Clarity First
The Foundation for Outstanding Performance

ASQ Houston
February 17, 2022

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THE **OUTSTANDING** ORGANIZATION

OutstandingOrg.com

- CLARITY
- FOCUS
- DISCIPLINE
- ENGAGEMENT

2

2

CAN I PARK HERE?

3

CLARITY ≠ CERTAINTY

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COHERENCE PRECISION ELEGANCE

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Ambiguity complicates, slows, frustrates, introduces risk . . .
*. . . and is expensive*

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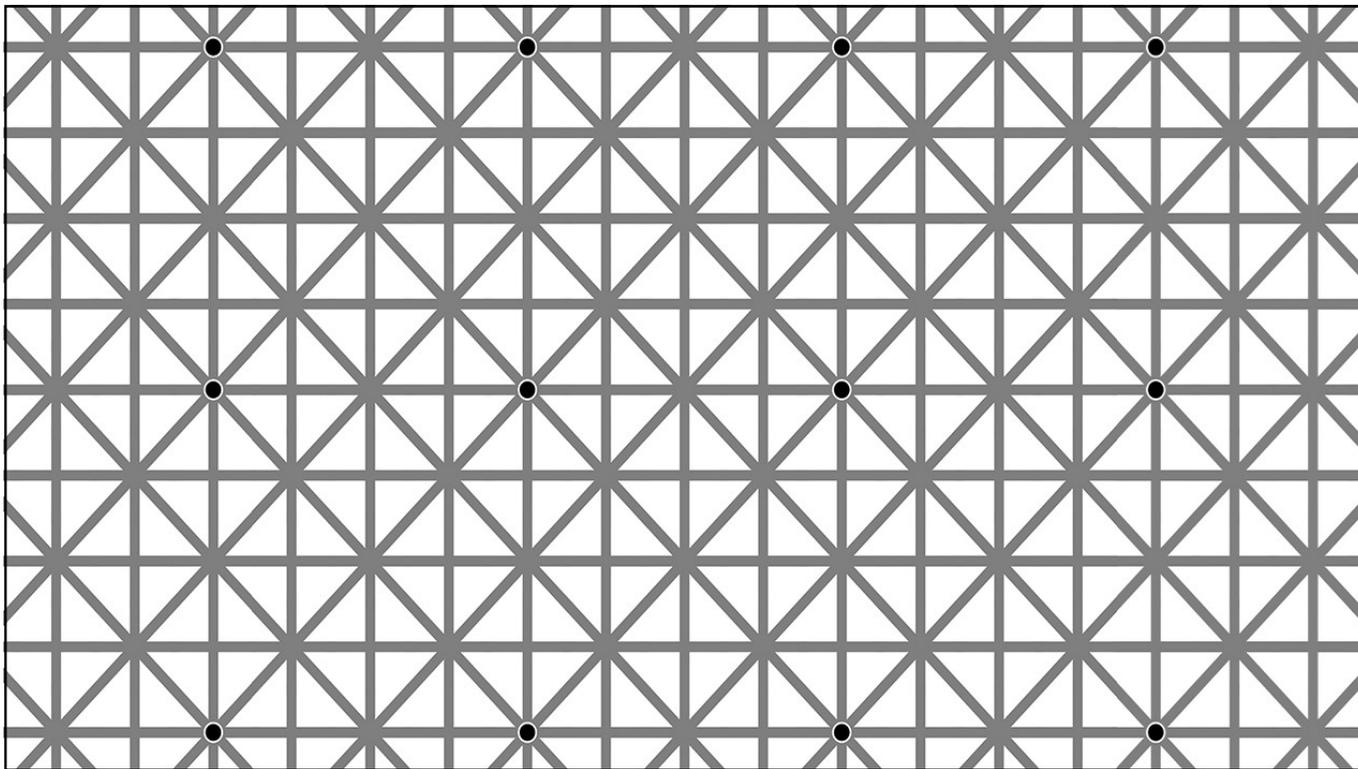
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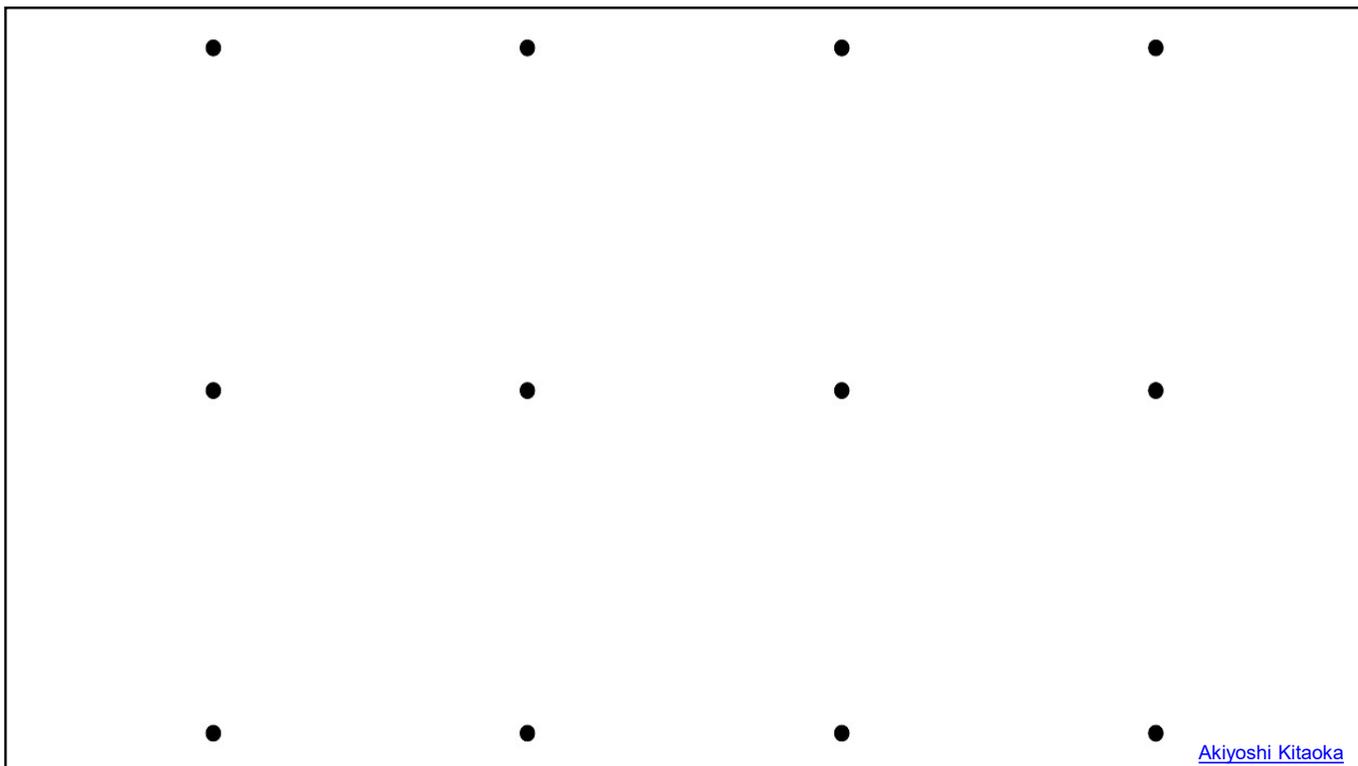
Akiyoshi Kitaoka

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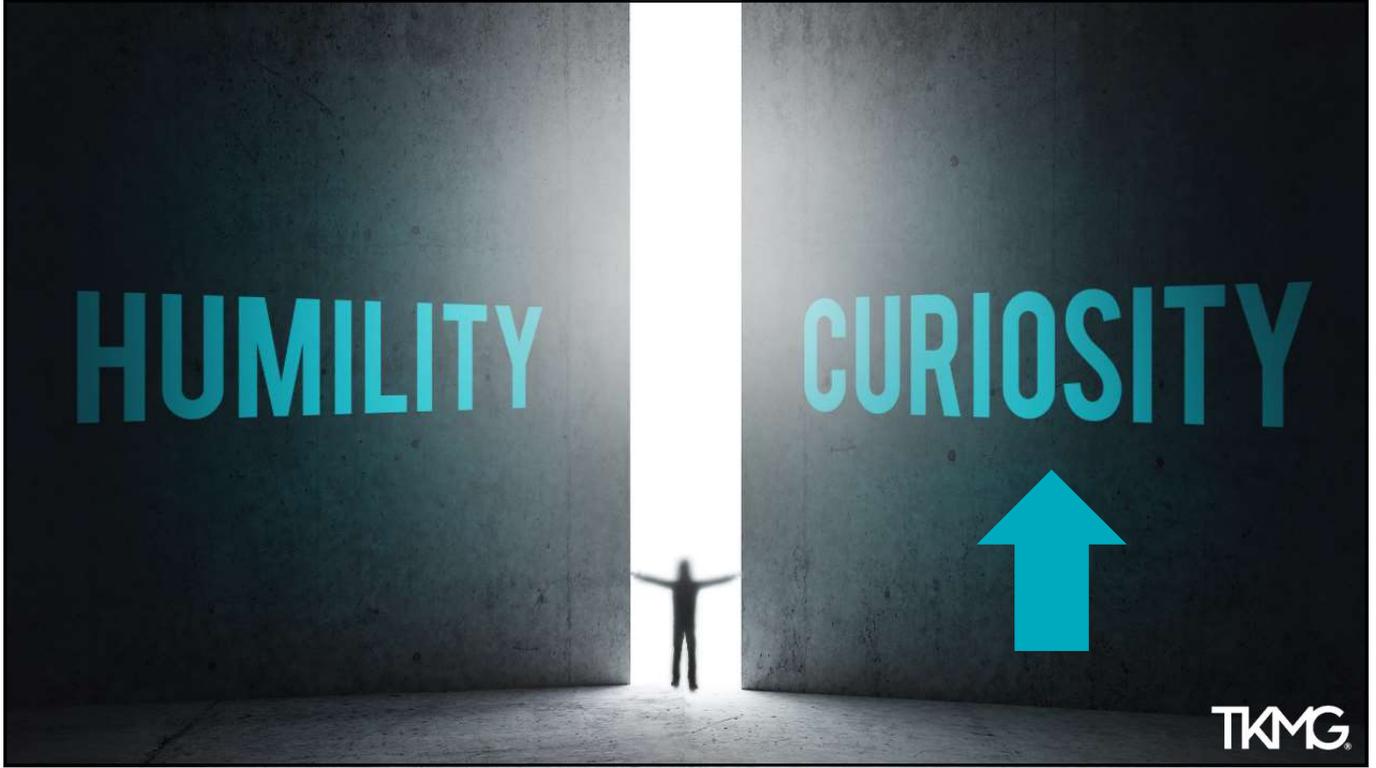
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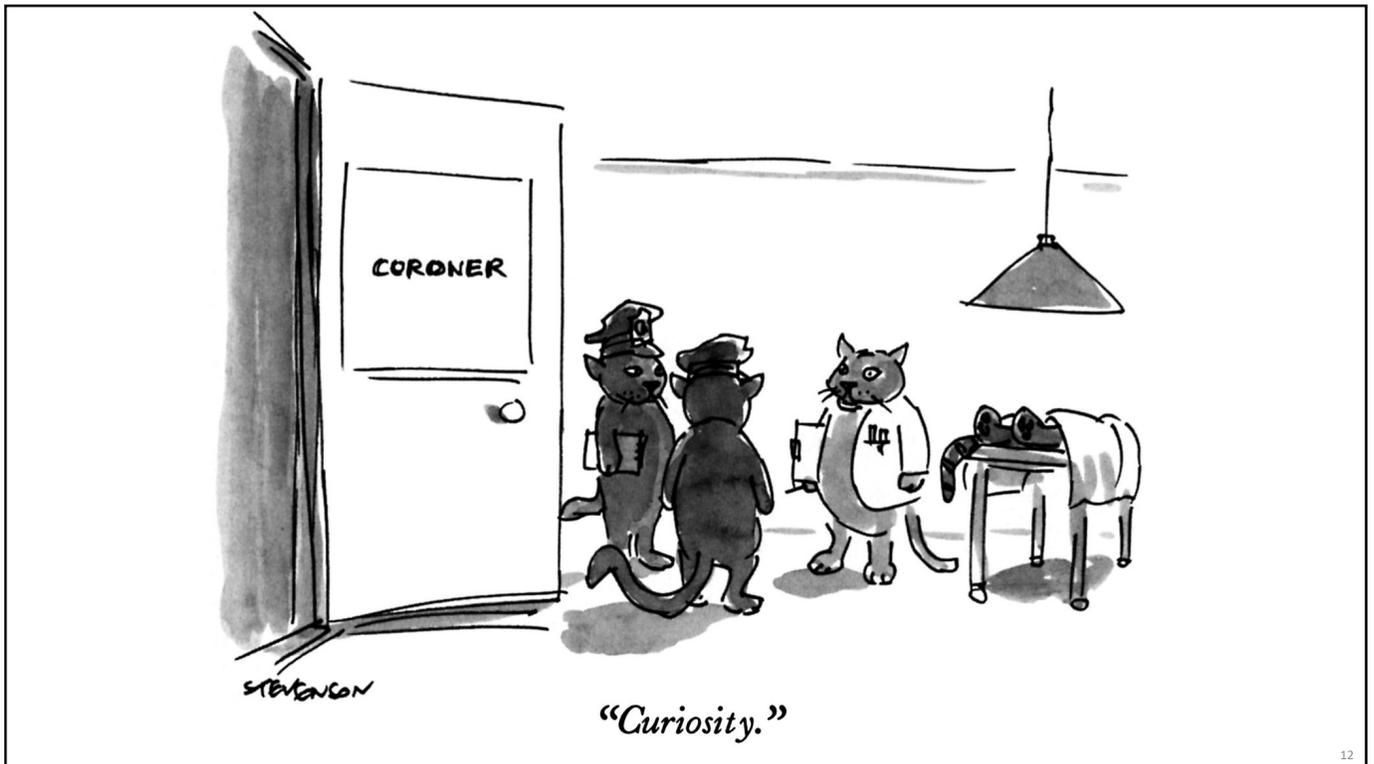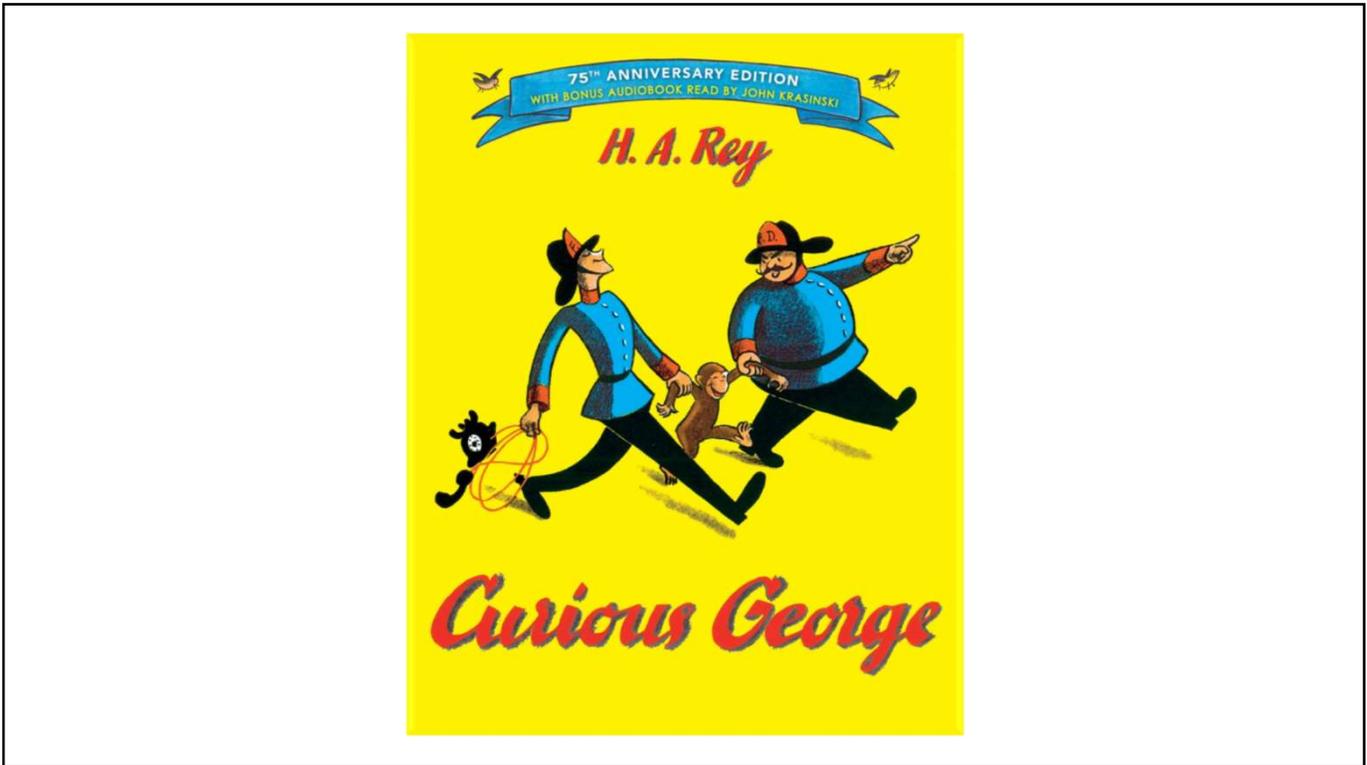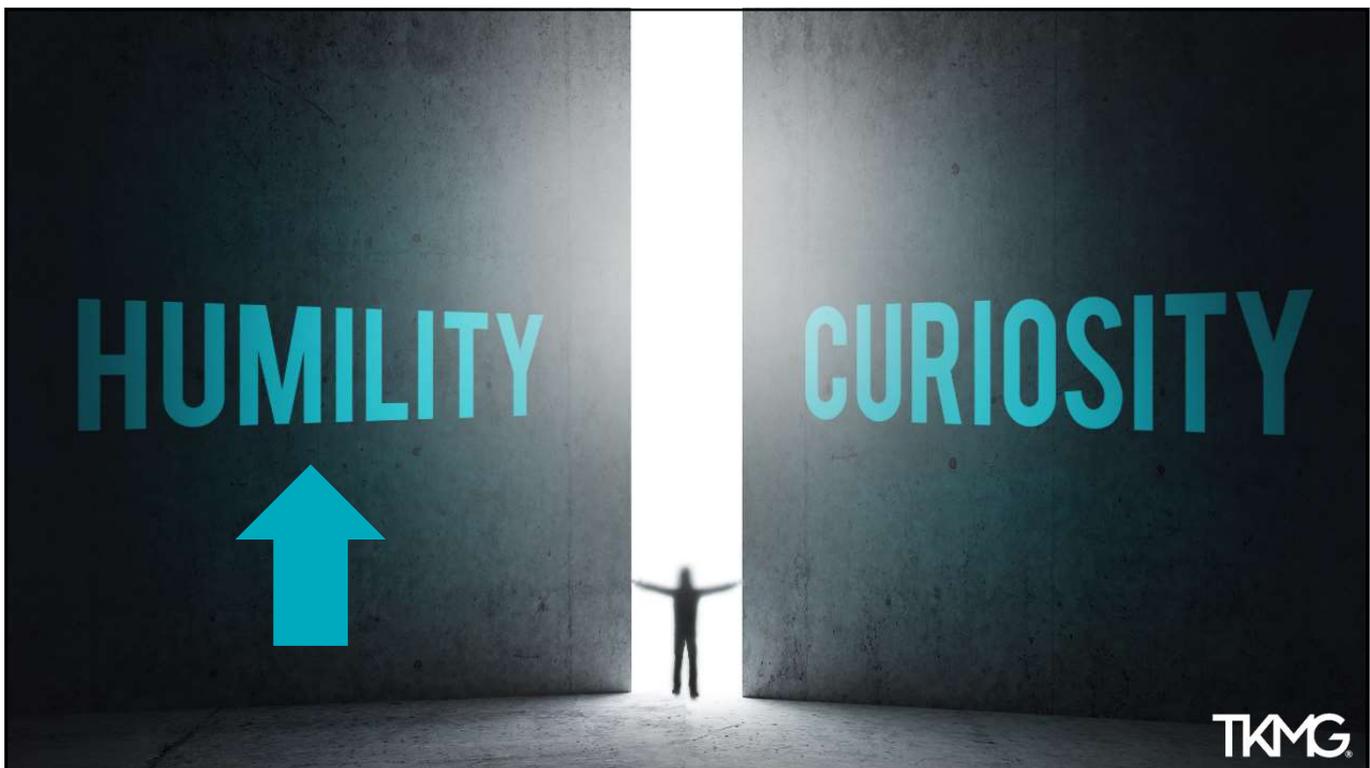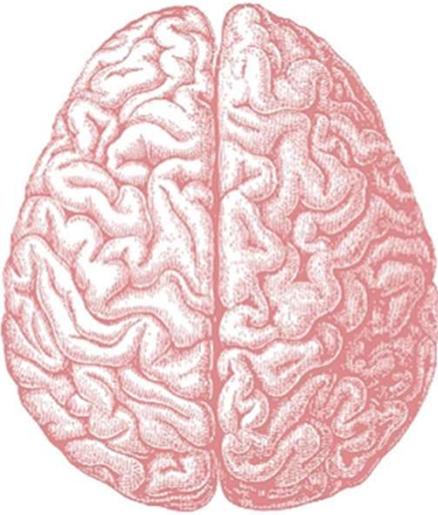
"Curiosity."

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JUMPING TO CONCLUSIONS

IUMRINC TO GQNGIUSIQNS

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CLARITY TYPES

CLARITY PURSUER

Consistently pursues clarity as an information provider and recipient

CLARITY AVOIDER

Type 1: Intentional deceit
Type 2: Strategic ambiguity
Type 3: Willful ignorance

CLARITY BLIND

Type 1: Unaware
Type 2: Aware; cannot perceive
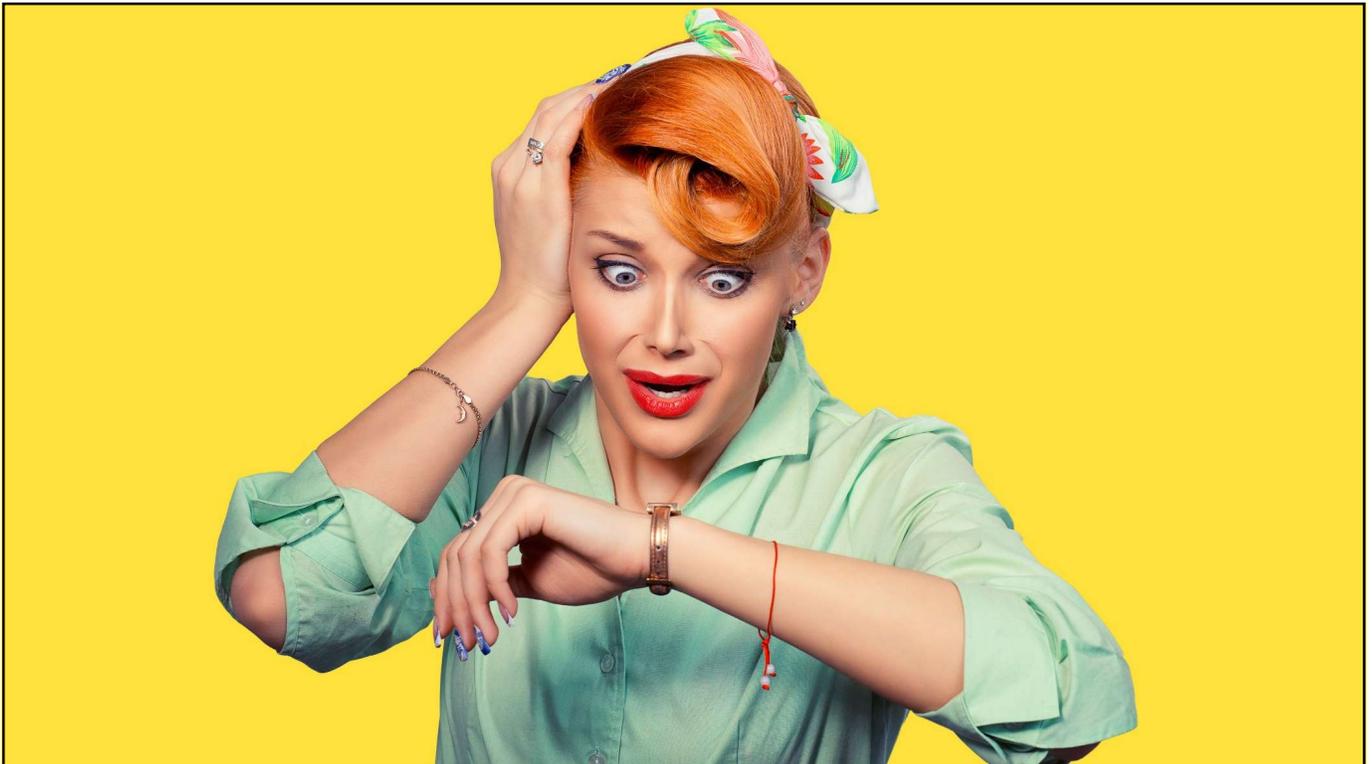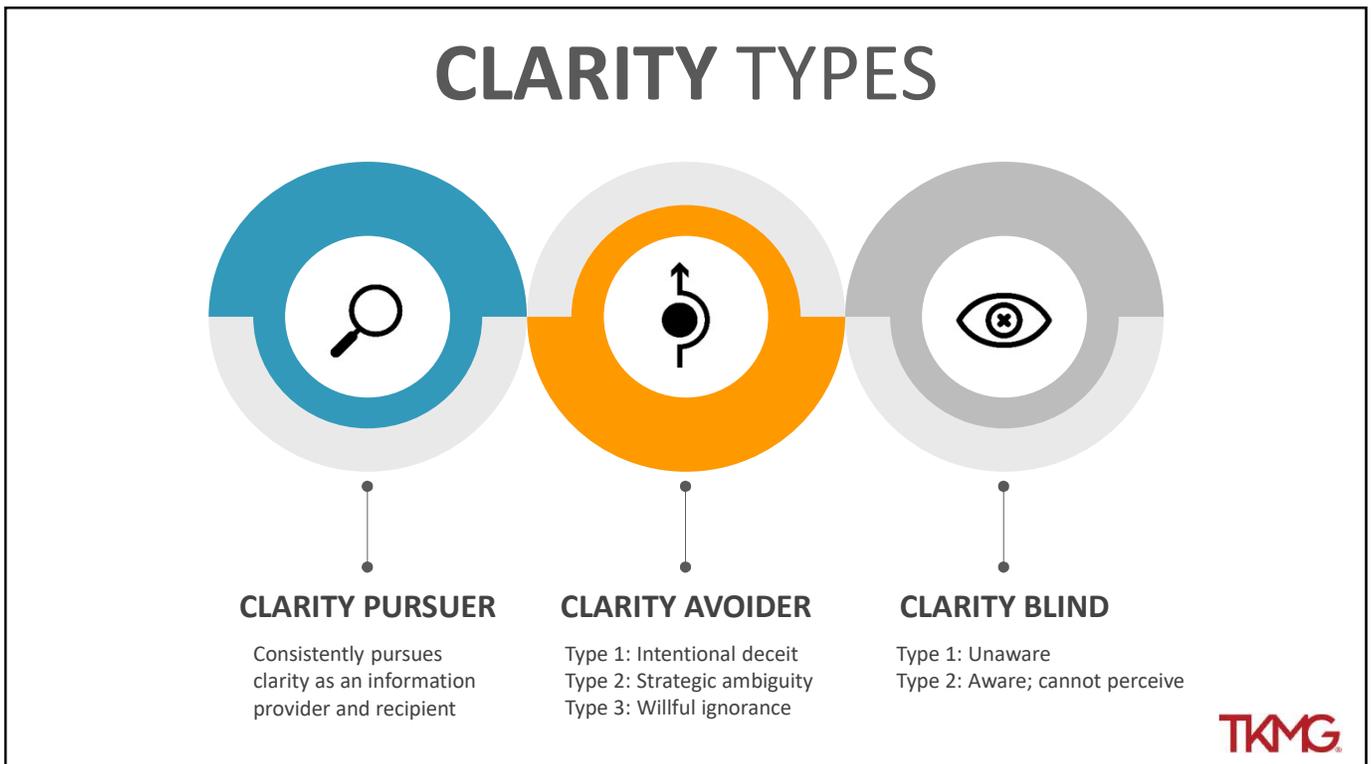
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Organizational Clarity
THE **FIVE P'S**

PURPOSE PRIORITIES PROCESS PERFORMANCE PROBLEM SOLVING

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THE **FIVE P'S**

PURPOSE PRIORITIES PROCESS PERFORMANCE PROBLEM SOLVING

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WHY DO YOU DO **WHAT** YOU DO

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Why does
why matter?

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WHAT'S THE PURPOSE OF . . .

- this meeting?
- that project?
- this email?
- my role?
- our department?
- Allstate?
- insurance?

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Mining for an organization's purpose

What do you do?
(What good or service do you provide to customers?)

↓

What do you really do?
(What problem does your good or service solve?)

↓

Why do you do it?
(What is your purpose?)

Clarity First, p. 33-63

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THE **FIVE P'S**

PURPOSE

PRIORITIES

PROCESS

PERFORMANCE

PROBLEM SOLVING

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TO ACHIEVE **OUTSTANDING PERFORMANCE,**

FOCUS ON THE RELEVANT FEW.

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A Key to Apple's Success

"... **saying no** to 1,000 things to make sure we don't get on the wrong track or try to do too much.

... it's only by saying no (or **not now**) that you can concentrate on the things that are really important."

— Steve Jobs

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There's no such thing as multitasking.*

* For cognitive tasks.

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The Cost of Task Switching

Task #1: Focus Reduces Chaos.
Task #2: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

Round 1 – Alternate between tasks: letter, number, letter, number, etc.

Sentence: _____

Numbers: _____

Round 2 – No task switching. Write the full sentence *and then* the numbers 1-17.

Sentence: _____

Numbers: _____

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Completed Projects of Similar Complexity (annual)
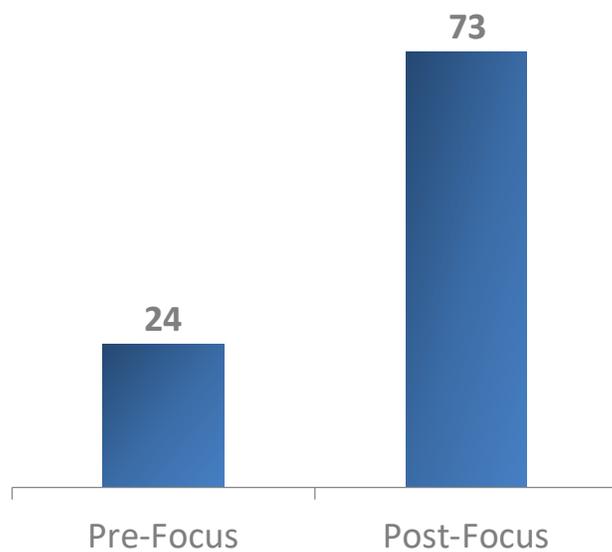
- No additional resources
- Higher quality results
- Less stress
- More joyful work

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Pre-Focus   Post-Focus

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Focus Law #1:
STOP DOING

Focus Law #2:
DO FEWER THINGS
AT ONCE

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Prioritization Sequence

| NOW (MUST DO) ① | MAYBE ④ |
| NEVER (NO) ② | NOT YET ③ |
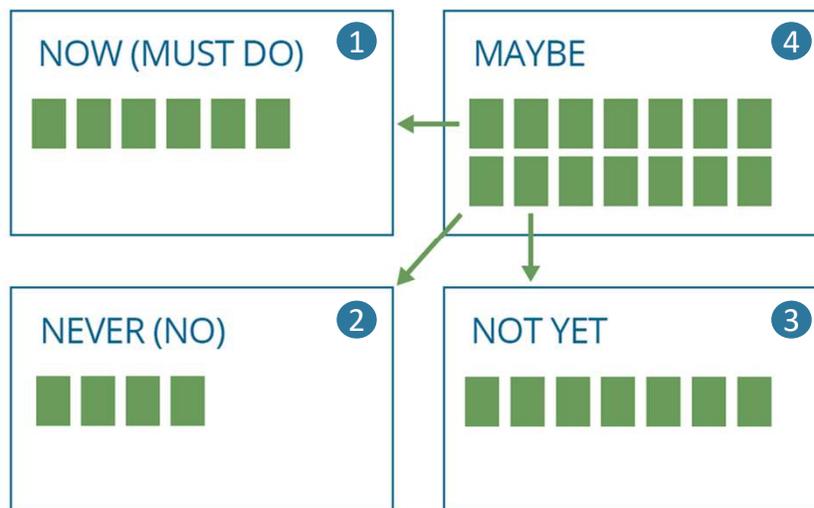
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THE **FIVE P'S**

PURPOSE   PRIORITIES   **PROCESS**   PERFORMANCE   PROBLEM SOLVING

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You're Hired . . . Now What?

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Standardized Work: Work Instructions

- Best current known way

- Simple step-by-step instructions

- Visual

- Easily accessible

- Created by people who do the work & tested by others

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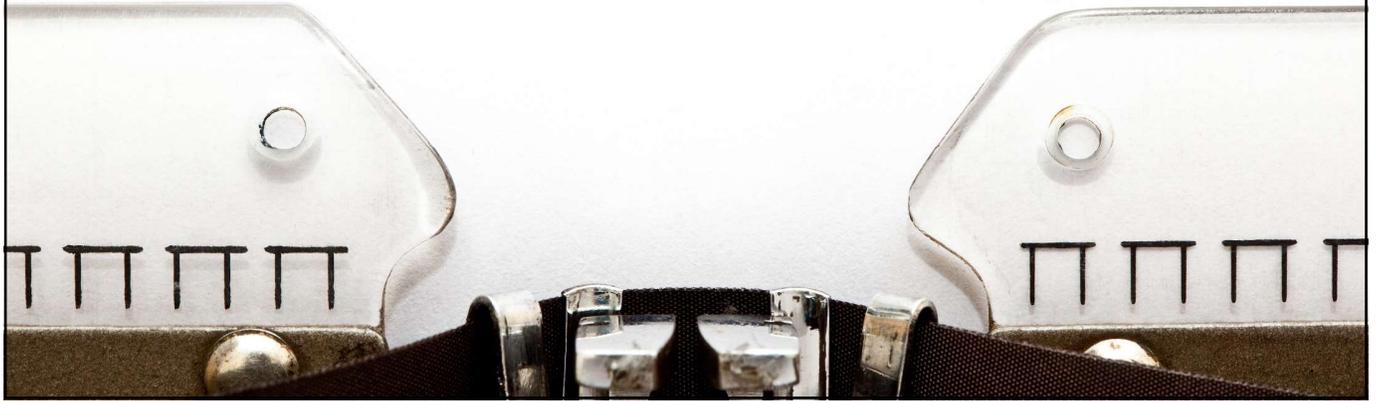
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Value Stream Maps Help Visualize Information Management Problems

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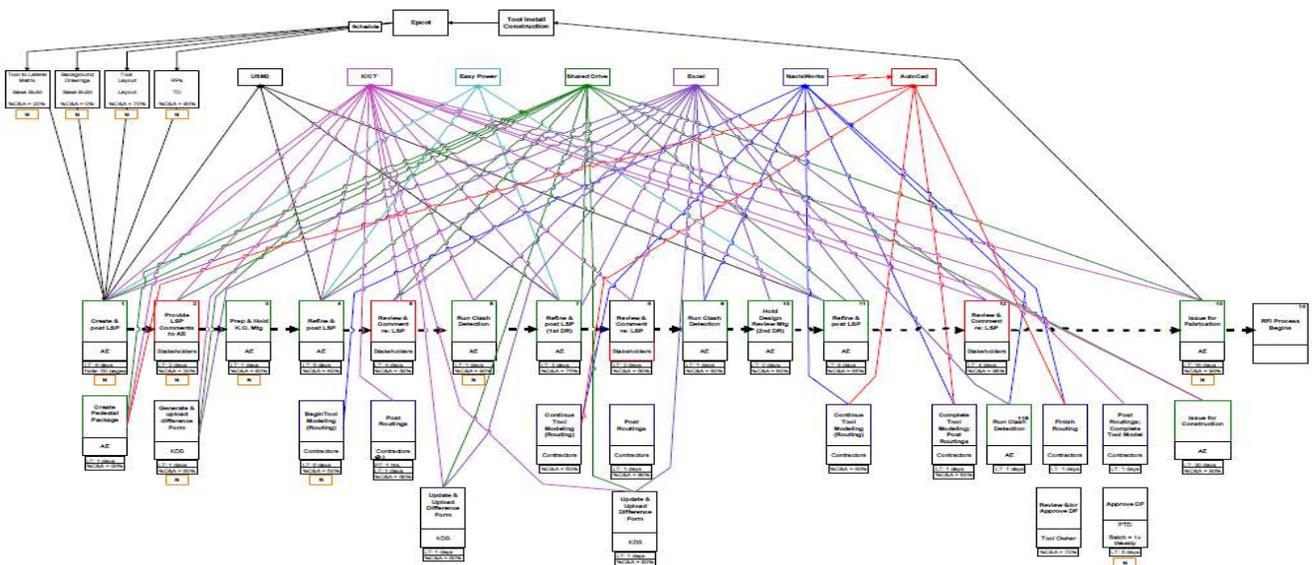
Sample Current State Metrics-Based Process Map

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Process Details

PT Units		Process Details		Mapping Team			
○ Seconds ○ Hours	Process Name	Invoicing		Dianne Marie	Sean Micheals		
◉ Minutes ○ Days	Specific Conditions	Non-standard service work		Ryan Austin	Michael Prichard		
LT Units	Occurrences per Year	1250		John O'Shea			
○ Seconds ◉ Hours	Hours Worked per Day	8		Allen Ward		Facilitator	
○ Minutes ○ Days	Date Mapped	2019-09-18		Maria Eleanor		Marlene Diosdado	

Notes & Visuals ▶

Step # ▶	1				2				3				4				5			
Function / Department	Activity	PT	LT	%C&A	Activity	PT	LT	%C&A	Activity	PT	LT	%C&A	Activity	PT	LT	%C&A	Activity	PT	LT	%C&A
1 Invoice Processor	Receive invoice, input vendor and job information in Excel file	5	0.1	75%	Email invoice to eProcurement specialist and field supervisor	5	4	90%					Receive electronic approval	5	24	100%				
2 eProcurement Specialist													Receive invoice, input vendor and work information into ERP. Initiate creation of catalog.	15	16	50%	Email "catalog request approval" to commodity manager	5	0.1	99%
3 Field Supervisor					Approve invoice via email, forward to invoice processor & e-procurement	5	4	99%												
4 Commodity Manager																				
Critical Path PT		5				5				5				15				5		
Critical Path LT			0.1				4				4				16				0.1	
Rolled %C&A				75%				90%				99%				50%				99%
Total PT		5				5				5				20				5		

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THE **FIVE P'S**

PURPOSE — PRIORITIES — PROCESS — **PERFORMANCE** — PROBLEM SOLVING

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Where are we headed?
What does good look like?
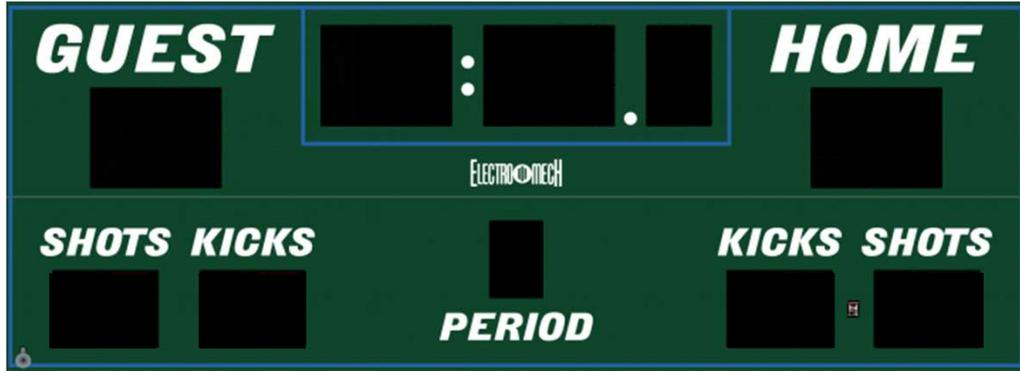
How are we doing?

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LEVEL 3 SCORECARD
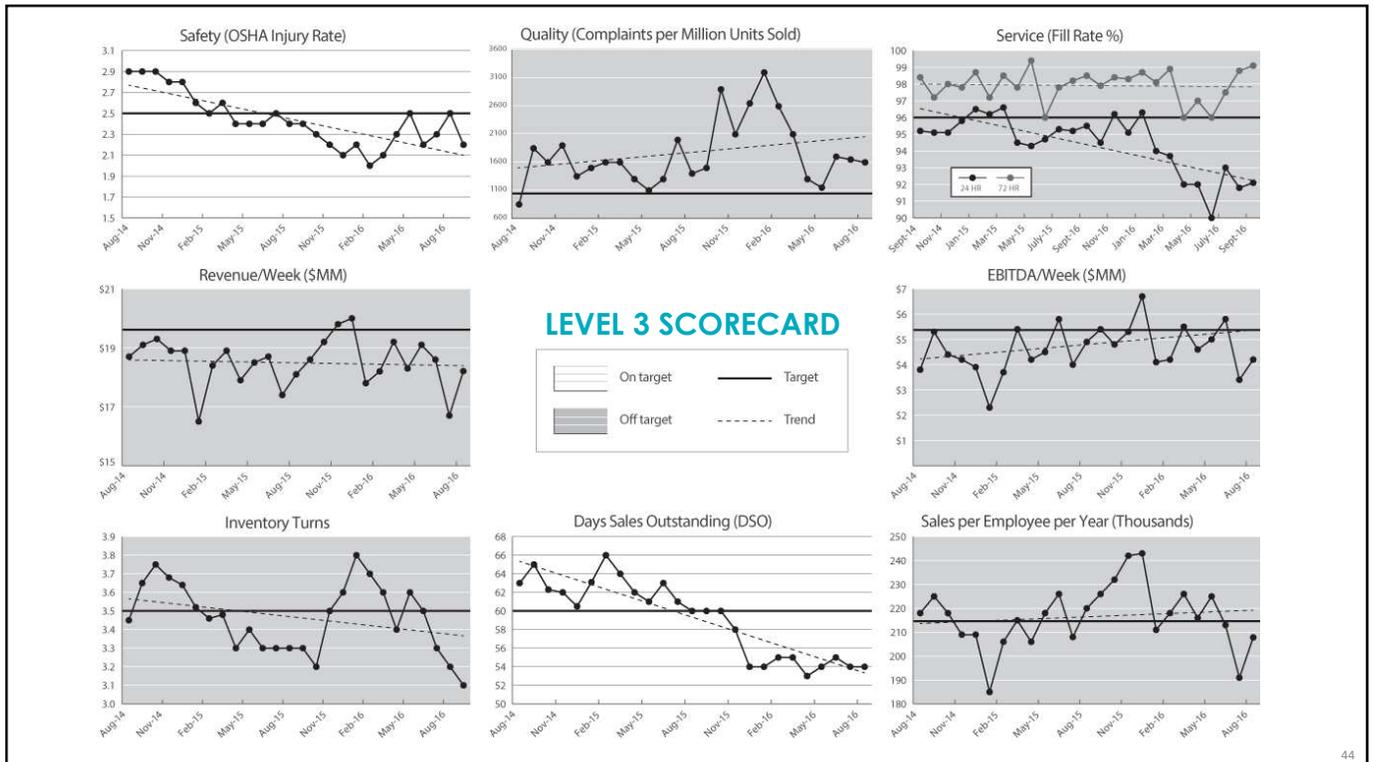
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THE **FIVE P'S**

| PURPOSE | PRIORITIES | PROCESS | PERFORMANCE | PROBLEM SOLVING |

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CLEAR
Problem
Solving:

Seek to Learn
& Understand

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Go & See
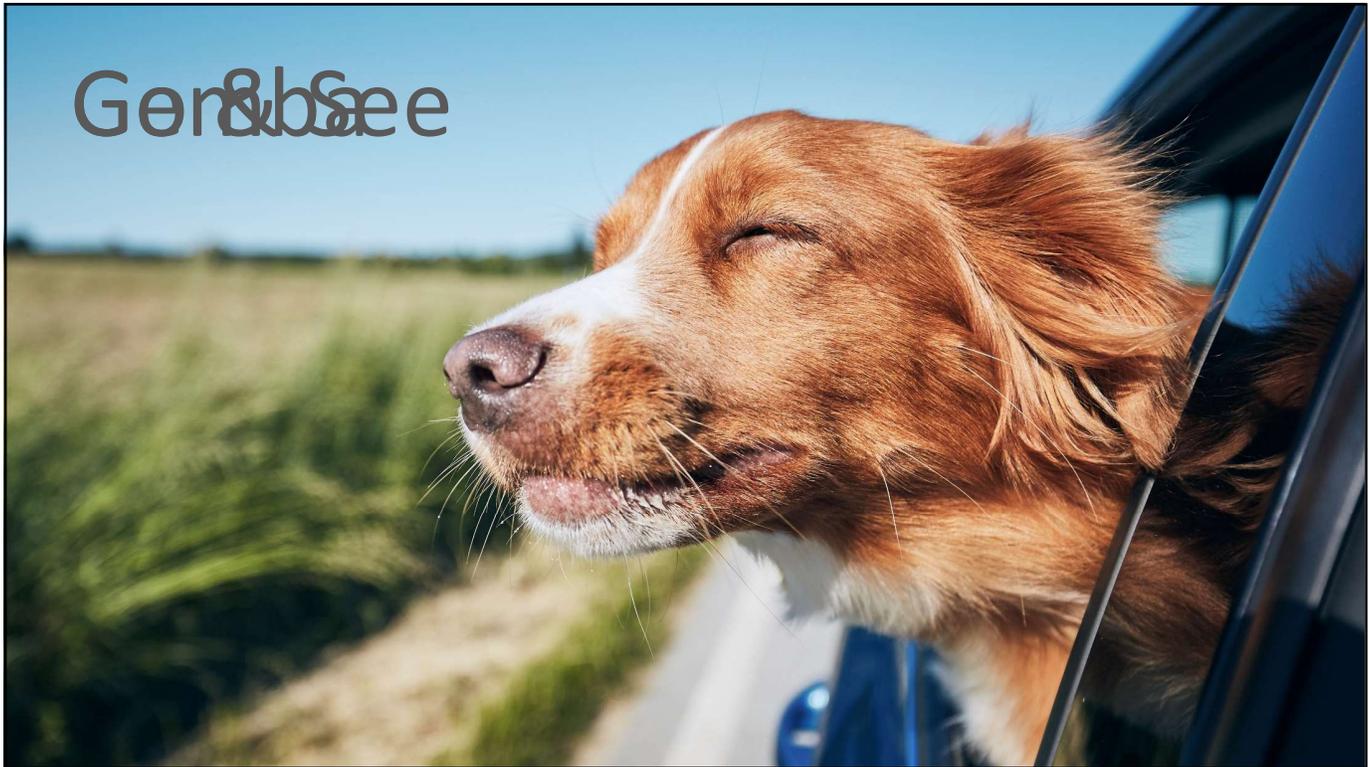
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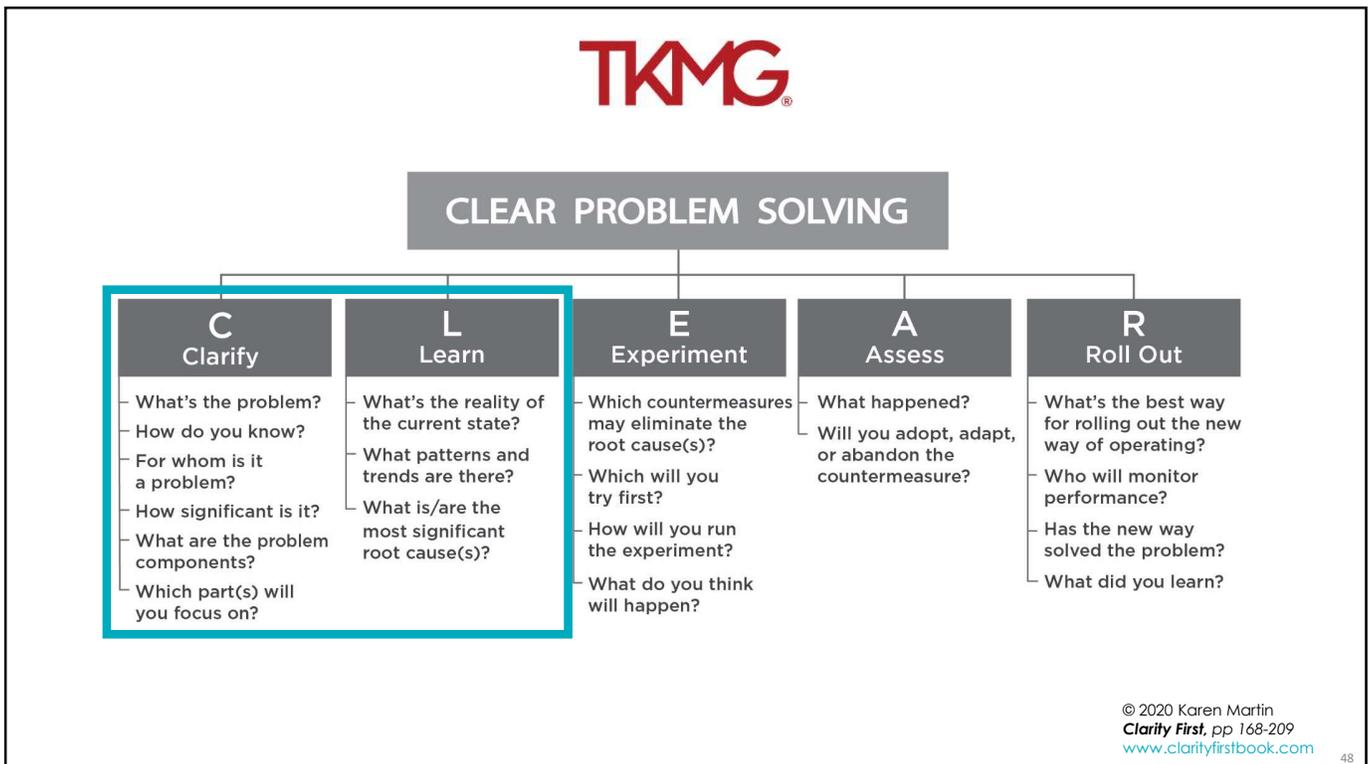
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Clarity and *YOU*

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THE
CLARITY
PAUSE

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Your Clarity Action Plan

1. What *one thing* will you do starting tomorrow to *personally* operate with greater clarity?

2. What do you anticipate will happen when you incorporate this *one thing* into your workday or personal life?

3. What *one thing* will you do to help your *organization* operate with greater clarity?

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Clarity is liberating.

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karen.martin@tkmg.com
LinkedIn: karenmartinopex
Twitter: karenmartinopex

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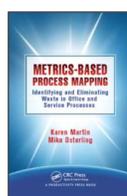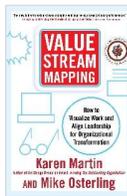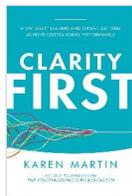
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- Individual course purchases ($39-59)

- Prepaid licenses ($39 each with tiered discounts)

- Subscription ($279/year)

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With Brent Loescher | 1h 32m
Course Overview

Analyzing Data: Clarity First
With Karen Martin | 45m
Course Overview

Building a Continuous Improvement Culture
With Brent Loescher | 1h 9m
Course Overview

Create Value & Eliminate Waste
With Jennifer Panco | 1h 3m
Course Overview

Daily Management Systems
With Jennifer Panco | 1h 13m
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Key Performance Indicators
With Jennifer Panco | 55m
Course Overview

Leader Standard Work
With Brent Loescher | 1h 59m
Course Overview

Metrics-Based Process Mapping
With Karen Martin | 1hr 14m
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Problem Solving
With Karen Martin | 1h
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Problem-Solving Coaching
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Rapid Improvement Events
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Root Cause Analysis
With Mike Osterling | 1h 43m
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Standard Work
With Mike Osterling | 1h 11m
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Strategy Deployment
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Value Stream Transformation - Part 1 of 2
With Karen Martin | 57m
Course Overview

Value Stream Transformation - Part 2 of 2
With Karen Martin | 1h 5m
Course Overview

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