Doing More with Less

Simple thoughts for difficult issues
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Topics

• Introduction
• What is more?
• What is less?
• Potential approaches
• Summary
Introduction

• Really good and striving to be better
• Investing for better results
• Managing for performance
• Pragmatic adoption of tools and technologies
• The role of people
Grandma Merry Management Wisdom

1. **Saying**: “Nae point in haeing a dug and barkin yersel”
2. **Saying**: “Mony a mickle maks a muckle”
3. **Saying**: “If ye dinna ever mak mistakes yer not tryin hard enough”

1. **Delegation**: There is no point in having a dog and barking yourself
2. **Toll financial management**: Many small amounts add up to a large amount
3. **Risk Management**: If you don't ever make mistakes you are not trying hard enough
What Is More?

• Safety
  – Less damage, less injury, less fatality

• Efficiency
  – More reliable travel time
  – Move more people, same infrastructure

• Customer service
  – More happy customers
  – Minimizing the gap between perception and reality
What Is Less?

• Less waste
• More focus on results
• Better management
• Less barriers to progress
• Simpler operations
• Results driven investment, planning, design and operations
• Customer needs are placed before the needs of the organization

.....doing more with less
Potential Approaches

- Technology
- Management solutions
- Engage your people

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Technology

• No point in applying “good technology” to “bad process”
• Good results and bad results equally possible depending on how you use the tools
• Ready, aim, fire
• Expect that your needs will change as you discover the possibilities – “what?” “how?”
• Electronic toll collection and regional payment
• Advanced traffic management, Traveler information, System management
Management Solutions

• Was your business operation designed or did it just evolve?
• Do your best people have to defeat the organization to succeed?
• When was the last time you stepped back and looked at the whole picture?
• How do we combine technologies, processes and people?
Engage Your People

- “Surprise! We have a new solution”
- Who knows the job best
  - The people who do it every day?
  - Managers?
  - Executives?
  - Politicians?
- “why are we never asked?”
- “operations people make up for the deficiencies of the system design”
- “what’s our mission and what’s my role?”
- “does less mean an organization without me?”

...doing more with less
Sam Palmisano, IBM, System Wisdom

• What is a system?
  – It has clarity of purpose
  – It is connected together
  – We can find out its status at any given time
  – It can adapt to changes in the environment

Summary

- Already very good but want to be great
- More results and effects
- Less resources, less waste, less barriers
- Technology, management and people
- Are we a system?
- Simple questions, smart thoughts, profound understanding
- Next
  - go beyond “what”
  - partner to define “how”
  - get it done

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"Git-R-Done"