

LET'S THINK ABOUT THIS: PROCESS-LED CONTINUOUS IMPROVEMENTS



“What can I do to stop our team from repeating the same mistakes during every snow event?”

Snow and ice management operations will benefit from implementing preseason, post-storm and postseason review processes.

Problem: After the first 1 or 2 storms of the season, snow and ice operations can quickly start to feel like Groundhog Day. The same cycles of successes and complaints typically repeat themselves until we implement a process to address what we need to continue doing well and what we need to continuously improve.

Root Cause: How many times have you lost a talented team member and suddenly realized you're in trouble? This is a classic sign of an operation that is people-reactive and not process-led. It is human nature to blame people for problems when most are the result of an unclear or inconsistent process for them to follow.

Solutions: Remember that your team wants to be contributors rather than to deliver bad performances. Support them by implementing and consistently following pre-storm, post-storm and postseason review processes:

- Invite key stakeholders, including crew members, field supervisors, operations managers and office managers/administrators to participate.
- Focus on Team, Clients, Assets and You. Similar to a SWOT analysis template, draw 4 quadrants (one for each category) and identify 1) the problem and 2) the action(s) that will solve the problem.
- Before you end the meeting, have a list of clear actions that includes assigning a person who will be responsible for carrying out each action and a deadline for completion.

“Let's Think About This” answers questions that the SIMA staff receive. If you have a question you want Phill to “think about,” email him at psexton@witadvisers.com.



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