

THE 3PO MODEL

OPENING THE DOOR TO PROFITABILITY
& CREATING SUSTAINABLE TRANSFORMATION

Q&A WITH  EngiLifeSciences





Daniel Martinez is a 30-year veteran as an international management consultant with vast experience developing and implementing large scale people oriented performance programs and strategic interventions with Fortune 500 companies globally. Currently, Daniel is the Vice President of Strategic Partnerships with EngiLifeSciences. In this role, Daniel is focused on engaging and creating awareness with Executives on opportunities, insights and trends in the industry.

In March 2019, Daniel will join over 250 industry peers at the American Manufacturing Summit to exchange ideas around the impact of market dynamics and new technologies for current and future manufacturing, operations and supply chain leaders.

On March 26, Daniel will present on the topic, *Creating Sustainable Transformation*. In this session, he will discuss the 3PO approach and how can manufacturers implement this methodology to achieve organizational excellence; examining processes manufacturers will have to undertake to onboard and leverage the 3PO model; understanding barriers and trends impacting a company's operational effectiveness; how to utilize data to enable real-time decision making; and demonstrating the benefits of implementing the 3PO model.

Ahead of the American Manufacturing Summit, Generis spoke with Daniel to discuss his presentation, the 3PO model and how manufacturers can achieve operational excellence by implementing this methodology. In this eBook, we examine the benefits of leveraging the 3PO model, what manufacturers must do to onboard 3PO and the barriers and trends that impact a company's operational effectiveness.

The 3PO Approach.

PEOPLE

The 3PO algorithms include extensive people analysis and data mining including comparative analysis, resource and demand metrics, time management assessments, income, payroll and headcount benchmarks.

PROCESS

The 3PO algorithms include extensive process analysis and data mining that generate reporting such as a management system evaluation composite, management systems evaluation and performance management system, among others.

PERFORMANCE MANAGEMENT

During the Performance Management Phase, a composite of management systems is created, evaluated and ranked based on impact and importance. Also, the tools managers use to monitor and measure performance are evaluated in terms of consistency, coherence completeness and actual usage.

ORGANIZATION

During the Organization Phase, an enterprise health check occurs. Surveys are used with supervisors and staff to develop greater understandings behind the root cause problems and to gauge the consistency of perceptions down through the organization. An organizational audit also uncovers the primary characteristics of the organizational structure which are analyzed to identify barriers to effective decision-making, communication and action.

What is the 3PO approach and how can manufacturers implement this methodology to achieve organizational excellence?

The 3PO approach focuses on four fundamental requirements to achieve operational excellence: people, process, performance management and organizational span of control. With an understanding that value is created at the point of execution, we develop and implement the tools to transform performance management into an interactive, employee-centric process. Your teams can work together on prioritizing goals, competencies and development activities aligned with departmental and corporate objectives. As well as embedding peer feedback and tight integration.

What are the benefits of implementing the 3PO model?

The 3PO model implements speed, certainty and sustainability and focuses on execution, not report writing, to deliver tangible financial benefits. With the 3PO model, organizations can leverage existing resources, skills and capabilities rather than use a revolutionary restructuring approach.

EngiLifeScience's work is also detailed and on-the-ground, where most of the people and the assets are employed and where change needs to take place. And the scale of results delivered are typically greater than what our clients could achieve on their own. There is no net cost with ROI in the range of 250-300%.

What is the process that manufacturers will have to undertake to onboard and leverage the 3PO model?

True cultural change only happens when people start behaving differently. For this to occur, there needs to be a clear focus on what aspects of the current behaviors need to change. This must be communicated throughout the entire organization and all levels, from the plant floor to the C-Suite, need to be involved in the process. Behavioral change needs to be treated as any other major project: it needs to be planned; it needs to be effectively implemented; it needs to be closely monitored and measured; and it needs to be communicated time and time again.

What barriers and trends impact a company's operational effectiveness?

Manufacturers have active continuous improvement programs in place, but many are not reaping the expected benefits. This is largely due to the absence of a committed approach and a defined strategy; unavailability of relevant, real-time performance indicators on which to base decisions; unattainable expectations; poor visibility to accurate, timely and actionable data; lack of understanding of the root causes; and inadequate understanding of process variability.

In today's highly competitive business environment, success requires that every single employee be fully engaged and working towards a common goal. But that isn't likely to happen if manager/employee communication about goals and priorities is limited, not measured or in some cases, not available. To gauge and manage performance, you need the ability to continually assess individual and collective progress toward organizational goals on a timely basis.