

# Operating Rhythm™



**Your Operating Rhythm™ is a set of key interactions between your leaders and your front line operations**

Key moments exist where each leader has the opportunity to significantly influence performance and results. These daily and weekly interactions focus on specific behavioral expectations that drive the performance you expect for your organization.

RLG's expertise in coaching your Operating Rhythm™ ensures each leader has the competence and confidence to effectively execute your organization's results.

**Our commitment is to ensure your people are:**

- Focused on the key success factors of your business – a back to the basics approach (“blocking and tackling”)
- Accountable for the use of metrics to promote the “right” decisions for the “right” results
- Involving the right level of the organization to improve performance – one mission, one goal
- Responding appropriately to reinforce behavioral change and promote sustainability

**Your Operating Rhythm™ outcomes are:**

- Minimum ROI of 4:1
- A systematic and sustainable approach for leaders to deliver results
- The development of leaders necessary for your future success
- A common language that connects your employees to the results your business needs to deliver
- A better understanding of why performance matters for every employee

# Operating Rhythm™ Workflow



FAIR™ is Focus, Accountability, Involvement, Response

# One-pager



**Weekly or monthly accountability report of key performance indicators, trends, successes and next steps**

The one-pager is a weekly or monthly report recognizing accomplishments and highlighting actions to close performance gaps.

The one-pager provides focus and accountability for your front line leaders by helping to “keep all eyes on the prize.” In a single page, critical performance data for a specific work unit is summarized and trends identified versus snapshots.

Achievements, goals and action items on key performance indicators are stressed while highlights and observations on current performance and coaching thoughts complete the report.

Key elements of a one-pager:

- Support the achievement of the business goals and objectives
- Show the data over a period of time
- Present effective data that can be used as information for action
- Include clear action items with “who does what by when”
- Highlight accomplishments and recognize key performers



“We have Rhythm! Our team keeps information flowing with tools like the weekly one-pagers, which helps us adjust to signals from the shop floor to the essential resource providers.”

Fred Cleveland, Vice President

# Crew Talk



**Leaders engaging their teams daily to talk about priorities, issues, opportunities and expectations at the start of every day or shift**

Crew talks are daily meetings of leaders and their teams focusing on performance enabling them to anticipate issues and take quick, corrective action.

The leader reviews daily performance and expectations with the team and addresses performance in areas such as safety, quality, schedule and cost.

The increase in communication between the team and its leader engages the workforce and facilitates ongoing learning and implementation of best practices. It is also an opportunity for leaders to coach the team by reinforcing positive team behaviors.

Key elements of a crew talk:

Leader:

- Reviews daily team performance expectations
- Communicates issues from the previous day or shift and discusses work in progress
- Solicits best practice ideas from team
- Follows up on open action items
- Assigns daily work leading to improved performance

Team member:

- Listens and understands daily team and performance expectations
- Communicates work issues and concerns to leader and other team members
- Contributes ideas and thoughts
- Discusses resources needed to complete work



“Holding daily crew talks helps me to set clear expectations, especially when we have fallen behind. I can discuss with the crew what we need to do to make our milestones.”

Steve Hagerty, Union Crew Chief

# Boardwalk



**Regularly scheduled field or floor reviews where senior leaders hear from and respond to the front line on their results and efforts to improve performance**

Boardwalks provide the opportunity for department leaders, union partners and other contributors to communicate immediate actions needed for performance improvement.

They are a regularly scheduled forum where front line employees and senior leaders review the performance data of their group.

Areas requiring senior leadership intervention are identified to remove barriers to performance.

Key elements of a boardwalk:

- Increases communication between all leaders and front line employees
- Effective gauge of performance based on quantifiable data
- Front line leader and their teams demonstrate accountability for meeting their commitments
- Senior leaders show accountability for removing obstacles to support performance
- Reinforces the progress of the team leader and the team to deliver the “right” results
- Allows the senior leader to clarify expectations if performance issues occur



“RLG certainly provided some kick start to help get the boardwalk process going, by helping folks understand simple, visible metrics. This tool for the site, certainly has helped drive actions.”

J.T. Cocke, Senior Manager

# Business Review



**Weekly or monthly team review of recent data trends, accomplishments, and challenges, promoting accountability and next steps**

Business reviews drive accountability, guide the development of action steps, and provide opportunities to recognize successes.

The business review is a weekly or monthly meeting, lasting between 30-60 minutes. It provides front line leaders and their teams with an opportunity to evaluate the previous week's safety, quality, schedule and cost performance.

Within a structured setting, trends are discussed, successes are reinforced, opportunities are highlighted, options are identified, and action plans committed to.

Key elements of a business review:

- Front line leaders have a setting in which to engage their team and better understand accomplishments, issues and constraints
- Options available to address future challenges
- Environment for front line teams to better understand how their contributions impact the team and the entire operation
- Forum for senior leaders to develop a performance oriented culture based on accountability and workforce engagement



"Our business reviews are designed to help keep the team focus on those specific metrics that impact our business. We use them to judge our performance and guide our decisions. More importantly, these meetings work to share information with the teams that set us up for success."

Greg Bentley, Manager

# Hand-over



**Structured transition of responsibility from one party to another where goals, expectations and critical issues are communicated**

A proper hand-over increases communication between teams and allows them to share common and best practices during changeovers.

Hand-overs provide an opportunity for incoming and outgoing leaders to communicate specifically on all issues influencing performance. These include safety conditions, production issues, and resource allocations.

The hand-over reinforces fair and equal expectations for work distribution and provides the manager and front line leader a designated place to share important issues and opportunities of the day.

Key elements of a hand-over:

**Outgoing team:**

- Share production outcomes with the incoming team leader
- Communicate work in progress
- Discuss manpower and personnel changes

**Incoming team:**

- Establish production expectations for the upcoming work
- Understand all issues and potential corrective actions from the outgoing team leader



“The crew chiefs set clear expectations the first part of the day, which has taken away the unknowing of what the crew is supposed to do for the day. Attitudes have changed for the positive since they have clear expectations/updates each and every day.”

Tammy Lance, Supervisor