

DBIS Implementation Shifts from Training to Application

Every major initiative starts with the necessary preparations. For Diebold, our largest company-wide effort ever is the launch of the Diebold Business Improvement System (DBIS). It's large in terms of scope since it involves every associate in every corner of the company. It's large in terms of impact because DBIS provides the overall structure that will move Diebold to higher levels of performance than ever.

Most of the work on DBIS so far has been preparation, mainly training associates to begin their personal business improvement efforts. The training explained how DBIS works, the values that will guide us, the standards we're aiming for, and the things we're going to measure as we pursue business improvement.

Focus Shifts to Application as Divisions Complete Training

Our first step was training which explained how DBIS assures standardization of methods, philosophy, vocabulary and tools that create a common Diebold Culture regardless of national culture, origin or language.

“By the end of the year, over 75% of all Diebold associates will have completed the initial training modules,” according to Eric Evans, president and chief operating officer. “Now it's time to shift to implementation, and the real work of moving to higher levels of performance. Companies often do a great job of planning and preparation but never capitalize on it. Our implementation plan ensures that every associate will build on their training to make a personal difference in improving our company's performance.”

With advanced module training in place, the implementation process will advance to the next steps:

- Teams: Associates working together on business improvement
- Certification: Teams measuring their effectiveness and progress
- Suggestions: Striving for 30 suggestions per associate, with 25 implemented each year
- Recognition: Business and team leaders sharing their success stories, publishing improvements and certification progress.
- Specialty Training Modules: Training on new and additional tools used by the teams

Teaming Up For Improvement

There are two types of teams,” explains Troy Smith, a business improvement geographic steward in San Francisco. “Business Improvement Teams focus on a business process, managing a collection of different goals and objectives on an ongoing basis with a long-term focus. (See the sidebar article, “Succeeding in Seattle”)

Project Teams, on the other hand, form to solve a particular problem or complete a specific task, and then disband. An example would be the shipped-not-installed team (see related article on [page X](#)).

Tom Ault, organizational development specialist, says “We’re going to engage all associates in a way we haven’t done before. No one should say ‘it’s not my job to look for improvements.’ We are asking people, expecting people ... requiring people to take an active role.” Every associate will participate in a Business Improvement Team, while only a few hundred associates may be involved on project teams.

“Teams will use whatever tools make sense for them,” according to Evans. “They may use our existing tools from lean disciplines, Six Sigma and others, or we may acquire new ones. It’s a dynamic toolbox that will change, grow and adjust. That gives us flexible tools that don’t leave us stuck on any one program or methodology.”

Certified Success

Teams will use the DBIS certification process to document their effectiveness. There are three levels of certification.

First is Self-Certification, where each team measures itself against a standard list of objectives to be sure that they have a good team foundation and organization in place. These teams are building momentum toward making improvements on key measurements.

The next level is World Class, where the teams are achieving operational excellence as measured against other Diebold teams throughout the world. Finally there’s Diebold Class, reserved for teams that set the benchmark within Diebold and are the best in our market.

“Certification isn’t just checking off boxes on a form,” according to Evans. “It gets teams thinking about improvement, and gives them goals to shoot for. Just wanting to be better isn’t enough. Certification facilitates getting better by helping associates focus on specific improvements and measure their progress.”

Approximately 12 pilot teams have already formed to help test the certification process. “We want to be sure certification is easy to understand and use, and that it helps people make a difference,” explains Scott Rollins, a DBIS consultant and leader of our DBIS deployment team. “The pilot process will help us do that.”

Fundamental to Future Success

Evans sees a perfect fit between his fundamental business beliefs and the DBIS implementation now underway.

“Business improvement is the road we’ll follow as we **drive for competitive advantage**. Certification requires each associate to make an **honest** documentation of problems and issues. Every associate will be expected to **make a difference** through their active participation in a Business Improvement Team. A main focus of many teams’ improvement efforts will be to **simplify the complex** process and procedures that exist throughout Diebold. And finally, team members need the **humility** to realize that we need to make improvements in almost everything we do, and the **fierce resolve** to find and implement those improvements.

“Who believes that Diebold is perfect?” ask Evans. “No one. And that means everyone believes we can make improvements. Associates, working through teams, need to get engaged and do their part to uncover improvements of all sizes and in every corner of our business. With every Diebold associate driving for operational excellence, we will create an amazing work environment that will allow us to achieve an incredible competitive advantage”

Sidebar: Successful in Seattle

The Seattle service team has the right attitude about change. Team members are pushing to make a difference, because they can. Customer solutions manager Steve Hagberg applied to have the team included in the certification pilot program as way to sharpen the focus of his team’s efforts.

“The DBIS concepts and focus ramped up our effort and enthusiasm up a few notches,” Hagberg explains. “It makes team-based process improvement part of the expectation of the organization rather than relying on associates to take the initiative. Certification gives us specific targets beyond the norm, and that’s pushing us to reach higher and to achieve more than the standard metrics.”

Hagberg says that DBIS certification has encouraged even more creativity in his already successful team. “For example, we got rid of site security surveys because we agreed they added little value. And after we deployed laptops to the CSE vans, it only took a few days before the suggestions poured in for safe, low-cost ways to mount them.”

DBIS certification is clearly helping the Seattle service team members make a difference.

Graphics:

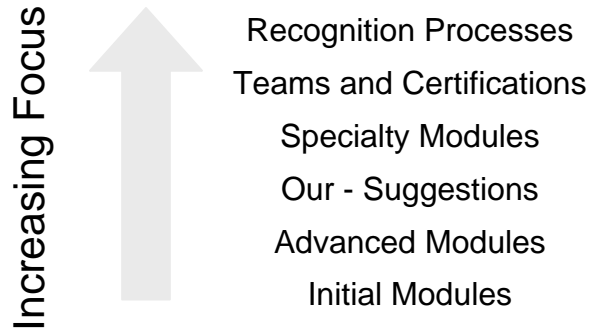
Training Completed

Division	Initial Modules	Advanced Modules
North America	70%	54%
Asia Pacific	42%	5%
EMEA	70%	4%
Brazil	50%	4%
Latin America	35%	3%

Initial Module Training Signups

Region	Total	Percent
Asia Pacific	465	61%
Latin America	443	62%
Brazil	2071	93%
EMEA	1145	102%
Total	4028	84%

DBIS Process



Transition from Training to Performance

