FIVE WAYS INDUSTRIAL LEADERS CAN BETTER UNDERSTAND WHAT IS HAPPENING DAY-TO-DAY IN OPERATIONS

EXECUTIVE BRIEF

# FIVE WAYS INDUSTRIAL LEADERS CAN BETTER UNDERSTAND WHAT IS HAPPENING DAY-TO-DAY IN OPERATIONS

It is quite astounding in 2019 how little information flows from the shop floor and the field to senior leadership. As companies

get more successful, layers of middle management certainly develop, but senior leaders still need to get an accurate daily pulse of the businesses they run. Technology should have long ago filled this gap, but investments went into plants and equipment. Communication and process execution tracking has been unstructured, incomplete, or ad hoc. The execution of the work itself has been underserved by technology until now.

In this executive brief, we'll explore 5 ways that leadership can get back in touch with what is happening in their operations. By tracking one of the best indicators of success, the real-time work execution, they can understand what their companies are actually achieving. This insight reveals where the inefficiencies, bottlenecks, and hazards are making it much easier to quickly do something about them.
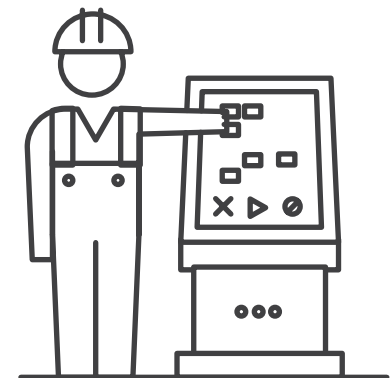
1. REAL-TIME JOB COMPLETION DASHBOARDS

1. Real-Time Job Completion Dashboards

Increasingly companies are structuring work so that its start time and completion time, and the execution of key steps can be tracked. Here leaders can see where the intentions of the company, laid out as steps or procedures, are working and where they are not. While it is certainly not practical for leadership to watch work in flight all the time, real-time dashboards give industrial leadership the opportunity to spot check the actual work and look for patterns worth investigating further.

2. REAL-TIME ALERTING

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As established above, watching the work happen in real-time on a dashboard will only be something leaders can do on occasion. What leaders really need is the assurance that the company's intentions, procedures, and contractual SLAs are adhered to. Human processes can now be instrumented like machine processes so that leaders can be alerted when a critical reading is out of tolerance or a procedure is taking too long. They can also see where work steps are completed too quickly suggesting critical steps might have been skipped. Industrial leaders are also the ultimate escalation point for customer commitments. If SLAs are missed, it is far easier for leaders to know about this right at the point of failure to proactively communicate a resolution to a customer. Industrial leaders must also always be thinking about safety and quality. Real-time alerting can point out where unsafe practices may be happening or where workers are taking unnecessary risks. Processes can then be changed and injuries and quality impacts can be avoided.

3. PROCESS FEEDBACK

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Procedures and processes are the lifeblood of any operating environment. In most companies, someone at the head office, generally someone who was once on the floor or in the field, writes the procedures or designs the processes. In most companies, however, these procedures and processes quickly get out-of-date. New equipment replaces old, standards get updated, or shortcuts are found. The problem is that in most work environments, there is no real incentive and there is often a disincentive to offer improvements to the "head office" instruction. As most of the authors come from the field, they often exhibit a "God-like sense" of "knowing how it should be done." Often field-submitted suggestions and changes are ignored and never discussed with the submitter, subject to a huge backlog before they are reviewed, or simply denied. Given that procedures are the operating system of the company, industrial leaders should be able to hold those who create the instruction accountable to listening to the field and making change happen quickly. If leaders can electronically monitor process feedback they can see whether continuous improvement is happening and if not, pinpoint where action needs to be taken.

4. ISSUE MANAGEMENT

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In dynamic and fast-moving industrial environments, issues that are outside the norm constantly arise. Equipment breaks, orders change, supplies get interrupted. The key to getting operations back online quickly is having a game plan in place should an issue arise. Today, leaders can monitor issue resolution electronically. Often, they need to quickly render a decision where additional budget is required, a policy needs to be flexed or changed, or an escalation to deliver for a customer needs to happen. If leaders can be alerted electronically just when they are needed, work continues and problems are cleared much faster.

5. WORK EXECUTION ANALYTICS

5. Work Execution Analytics

Increasingly industrial companies in all industries have adopted either Lean or Six Sigma and have defined or are defining "Standard Work." The issue is that companies that do not process real-time data from operations may have to wait days or even weeks to take corrective action when the data finally gets analyzed. In a digital work environment, data can be captured and analyzed right away. Industrial leaders can compare one line or factory with another, or one work team with another. Anomalies quickly surface and root causes for excellent or poor performance can be identified. Great ideas can be propagated across the company and execution challenges can be eliminated.

Adopting a real-time and digital approach to industrial work clearly has its benefits. Leadership gets consistent, clear feedback as to whether the company is working effectively to its own plan. At Parsable, we instrument our Mobile Collaboration and Workflow platform so that our customers can get their actual execution to match their intentions. Their operations become more dynamic as leadership and those executing the work drive continuous and dynamic change based on facts… together. Unlike heavy weight deployments like ERP, our customers are up and running in as little as six weeks driving results from continuous improvement. By creating such an environment of continuous positive change, these companies outpace their competition by operating safer environments that drive better results and are more profitable.

For more information on how you can get better insight into what is happening in your operations in real-time and collaborate more effective with those doing the work contact us at www.parsable.com/contact or call 1-888-681-2119 or www.parsable.com/contact.

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