EDUCATIONAL SEMINAR

Manufacturers Alliance
Sharing Education & Resources Peer to Peer

Collaborative & Constructive Feedback

SEMINAR SPEAKER

Brian Rome
VP of Operations

Collaborative and Constructive Feedback
Brian Rome – Vice President of Operations

Collaborative and Constructive Feedback

- Versare
- My stories:
  - A little feedback can go a long way
  - Eating the elephant - one bite at a time
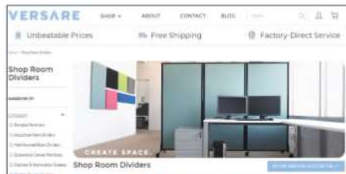
Versare at a Glance Today

Key Company Information

VERSARE

Year Founded: 1998
Headquarters: Minneapolis, MN
Employees: 50

E-Commerce-Led Manufacturer of Space and Sound Management Solutions

Versare by the Numbers

61%	Sales Growth Since April 2018
300+	Weekly New Customer Orders
7,460	Unique Product SKUs
40%+	Open Quote Conversion
88%	Direct to Consumer Sales
75%+	Delivery within 48 Hours

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Versare – Our Product

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A little feedback can go a long way...

- As a Production Supervisor, I was a very confident young man
  - I knew less than I thought I knew
  - I thought I could get by on charm
  - I was not always willing to hear about my shortcomings

- What changed?
  - Getting married to a smart, beautiful woman
  - Having five kids
  - Finally **willing** to listen to solicited (and unsolicited) feedback

A little feedback can go a long way...

"Tall versus Short" – a lesson learned

- Visited with some of my former employees

- "How's your new Supervisor?"

- Honest feedback can happen when you least expect it

- What did I realize (learn)?
  - As a leader, your employees are watching you – and your reactions
  - The "No Freak-out" rule
  - Don't ignore the message within the message – the "Aha moment"

Eating the elephant - one bite at a time

- "Houston, we have a problem"
- Versare – inventory adjustments


Inventory Transactions – by $
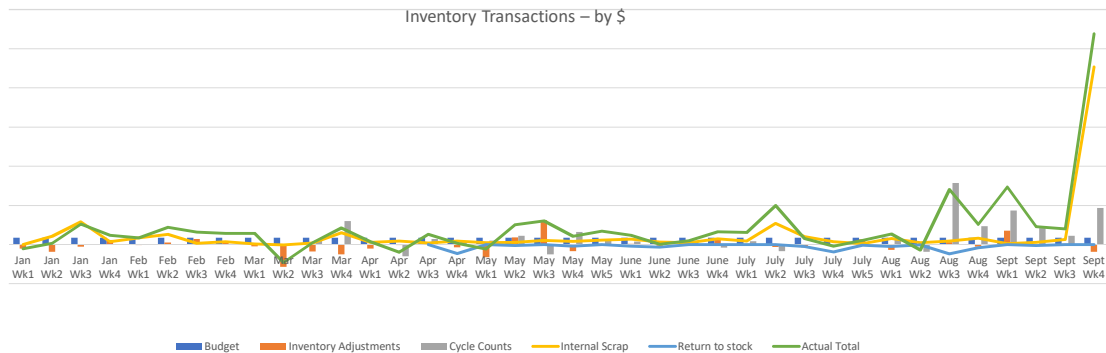
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Eating the elephant - one bite at a time

- April 2018
  - New management team
  - While profitable – "red lining"
  - Recapitalize within 3-5 years
  - Many problems to fix
  - Warehouse – "wild, wild west"
  - 80% production employee turnover
  - No one knew how to make a decision
- July through September 2019 – inventory adjustments
  - New employees
  - New processes - rebuilt production process, ERP implementation, cycle counting
  - What is the root cause?
- BTW – record sales July through October 2019
  - 61% growth in 18 months
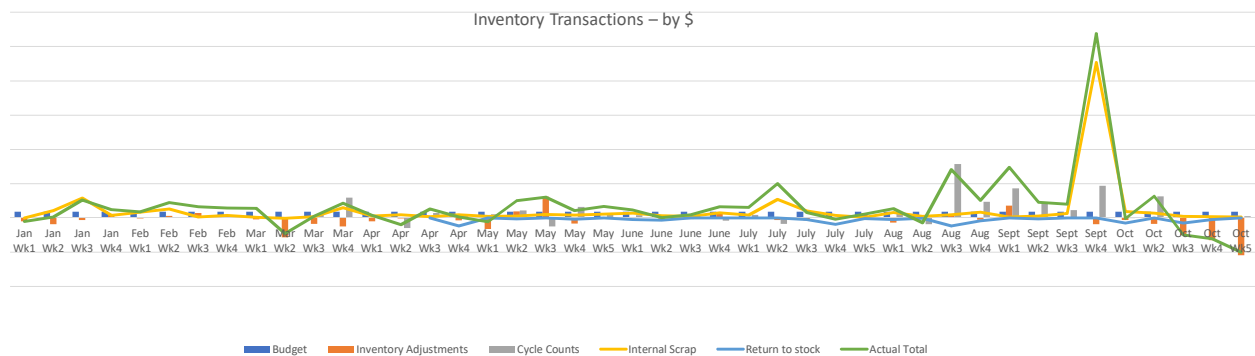
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Eating the elephant

- Employee engagement needed
- Gemba walk – daily team check-ins
- "No Freak-out Rule" put into effect
  - Supplemented with the "No one is in trouble Rule"
  - "It is what it is"
- Feedback
  - Leadership team - data review - what's the problem?
  - Production team – "there's your problem"….
- Team - fix one thing everyday
  - "Turn one dial at a time"
  - Solutions – "Let's just try it"
    - Give the solution time to work
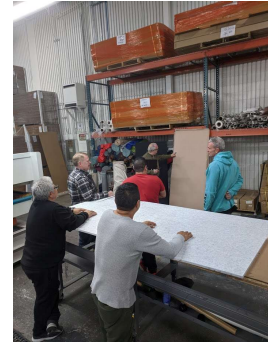
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Feedback – we are seeing improvement

- Identfied and fixed 25 (and counting) opportunities for improvement
- 80% of internal scrap is vendor originated
- Turning one dial at a time - culture of confidence

Inventory Transactions – by $

Budget   Inventory Adjustments   Cycle Counts   Internal Scrap   Return to stock   Actual Total

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What are we learning from feedback?

- Employees are watching you – and your reaction
- Create a culture of confidence
  - The "No Freak-out" rule
  - The "No one is in trouble" rule
  - "It is what it is"
- Allow feedback to flow both ways - "There's your problem"
- "Turn one dial at a time"
- "Let's just try it" - give the solution time to work

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