

FLEXIBILITY MANUFACTURING AND ORGANIZATION TROUBLESHOOTING (TOOLS OLAP AND OLAP INTELLIGENCE)

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1. Impression strength and flexibility in turbulent global economy

Crucial to athletes, these traits are equally crucial to successful manufacturing operations. In *How Flexible is Your Manufacturing?*, Steve Krar and Arthur Gill argue that flexible manufacturing is required for success in a global manufacturing environment. They examine some of the flexible manufacturing schemes that are in use, and discuss their application to various manufacturing needs. It's an interesting look ahead to a new paradigm of manufacturing. Okay, so you can flex with the best of them. What about that strength thing? In a recent Accenture survey, Ajit Kambil found that two-thirds of the CEOs surveyed recognized innovation as one of the five most important factors required to succeed and sustain competitive advantage. At the same time, however, companies are commercializing less than one in every five new ideas. What gives? In *Good Ideas Are Not Enough: Adding Execution Muscle to Innovation Engines*, Mr. Kambil provides key practices that can help you focus more on execution to value. But as we all know, even the best-planned workout program can suffer from a little too much structure. If you're not careful, that Six Sigma or TQM program you implemented to help productivity can actually stifle innovation and growth, according to Wharton professor Mary J. Benner in *TQM, ISO 9000-2000, ISO/TS 16949:2002, Six Sigma: Do Process Management Programs Discourage Innovation? Balancing control with creativity requires both discipline and ingenuity. Being a champion athlete doesn't just take time and energy and practice. It requires a willingness to push the envelope, to try new methods and approaches, while at the same time refining and improving the base skills you already have. Being successful in business is no different. You must simultaneously improve the processes you have now while looking for new and better processes for the future (look Network GERT, TOC – Theory of Constraints and OLAP Intelligence).*

John Amman speak dilemmas new economy - proof that the big premier process management program in American business has crossed over into mainstream consciousness is that a rock band in Northern Kentucky calls itself 6 Sigma. Even those who know more about frets than fractions can explain that Six Sigma is a way of increasing efficiency. A less-alliterative management tool, ISO 9000-2000, also has many fervent adherents but, alas, no rock namesake. Within the business community, enthusiasm for process management programs such as Six Sigma, ISO 9000-2000 and ISO/TS 16949 : 2002 (look IATF paper) or their predecessor Total Quality Management (TQM) runs strong after two decades. For example, numerous consulting firms still encourage firms to adopt Six Sigma. And despite the mid-summer departure of James McNerney to become chief executive at Boeing, Asseco and 3M continues to implement the Six Sigma methods that McNerney brought in 2001 from General Electric.

2. Organization troubleshooting

Dealing only with the results and implications of problems may relieve the temporary distraction of troubled work processes but does nothing to keep them from recurring - usually at an inopportune time. Often managers don't have the time, expertise or objectivity to determine the root causes of work problems and to develop and implement solutions that eliminate the possibility of recurrence. Organization Change Resources LLC (OCR) has the needed expertise and experience in helping organizations to define, prioritize and resolve their barriers to success. Many people and their work teams are so engrossed in solving day-to-day problems that they seldom have the opportunity to achieve their goals. ORGANIZATION TROUBLESHOOTING (OTS) helps the organization to recognize, define and resolve their issues as part of an overall strategy to develop a culture of continuous improvement. We are not consultants who observe, recommend and disappear leaving the organization perplexed, broke and broken. The OCR approach is for the organization to become its own expert in confronting and resolving its problems. Further, OCR strives to create an environment where people are pitted against problems rather than one another. The end result is the environment, attitude and actions that enable continuous improvement in the workplace (tools OLAP and blank Shewhart).

ORGANIZATION TROUBLESHOOTING is targeted for the people most likely to have the desire and knowledge to resolve the organization's problems - its constituents. In small organizations (up to twenty people) OCR recommends including all members in the troubleshooting effort. Larger organizations typically involve a representative sample of a vertical cut of the organization chart. The duration of the OTS activities depends on the size of the organization and the nature/extent of its issues. However, it is the goal of OCR for the organization to resolve its challenges and become self-sufficient in as short of time and with the minimal effort possible.

Organization troubleshooting goals are typically defined and met by:

- An objective assessment of the organization's problems via an anonymous survey which coincidentally solicits volunteers for the resolution process;
- Discussion of the problem list with senior management to determine which can be resolved quickly and effectively by their actions;
- Implementation of permanent corrective actions and instruments (methodology: REMES, Lokomotiv,

information tools) for the problems within management's immediate purview;

- Discussion of the remaining problems with the volunteers and senior management to determine their relative priorities;
- Coaching sessions in techniques of problem resolution with the problem identifier and those people directly impacted by it;
- Coaching sessions in techniques for problem prevention and establishment of problem prevention processes including organizational communications.

The rewards for the OTS are significant, including (fig. 1):

- Increased productivity, efficiency and profitability;
- Greater job satisfaction resulting in fewer conflicts and reduced turnover;
- Closer working relationships between people and work groups;
- Reduction of work process problems enabling people to concentrate on problem prevention;
- The evolution of the work environment toward continuous improvement (OLAP Intelligence, network GERT and method Taguchi).

W. Chmielarz speak if this "knowledge economy" has taught us one thing it's that homeostasis in the business environment is a recipe for failure: Nothings stays the same, especially now (Chmielarz W. 2000 : 78). The wisest organizations anticipate change and encourage a culture of innovation. Hugh McKellar speak, with this in mind, I encourage you to reread article by Art Murray and Kent Greenes about the Enterprise of the Future, a project within the George Washington University Institute for Knowledge and Innovation. George Washington was the very first university to offer advanced degrees in knowledge management, through a program developed by Mike Stankosky. He and his colleagues at GWU weren't spawned in the ivory towers of academe; rather they had successful careers in both public and private sectors before they turned to the halls of higher learning. They exemplify the admirable

commitment to lifelong learning. Nor do the students come, fresh-faced, immediately after earning their bachelor's degree. Rather, they come, fresh-faced, from the business world, to which they'll return to implement their new insights.

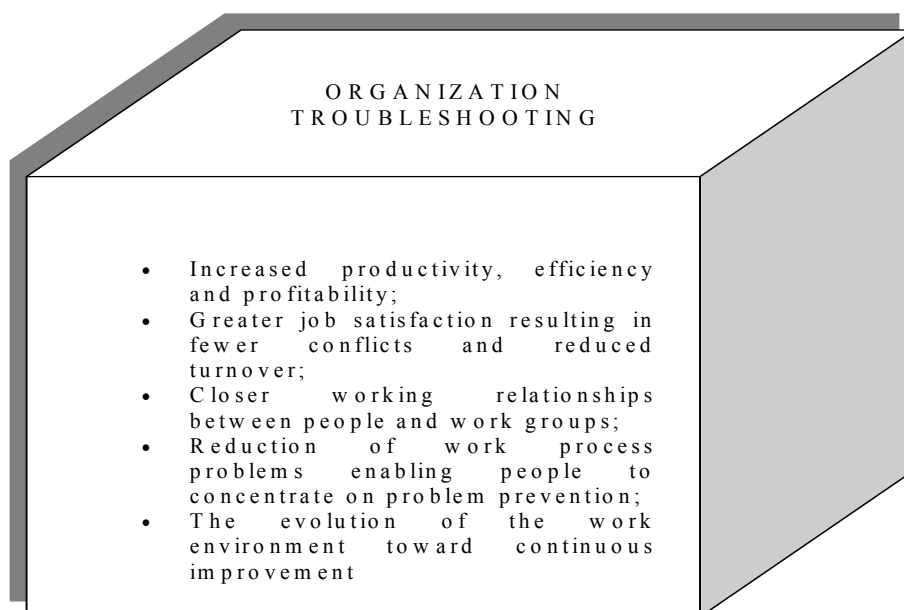


Figure 1. The rewards for the organization troubleshooting

Source: Own elaborate and <http://www.orgchangers.com/trouble.html>

Last month, I was lucky enough to participate in the Institute's first Enterprise of the Future roundtable in Washington, D.C. I left with the confidence of the program's importance and KMWorld's solid commitment to the Enterprise of the Future initiative, which will deliver both services and research for issues including, but not limited to, these (as outlined by Murray and Greenes):

- expanding globalization,
- intellectual property theft/piracy,
- proliferation of open source software,
- massive disintermediation,
- compressed cycle times,
- increasingly mobile and less loyal knowledge workers,
- growing complexity,
- disastrous consequences of poor decisions,
- pressure to do more with less,

- pricing power erosion,
- reduced barriers to entry for competitors,
- shifting work force and consumer demographics/preferences,
- low knowledge worker productivity,
- power tools OLAP and OLAP Intelligence,

the imperative of developing a culture of personal creativity and development. Next month, KMWorld will begin examining those and other issues about "the future of the future" in a regular column. We're choosing a format that includes contributions from a variety of roundtable panelists, acknowledged experts especially well qualified to address specific issues (Ciurla M., Hopej M. 2001 : 44).

Summary

Twenty-first century businesses worldwide operate in an environment where forces - such as globalization, technology, the Internet, deregulation, restructurings and changing consumer expectations - are creating much uncertainty and prodigious risks.

In today's turbulent global economy, financial executives must manage financial performance while keeping up with the faster pace of business and huge amounts of new data pouring in from the Internet. Indicator ICT, Algorithm GROVERA and SAS Financial Management Solutions help you capitalize on the global economy, by giving you the ability to drive change instead of merely reacting to it. You get a clear, balanced view of your business so you can make the decisions that align with overall corporate goals. You can combine traditional measures, such as income statements and balance sheets, with intangible assets such as the value of your customers, products and services. And you can use the results of financial decision making to optimize performance in every corner of your organization.

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