

## DISSECTING YOUR VALUE MANAGEMENT JOB PLAN FOR MORE EFFECTIVENESS AND LONGEVITY BY PERFORMING A LITTLE ACUPUNCTURE

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### ABSTRACT

This paper will provide you with the opportunity to take risks to get out of the box syndrome and to overcome some major hurdles which Value Management may be subject to in order to maintain its longevity.

### INTRODUCTION

Lets step back and review the prime objective, i.e. why the program was introduced.

1. To improve the value on a certain product family, service or component.
2. To be used as a long-term problem-solving tool which could be used as a way of life within the organization. In this case, it may require some improvement within the job plan for it to maintain its longevity.

Let's for a short moment, review how the program was introduced, launched and implemented. The first contact is usually at the highest level within the organization. These people are the key decision makers and also have the authority to make, recommend and introduce changes within the organization.

Because the start of the program is at the highest level, the motivation is at the peak and thus the program makes major inroads and enjoys a very

high level of success. But as with anything else, after awhile for various reasons, the programs starts to lose it momentum. The reason is easily explained at the initial stage, a very professional consultant is brought in to help launch this very vital program and the primary objectives are met. Now comes the challenge to keep the program in the same momentum, with total commitment, motivation and enthusiasm for all employees. This is where the Value Management Job Plan that may need a few shots of acupuncture to relieve pain, frustration and keep the program in the same upbeat as when it was started.

### A TYPICAL VALUE MANAGEMENT JOB PLAN

1. Management overview
2. Project selection
3. Project preparation
4. Information Phase/Function Analysis
5. Speculation Phase
6. Evaluation Phase
7. Development Phase
8. Implementation Phase
9. Reporting Phase

This is very well-structured problem-solving, so why do we need to change or dissect it like my title says.

After having kept the program alive over 13 years in a company that has gone through major

changes, had roller coaster rides due to cyclical business (i.e. dependent on interest rates and housing), it is my point of view that there were some very key elements missing.

If it has to survive during tough times, it must prove that it can be of the highest value within the organization and must have everyone's support, commitment and understanding. From my point of view, what I felt was lacking within the Value Management Job Plan were some key elements in people skills, which are very critical for any program to be effective and successful. "People make it happen, not programs".

My recommendation for a Value Management Job Plan is to give it a few shots of acupuncture for its effectiveness and longevity. The dissected Value Management Job Plan would then look like this:

Your typical Value Management Job Plan which appears in this paper but now at the level of management overview or somewhere while the program is very active and in highest momentum we inject leadership training.

This would focus effort on dealing with people, leadership styles, conflict handling so that the program will be a lot easier for the Value Analysis Manager to manage.

My recommendations are as follows:

A full Value Management job plan with the addition of leadership contents such as:

1. Empowerment
2. Leaders - Ways to manage your team members and employees
3. Effective team-building
4. Conflict handling among team members
5. Effective meeting, an ideal method to improve communication and teamwork
6. Communication - Successful process, communication do's and don'ts - verbal and written.
7. Goal directed project management
8. Selling ideas not only value/cost, customer but by understanding different department needs within the organization eg. marketing, manufacturing, engineering, accounting etc.

9. Decision making - negative/positive aspects overcoming obstacles.
10. Accounting for non-accounting managers.
11. Turning new skills into habits to achieve ongoing results and success.
12. Instilling culture changes within the organization. The key elements of culture change which are attitude, goals and action.

#### CONCLUSION:

With these changes to the Value Management Program, it will have two elements. One - the well structured Value Management Job Plan and, Two - the people elements which to me is as or more important to success.

I hope this paper will provide some useful tools to your Value Management Program for longevity.

#### References:

1. **Leadership for Program Longevity** - A. Almeida - Leadership Training Handbook
2. **Teambuilding and Effective Problem-Solving** - A. Almeida Consulting Training Handbook