

**Management Consultants to the Precast Industry**

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## RESULTS IMPROVEMENT BULLETIN

*PRECAST BUSINESS RESULTS IMPROVEMENT BULLETIN*

*Precast Business Results Improvement Bulletins are published by MJS Management Services. Additional bulletins that summarize current management challenges and solutions for the precast industry can be found at [www.mjsmanagement.net](http://www.mjsmanagement.net).*

*MJS Management Services is a consulting firm that works exclusively with clients in the precast industry to improve business performance and results. For assistance with this or other management challenges please call 206-388-5209 or contact us by email. Visit our web site for a full description of the services we provide.*

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### **CHALLENGE – TARGET “HIGH PERFORMANCE”**

To improve results today, why not set an expectation of “high performance” for senior management, managers and departments. Define a “high performance” target and use this to assess your current level of performance then drive programs for improvement.

High performance can be defined as best in class, best in industry, best imaginable or by other criteria that result in creating realistic stretch targets.

Remember that high performing precasters will achieve superior results in market share, customer satisfaction, safety, quality, innovation, margins and overall profits.

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Some questions that arise in creating a high performance target are:

- Do you use “high performance” as the target for the various functions in your organization?
- Have you defined “high performance” for each senior manager and function?
- Are you aware of the gap between current performance and high performance? Have you determined the constraints to high performance?
- Do you know the steps and timetable to move from current performance levels to high performance?

**MJS Management Services can help you define high performance targets for your organization and to implement the steps required to achieve high performance.**

### **Defining High Performance For Precast**

A few attributes of high performance sales teams, engineering teams and production teams are listed below. These can be expanded and fine-tuned depending on your priorities and needs. High performance attributes for other functions such as senior management and finance can also be defined.

Compare these attributes to current performance then develop an action plan and timetable to improve performance. This will provide an insightful way to assess the current performance of managers and operating teams.

### **High Performance General Attributes**

- Proactive – constantly developing and implementing action plans for improvement, set stretch targets
- Strength in building and motivating effective teams

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- Business acumen – decisions and plans are developed using sound business principles rather than technical approaches
- Anticipation – issues and opportunities are detected with enough advance notice to develop highly effective responses
- Collaborative – working closely with other departments, generating and acting on ideas and issues
- Responsive – working hard to serve customers and internal stakeholders
- Cooperative – avoid “not invented here” and other negative approaches
- Best methods – identify and implement best methods
- Achieve Results – define targets in terms of results (the achievement) rather than the process (the steps)
- Innovation – moving ahead with successful new initiatives and products.

### **High Performance Sales Team**

- In-depth knowledge of customers needs, market activity and competitors
- High credibility with customers and other stakeholders
- Well connected to key market participants
- Very early identification of opportunities and strong skills to pre-influence to precast
- High proportion of sales are negotiated
- Maximize selling prices
- Adept at formulating and proposing “solutions” and finding points of differentiation from competitive offerings
- Drive product development based on market needs (new products/markets, features, services, costs, timetable)
- Sell successful projects where operations can meet commitments for cost, scope and schedule
- Seamless project hand off from sales to operations
- Create effective estimates, project plans and contract terms
- Productive and efficient sales process.

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### **High Performance Engineering Team**

- Strong support to sales, production and construction
- Creative development of solutions for customers
- Highly responsive and service oriented
- Strong communication and collaboration with other departments
- Effective quality targets (e.g. six sigma)
- Highly productive using up to date methods and standards
- Skilled at designing to optimize production and construction resources
- Highly effective process for managing design and drawing turnaround
- Use technology in ways that drive improvements in speed, quality and productivity.

### **High Performance Production Team**

- Quality, safety productivity and continuous improvement are passions that are imbedded in daily processes not programs implemented as a reaction to problems
- Customer and market orientation rather than strictly production
- Good understanding of customer needs
- Constant progress in streamlining and productivity
- Adopt effective and up-to-date production practices (e.g. lean manufacturing)
- Flexible and responsive to schedule changes
- Effective maintenance practices
- Clever capital investment programs that generate superior returns
- Highly productive work force
- Strong track record of driving costs to lower levels and improving processes.