboration, Facilitating Collective Intelligence Certification Program

Win-Win Relationships: student $\leftarrow \rightarrow$ trainer



Benefits of Improving Skills

- Knowledge and expertise

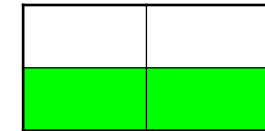


- New insights, ideas and capabilities

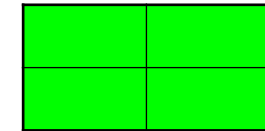




Legend :



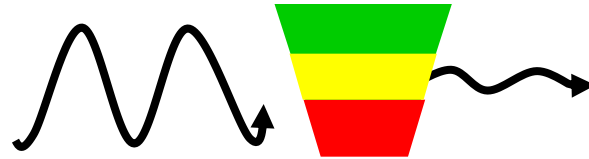
Operational



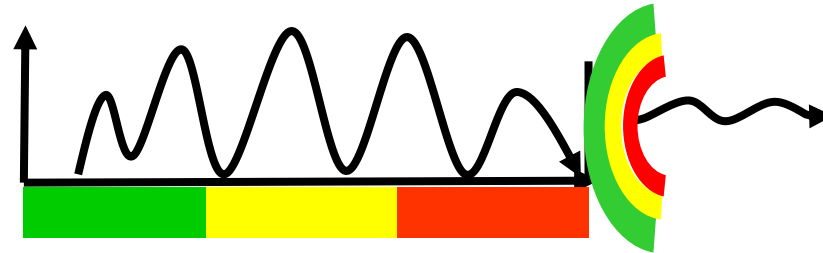
Trainer

Three Buffer Types

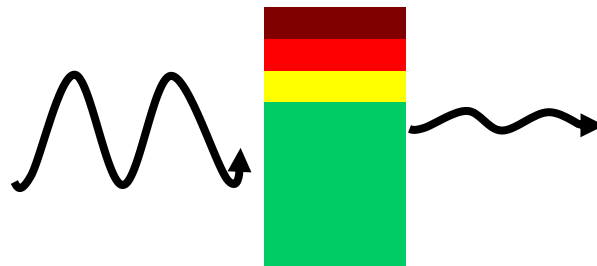
Stock



Time



Capacity



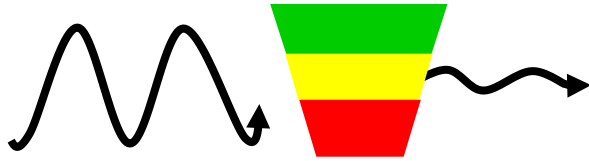
ACT

INVESTIGATE

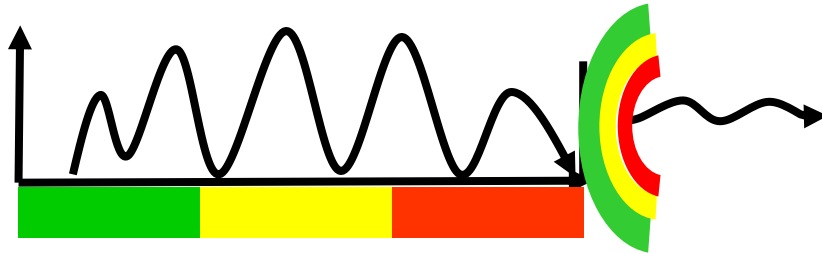
OK

Introducing a New Buffer: Skill

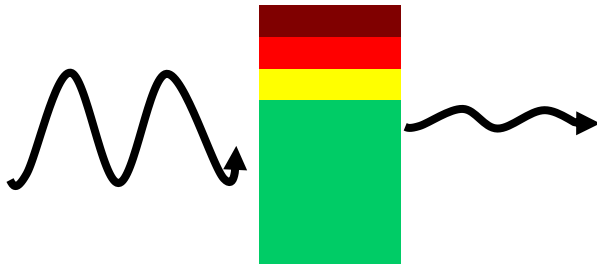
Stock



Time



Capacity



Training plan
in progress

Skill



No training
in progress

Skill buffer colors and orientation



Red Yellow Green Head
No training in progress



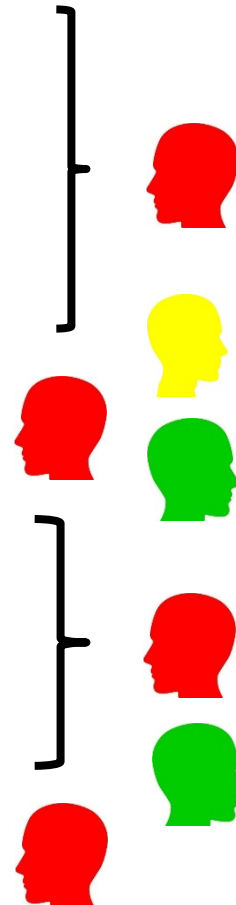
Red Yellow Green Head
Training in progress






Multiskill Grid Approach per Person



Name \ Function	Metal shop		Wood shop		On site Installation		Total /person
Bertrand							3
Georges							3
Jean							3
Joël							3
Louis							3
Martin							4
Norbert							3
Patrice							5
Philippe							3
Rachid							3
Raoul							3
Richard							3
Raymond							6
Robert							3



Color legend:

-  More than 4 squares + more than 1 function
-  4 squares + more than 1 function
-  Less than 4 squares Only 1 function

Multiskill Grid Approach per Function

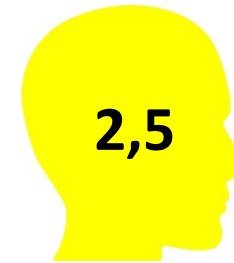
Department	Supply Chain								Quality	
Name Skill	Supply Chain manager		Purchaser		Planner		Storeroom		Total Quality - TPM	
Eric										
Ken										
Léon										
Roger										
Thierry										
	0	1	2	0	1	1	2	0	1	0
	0	1	1	0	1	1	3	0	0	0
Number of square	5		8		10		12		3	
Number of skills	2		3		4		5		1	
Average per skill	2,5		2,7		2,5		2,4		3,0	
Average per department	2,5								3,0	

Color legend:



Step 1: Focus on flow

Department	Supply Chain								Quality	
Name Skill	Supply Chain manager		Purchaser		Planner		Storeroom		Total Quality - TPM	
Eric										
Ken										
Léon										
Roger										
Thierry										
	0	1	2	0	1	1	2	0	1	0
	0	1	1	0	1	1	3	0	0	0
Number of square	5		8		10		12		3	
Number of skills	2		3		4		5		1	
Average per skill	2,5		2,7		2,5		2,4		3,0	
Average per department	2,5								3,0	



Supply Chain

Quality

Color legend:



> 2 people per function including:
1 trainer + 1 expert
+ 1 student or operational

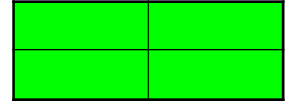


> 1 person per function



Only 1 person per function
Or no trainer nor expert

Trainer level (internal) definition



Trainer

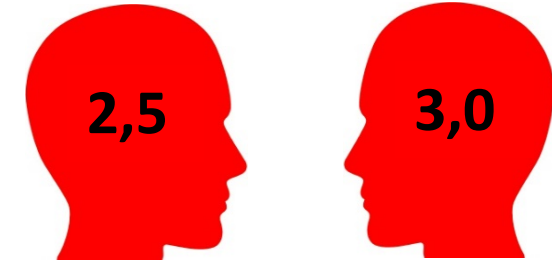
A internal trainer can teach or coach 100% of skills and is able to:

- Create educational path from beginner to expert
- **Audit the process and adapt it** when necessary
- Calculate the **ROI of continuous improvement projects**
- Consider the systemic view to **innovate** successfully regarding products and services



Step 2: Focus on flow and innovation

Department	Supply Chain								Quality	
Name Skill	Supply Chain manager		Purchaser		Planner		Storeroom		Total Quality - TPM	
Eric										
Ken										
Léon										
Roger										
Thierry										
	0	1	2	0	1	1	2	0	1	0
	0	1	1	0	1	1	3	0	0	0
Number of square	5		8		10		12		3	
Number of skills	2		3		4		5		1	
Average per skill	2,5		2,7		2,5		2,4		3,0	
Average per department	2,5								3,0	



Supply Chain

Quality

Color legend:



> 2 people per function including:
1 trainer + 1 expert
+ 1 student or operational



> 1 person per function



Only 1 person per function
Or no trainer

Step 3: Focus on flow and innovation

Department	Supply Chain				Quality	
Name Skill	Supply Chain manager	Purchaser	Planner	Storeroom	Total Quality - TPM	
Eric						
Ken						
Léon						
Roger						
Thierry						
	0	1	1	1	1	1
	0	1	1	0	1	1
Number of square	5	9	10	13	5	
Number of skills	2	3	4	5	2	
Average per skill	2,5	3,0	2,5	2,6	2,5	
Average per department	2,6				2,5	



Supply Chain	Quality
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Color legend:



> 2 people per function including:
1 trainer + 1 expert
+ 1 student or operational



> 1 person per function



Only 1 person per function
Or no trainer

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7

Multi-skill Grid To Make Change Visible and Valuable



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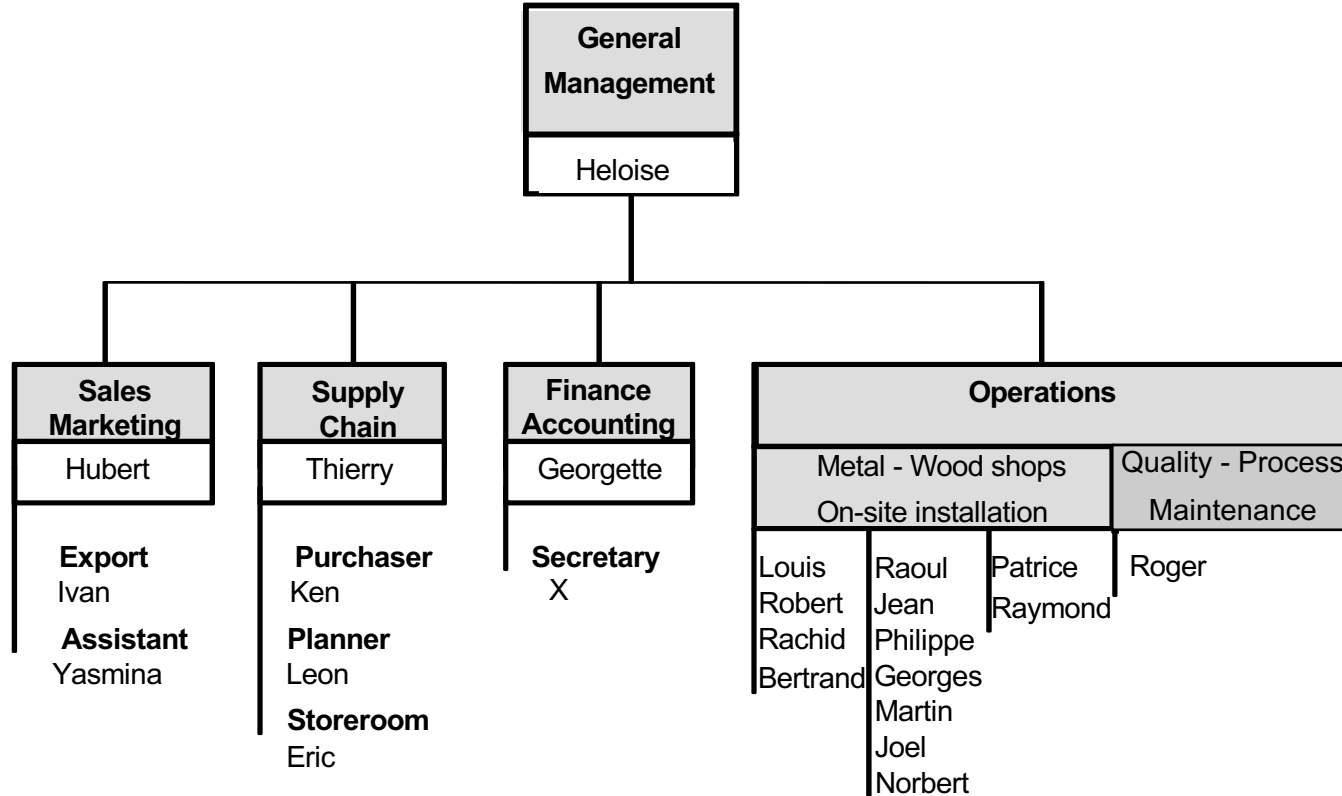
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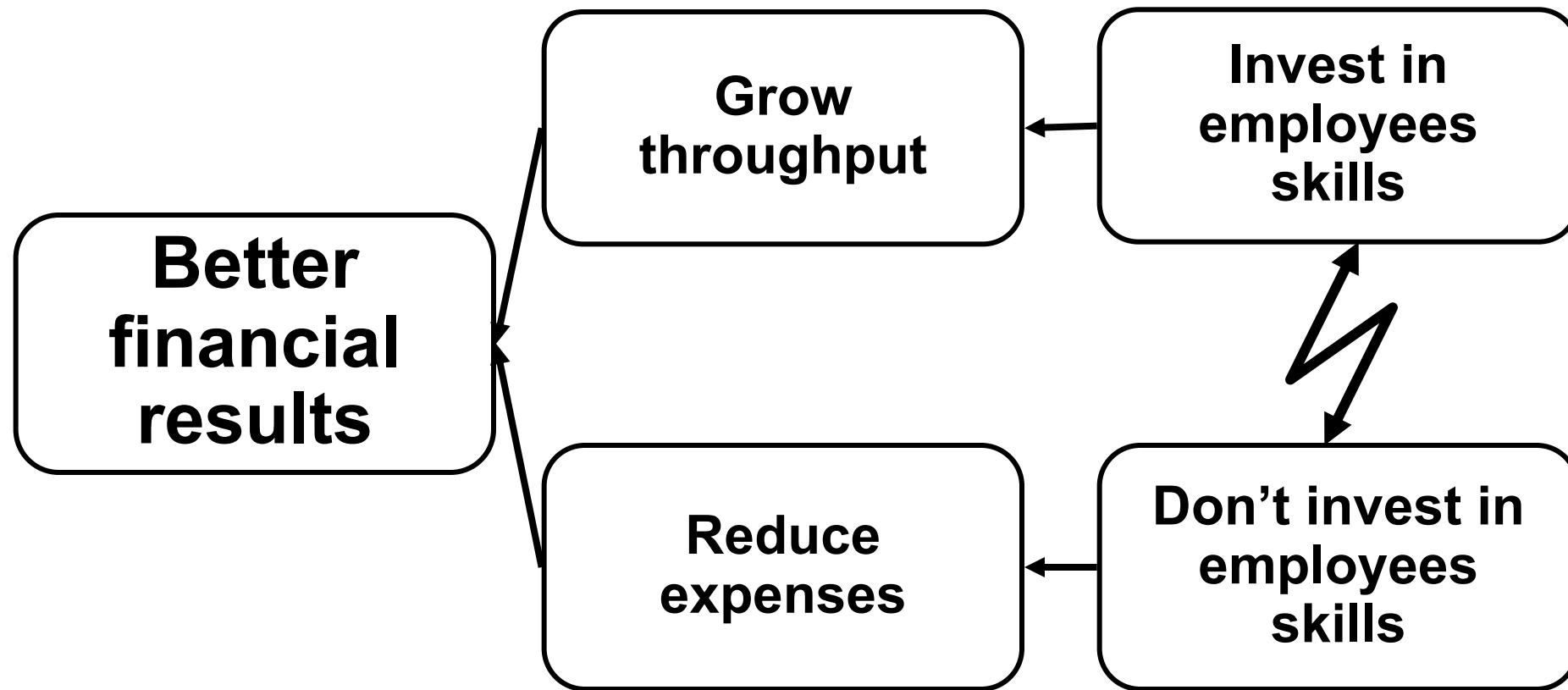
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How to Protect Flow From Skills Gaps and Promote It



Dilemma between competencies and competitiveness



Competency – Competitivity Plan

Competitivity Target		New investment	New Competencies		Training Paths		
Actual	Future		New jobs	Evolution of internal skills	Year n1 to n3	External or internal	Internal trainer

Source : UIMM the Metalworking and Mining Industries Union in France
Grid to fill up for grant requests



Competency – Competitivity Plan: example



Transverse Process	Competitivity Target		New investment	New Competencies		Training Paths		
	Actual	Futur		New jobs	Evolution of internal skills	Year n1 to n3	External or internal	Internal trainer
Marketing-Sales	Less than 5% of sales is export with only 1 international customer	New export markets in product lines Croisière and Boutique Target: 33% of export sales with at least 3 customers in 3 years in each product line			Multiskilled evolution of a woodworker (Ivan) into a export salesperson	Year n1 to n3: Business English	external by phone	
						Year n1: Apprenticing for Ivan	internal	Hubert
						Year n2: Export sales manager course	external	
	Our understanding of market needs, potential customers expectations, and competitors is not sufficient	Clarify order qualifiers and order winners of our products and services Target: Yearly focus customer and prospect group to update order qualifier and winner	CRM software after 1 year of manual monitoring	Bilingual secretary (to back up Yasmina)	Coaching of new secretary	Year n1: Apprenticing for new secretary	internal	Yasmina
						Year n2: CRM software training for Yasmina and new secretary	external	



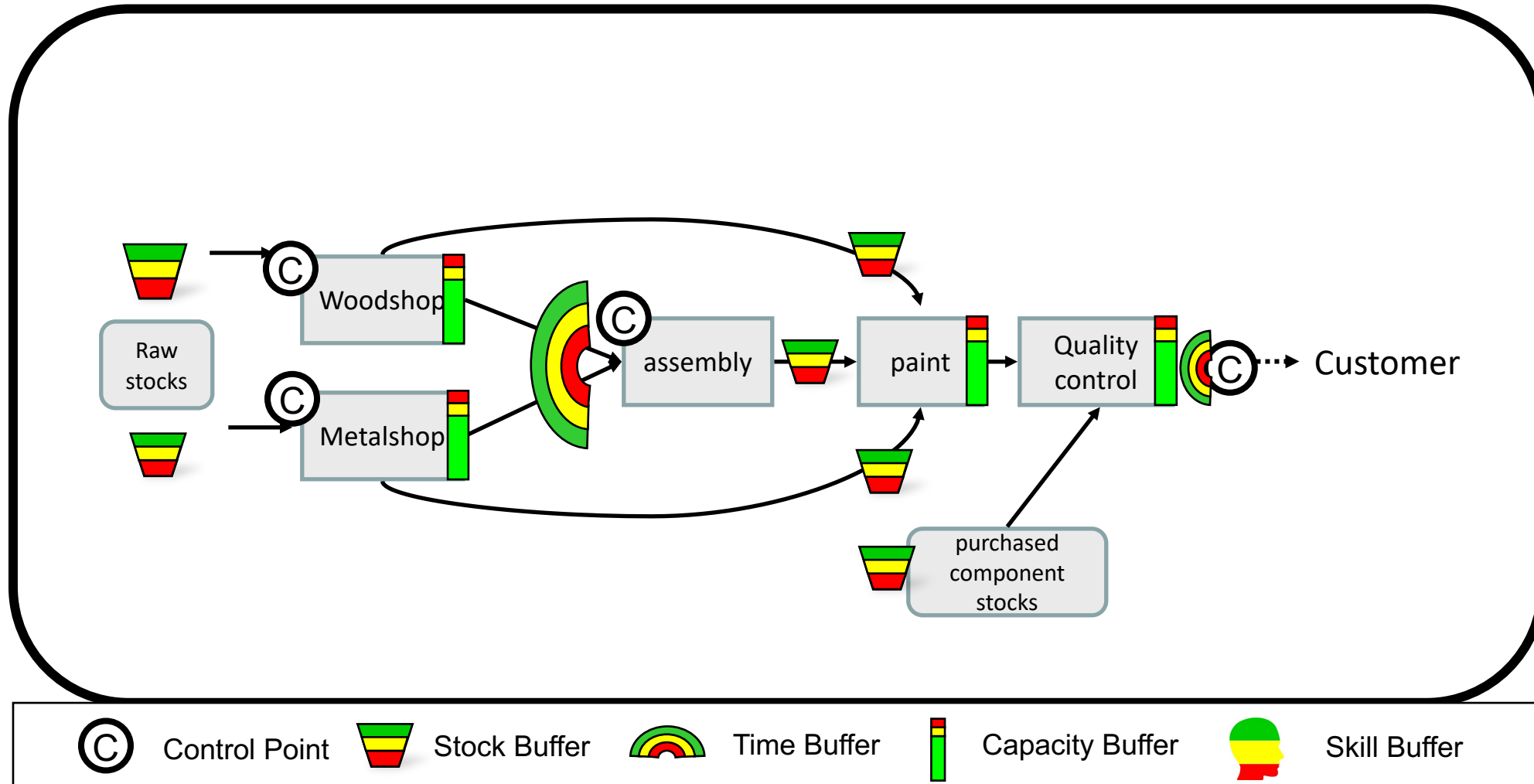
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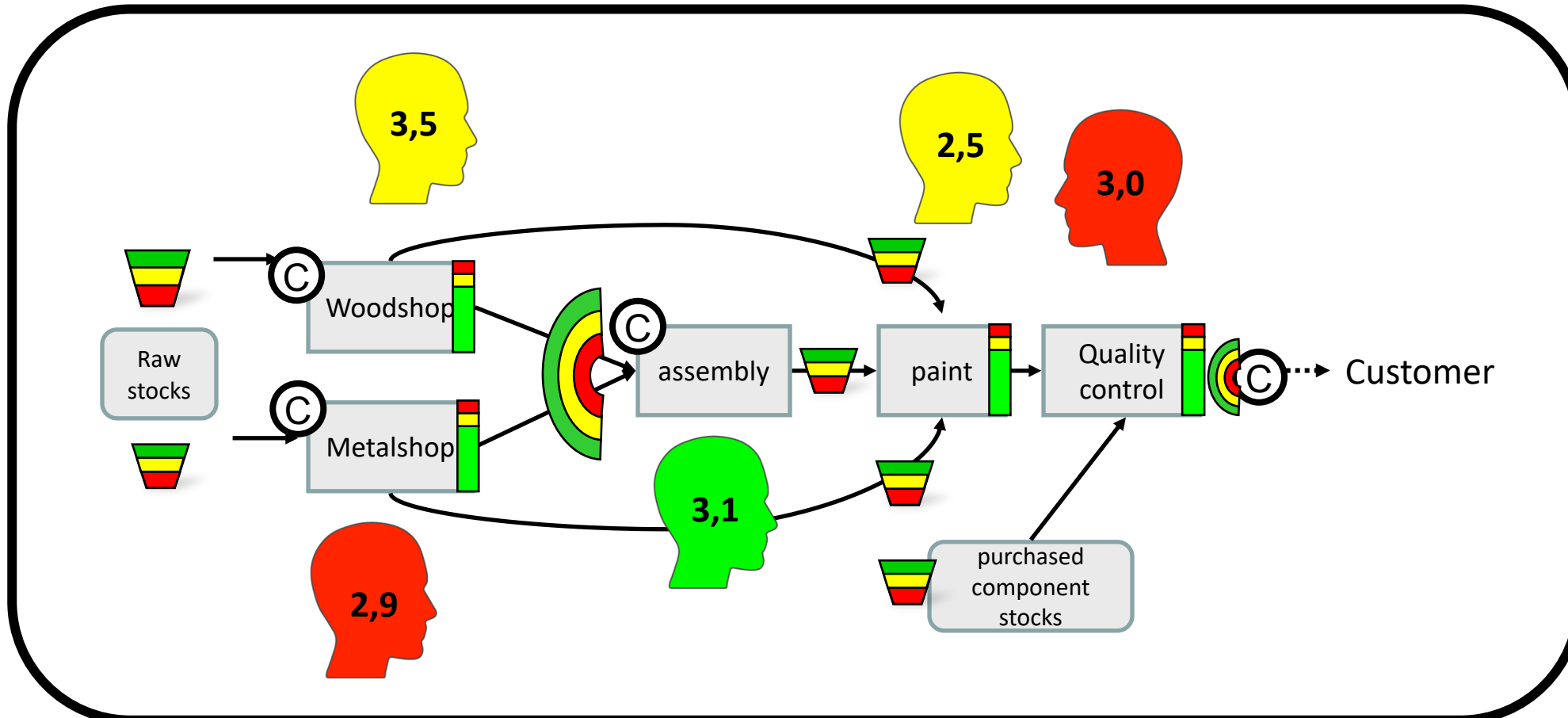
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Demand Driven Operating Model



Demand Driven Skill Model



Control Point



Stock Buffer



Time Buffer



Capacity Buffer



Skill Buffer

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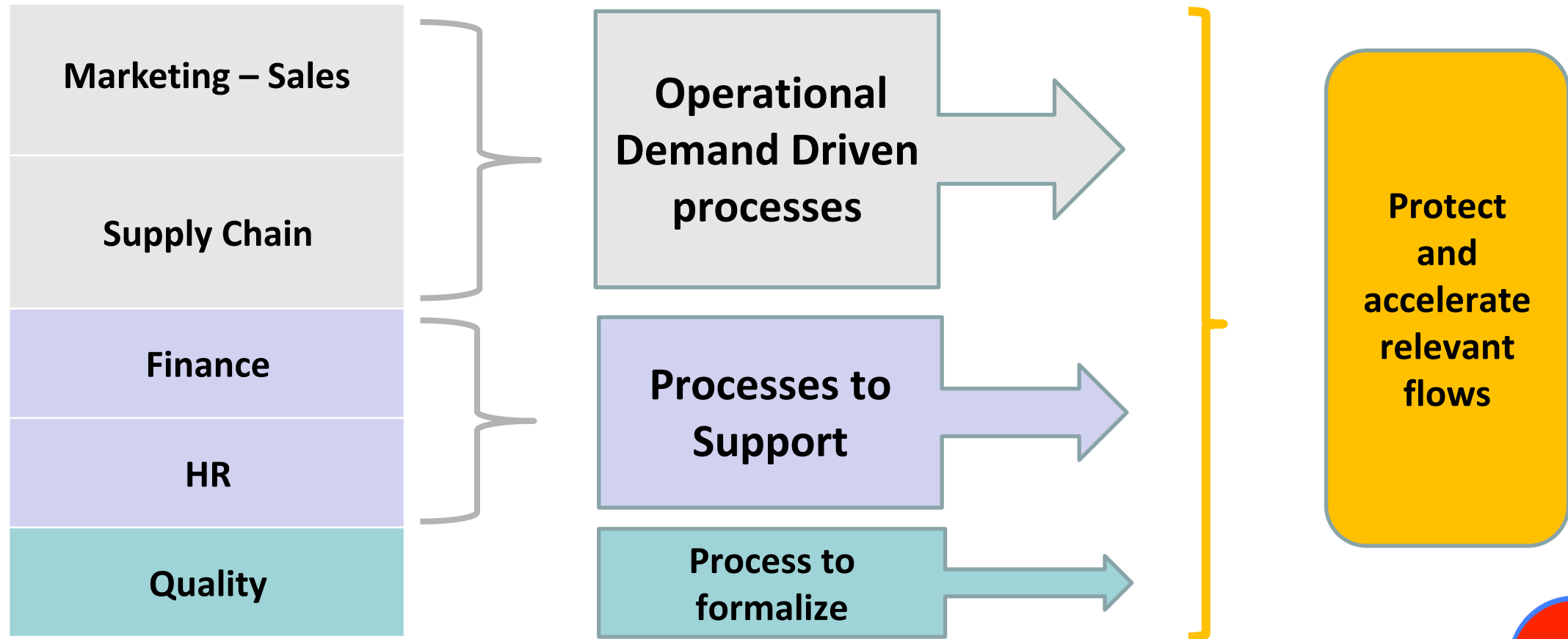
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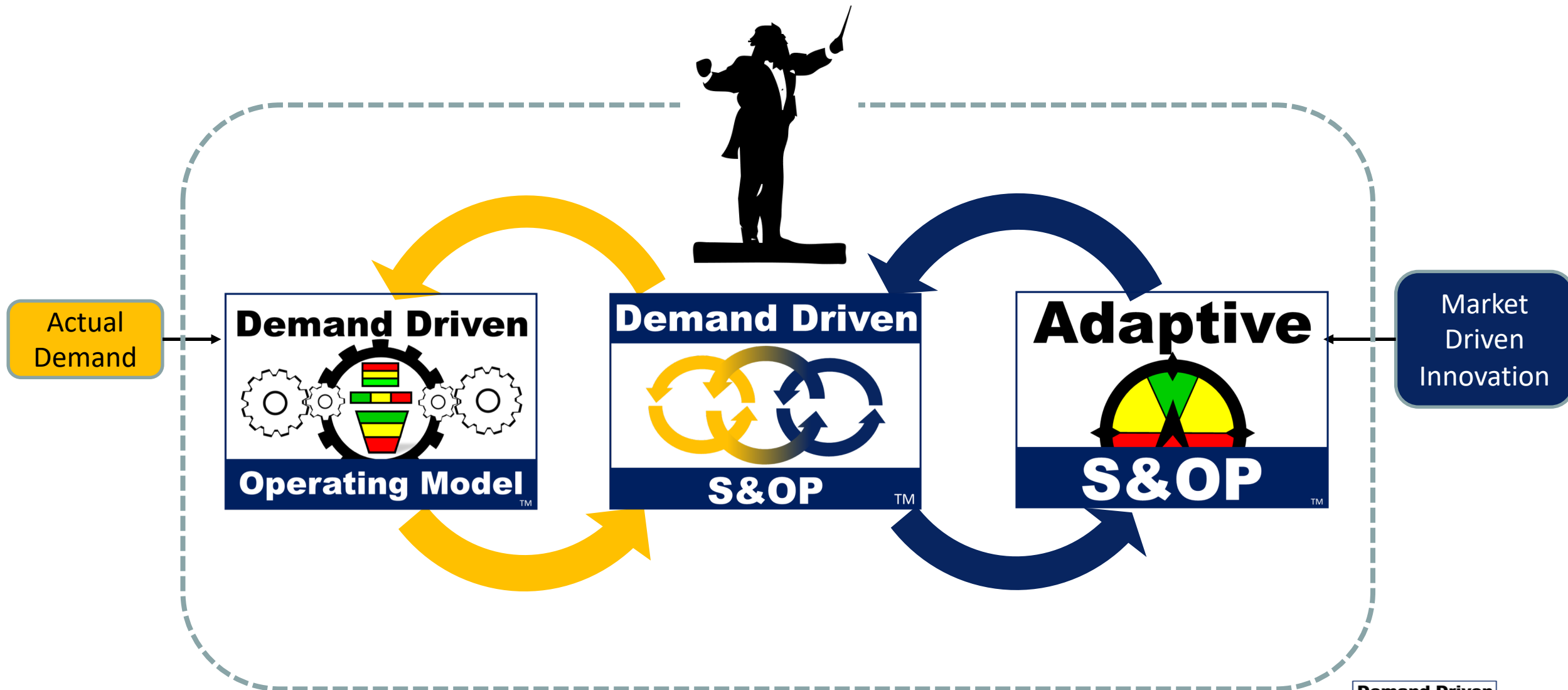
Multi-skill Grid Approach per Cross-functional Process



Multi-skill Grid Approach per Cross-functional Process

Transverse process	Competitivity target		New means	New competencies		Training paths		
	Actual	Future		New jobs	Evolution of internal skills	Year n to n +3	External or Internal	Internal trainer
Marketing - Sales	Operational Demand Driven processes						Protect and Promote relevant flows	
Supply Chain								
Finance	Processes to Support							
HR								
Total Quality	Process to formalize							

Connecting Operations to Strategy and Strategy to Operations



Alignment in a VUCA World

