# G.R.E.A.T. PROCESSES

## A QUICK guide on how to make any workplace better with SOP's

**TOM HUGHES**
**Author of**
**"Improvement Starts With I"**

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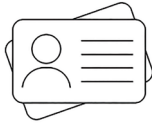# TOM HUGHES

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**Feel free to connect with Tom, just scan a QR code!**

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# PART 1

## Introduction

**"John's off this week and nobody knows how to do the ….."**

**"That customer's on the phone. We forgot to do the …. again."**

**"No matter how many times I tell them, we still can't do the …. right."**

Sound familiar?

For most of us this is "normal" within the workplace. These are the typical problems that mean we are firefighting on a daily basis and these are the things that drain everyone's energy, making work HARD.

It does not have to be like this. There is a better way.

You could decide to have G.R.E.A.T. processes. When you have those, these kind of problems perhaps don't go away completely, but they can be dramatically reduced. Everyone can have an easier life, with less stress, wasted effort and better outcomes for employees, the business and it's customers.

So the big question you probably have is "well how do we make that happen?"

Firstly, I can tell you what the answer is not. It's not that we can wave a magic wand enabling you to find "perfect people" who know how to do everything and produce the perfect outcome every time.

The answer really lies in developing "G.R.E.A.T. Processes," that effectively help ordinary people become more "perfect," which I suppose is "a kind of magic" and this book is going to explain how to do that.

But hey what would I know and why would you want to listen to me?

My name is Tom Hughes and I'm an entrepreneur and author based in Ireland. I've been working with process improvement for more than 30 years. First in automotive, the home of Continuous Improvement, then in senior leadership positions across a range of international businesses, with experience all over the world. I've done business in more than 50 countries, working in start-ups, SME's and huge global corporations. In my latest business adventure, I'm a partner in an electronics and manufacturing business called Lumen Electronics.
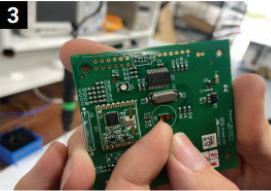


Figure 1 : Me (Tom) at Lumen Electronics

In 2022, I wrote a book called "Improvement Starts With I" which has been read by thousands and has made a real difference on how organisations approach the whole subject of continuous improvement, which has better processes as one of it's key outcomes.

Finally, I'm a founder of a software business called GembaDocs which is THE best way in the world to document processes using Standard Operating Procedures (or SOP's), when that is necessary, so that they can become G.R.E.A.T. I don't pussyfoot around the subject of "what tool should you use?" that tool is GembaDocs, we've thousands of customers in 25+ countries and counting, who agree.



Figure 2 : A GembaDocs SOP from Lumen

Working with GembaDocs clients, who are often leaders of SME's (Small to Medium sized Enterprises), I have always been getting asked, **"so the software is great, but how do we get our people to adopt it?"** These people aren't Toyota. They

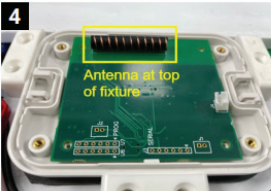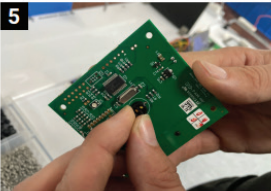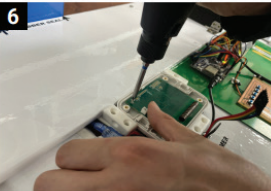have little or no standard methods of work in place, nor have they mountains of spare resource and they don't know how to get started. So that's the audience that this book is speaking to and the **"how do we get our people to EMBRACE SOP's?"** is the question that we are setting out to answer.

I wanted to get the message as concise as possible and we achieved that! The audio version clocks in at just over half an hour, which means that it's not a huge ask for every single person in an organisation to digest this information.

This is super important because change is a lot easier when everyone is aligned. When everyone knows why and how we are doing this, it makes it a lot easier to move the entire organisation in that direction. That is what this short book is designed to achieve.

So let's start with the basics.

**"Everything in life is a process, or the outcome of a process."**

Did you get that?

So if you're reading this as a physical book, the book is an outcome of a process. If you're listening to this on your phone, your phone is the outcome of a process.

The company who made your phone, carried out market research to understand what customers want. That's a process. Design, marketing communications, hiring, paying the staff, manufacturing, distribution, sales, accounting and so on are all processes that contribute to an outcome. Everything in a business is a process or the outcome of a process! The final outcome being that physical phone that you chose to buy, that is now in your hand.

But processes are not just at work. They are everywhere. I mean it, EVERYWHERE! From getting up in the morning, getting washed, dressed and out the door to work, as we've covered now, almost everything you do at work, until you come home at night and your bedtime routine to get a good night's sleep (that's an outcome by the way!). IT'S ALL ABOUT PROCESS!

Can you see how being conscious about how we approach these processes, actually being able to see them in that way, as processes, clarifying them where necessary, improving them and therefore getting more consistent and better outcomes, can really improve the quality of both our work and home lives?

This mindset shift can literally change your life for the better.

# PART 2

## The 3 Types of Process

So getting further into this, here is the definition of a "G.R.E.A.T. process."

**"G.R.E.A.T. processes** are clearly **understood** by the people carrying them out who do so in a smooth and **efficient** way that allows value to **flow** to produce a **consistent outcome.**"

WOW! Did I just get a bit "jargony" there? Sorry! It was the best I could do!

We are going to use 3 categories of process to illustrate the definition.

The first, we are going to call, **"LIGHT BULB PROCESSES."**

Figure 3: Try to make all processes like switching on a light!

These are simple, **"low precision"** processes that everyone knows how to do, and the outcome doesn't have much variation. Just like turning on a light bulb.

I know what you're thinking, like is that a process? Well it is! The switch when pushed (a process step) will make the light bulb go on (the outcome). So yes, it is a very simple process.

It doesn't matter if you use your left hand, your right hand, or your forehead for that matter to flick the switch, how you do it doesn't really matter very much and how to do it is **understood** by everyone. That's where the "low precision" term comes in. The outcome here isn't variable, unless the bulbs broken or there's no electricity, but you get the picture, you don't need an SOP for that. In your work, or your personal life, if the process is being carried out in a **smooth and efficient** way by everyone that carries out that task, that allows value to **flow** smoothly to produce a consistent outcome, then unless you are going to **improve how you do that process**, there isn't a huge benefit to giving that process more attention Switching on the light doesn't add significant stress to anyone's day!

Light bulb processes are great. If we lived in a perfect world, everything would be a light bulb process. It would be obvious how to accomplish and difficult, if not impossible for even a person unfamiliar with the task to make a mistake. In fact, making the majority of our processes Lightbulb processes is a good objective to have on the road to G.R.E.A.T. processes.

Now on to the second category of process, which we will term here, **"BANANA PROCESSES."**
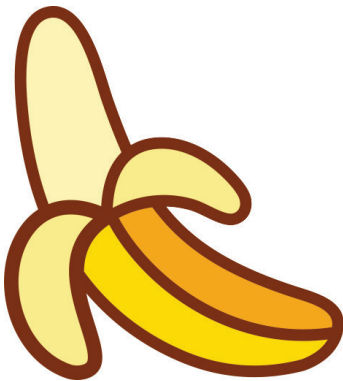
Figure 4 : Do you know how to do it right?

I hear you, the Irish guy has finally lost it! Stay with me, hear me out!

I recently discovered that I'd been peeling bananas "wrong" my whole life! Most people do the same. The dominant way of peeling a banana is from the "stalk end" where we bend the stalk trying to create a break in the skin to open up the skin for us to peel it off. Depending on

the banana, sometimes it's easy but often times, if it's too ripe or not ripe enough, we struggle to get started, either ending up with mushy banana or resorting to bite the thing to peel it, all a bit of a mess! I recently discovered that it's much, much easier to peel bananas from the other end! Just some gentle pressure under the tip and it peels super easy every time, no matter what state the banana is in!



Figure 5: the OPTIMUM way to peel a banana!

Hopefully, you're starting to get the picture. "Banana processes" are those that can be understood and accomplished with effort by most people, but there is an optimum way of doing it and if we all knew about it, we would save a lot of time and effort in the process leading to better, more consistent outcomes. These are processes where an SOP can be very useful.

A simple banana process at Lumen Electronics would be changing the cartridge in our printer. It's something that doesn't need to be done very often, so it's easy to forget how it was done last time. Pre-SOP, it would have been started with a good round of swearing by me, followed by YouTubing a video

with the printer model number trying to work it out, looking for where the spare cartridges are kept etc.



Figure 6: A GembaDocs QR CODE,
scan to try it out!

Now we just have a QR Code from GembaDocs on the printer, "How to Change the Printer Cartridge" and it's easy!

So this is a very simple banana process, but any process that has a potential "knowledge gap" which could disrupt flow in how to execute a process or where the outcome could vary due to poor execution will benefit from a well-documented SOP. Variation in the outcome of a banana process by definition isn't business or life threatening, and for that reason, they

are **"medium precision." They aren't "mandatory" to be followed to the letter, they are there for guidance.**

This brings us on to the third and final category of **"TRAFFIC LIGHT PROCESSES."**

For these types of process, they are **"high precision"** and **need to be followed exactly** or else there is a **serious risk to the Outcome in terms of Safety, Quality, Cost or Customer Experience.** They are **mandatory** and like the traffic lights, you don't run a red or the outcome is highly likely to be bad!

Figure 7: You don't want to "run a RED!"

It's easy to think of these as "dangerous things," like wearing the right Personal Protective Equipment necessary to carry out a task or the process of making a risk assessment before preparing a construction job site, but it's not just life or death things. Many processes in life or business fall into this category. We are just introducing a feature in GembDocs that allows users to add clarity to this. They can label an entire SOP or an individual process step "Critical." We advise that is be used judiciously though, if you try to make everything critical, you'll make nothing critical!

Again, in our business, Lumen Electronics, we have to ship packages to customers all over the world. John in our office, normally does that. He books the shipper, packs and labels the box, all simple and easy enough. It flows without struggle or interruption. John understands the process, and when he does it, it's a smooth and efficient process with a consistent outcome.

However, what happens if John's not in and we need to ship a parcel? God forbid, I had to do it! Before we documented the process with an SOP, it was CHAOS?!

It used to look like this.

What shipping company do we use for what type of parcel, going where? How do we book them to pick up? How do we pack and print out the label for the box? Phone calls, google searches, searching for labels and wrapping tape, a nightmare! And as for the outcome, not consistent, not optimal. We'd often ship it with the wrong carrier, costing a lot more than the shipment should have. We'd pack the goods incorrectly, either wasting packaging material or not protecting the product properly, leading to transport damage and customer complaints. More poor outcomes. WASTE! WASTE! WASTE! EVERYWHERE!

So whilst perhaps not evident at first glance, our shipping process is a Traffic Light process because it can affect Cost and more importantly Customer Experience.

- Simple
- Low Precision
- Outcome not variable
- High redundancy
- **No SOP needed**

- Medium Complexity
- Medium Precision
- Outcome variable but not critical
- Low to medium redundancy
- **SOP guide will benefit**

- High Complexity
- High Precision
- Outcome variable and **critical**
- Medium to high redundancy
- **SOP mandatory & Training Required**

E V O L U T I O N

Figure 8: The 3 Types of Process

# PART 3

## G.R.E.A.T.

**When we have a clearly documented SOP that we all can follow to get that task done with minimal fuss delivering a consistent outcome, it's such a difference for everyone and we all win.**

That's a big part of the reason, that I'm personally so passionate about spreading the word about the difference that G.R.E.A.T. processes can make.

Without them, the organisation engine runs on the fuel of **"tribal knowledge,"** that has been picked up over years' experience, normally residing in just a few people's heads, who are the **"bottlenecks"** for heaps of tasks.

It's very tough for new starts in this kind of environment. Critical processes are undocumented and after being shown a job for a few minutes, they are left to fight the battle of survival of the fittest, those not making it being the problem, not the organisational environment that they were subjected to. This leads to stress and high turnover of staff, which increases the burden even more on the Tribal Knowledge people, who instead of being productive, just spend their time babysitting mundane tasks to those coming in and out of the forever revolving door of new people. Nobody wins.

When there is an absence of G.R.E.A.T. processes, leaders spend their time in the operational weeds of the business, firefighting throughout the day, intervening at the knowledge gaps and where the outcomes of the processes didn't end up according to expectations, like at the Customer who also isn't winning.



Figure 9 : Be Like Bill!

"That package you shipped us was damaged and we need a credit for the damaged goods." The Customer loses, the business loses and now everyone is even more stressed because we're actually doing work that should never even have existed. All because the person that packed that box "should" (I say that the word "should" is a word often loaded with disappointment!) have known how to pack that product.

If mistakes happen in a G.R.E.A.T. environment, our first assumption is not that someone did not care, or

was incompetent, it's that there was something in our processes that allowed the mistake to occur, either directly in the process, or our training processes that support our operational process. What do we need to change within the processes to improve?



"**Eighty-five percent** of the reasons for failure are *deficiencies in the* **systems and process** *rather than the* **employee**. The role of management is to change the process rather than badgering individuals to do better.""

"The worker is not the problem. The system is the problem. *If you want to* **improve performance***, you must* **work on the system**."

– Dr. Edwards Deming

Figure 10 : If you haven't heard of Deming, check him out!

Hopefully you're getting the picture here, right?

### G.R.E.A.T. processes make life different.

I developed the acronym G.R.E.A.T. to be the "how" of getting G.R.E.A.T. processes." It's actually a step by step process, a checklist for you and everyone in your organisation to follow in order to help you make any process G.R.E.A.T.

Remember, **"G.R.E.A.T. processes** are **clearly understood by the people carrying them out** who do so **in a smooth and efficient way that allows value to flow** to produce **a consistent outcome."**

So here's what the letters stand for at a top level;

## What makes a  G.R.E.A.T. Process?

**G** – GEMBA

**R** – RECOGNISED

**E** – EASY

**A** – AVAILABLE AT POINT OF USE

**T** – TESTED & TRAINED

Figure 11: The G.R.E.A.T. Acronym : memorise it!

So let's get into this in more detail.

**G – stands for GEMBA** – it's the second and last phrase that approaches jargon that you're going to hear in this book. Gemba means "work place" in Japanese or also "scene of the crime." For us, it's the physical place where value is added, the product assembled, the customer served or the mouse clicked. G.R.E.A.T. processes are developed on the Gemba.

This is actually a lot more important than it might seem at first inspection. The traditional way of documenting a process would be like this. The Manager would be the one with the clipboard and pen, taking the pictures with a phone and then bringing the printed piece of paper back to the guys asking for feedback. In this situation, guess who owns this SOP? Who owns this process? Well, I can tell you one thing, it's not the people actually adding the value and that is super important. This is where GembaDocs really comes into it's own. It's

actually why we gave it that name. Everything can happen on the Gemba. Using the mobile app or desktop PC version, it's so simple, quick and easy to take a photo / video for each step, add some text and repeat until you're done. It doesn't matter if it's a physical or a virtual process, there is no detachment from the Gemba and that is where the ownership stays. This takes me neatly on to the second letter, which is...



"I'm a Manager with a clipboard and I'm here to help...."

Figure 12: Nobody wants to see that guy!

**R – for RECOGNISED.** So we've ticked the first box. The SOP has been 100% developed on the Gemba. However, in order for it to be useful it needs to be RECOGNISED by the people and **actually used!** In my experience, this has a much greater chance of happening when those people actually doing the work, document the process, when the process method is developed **by or at the very least <u>with</u> the people who are doing the work, working collaboratively, as a team.**

When someone with no idea how to do your job, tries to tell you how to do your job...

ifunny.co

Figure 13: How Gemba people feel when they don't own an SOP

Depending on how technical or critical the task is, notably for Traffic Light Processes, Managers / Engineers / Process Experts can facilitate the process but the closer the ownership for the SOP is with the people actually doing the work, the better. The more ownership we have from the Gemba people, the less non-value added work needs to be done around checking and auditing that the standard is being complied with. When those on the Gemba see the SOP as a useful tool to make life easier, rather than some kind of handcuffs applied by coercive management they will follow it, improve it and make sure that it's kept up to date. Especially when they have an appropriate tool like GembaDocs to do that.

Next, it's **E is for EASY.** The documented process must be logical, **easy to use and easy to understand.** Prior to GembaDocs, at Lumen if we had actually spent the time to develop any kind of SOP, it would typically have been a wall of text, that nobody but the technical person who wrote it would have had a hope of understanding! It doesn't help us to stop relying on the tribal knowledge. So again, one of the reasons why GembaDocs is so powerful is that with the simple step by step approach, with pictures, videos and text, it forces the user to document the process in a simple way that is easy to understand and therefore be a useful tool to support someone during the period they are learning how to do a process. It's easy to skip through the steps in a logical sequence, simultaneously as one is carrying out the task.



Figure 14: Do it like Lionel here

The fourth letter is **A which stands for "AVAILABLE AT POINT OF USE,"** which means what it says! For pretty much my whole career, even when SOP's have been written, they have often been nowhere near the Gemba, often stored in an arch file in a cupboard somewhere, or on some directory that everyone has forgotten about. So when the SOP isn't physically where it's needed, it shouldn't be a major shock that it isn't being used!



Figure 15: Put them all in GembaDocs

Again, we firmly addressed this issue of "Available at Point of Use," in GembaDocs. SOP's can be viewed anywhere, step by step in the app, printed out and placed at the Gemba, scanned via QR code on the Gemba or simply stored as a url link on your PC. They can be made easily available no matter where your Gemba might be, even a truck out on the road!

**T stands for TESTED & also for TRAINED. See what I did there? I double t'd the "T!"**

It's important that SOP's are **TESTED** before being deployed out to the Gemba People to make sure that they pass the "E" criteria. This is "nice to do" for bananas but absolutely essential for Traffic Lights! It can also be a good practise to have formal "approvers" who check things over before the SOP gets released. Again, we built an approval process into GembaDocs that facilitates this.



Figure 16: Avoid going down in flames with some TESTING!

Our second "T" is for **TRAINED** and this is critical because often just reading an SOP is not enough to truly understand the nuances of a complex task and transfer all the knowledge necessary to support someone unfamiliar with a task to complete it successfully. So whilst the SOP is an essential guide, people conducting Traffic Light tasks need to be trained & supported appropriately. You wouldn't want to fly with a pilot who just read the manual for the Boeing 747, would you?



Figure 17: The TWI (Training Within Industry) Pocket-card for Training

To ensure that the **"rope is kept tight"** in this regard, many organisations in the Continuous Improvement world have "training matrices" showing all the team members training level against all the critical tasks in the business. The matrix indicates their level of competence, from knowing nothing about a task, to indicating that they'd like to learn, to "under training", to operate without supervision, right up to being "capable to train." It helps provide an overview of where opportunities exist to get greater cover for critical tasks and for the team members to become multi-skilled.

| | Not Trained | Familiar | Trainined | Guru |
|---|---|---|---|---|
| | 0 | 1 | 2 | 3 |

| Name | Procurement | Skill1 | Skill2 | Skill3 | Skill4 | Skill5 | Negotiation | Skill1 | Skill2 | Skill3 | Skill4 | Skill5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Fred | | 2 | 0 | 2 | 2 | 0 | | 2 | 0 | 2 | 2 | 0 |
| Bill | | 2 | 1 | 2 | 3 | 1 | | 2 | 1 | 2 | 3 | 1 |
| Steve | | 3 | | 2 | 2 | 0 | | 3 | 2 | 2 | 2 | 0 |
| Mark | | 2 | 0 | 2 | 1 | 0 | | 2 | 0 | 2 | 1 | 0 |
| Geoff | | 0 | 1 | 2 | 2 | 2 | | 0 | 1 | 2 | 2 | 2 |
| Total | | 9 | 2 | 10 | 10 | 3 | | 9 | 4 | 10 | 10 | 3 |

Figure 18: A typical training matrix

**So that's G.R.E.A.T! Now you know what it stands for and for most organisations, implementing this methodology represents a massive improvement.**

You're going to find that when you collaborate as a team to identify the best way to accomplish your tasks, that you'll come up with the best selection of everyone's ideas. That initial exercise of developing the process will already be a step up for many of the people accomplishing that task, delivering a faster,

better, easier process than what everyone's individual portion of tribal knowledge was permitting them to achieve.

G.R.E.A.T. processes also become a baseline.


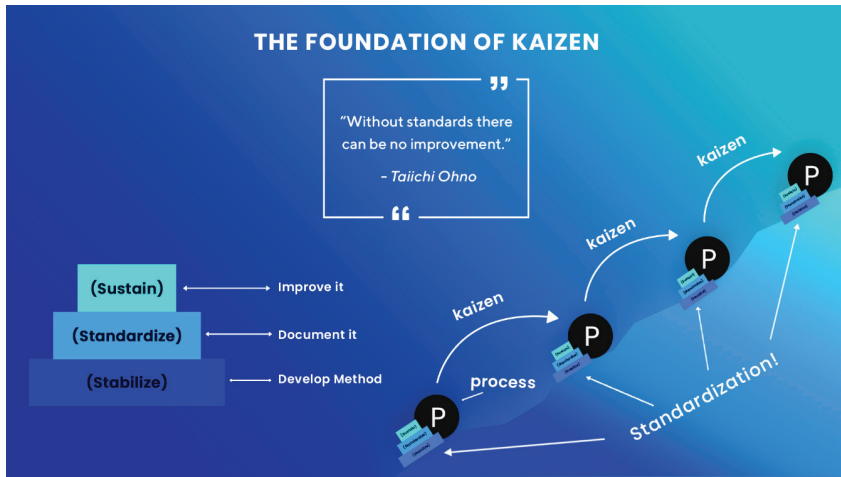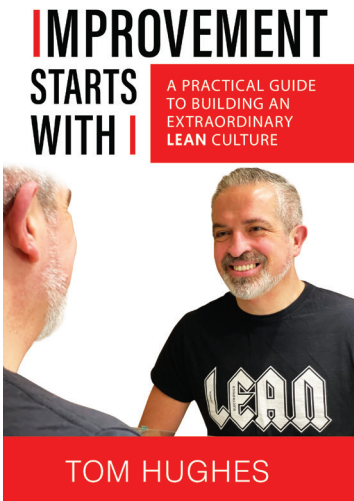
Figure 19: How Standards help you improve

As Japanese continuous improvement guru, Taiichi Ohno said "without standards there can be no improvement." What this means is that **without a baseline, any "improvement" becomes just another source of variation** in terms of how the process flows and the outcome. So when we get G.R.E.A.T. processes we will always be improving from a consistent base.

# PART 4

## GETTING STARTED



**IMPROVEMENT STARTS WITH I**
A PRACTICAL GUIDE TO BUILDING AN EXTRAORDINARY **LEAN** CULTURE

TOM HUGHES

So the G.R.E.A.T. way of establishing SOP's provides a guide to help you understand how to go about getting your organisation to work like this but it still doesn't fully answer the question, of how and where do I start?

Let's do that now!

First of all, I'm going to echo what I wrote in my last book around building a continuous improvement culture and it's title is, "IMPROVEMENT STARTS WITH I."

**So during WEEK 1 & 2 – START WITH YOURSELF**

Nobody likes being told what to do, to have new tasks or even tools pushed on to them. It rarely ends well. So I'm telling you that no matter where you are in the organisation, at the top of the organisation chart or anywhere else, **start applying G.R.E.A.T. to the processes directly within your span of control**, yourself. **Make this a "pull process." Pull not push.** Sign up for a GembaDocs free trial at https://gembadocs.com/ or simply download the app to get started.
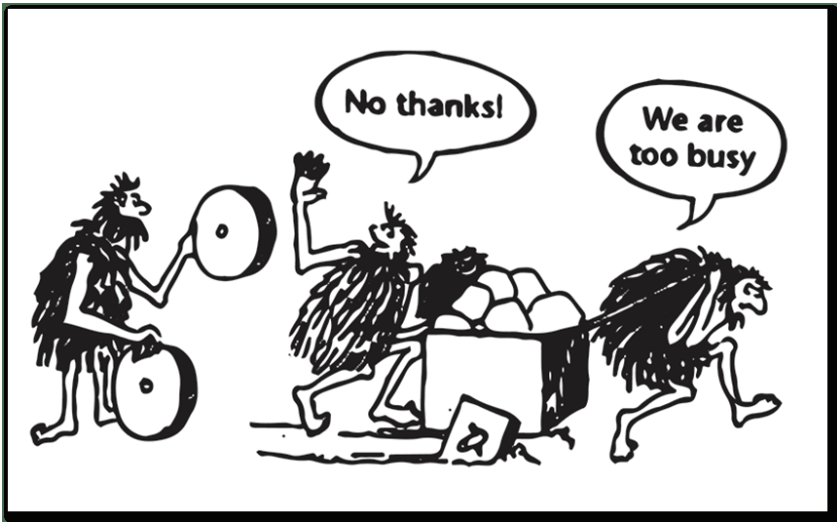


Figure 20: Don't PUSH GembaDocs on to others!

**Here is a list of 7 potential places where documenting the SOP can get you off to a great start.**

**Scan to download the GembaDocs app**

1. Simple How to's" – working the coffee machine / changing the printer cartridge / mixing the paint

2. Cleaning Standards : Bathrooms, Production Areas, Equipment

3. Opening Up / Closing Up the Facility

4. Core "Production" Processes - Assembly / Machine Operation / Starting Up / Shutting Down / Maintenance Processes

5. Core Back Office Processes - Invoicing / Purchase Orders / Daily Weekly Monthly Accounting Tasks

6. Infrequently carried out complex tasks (that once a year set up process that you forget how to do!)

7. Field Work - Job Site Preparation / Installation & Maintenance Processes / Updating Other Software tools

"Simple How to's" don't need the full G.R.E.A.T. treatment but can be great ways to demonstrate how SOP's can help flow and be useful tools to yourself and others. It's so good to **"put**

**the answer where the question is"** and get a buzz in the organisation about the new thing.

**WEEK 3 & 4 : START GETTING YOUR TEAM ALIGNED**

After you've been doing that for a week or two, start asking your team to digest this book. It's not too much to ask of anyone, as it's only half an hour of their life in audio, or a short read. This is important because as I said in the introduction, it serves to **"get everyone on the same page."**

Then invite them to your account in GembaDocs, so they can download the app and everyone's SOP's are linked. Ask them to start playing with the app within their own span of control and just have fun with it. Start pulling meetings together about how the team are benefiting, what challenges they have and how they can overcome them.



*"That's the one I like best, but everyone else seems to like the other one."*

**Our major objective right here is to build curiosity so that people want to create SOP's, <u>see how EASY it is to do that in GembaDocs</u> and that they get a flavour of how this is going to benefit them as a useful tool in their day to day work. When that happens, you create "pull," and that is when things start to get really interesting!**

**WEEK 4 & ONWARDS**

As we've got the team motivated now, we can start providing structure around where we really need SOP's and start to plan and assign responsibilities along with priorities and timescales.

If you are looking for what to focus on at this stage, look for where we don't have flow in the process or where we have excessive variation in the outcome, whether they are bananas or traffic lights. Light bulbs aren't our focus.

Depending on what's appropriate for your business, the list outlined in the "Start With Yourself" section can be used as a planning and prioritisation tool for what you want to get documented and when. If your organisation already has some SOP's, datasheets or equipment manuals in existence, it's a good idea to start uploading them as PDF's into GembaDocs, so you can get the team used to having everyone available centrally in one place.

During these early times, it's advisable to work out a nomenclature system, such as including a department prefix e.g. PRD for Production, AC for Accounting etc. to make SOP's organised and easy to access in the software.

As more and more of your processes start to get G.R.E.A.T. you may want to start organising them with "Tags" in GembaDocs. This feature allows you to effectively categorise SOP's and then

restrict access to only those that need to see them, so that they can use the search function in GembaDocs more efficiently. It also allows more confidential type processes to be centrally located with access restricted strictly to those who need to have access. This can be helpful for processes that don't want to be out in the open for all to see, such as banking, payroll and human resource processes for example.



Figure 21 : How tags look in the GembaDocs app

A deployment strategy is essential in order to make sure that all are available at Point Of Use. How best to do that depends on how the specific SOP will be used. Where it will be used frequently by many different people, e.g. a cleaning process, it's best to print and display the entire process, if it's going to be occasionally called upon like simple How to's, then a QR code is great. If you need access to many different processes at a single point, like a work station or a truck for example, a PC with GembaDocs or the app on a mobile device is the way to go.

The main point to consider with deployment is this, that **"wherever the question is asked, that's where the SOP should be!"**



Figure 22: Scan the QR CODE to watch a video on deploying SOP's

As we're drawing this short guide to a close, I'd like to share the experience of countless GembaDocs clients. You will find that as your people get used to standards and their usefulness,

they will create them as they see the need. You won't have to push this. I can't remember the last time I asked one of our guys to do a GembaDoc because they just create them as they go as part of our operating DNA. They understand the power of G.R.E.A.T. processes and how it just makes everything easier. Follow this process and that will happen for you too.

**SO THAT'S IT FOR NOW**

**THIS IS TOM HUGHES WISHING YOU ALL THE BEST ON YOUR WAY TO SOME G.R.E.A.T. PROCESSES!**

If you liked this short book, please do this author and entrepreneur a favour and spread the word by sharing it with your friends and network NOW. I don't charge for any of my books and the world could do with more G.R.E.A.T. Processes and better workplaces.
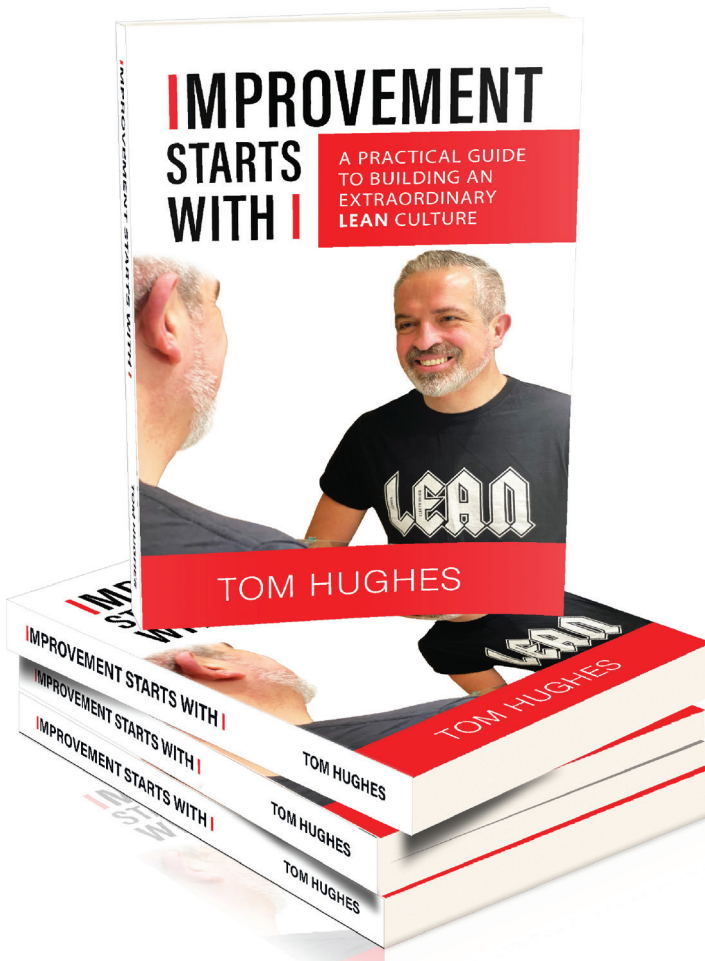
The audio version of "G.R.E.A.T. Processes" can be found on the "lean play" app, and in various formats, links soon to be available on https://gembadocs.com/,

If the approach here has resonated with you, you may wish to check out my first book, "Improvement Starts With I, a practical guide to building an extraordinary lean culture." It's also available on the lean play app for free and in other formats at https://improvementstartswithi.com/. My contact details can be found on page 1 of this book. Feel free to reach out!

Just before I go, a huge thanks as always to my beautiful wife Fiona, my family, God & Guru, my friend and mentor Paul Akers and all my lean friends, especially those people in the "Improvement Starts With I" Signal group. You're all AWESOME!



Scan to Download the Lean Play App

# G.R.E.A.T. PROCESSES

*"John's off this week and nobody knows how to do the ….. "*

*"That customer's on the phone. We forgot to do the …. again."*

*"No matter how many times I tell them, we still can't do the …. right."*

SOUND FAMILIAR?

For most of us this is "normal" within the workplace. These are the typical problems that mean we are firefighting on a daily basis and these are the things that drain everyone's energy, making work HARD.

It does not have to be like this. There is a better way.

You could decide to have G.R.E.A.T. processes. When you have those, these kind of problems perhaps don't go away completely, but they can be dramatically reduced. Everyone can have an easier life, with less stress, wasted effort and better outcomes for employees, the business and it's customers.

So the big question you probably have is "well how do we make that happen?"

Firstly, I can tell you what the answer is not. It's not that we can wave a magic wand enabling you to find "perfect people" who know how to do everything and produce the perfect outcome every time.

The answer really lies in developing "G.R.E.A.T. Processes," that effectively help ordinary people become more "perfect," which I suppose is "a kind of magic" and this book is going to explain how to do that.