



# Dynamics

THE DORSEY GROUP NEWSLETTER

April 2012

## Dorsey Group client Life Technologies Inc. Honored with Industry Weeks' 2011 Best Plants Award ...from "Survival-Mode" to a World-Class Manufacturing Facility

A 9% inventory reduction, 41% improvement in gross margins, 94% error reduction in the production documentation process and a successful transfer of a product line from another site lead the achievements that propelled Life Technologies, Inc.'s Austin Texas facility into Industry Week's Top Ten Best Plants for 2011, with the distinction as a premier world class manufacturing facility. An award of this magnitude would not have been on the horizon for Life Technologies just five years ago as time was running out on the plant's ISO 9000 certification because of quality issues.

**What makes a winner?** Industry Week's annual award "recognizes plants that are on the leading edge of efforts to increase competitiveness, enhance customer satisfaction, and create stimulating and rewarding work environments" through "world-class practices, technologies, and improvement strategies." All of which, and more, encompass the scope of The Dorsey Group. Enter the Dorsey Group.

**We exist to help you achieve your goals ... and beyond.** The Dorsey Group delivers unique and targeted performance driven consulting services created to meet the needs of all levels of participants, from top executives to directors, managers to supervisors and team leaders, to front line employees. Since development occurs at all levels of your organization, everyone participates in the performance efforts.

The Dorsey Group is a global performance improvement company that serves clients who want the competitive edge. Our results-oriented performance improvement initiatives include **Strategic Alignment, Organizational Development, Organizational Analysis and Implementing for Results.**

## At Life Technologies High Performance Work Teams win it!

The Dorsey Group's High Performance Work Teams concept provided the training (and cross-training) and tools to empower Life Technologies' employee-led work groups to initiate their own improvements and execute projects efficiently and effectively. According to Tim Dorsey, President, "teams must be ambitious and focused; vibrant teams spend 5% of their time on training, 5% on projects, 10% on administration and 80% on production."



Brett Petrie, Senior Director of Manufacturing, adds "Anytime you can layer high-performance work teams on top of lean and Six Sigma, then you've got a powerhouse that is very difficult to compete with ... these teams helped us to drive \$4.2 million in productivity improvements and we're on track to transfer another product line that will increase overall plant revenue another 8 to 10% this year."

Petrie continues, "Many companies have attempted to roll out High Performance Teams and most fail. I have used the Dorsey Group to launch teams at three different companies across three different industries – every one of them has been a major success. The methodology zeros in on all areas that short circuit results, providing a holistic approach that guarantees results. Their methodology is proven." **Ready to take your company to the next level?**

## The Dorsey Group Welcomes You

We're extremely excited about this year's Industry Week Conference ... as a sponsor and exhibitor ... and with our client Life Technologies' recognition as an Industry Week's 2011 Best Plant Winner!

We look forward to meeting you and introducing you and your company to our High Performance Work Teams Process. Stop by our booth #113, and while you're there don't forget to **register to win an iPad!**

As a leading global performance company The Dorsey Group has contributed to the success of an impressive list of prominent national corporations, local businesses and government agencies; and, we continue to expand internationally ... successfully implementing our proven methodology in Scotland, England and the Netherlands.

If you're ready to engage 100% of your employees in your performance improvement efforts on a daily basis, embrace ownership and accountability for your organization's performance AND take your team's performance to the next level ... look to us, The Dorsey Group, for your competitive edge. We look forward to meeting and working with you.

## Win an iTouch! Answer our Poll Question!

Visit us at [www.TheDorseyGroup.org](http://www.TheDorseyGroup.org) today, give us your answer to enter to win an iTouch!

### What does your organization struggle with the most:

- a. Strategic Alignment
- b. Organizational Development
- c. Organizational Analysis
- d. Implementing for Results

**Hint:** See "The Dorsey Group Methodology" on page 4 ... making your company more dynamic, efficient, productive and profitable.

## Message from Tim Dorsey

Managing Performance. Leading People. Getting Results. What do they all have in common?

People. The Dorsey Group's innovative methodology achieves its results by training, educating and inspiring the company's most important asset – its people.



We know that more than 85% of problems faced by employees are caused by the process or system. So then, it's not the performance tools but the people that make the difference in results and sustainability. The best tools and processes do not deliver world class results without motivated, engaged people.

It starts from the top down ... management, supervisors, employees. Employee behavior is directly linked to management/supervisor expectations. Employee behavior is enabled/reinforced by the way management/supervisors respond to their efforts. Additionally, engaging employees is difficult and getting them to challenge management is almost impossible. And, if management does not address visible issues when they see them, by default they are enabling the issue to continue and possibly become an accepted expectation. In the beginning and in the end ... it's all about people. It's the people who work the tools and processes that create successful results.

## Life Technologies..."41% Improvement in Gross Margins"

One major advantage of working with the Dorsey Group is



the ability to run diagnostics on team development, this process allows leadership to make the necessary adjustments to assure teams move to the next level. Team Development with the Dorsey Group is all about results, every step in the training process is designed to convert effort to the bottom line.

*Brett Petrie, Senior Director of Manufacturing, Life Technologies*

## Domestic Successes Drive The Dorsey Group on Global Track

As a leading global performance company, The Dorsey Group continues to expand internationally. John Simmons, a partner consultant with The Dorsey Group, is currently focused on the company's global clients in Europe, specifically in Scotland, England and the Netherlands. As a Performance Improvement Specialist he is trained in the areas of Process Mapping, Problem Solving, Foundational Lean/Six Sigma, Change and Conflict Management and High Performance Work Team Development. John's excellence in implementing performance improvement initiatives is equally matched by a dynamic personality; his energetic and motivational approach engages employees and synergizes teams to go further and achieve more ... ultimately the competitive edge.



*John Simmons, Partner Consultant with The Dorsey Group*

## GameStop ... "24% Productivity Increase"



GameStop Louisville Distribution Center has been using the Dorsey Group for the past ten years with much success. Dorsey Group methodologies have enabled us to realize year over year improvements in both production and quality. The program achieves results through a bottom up approach, engages employees and has created a culture of continuous improvement. Highly recommended!!!

*Pat Sweetall, Divisional VP, GameStop Distribution*

## NIPRO..."From Good to Great"



"Our company was operating very successfully prior to working with The Dorsey Group. However, after bringing Tim and his Partners in Performance processes into Operations, we were able to establish more meaningful metrics and team accountability for achieving – and exceeding – our production goals.

Additionally, we were able to better align support efforts with other departments, which fostered the creation of our ongoing Continual Improvement culture. Our C.I. initiative now focuses multi-disciplinary teams on projects designed to achieve improved production throughput and aggressive financial goals."

*Patrick Graesch - Executive Director of Manufacturing Operations, NIPRO Diagnostics – 2011 SFMA and MAF "Manufacturer of the Year"*

## Preview TiMs software at Industry Week Conference

The Dorsey Group's innovative software, TiMs (Team Information Management System), will be previewed at the Industry Week 2012 Conference. Stop by booth #113 or call us at 954-384-8774, for more information about our latest tool to support our people-focused, results-oriented performance improvement initiatives. The software will be available in the 2nd Qtr. 2012.

**Would you like to receive our quarterly newsletter ... with features and tips for improving your company's performance and competitive edge. Sign up at [www.TheDorseyGroup.org](http://www.TheDorseyGroup.org)!**

## Enabling High Performance Work Teams ... Adding Employee “Know-Why” to “Know-How”

A high performance work team is “a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable” (1). One thing is for certain ... no matter how solid your processes are, the people operating them will determine your success.

“People want to come to work every day and feel that they make a difference. When there is true engagement, participation, ownership and accountability at the employee level, you can enable high performance work teams,” Tim Dorsey explains.

Let’s say you’re in charge of delivering results, but things don’t always go as planned. Team members might call in sick, problems arise and surprises are inevitable. When this happens are other team members cross-trained or does production suffer? What if there’s a problem on the line – are employees empowered to make decisions or do they have to seek managerial approval?

What about team dynamics -- and dynamics between teams? Unforeseen circumstances and the behavior of individuals can derail best laid plans and cause people to abandon process improvements in favor of “the old way.” And finally, does everyone work together toward a common goal, or is there a “not my job” mentality?

The way to do this is through team building – not the “let’s-hold-hands-and-sing-Kumbaya” type of team building, but a structured framework that focuses the team effort on ownership and accountability for key processes, expectations and data-driven problem solving.



### So, what creates a high performance work team?

- 1. Trust:** Rules of Engagement and Support/Backing
- 2. Behavior:** Ownership, Accountability and Team Dynamics
- 3. Structure:** Principles and Framework
- 4. Communications:** Goals, Expectations and Data

Employee ownership, accountability, and know-why (along with know-how) is essential to sustaining process improvements over the long haul.

(1) As defined by Katzenbach and Smith in “The Wisdom of Teams”.



### CFAN “High Performance Work Team Implementation”

“We invested considerable time and efforts in finding the right partner to accompany us on our teaming journey. We found that The Dorsey Group distinguished itself by offering a structured, comprehensive & systemic approach to teaming. After just a few weeks into the initiative, the teams had already made substantial progress in solving the challenges we had, notably for shift passdown and using 5S tools to eliminate wasted time. We knew we were on the right track. The Dorsey Group continues to deliver measured results.”  
*Benoit Cloutier, President, CFAN (a GE Aviation/Snecma Joint Venture)*



### Hamburg Süd ...”Empowered Employees Deliver Results”

Choosing The Dorsey Group was an easy decision. I have known Tim Dorsey for some time; I know firsthand his extensive experience in consulting for global companies in different countries and different industries. His seminars and trainings are first rate; at Hamburg Süd he prepared the first ever Team Building Session for our top management and the results were dramatically improved communication and cooperation among the different department heads. Tim has also conducted Brown Paper Mapping sessions resulting in the streamlining of operations, eliminating duplicate efforts and better understanding of the company’s processes ... all of which contributed to significant cost reductions throughout the company.

*Aleida Hernandez, Director, Human Resources & Administration - Region Caribbean and Latin America West Coast, Hamburg Süd*





## The Dorsey Group Methodology

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We enable your company to be more dynamic, efficient, productive and profitable. We do it by guiding, coaching, training, educating and inspiring your most important asset – the people in your organization – so that performance improves and results are realized.

### **Strategic Alignment**

Setting the Course: Mission, Vision, Goals and Indicators, Expectations, Performance Briefings, Communications

### **Organizational Development**

Prepare your People: Team Dynamics, Interpersonal Skills, Alignment and Accountability, Process Competencies and Cross Training

### **Organizational Analysis**

Look in the Mirror: Process Mapping, Sequence of Operations, Crewing Guidelines, Performance Killers, Data Collection, Scorecard

### **Implementing for Results**

Make it Happen: Problem Solving Storyboard, Project Management, Implementation Strategies, Measured Results, Recognition



**THE DORSEY GROUP**