



# Scientific Leadership

The Solution to Dysfunctional Strategy Execution and Continuous Improvement

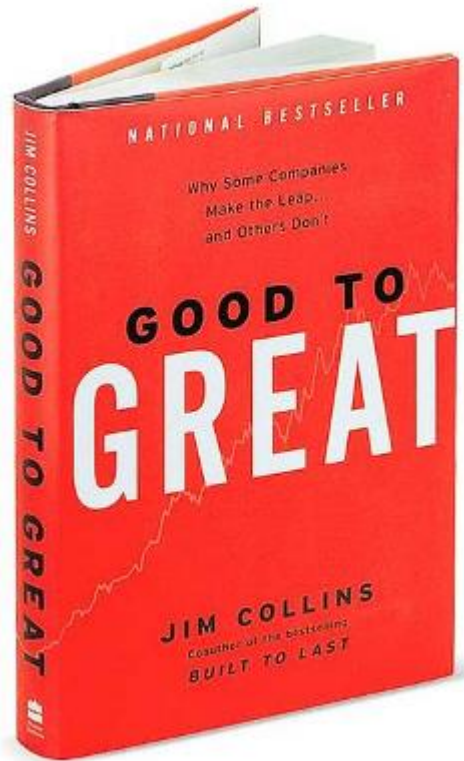
[Impruver.com](http://Impruver.com)



We've been conditioned to recognize a certain image of leadership:

- Charismatic
- Well-spoken
- Extraverted
- Smart
- Well-dressed
- Wealthy

**Reality:** There is no correlation between these attributes and successful leadership



Good to Great - Level 5 Leaders have the following characteristics:

- Develop Humility
- Ask for Help
- Take Responsibility
- Develop Discipline
- Find the Right People
- Lead with Passion

Level 5 Leaders are Scientific Leaders

**Reality:** These types of leaders consistently outperform the market

# Why consider Scientific Leadership now?

## **Continuous Transformation**

Develops scalable, repeatable transformation model

## **Continuous Improvement Culture**

Creates a culture of Continuous Improvement at all levels in the organization

## **Increases Agility**

Increases adaptability to increasingly volatile business environment

## **Leadership Pipeline**

Develops a pipeline of talent for succession

## Here's what you'll learn in today's presentation:

- The intersection between Strategy Execution, Talent Development, and Continuous Improvement
- Why poor Strategy Execution and Continuous Improvement are costing you \$5,000 per employee
- Introduce **Scientific Leadership**
- Myths that hold leaders and companies back
- Keys to implementing Scientific Leadership in your company

## Finally!

- How the Improver Flywheel can help you lead a more effective transformation through Scientific Leadership

“Strategy execution is the responsibility that makes or breaks executives.”

- Alan Branche, Author - Implementation

# Calvin L Williams

Founder / CEO of Impruver, Inc



Lean Six Sigma  
Black Belt



Grew up  
In Chicago



Industrial Management  
Systems Engineering (IE)



MBA

- 20 Years of Manufacturing & Ops Leadership Experience
- Responsible for over [\\$2.5B](#) in EBITDA Growth and **cost savings** initiatives (Public and private sector)



U.S. AIR FORCE

MARS



ATKearney



# What kind of organization are you building?

## Suppressive Culture

It takes an act of congress to make an improvement

The most talented people leave out of frustration with the status quo

Power and control are concentrated at the top

People stay because they feel stuck

People get promoted based on their skills of coercion and schmoozing

## Growth Culture (Scientific Leadership)

There is a culture of everybody improving something important everyday

There is a long waitlist of talented people seeking an opportunity to join


Power is distributed to the right place and time to produce the best possible outcome

People stay because they believe the company is empowering them to grow personally and professionally

People get promoted based on measurable results, respect for people, and mindset for growth



## Traditional Strategy Execution & Improvement Model

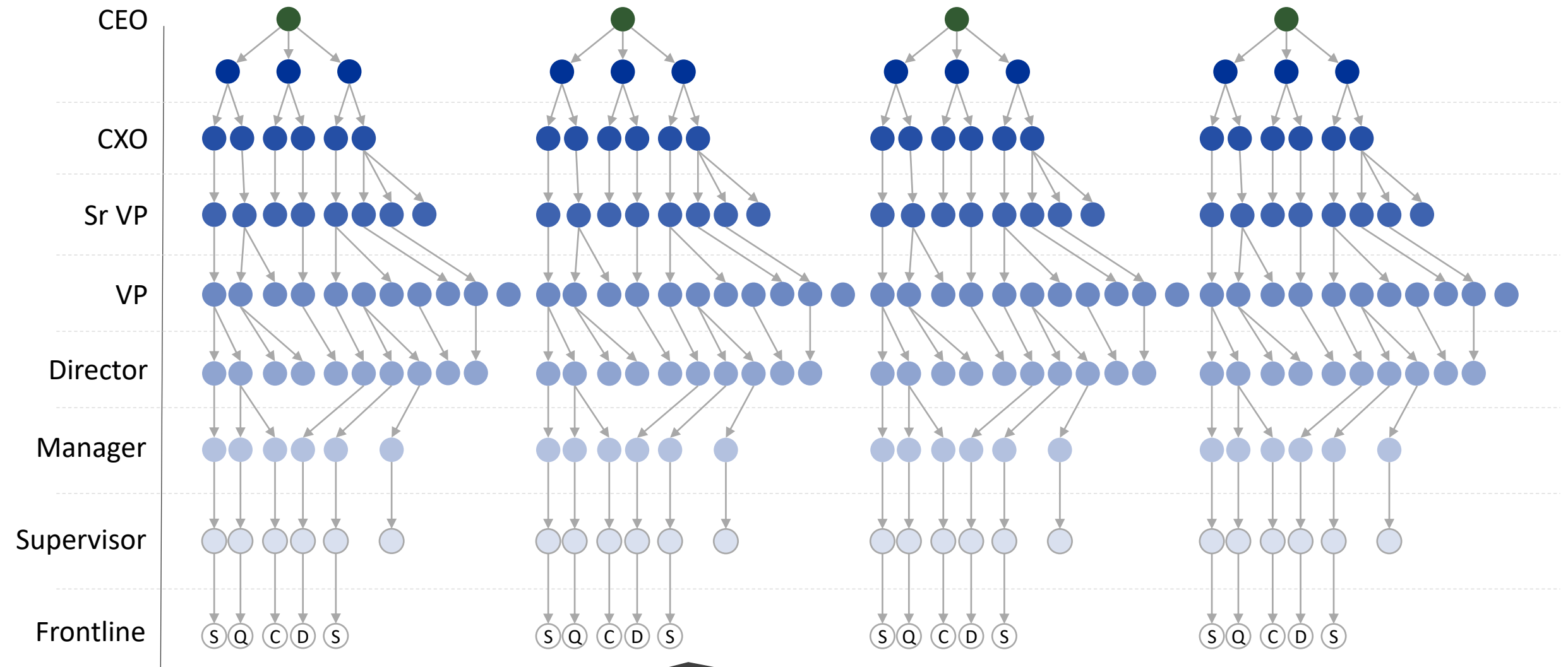


Dictate targets and punish  
those who fail

Talent suppression

- Leaders solve the problem themselves and delegate tasks
- Leaders check in to encourage direct reports to “work harder” to get results
- Those who fail are “down-ranked” or perhaps “forgiven” by leadership

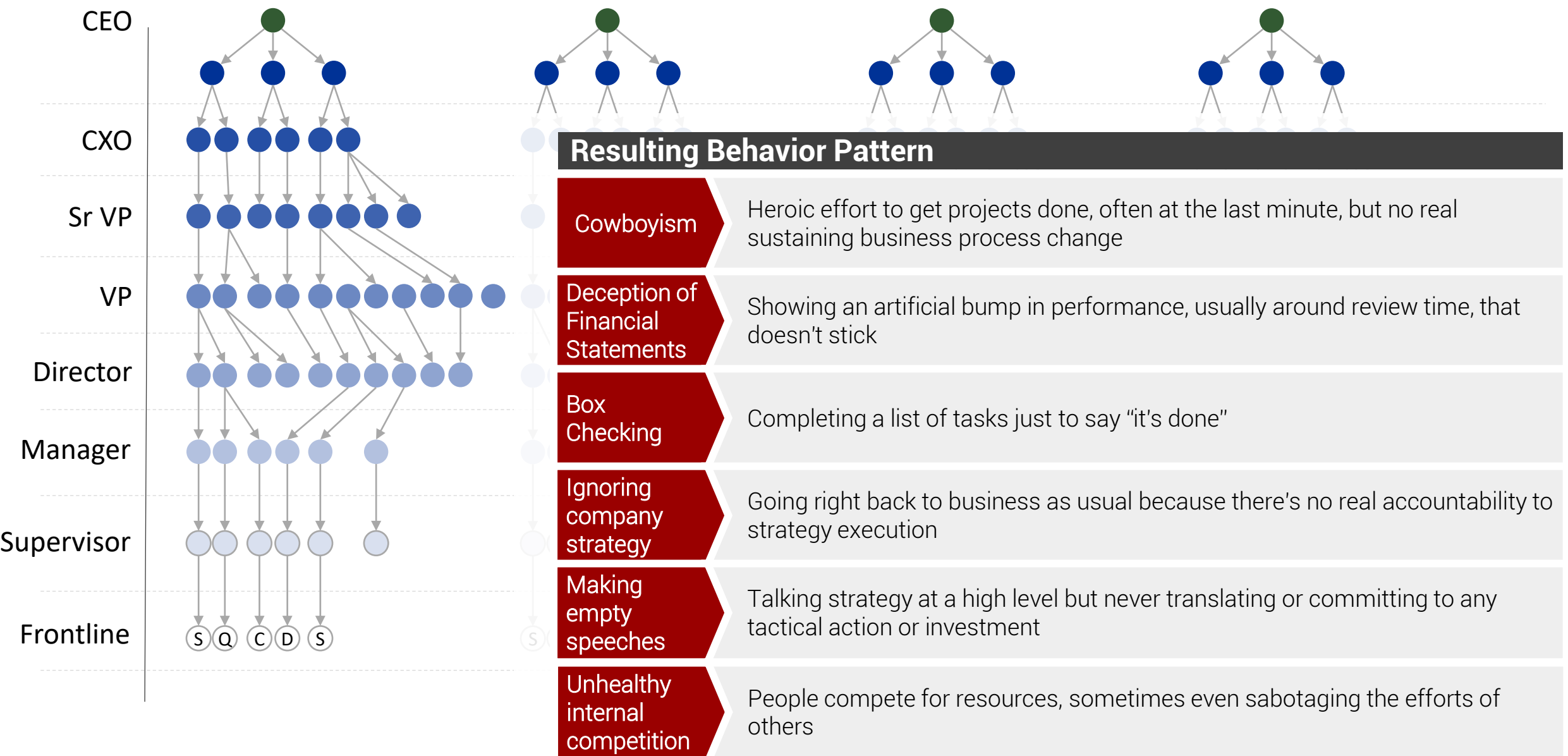
# Traditional Strategy Execution is overcomplicated and rarely yields results



Direction gets diluted –  
strategy becomes “fix anything, everything, and nothing”

This model has a **90%** failure rate

# Traditional Strategy Execution promotes unhealthy behavior patterns



The cost of the traditional strategy execution model

Each full-time employee works about 2,000 hours per year

The diagram illustrates the calculation of annual hours for a full-time employee. It consists of four orange rounded rectangular boxes connected by multiplication symbols (X) and an equals sign (=). The first three boxes are orange, and the final box is grey. The first box contains 'Hours / Day' and the number '8'. The second box contains 'Days / Week' and the number '5'. The third box contains 'Weeks / Year' and the number '50'. The final grey box contains 'Hours / Year' and the number '2,000'.

$$\begin{array}{c} \text{Hours / Day} \\ 8 \end{array} \times \begin{array}{c} \text{Days / Week} \\ 5 \end{array} \times \begin{array}{c} \text{Weeks / Year} \\ 50 \end{array} = \begin{array}{c} \text{Hours / Year} \\ 2,000 \end{array}$$

Employees spend less than 30 minutes per day improving their work

Base Work  
(450 mins / day)

Strategy & Improvement Work  
(less than 30 mins / day)

### Doing the work

- Providing a service
- Building a product
- Running reports
- Fighting fires
- Meetings
- Auditing
- Etc.

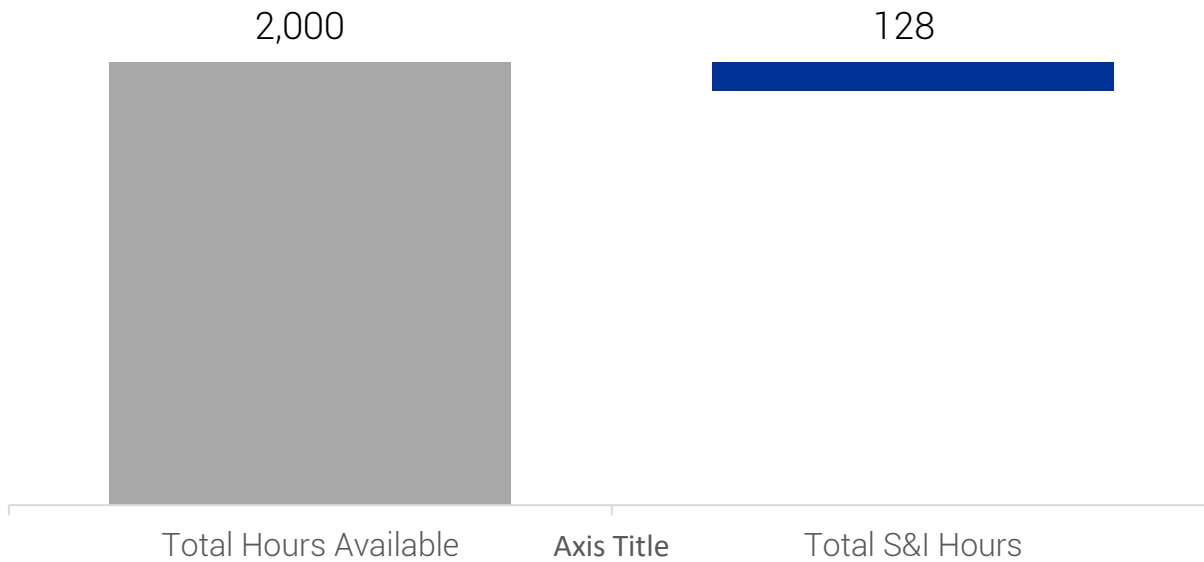
### Improving the work

- Process Improvement
- Strategy Execution
- Preventative Action
- Coaching
- Etc.

Employee spend less than **6.4%** of their time working on strategy and improvement

# Employees works 128 hours per year on strategy execution and improvement

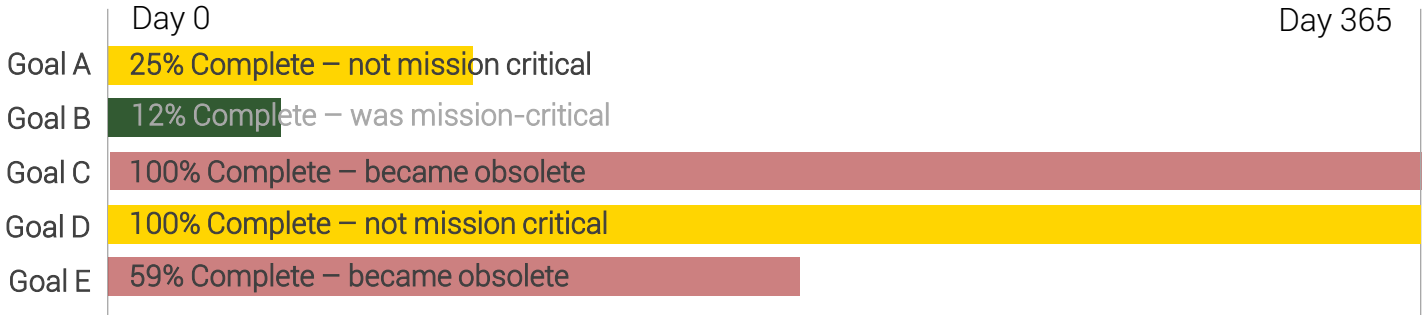
Total hours available annually per person	2,000
Time spent working on strategy	6.4%
Total hours available annually for strategy	128



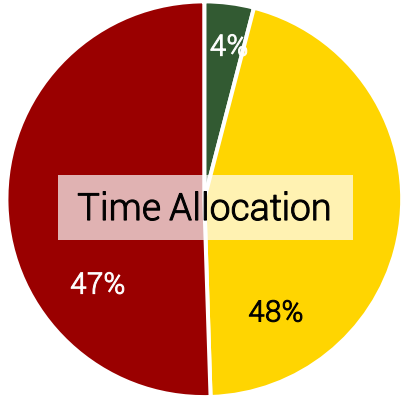
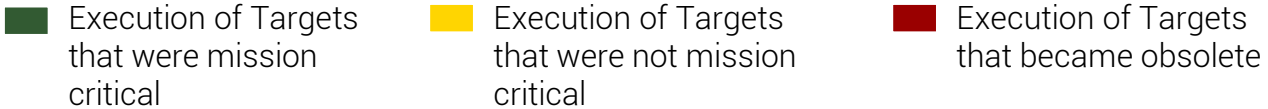
# Only 4% of strategy and improvement work is beneficial to the business



## Traditional Strategy Execution - Multiple Targets in Parallel, reviewed annually



All targets are set based on the greatest priorities at the beginning of the year.

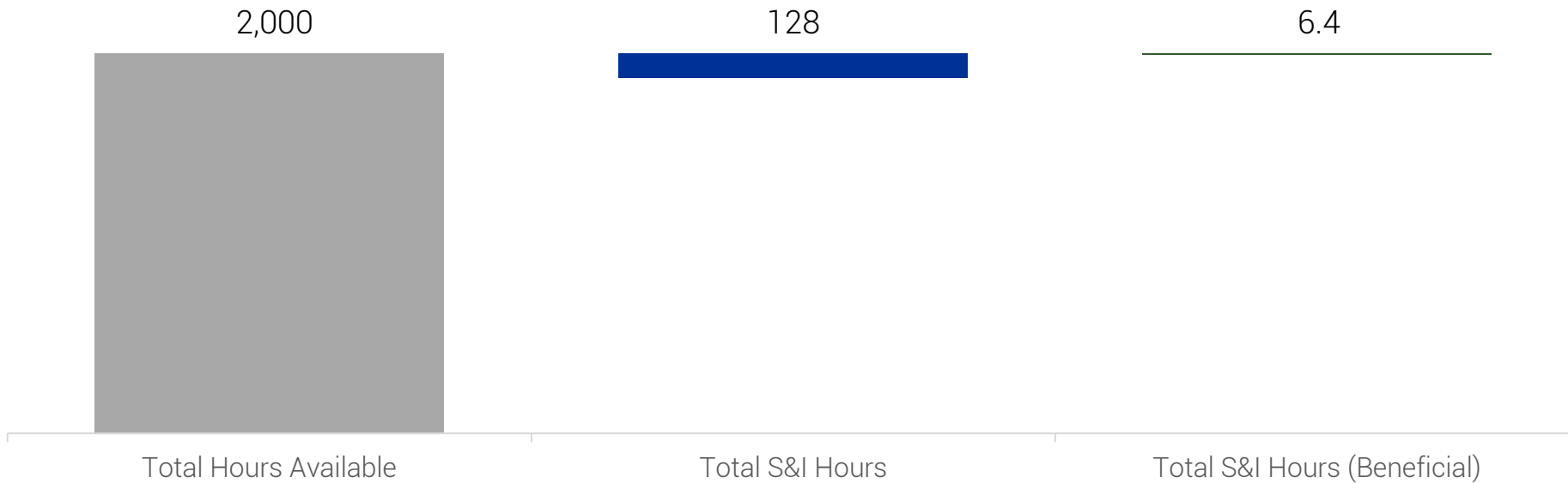


Hypothetical but Normal



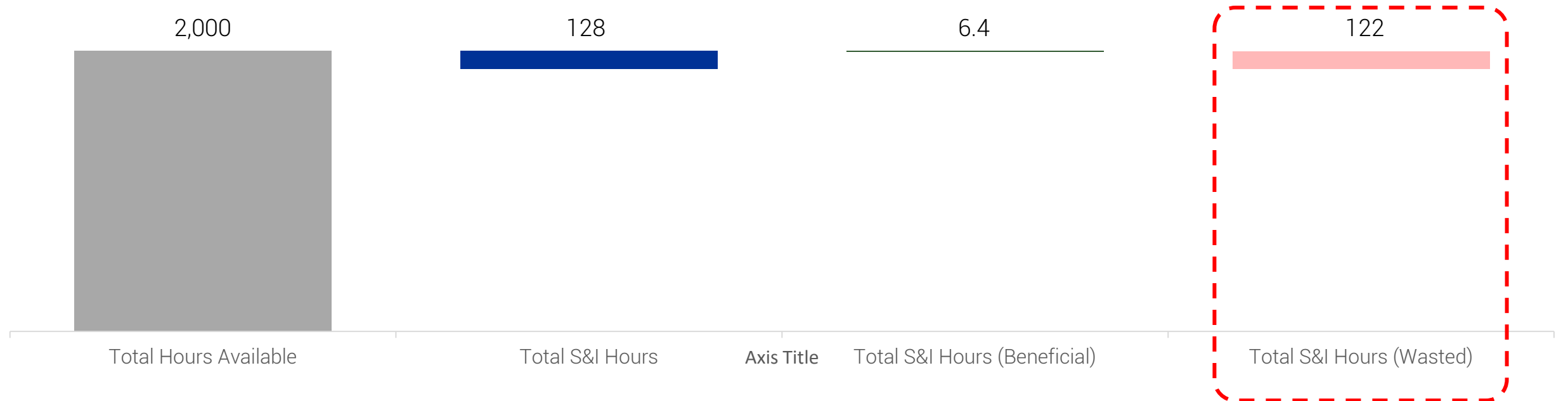
# Employees spend 6.4 hours yearly on beneficial improvement effort

Total hours available annually per person	2,000	Time spent on beneficial strategy work	4.00%
Time spent working on strategy	6.4%	Total hours used beneficially	6.4
Total hours available annually for strategy	128		



# Each employee wastes 122 hours per year on irrelevant efforts

Total hours available annually per person	2,000	Time spent on beneficial strategy work	4.00%
Time spent working on strategy	6.4%	Total hours used beneficially	6.4
Total hours available annually for strategy	128	Total hours wasted	122



The average hourly cost per US employee is \$38.07



Source: US Bureau of Labor Statistics, Dec 2021

# Ineffective Strategy Execution costs nearly \$5k per employee each year

Total hours available annually per person	2,000
Time spent working on strategy	6.4%
Total hours available annually for strategy	128

Time spent on beneficial strategy work	4.00%
Total hours used beneficially	6.4
Total hours wasted	122

Average cost per hour	\$38.07
Total cost of ineffectiveness	<b>\$4,663</b>

- This time and effort are wasted:**
- Working on things that become obsolete
  - Working on things that are not mission-critical
  - Consumed by the whirlwind

This does not include **opportunity cost**, which could be 10X greater

For larger companies, the cost quickly escalates into the millions

Total hours available annually per person	2,000	Time spent on beneficial strategy work	5.00%
Time spent working on strategy	6.4%	Total hours used beneficially	6.4
Total hours available annually for strategy	128	Total hours wasted	122

Average cost per hour	\$38.07	per 100 employees	per 1k employees	per 10k employees
Total cost of ineffectiveness	<b>\$4,663</b>	<b>\$466k</b>	<b>\$4.66M</b>	<b>\$46.6M</b>

This does not include **opportunity cost**, which could be 10X greater



“The plane [in flight] is off course at least 90 percent of the time. Weather conditions, turbulence, and other factors cause it to get off track. And often, the plane arrives at the destination on time.”

- Stephen R Covey, Author: 7 Habits of Highly Effective People

## **What is Scientific Leadership?**

A mechanism through which leaders establish and reinforce scientific thinking throughout an organization to achieve its objectives

# Why consider Scientific Leadership now?

## **Continuous Transformation**

Develops scalable, repeatable transformation model

## **Continuous Improvement Culture**

Creates a culture of Continuous Improvement at all levels in the organization

## **Increases Agility**

Increases adaptability to increasingly volatile business environment

## **Leadership Pipeline**

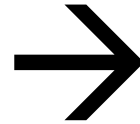
Develops a pipeline of talent for succession



Traditional Strategy Execution  
& Improvement Model

Dictate targets and punish  
those who fail

Talent suppression

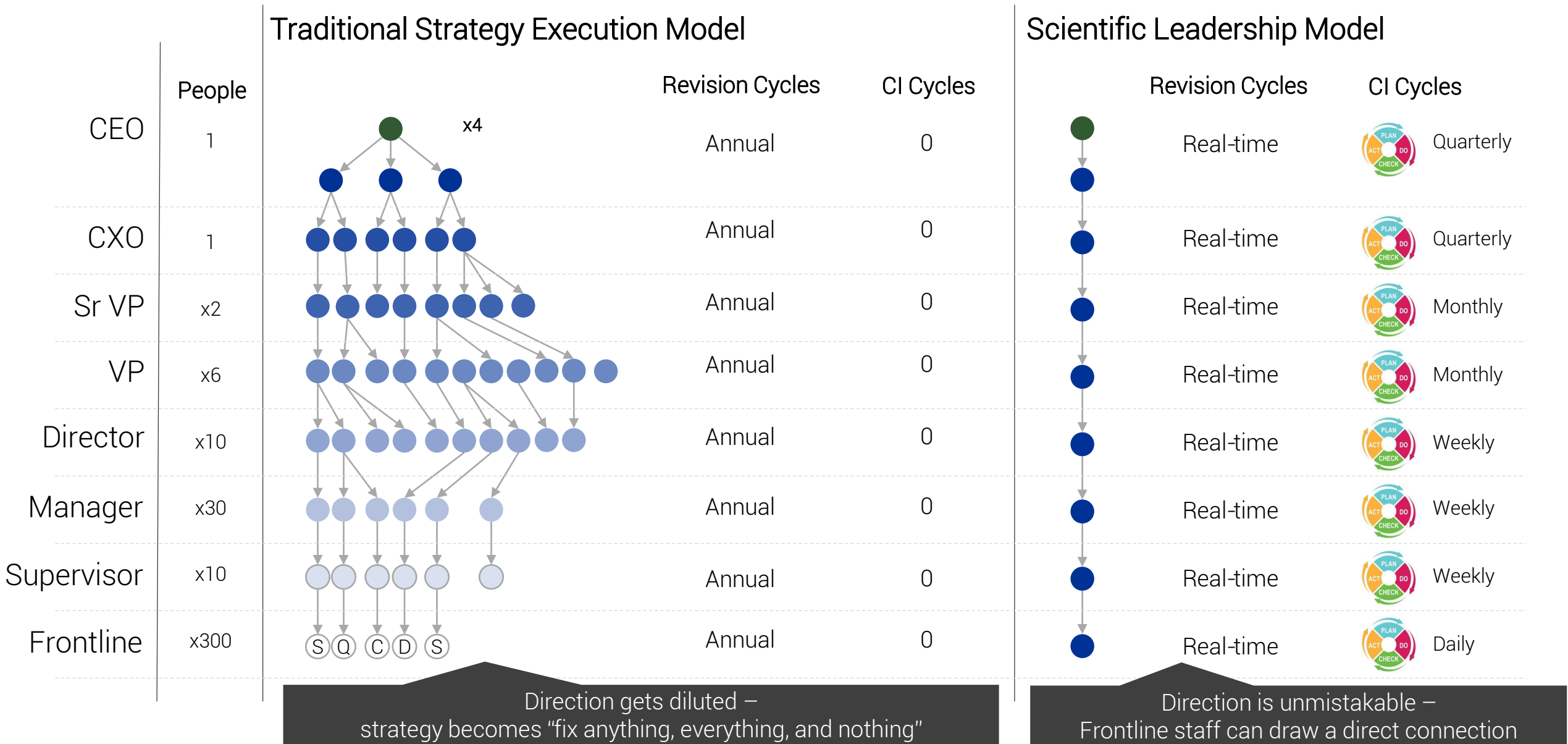


Scientific Leadership  
Model

Collaborate on targets and  
coach people to success

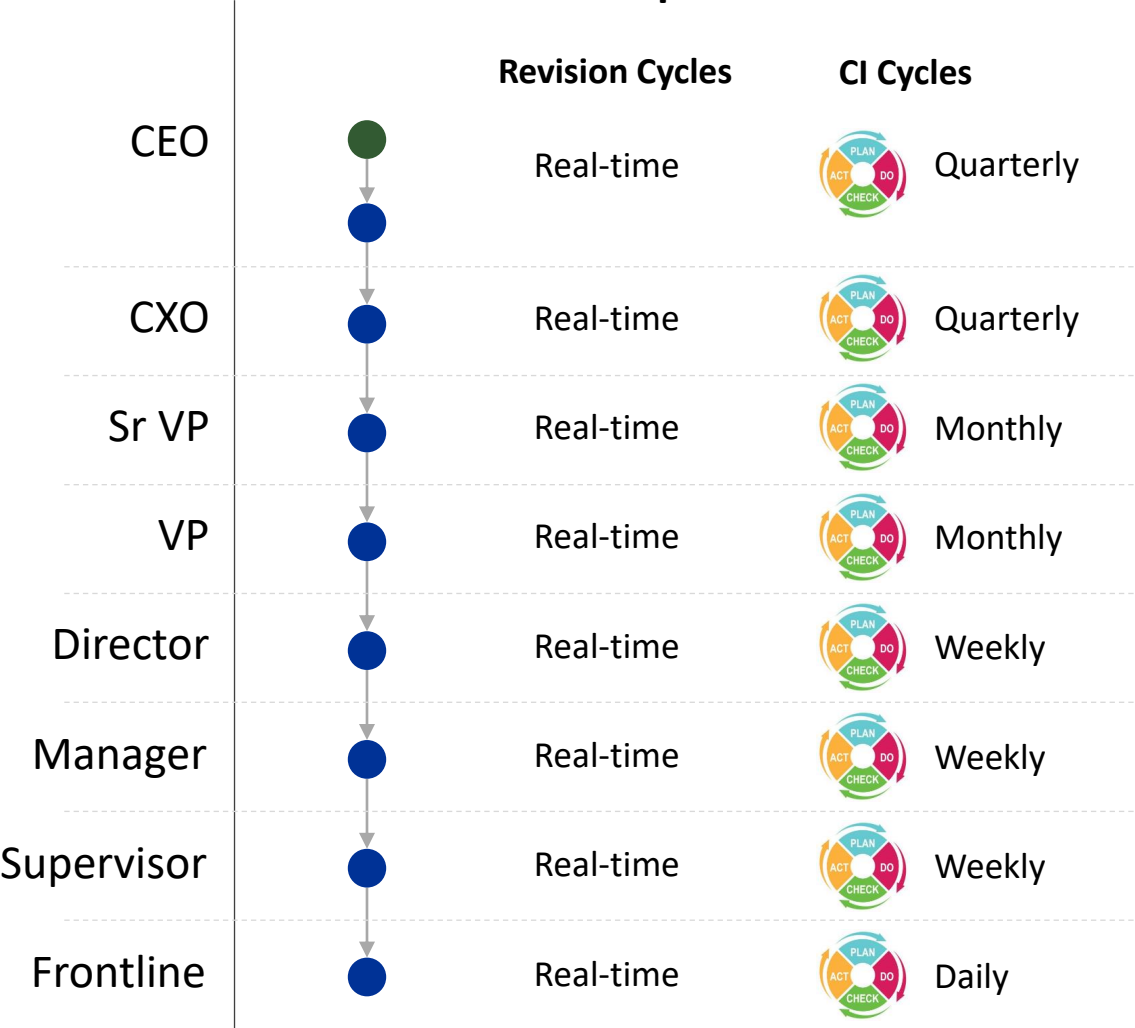
Talent development

# Companies should transition to a model that promotes growth



# Scientific Leadership companies are more agile and adaptable

## Scientific Leadership Model



### Fluid Strategy Deployment

When the leader changes direction, it triggers a real-time domino effect of target revisions

### Enables CI Culture

Systematic Continuous Improvement Cycles can be practiced at all levels

### Enables Leaders as Coaches

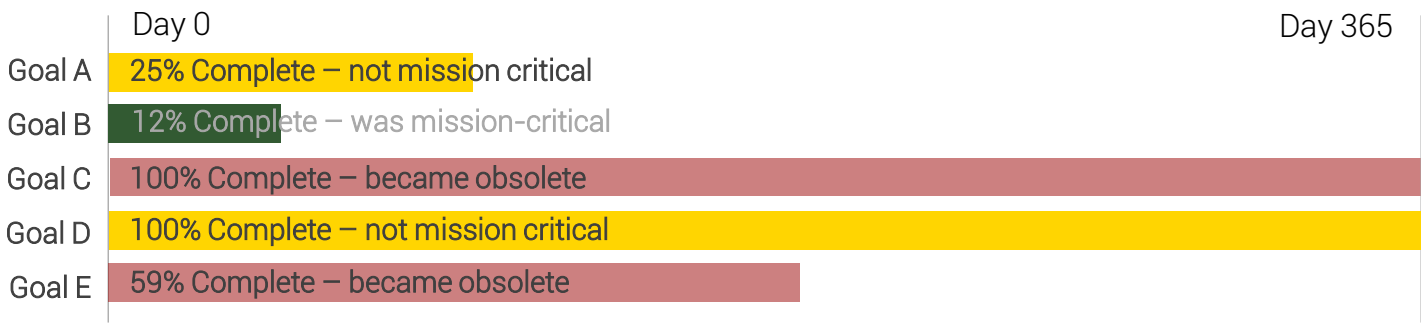
Leaders can apply effective coaching practices to drive lasting transformation

### Enables Measures of Success

Focused targets makes creating and tracking measures of success practical

# Scientific Leadership improves speed, quality, and flexibility of execution

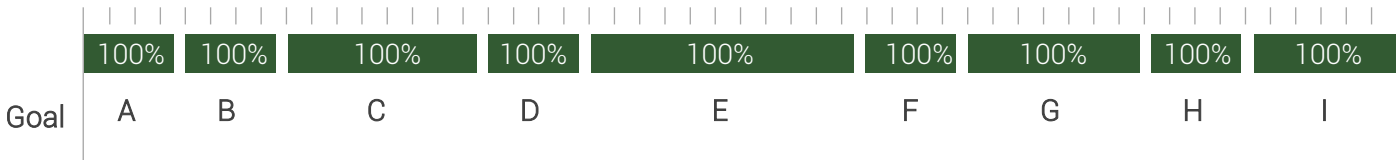
## Traditional Strategy Execution - Multiple Targets in Parallel, reviewed annually



All targets are set based on the greatest priorities at the beginning of the year.



## Scientific Leadership Model- Targets in Series, reviewed weekly



Each new target is set based on the greatest priority at that time.

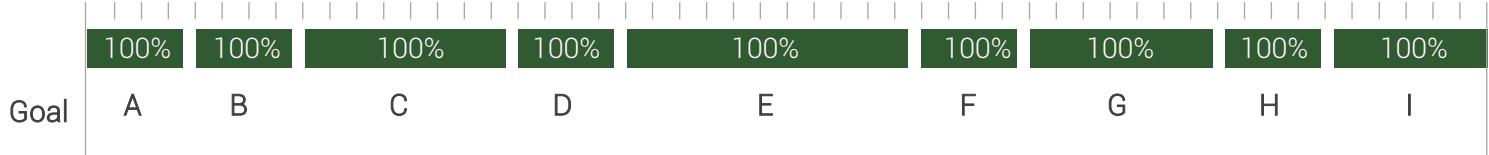


Frequent PDCA Cycles

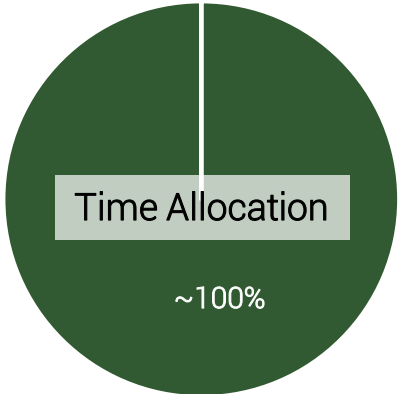
# Scientific Leadership leads to less time and resources wasted



## Scientific Leadership Model - Targets in Series, reviewed weekly



Each new target is set based on the greatest priority at that time.

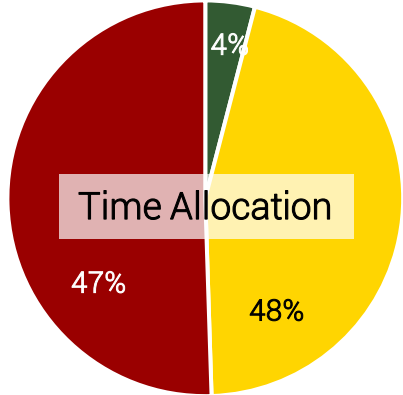


- Execution of Targets that were mission critical
- Execution of Targets that were not mission critical
- Execution of Targets that became obsolete

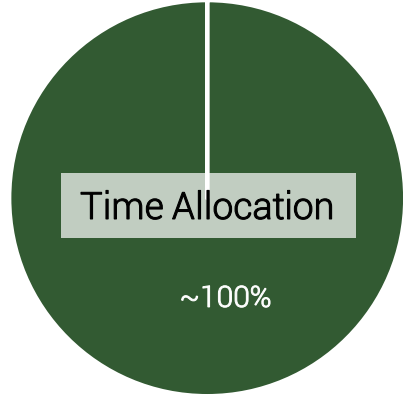
# The benefit of transitioning to a Scientific Leadership model is immense



**Traditional Model**



**Scientific Leadership Model**



■ Execution of Targets that were mission critical   ■ Execution of Targets that were not mission critical   ■ Execution of Targets that became obsolete

## Intangible benefits

- Maximized adaptability / agility
- Personal growth and development
- Professional growth and development
- Minimized opportunity cost
- Quality of work life (winning is more fun)

**Cost Improvement**  
(Scientific Leadership Model)

per employee

**\$4.66k**

per 100 employees

**\$466k**

per 1k employees

**\$4.66M**

per 10k employees

**\$46.6M**

# 3 myths keep leaders stuck in a cycle of dysfunction

## MYTH 1:

We need to set multiple targets for each person to maintain balance and perspective

## REALITY 1:

Each additional target per person = less commitment to any of them

## MYTH 2:

Everyone here has multiple targets and we're great at execution

## REALITY 2:

Multiple targets per person makes coaching impractical and diminishes focus

## MYTH 3:

Our business is too big, small, or complicated; therefore, each of us must have multiple goals at a time

## REALITY 3:

Multiple targets per person stems from an inability to prioritize

...and a bonus myth

**Bonus Myth:**

If we create more targets,  
we'll get more work out of  
people

**REALITY:**

More targets =  
more waste





“Leadership is about setting a direction. ... In the most basic sense, leadership is about mobilizing a group of people to jump into a better future.”

- John P Kotter, Bestselling Author of “Leading Change”, Harvard Business School Professor Emeritus

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Managers provide balance; Leaders provide direction

# Key steps to successful transition to the Scientific Leadership Model

**1** Establish a clear, singular definition for success over the next year [We will go from X to Y by When]

**2** Gain alignment from your direct reports [I will go from X to Y by when]

**3** Provide structured and frequent coaching (PDCA) to drive accelerated learning and improvement

**4** Demonstrate self-discipline to help your team develop the discipline of execution

**Here's how Impruver can help**

# Never has it been easier to adopt a Scientific Leadership Model

Impruver's technology solution has made it possible to implement and sustain the Scientific Leadership model at scale



# Execution and improvement is tracked for consistent recognition



Clarifies strategic direction  
*We will go from "X" to "Y" by when*



Gains alignment to strategy  
*I will go from "X" to "Y" by when*



Drives execution and improvement  
*Develop people and processes faster*



Rewards and recognizes success  
*Reinforce good behaviors*

**IMPRUVER.**  
CONTINUOUS IMPROVEMENT SOFTWARE

**CERTIFICATE OF ACHIEVEMENT**

**RESULTS ACHIEVED**  
1/19/21 – 4/26/21

**20.5%**  
Increased Run Rate

Average	Target	Run	Rate	Run	Volume
989	1,000	436	1,300	24,725	189

**COST SAVINGS**  
**\$90,421**

**1<sup>st</sup> Coach**  
Mitchel Lawson  
Coaches-R-Us

**CHARLES MITCHEL SUMMARY | Behind Schedule**

Challenge: Learn the class in least understand  
Achieve By: July 27, 2021

Target Condition: Increased Run Rate  
Run Chart: Run Rate - Experimental Values

Run Rate	Target	Run	Rate
1200	5000	7500	6539

Log of Equipment

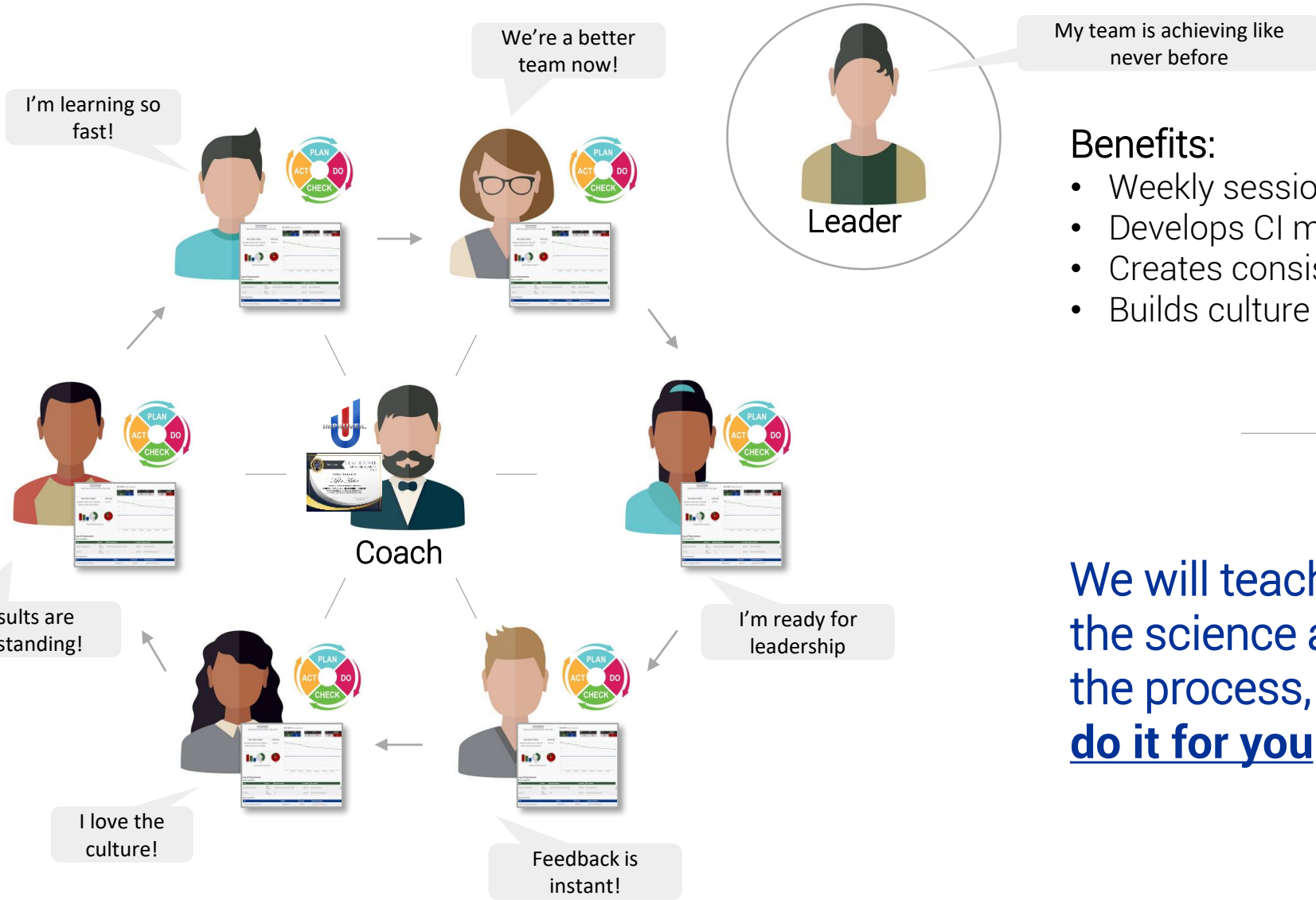
Item	Entered Date	Quantity	Qty Learning
Example Item 1	1/1/21	1	Example Qty Learning
Example Item 2	1/1/21	1	Example Qty Learning

Responsive web app  
Adapts to all devices

# Key steps to successful transition to the Scientific Leadership Model

- 1** Establish a clear, singular definition for success over the next year [We will go from X to Y by When]
- 2** Gain alignment from your direct reports [I will go from X to Y by when]
- 3** Provide structured and frequent coaching (PDCA) to drive accelerated learning and improvement
- 4** Demonstrate self-discipline to help your team develop the discipline of execution
  - 4a** Hire a coach to help you and your team develop the discipline needed for successful transformation

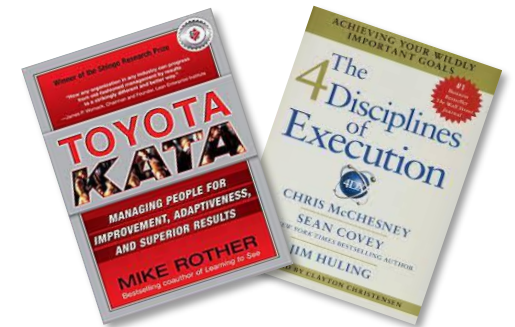
# Invest in the **Impruver Flywheel** service



## Benefits:

- Weekly sessions facilitated by Certified CI Coach
- Develops CI mindset within teams
- Creates consistent drive for better results
- Builds culture of Continuous Improvement

We will teach you the science and the process, then do it for you



max 8 people & 60 minutes per session



- Impruver Accelerator
- Continuous Improvement Flywheel



# Strategy Execution + Improvement Software

The Ultimate Tool of Operational Transformation

- LOGIN
- BOOK A DEMO
- CREATE ACCOUNT



Visit [www.impruver.com](http://www.impruver.com)

Book Discovery Call

- Get a demo
- Get pricing details
- Find out if Impruver and the CI Flywheel service are right for you



## Here's what we just discussed:

- The intersection between Strategy Execution, Talent Development, and Continuous Improvement
- Why poor Strategy Execution and Continuous Improvement are costing you \$5,000 per employee
- Introduced **Scientific Leadership**
- Myths that hold leaders and companies back
- Keys to implementing Scientific Leadership in your company

## Finally!

- How the Improver Flywheel can help you lead a more effective transformation through Scientific Leadership

thank  
you