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Leer en EspaÃ ± OL Leer Em PortuguÃªs In 1983, the CEO of a paper company addressed a difficult decision. His board of directors had just met to take into consideration the alternatives to the deposit of chapter 11 for a subsidiary, a cartiere acquired two years before he was losing more than $ 1 million a month. The acquisition was made to grow the company, but now he addressed the management with the prospect of a great devaluation. The company's shares price had already fallen 40%. A year later, the mill only concerned breakage too. Today is very profitable. Earnings per share for the entire company tripled from 1983 to 1989, adjusted for stock splits, while the price per share has increased almost ten times. Many of the mill managers can expect a comfortable retirement based on the value of their mail in the transformed society. What happened? The short answer is that all in mill paper has become a problem solver. Together, the mill managers and workers have learned to take the initiative not only to identify problems, but also for the development of better processes for fixing problems and improving products. Their approach did not depend on the major key leaders who take charge and tell people what to do. Instead, the entire organization has learned how to learn. The key to their success: a multiyear learning process in which employees have developed four progressively sophisticated problem-solving rings: fix-as-fail, prevention, find root causes and anticipation. (The exhibition is Ã ¢ â‚¬ Å "as the mill resolved its problems" illustrates these four rings.) How the mill has solved its problems The mill worked through the four rings, progressing from problem solving on a fix - AS-FAIL To anticipate the problems before they felt. Establishing the stage for the CEO of the company and its senior managers, starting the learning process was not yet easy né obvious. It was simply the only alternative that could give the possibility to the Mill. In the two months following the Council meeting, the management team made several difficult but necessary decisions. Turn off a small, inefficient, expensive pulp mill and three paper production machines. It relaxed about 25% of the workforce , delivering a solid shot for the small city where the mill was the largest employer. He fired the general manager of Mill. But these actions, the management knew, could only slow down the P Mill's urge. At best, it would buy a year's breathing time to transform the operation around. Success would depend on the displacement of the mix of products sold by the mill. And at the beginning that it seemed an unsurpassed problem. Of the 13 product lines the mill produced, only 4 were profitable or had the potential to become profitable due to the special experience and special production equipment of the Mill. The rest of its products has made small or not money and they were nothing but fillers to keep the operation of the machinery. The closure of three machines had eliminated some of these unwanted products, but those machines had represented only 20% of the mill production capacity. This has left a significant volume with limited profitability, but could not be eliminated immediately if the mill should also support a higher level in a reduced scale. Clearly, the mill had to expand its volume into the four lines of fast attractive products. Cutting prices to attract business have been out because it would destroy any profitability potential. This has left the improvement of the quality and service ... the areas in which the reputation of the Mill was conspicuous. (The He had always had problems with the dates of delivery of the quality and the meeting. The addition to the difficulty was the fact that the mill had supported a strong and ugly strike that was only over a few months before. During the strike, the CEO has discovered HOMA on the road one night that its brake lines had been cut. Management relationships with employees have been contrasting the best.) Management of the first approach to the problems of the Mill has been top-down. The senior managers met, analyzed problems - as seen through his own Decided on ten key actions the mill should take to survive. Many of these actions required great quantities of capital and other people, however, resources, the company for the most part could not afford and that it would not be available from the parent in the necessary quantities. Furthermore, the plans have focused on solving specific problems, often slowly and very expensive: for example, reconstruct two of the mill paper production machines to correct card thickness crueries through the width and length of a sheet. Reconstruction would require two years and cost over $ 23 million; If it was actually solved, it was not clear. The time of the truth arrived when the CEO controller took the plans that the key managers had presented and arranged the general time to implement them. The result surprised the management team. Reach the break, even take at least five years. With loss the daily assembly, which was time that the company had not. The management had to find a way to improve the results rather quickly. After further discussions, executives have identified four approaches: Add resources; correct less but higher leverage problems; Correct problems more quickly; And learn from every experience to make subsequent efforts more effective. But the only way to make sufficient resources available was to enlist the help of the entire organization to improve the levels of quality and MILL service. The idea of turning to your people and ask him to solve business problems sounds less daring and risky now than he did in 1983. But even so, knowing that something worked for others and moving to a non-familiar ground can Being very different things. In this case, the CEO and the new Manager General Manager of the Mill started taking their description of the problems of the minor mill and Middle Management. It frankly discussed the trouble of the mill and outlined what the product focus should be if the mill should survive. Realizing the stakes, top managers have promised their commitment to the mill and made it tangible in important ways. They promised that the Parent Company would make capital investments when necessary, despite the possibility of bankruptcy - a critical point, since the mill had not seen capital over many years. They promised to be available every time he called and distributed their home numbers. They established a bonus plan for all employees - from the Mill Manager to Bidelli Bidelli - which was peggied to improvements in the individual margins or volume of the product line, but contingent on the overall comprising of the Mill. (For bonus purposes, the financial performance of the mill would be evaluated after six months and at six months intervals later.) On the other hand, the negative side was equally clear. The employees who were committed to saving the mill were invited to leave. (Nobody did.) And the CEO did not leave a question that the mill would be turned off if this effort has not been successful. Then, knowing that most of the employees trusted the lower level management, he asked these managers to get the message to everyone in the mill and to solicit their help. At the same time, in an attempt to restrict the field of problems requiring attention, the managing director implemented a new organizational structure designed to facilitate that everyone focuses on problems that counted to customers, instead of individual functional objectives. He created five products of products, one for each of the four attractive lines and one to manage remaining products during the transition period. These teams have been composed of Intermediate manager, from each of the key functional areas and were directed by product line sellers (to strengthen focusing on customers). These managers were accused of enlisting the help of all employees in their areas and urged to give everyone the possibility of contributing. To keep the teams to do the same management as the errors had almost completed ... focusing on the problems immediately obvious and trying to solve them all at once - and to find further further To restrict the list to problems with the largest leverage, the managing director suggested that each product team takes the next few weeks to talk to key customers to learn their needs and develop plans to respond. In addition to this, you let the team managers set your programs. You simply reminded them from time to time that they always had direct access to him and the general manager. And he reiterated the promise of him that the resources would be found. To report the commitment of him, he put the corporate jet at their disposal and used commercial flights for their own visits to other operations. Learning to learn in the weeks that followed, each team has expanded from its core of seven manager to draw operators, employees and other employees the â €