Continuous Improvement for Everyone at Cargill

OpusWorks®
Rapid Scaling Made Simple

August 2022

Continuous Improvement for Everyone at Cargill

"Continuous Improvement for Everyone" at Cargill means *all* 150,000+ employees are able to identify and eliminate waste and solve problems in a structured and disciplined way. *CI for Everyone* is an organization-wide transformation initiative with the goal of every Cargill employee being equipped with the right mindset, right framework, and right toolset to make things better for themselves, their processes, their teams, their customers, and for Cargill as an organization.
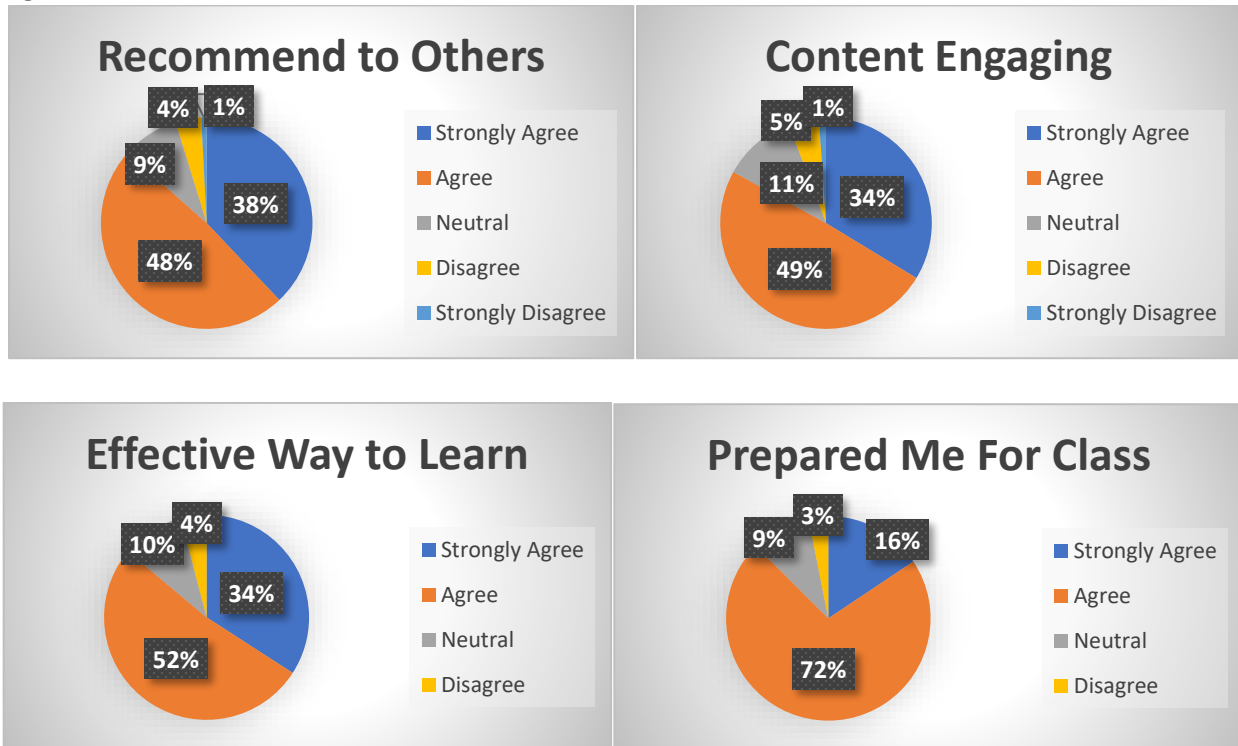
Current State: A CI System for Belts

Today, Cargill is using OpusWorks® to deploy a blended learning belt certification program, company-wide, for the entire White Belt through Master Black Belt continuum. For each offering, students complete pre-class assignments, mostly e-Learning modules, as preparation for instructor-led, hands-on sessions featuring teach-backs, team activities, and capstone events that emphasize knowledge application. During the height of Covid, class sessions were taught by OpusWorks Institute instructors and delivered virtually, using Microsoft Teams. As momentum builds, Cargill is developing internal instructor capability, increasing accountability for project execution, introducing simulations, and exploring the addition of blended learning models that incorporate more in-person experiences.

The program has been hugely successful. Per Figure 1, thousands of Cargill employees have been trained thus far, with plans for many thousands more. Figure 2 indicates exceptional student satisfaction.

Figure 1:

PORTAL STATISTICS							
STUDENTS		**CLASSES**		**MODULES**		**EXAMS**	
Total	2,487	Total	170	Registered	60,791	Total Post-Tests	34,609
Active	2,402	Perpetual	15	Active	26,468	Average Post-Test Score	90
Inactive	85	Dated	155	Completed	34,311	Total Exams	3,526
Today's Logins	71	Completed	122	Started	35,935	Average Exam Score	79
		Current	25	Expired	12		
		Future	8	Average Time, Started	00:43:51		
		Students Enrolled	2,323	Average Time, Completed	00:44:46		
		Students Completed	1,162				

Figure 2:

Recommend to Others
- Strongly Agree — 38%
- Agree — 48%
- Neutral — 9%
- Disagree — 4%
- Strongly Disagree — 1%

Content Engaging
- Strongly Agree — 34%
- Agree — 49%
- Neutral — 11%
- Disagree — 5%
- Strongly Disagree — 1%

Effective Way to Learn
- Strongly Agree — 34%
- Agree — 52%
- Neutral — 10%
- Disagree — 4%

Prepared Me For Class
- Strongly Agree — 16%
- Agree — 72%
- Neutral — 9%
- Disagree — 3%

When compared to the former Belt training method — 100% in-person, in-class, all-instructor led — Cargill is experiencing other significant benefits including:

- Increased quality and consistency of CI training and administration.
- Use of both in-process and end-of-process measures, like student performance tracking, for real-time decision-making.
- Expanded reach and scalability so almost any employee, anywhere, can take Belt training.
- Redirected CI instructor resources from presenting LSS tools and methodologies to applying LSS tools and methodologies with an increased focus on execution.
- Exponential ROI of 20X+ achieved in travel cost and training efficiency time savings alone!

Desired State: A Single *CI for Everyone* System for Belts AND Competencies

Cargill realizes that one size does not fit all. Every employee doesn't need a CI belt certification, though they do need CI competencies that fit their needs, their job, their processes, their tier of responsibility, and their problems. Elementary competence in a few CI concepts (that may vary by employee) is likely enough for the masses. Advanced knowledge of select competencies may be a better fit for a niche worker.   Supervisors, division heads, and executives, so they can effectively inspire and guide the CI efforts of others, need a leadership angle for their CI knowledge acquisition. And belt practitioners require the cross-competency skills necessary to support all employees — masses, niche workers, and leaders — while they also execute projects. Cargill's aim is a single CI program that serves all constituencies.

The bottom-line purpose of *CI for Everyone* is to enable a CI novice to become a capable CI enthusiast who can deliver increasingly more value to Cargill's business and Cargill customers.

CI for Everyone is essentially a culture building initiative with variation so greatly eliminated that:

- All speak the same language of Continuous Improvement.
- All apply their CI knowledge in the same way.
- All use their CI knowledge by following the same steps.
- All track CI success using the same cockpit of measures.

Cargill is achieving its low variation goal in large measure because of OpusWorks' standout:
- <u>e-Modules</u> that both delight students and assure that all experience the same training with the same explanations, examples, knowledge checks, and quiz structure.
- <u>Portal Platform</u> that delivers all materials, assignments, and resources from the same source.
- <u>Project Execution System</u> so all (users and program managers) execute and mentor the same activity, task, and project steps (further reducing tool and methodology application variation).
- <u>Metrics</u> so all access a single data repository to pinpoint waste, identify variation, recognize high achievers, help those who are falling behind, and analyze bottlenecks and delays.

Cargill's accomplishments to date are also a result of its clarity of purpose, governance discipline, adherence to standards, change management effectiveness, and proper expectation setting.

As Cargill advances toward CI for Everyone, two additional priorities are emerging:
1) Compressing learner cycle time so CI competencies are gained faster and with less disruption to the learner's everyday work;
2) Increasing learner retention with new knowledge put to use right away, and structured support provided over the longer term to ensure knowledge is integrated into daily standard work.

The Cargill-OpusWorks team has already addressed many of the content, system, and support requirements necessary for universal deployment of CI for Everyone at Cargill:

- Languages: English is not the primary or secondary language for many at Cargill. Modules are now available in Mandarin, Portuguese, and Spanish, with others coming soon.
- Train-the-Trainer: There is a varying degree of readiness with Cargill instructors. A Train-the-Trainer program is helping Cargill CI Instructors more effectively teach the new model.
- Class Staging: Employees need a less manually intensive way to sign up (and pay) for classes. The Class Staging system ensures that prerequisites are met before allowing class registration.
- Materials System: Custom versions of class instructor and other guides *can be* difficult to manage. The Materials system streamlines the materials management process.
- Open-Access: All want more student accountability for their learning results. A fully automated, self-serve, Open-Access Class function lets students manage their learning and be self-paced.
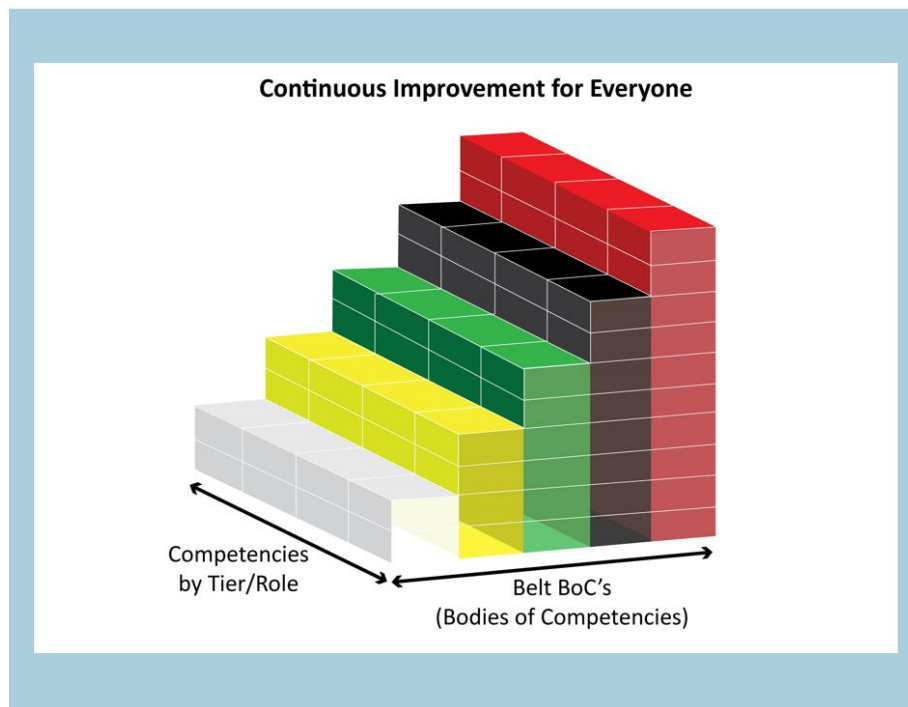
As FY23 begins, Cargill is well-positioned to meet its Competencies challenge with a "Single *CI for Everyone* System for both Belts pursuing certification AND any employee needing to upgrade their problem-solving Competencies."

The OpusWorks CI Competency Model
Cargill (and others) need a single system to: (i) train and certify belts, (ii) build competencies to various taxonomies for all belt levels, (iii) tailor competency building by employee tier (frontline worker, supervisor, executive) and (iv) allow employees to build competencies to their desired level of proficiency with a crossover path to belt certification if they desire.
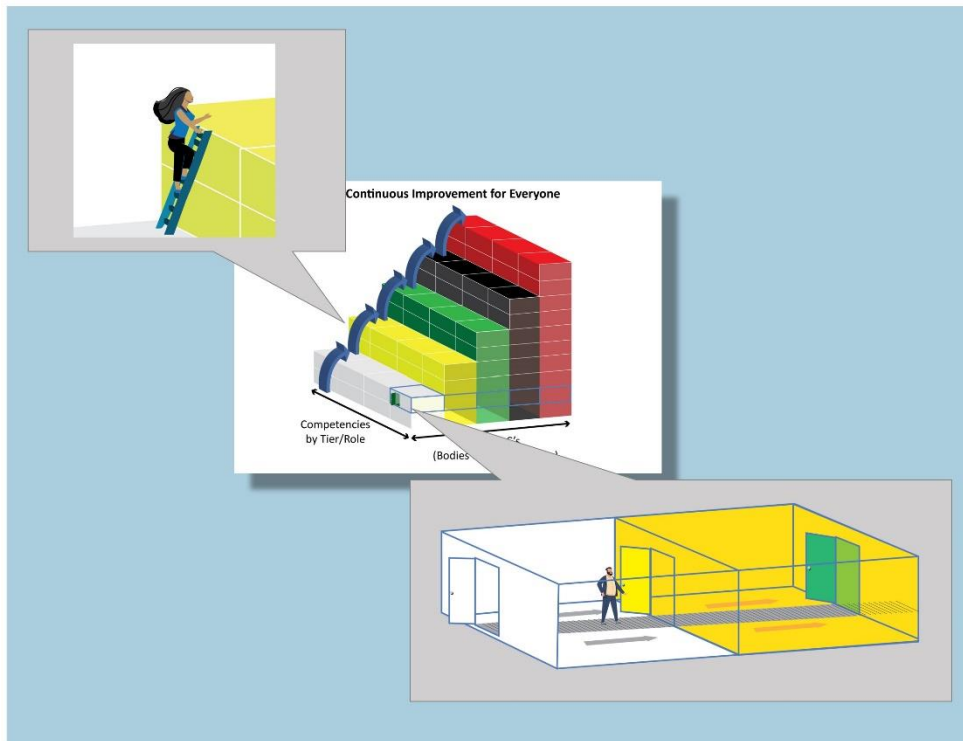
The OpusWorks CI Competency Model is shown in Figure 3. Figure 4 illustrates options for employees to either climb the belt ladder or advance along the competency building path.

Figure 3:

Continuous Improvement for Everyone

Competencies by Tier/Role

Belt BoC's
(Bodies of Competencies)

Each color-coded vertical series of blocks represents a collection of Belt level competencies, at a specific taxonomy level, from White through Yellow, Green, Black to Master Black Belt (red). A Black Belt has more competencies and, in many cases, a higher taxonomy level than a Green Belt. Competencies common to a Green and Black Belt are conveyed to Black Belts at a more advanced taxonomy. Simpler competencies can be accessible at the White or Yellow Belt level whereas more complex ones don't apply until the Green, Black or even Master Black Belt level.

Figure 4:

As illustrated in Figure 4, employees can choose either to climb the Belt ladder or pursue CI skill building, competency by competency. Within each competency box, though not visually depicted, competency capability may vary by Tier/Employee type to recognize how CI competencies are optimally applied at different levels of the organization.

The CI Competency Design at Cargill
As shown in Figure 5, Cargill is constructing Lean Six Sigma competency bundles derived from the ASQ Body of Knowledge. Mindset, framework, and skillset – for each competency -- are progressively envisioned from White Belt through Master Black Belt. Figure 6 illustrates how the 5S competency bundle might be progressively structured for each belt level taxonomy.

Figure 5
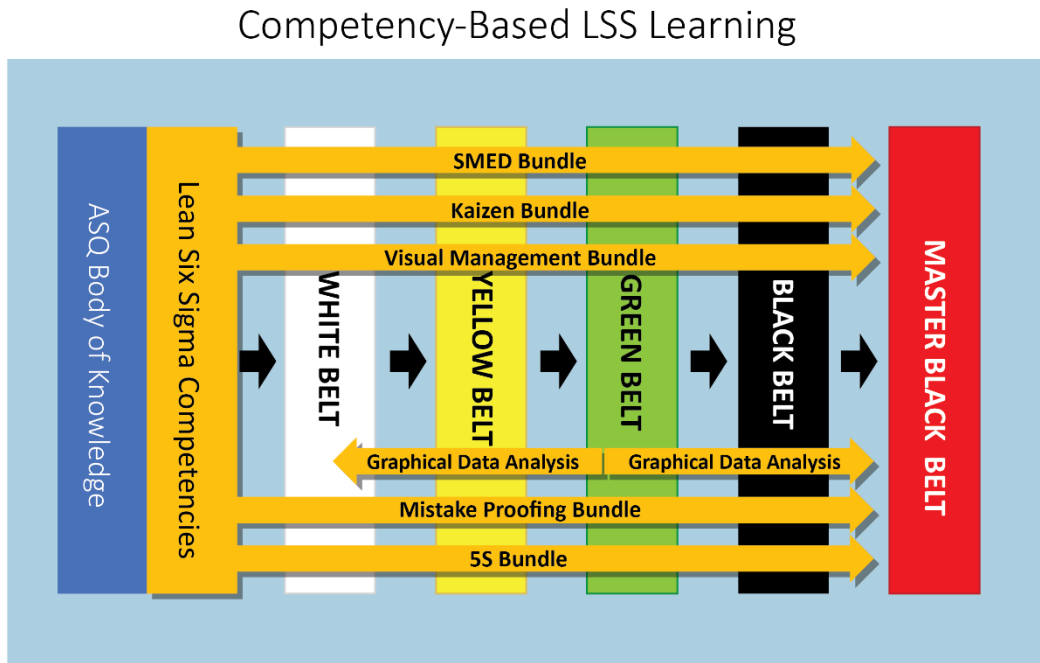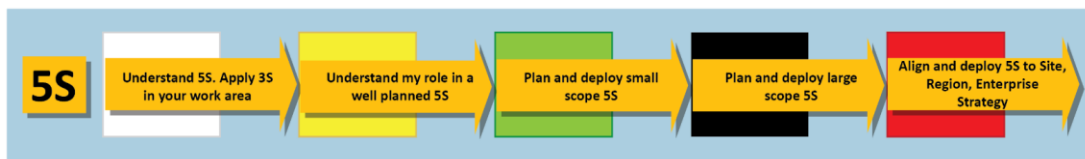
Competency-Based LSS Learning

Figure 6

As of this writing, the Cargill-OpusWorks team is doing a proof of concept for 5S. Over time, other White and Yellow Belt competency blocks will be defined with such items as:

- Goals: What are the desired capabilities of someone with this competency?
- Objectives: What is the knowledge needed for someone to gain this competency?
- Content: What is the specific learning content required to meet the objectives?
- Activities: By tier, what are the activities – real and simulated – to achieve the desired taxonomy level for each competency?
- Initial Actions: By tier, how should someone begin using this competency?
- Sustaining Actions: Over time, how does someone sustain their competency?

Meanwhile, OpusWorks is adding the advanced portal functionality necessary to scale an organization-wide rollout of the CI Competency Model/Design with features including:

- Content Repository for all content assets (OpusWorks e-Modules, Simulations, and any other content that is internet accessible) that might be used to build one or more competencies.
- Activities Repository for all activities that might be used to build one or more competencies.
- Competency Path Builder for ease of selecting and ordering content and activities into a flow, that includes tollgates with mentor involvement as needed.
- Mentoring System for efficient assignment of trained mentors for specific competencies.
- Competency Tracker to encourage competency builders and inform program management.

The Cargill-OpusWorks team has only begun to imagine the transformative possibilities for the new CI for Everyone system. Once in place, employees will have two options for obtaining the CI competencies they need to continuously improve their daily work. Top practitioners, perhaps, will become single competency experts. The system may also be catalytic for rolling out autonomous work teams and deploying leader standard work with supervisors, managers, and executives better supporting their people and solving problems at their tier of the organization. Finally, it's not inconceivable that the single system could power other non-CI initiatives that have a strong skills development component.

Summary
Cargill is a role model to others who want to transform their WB-MBB Belt training and certification processes via the OpusWorks virtual or in-person blended learning model. Though 20+X ROI on their OpusWorks investment is significant, Cargill envisions even greater ROI from OpusWorks as the new single system enables everyone to:

- Gain CI knowledge without having to commit to the rigor of the Belt certification path.
- Develop deep capability with a single CI concept/tool without the expectation to learn them all.
- Access the same e-Learning content regardless of Belt path or Competency path.
- Advance, over time, to Belt certification by achieving one competency at a time.
- Immediately use competencies to improve their performance with tracked results.

Cargill is thrilled to soon be offering a truly self-paced learning path that is fully adaptable to each CI learner and aligned with Cargill's business needs. At Cargill, the *CI for Everyone* process is indeed a continuous improvement journey that will likely never end. Stay tuned.

OpusWorks – Integrated Deployment Solutions – Supporting Continuous Process Improvement

www.opusworks.com // 800.772.3071

OpusWorks
Rapid Scaling Made Simple