



Conway Help To Stay Ahead Of The Curve

by William E. Conway, Chairman & CEO, Conway Management Company

Throughout much of the last decade, many employers, employees and investors have arisen each day singing, "Oh What a Beautiful Morning" and fallen asleep to the "cha ching" in their personal cash registers. Business has been booming. Consumer spending thriving. Our leaders, key Democrats and Republicans, put both the monetary and fiscal policies in place and had the discipline to carry out those policies from 1994-2000. These policies and the discipline gave us the boom. Major changes are now underway.

Now we read almost daily about falling earnings and stock prices of many companies, widespread substantial layoffs, possible/probable recessions. Television and radio have joined the chorus. Our leaders are now talking and pushing tax cuts, educational testing, increased pay, improved teacher performance, and more. How this

new mix will change business conditions and consumer confidence, we do not know. What should we as managers do and how should we respond to the changes? How can we get ahead of the curve? What fundamental things does practically every organization need to do to combat tighter business conditions? A better question might be, what should we have been focusing on all along?

One thing we do know; we wish we had lower costs and expenses, faster and better new product/service developments followed by successful timely introductions. We wish we could double, triple or further increase our rate of internal productivity and our rate of removing waste of materials, capital, time of people, and lost sales and gross margin. Remember, that waste is usually in excess of 30% of revenue.

Consider the following statements. Are they true or false about your organization?

- Our managers, supervisors and team leaders regularly carry out improvement projects to reduce waste of all kinds and to improve productivity.
- Our managers, supervisors and team leaders know how to quantify and prioritize the waste.

- They have had the education and training so they have the potential to do it.
- They are leaders who are able and ready to change their behavior.
- They know how to select leaders and are capable of making improvements.
- They are ready to move into action and help other people to do so.
- Our senior managers expect them to make these improvements and keep the associated measurements so they know when they have success.

If you answered false to any of the above, you may well want and need help to make your company, division, department, groups and teams capable or more capable of actively making such improvements regularly. Fortunately at Conway Management Company we have a history of helping people. Our people have all done it. We are ready to help you and your team now whether you are a manager, supervisor, team leader, or engineer. We will provide the help that you need.

With the need and drive for bottom line improvements, Conway can provide you with the help that you need to make the gains you are looking for. We provide your people and teams with the help that they need. We

can help drive the projects, provide just-in-time education, training and coaching help to teach the team the process or Conway Method, accelerate their progress to obtain results and identify key process and results measures. Some of the tasks that we will help the people and teams with include:

- Developing an effective project plan with time lines, milestones and responsibilities
- Coordinating the team's efforts
- Assessing current data and information and determining data collection needs

- Focusing on a logical process
- Assessing training needs and delivering requisite training
- Identifying measures to demonstrate and sustain improvement
- Tying it all together
- Developing an audit plan to sustain gains

Between the on-site help, we will assist teams as needed to improve planning, coordinate people and other resources, develop training materials, provide coaching assistance, document progress or problems, etc. At various mile-

stones, we will provide a formal evaluation of what is working, what needs improvement and assess the next level of opportunity for improvement.

Our model enables us to provide the most cost effective services to you over a period of 3-6 months. Some teams will complete their first projects in less than 6 months. Each project, if properly quantified and prioritized, should make gains of at least \$50,000. The total gain can be between \$150,000 and \$1,000,000. People are then ready to take on more projects. We look forward to working with you. Please call Conway today. Start getting a big return...now!