



ACADIA®

EXCLUSIVE INSIGHTS WITH ACADIA

Ahead of the OPEX Exchange April, we spoke with Josh Crone, VP & CTO of Software Products at Acadia to get his insights into the future of Operational Excellence.

Josh has helped to shape the development of Acadia—an enterprise SaaS solution that helps organizations use One Best Way processes to drive behavior change in the workforce.

With a laser focus on helping to solve customer problems, Josh leads the engineering, DevOps and customer success teams.



Josh Crone
Vice President & CTO, Software Products

“We put people at the center of every decision we make, because our clients take Acadia to work with them every day.”

How do you think advances in technology will change operational excellence in 2019 and beyond?

Advances in technology will continue to disrupt businesses across all sectors of the economy. Reskilling workers from existing roles to those compatible with new software, machinery and work processes will become increasingly important for two reasons:

- ✓ *A skills shortage in the job market has already left nearly 7 million jobs unfilled in the US as of November 2018. This dearth will only be compounded as more and more companies compete for the workers who have the required skillsets.*
- ✓ *Many organizations lack the internal capability to capture institutional knowledge of exiting employees. So large swaths of retiring or under-skilled employees leaving the business could do significant damage to those who aren't prepared.*

Operational excellence leaders will need to help solve these challenges. On-the-job training and knowledge capturing capabilities will be critical.

What are the most pressing challenges that Operational Excellence and Business Transformation executives are facing?

One of the most common challenges we see in business transformation projects is getting them started. These projects can often involve multiple departments, large groups of employees and can have impact on existing mission critical operations. So they are very easily swallowed by bureaucracy and red tape that can drag out project launches for months or even years.

We've had success by helping our clients break these projects into more bite-sized chunks. Using a continuous deployment methodology, we recommend starting your project in a small area where you can show rapid ROI. Then documenting your successes and getting buy-in across broader segments of the organization.

How can OPEX leaders implement behavior change effectively across the organization?

By providing consistent, easy to follow work instructions and procedures and encouraging team members to provide constant feedback on those tools while performing their daily tasks.

Employees who have access to the right information at the moment they need it are more confident in their work. They will perform standard work more accurately than those who have been trained outside of the work environment. A virtuous cycle of continuous improvement will happen when team members have the ability to provide feedback for process improvements. If managers incorporate those changes into workflow and recognize the employees who brought the ideas forward, more employees will be encouraged to participate. That's where the real transformational behavior change can take hold.

What differentiates Acadia from other learning management systems, knowledge repositories or other performance platforms?

We put people at the center of every decision we make, because our clients take Acadia to work with them every day. They can quickly and easily find the most current job aids they need while performing tasks on a factory floor, in a hospital room or at a call center desk. Managers can quiz employees for comprehension of standard work or important policies and provide more support to those who need it. Work processes can be constantly improved by a feedback loop from employees to management and back. We help make every employee your best employee.

Click here to get in touch and find out more about how you can get involved with the Exchange ➤



ACADIA®

HEAR MORE ABOUT ACADIA AT THE OPEX
EXCHANGE IN THEIR SESSION:

**'RESTORING EMPLOYEE ENGAGEMENT,
PERFORMANCE AND PRODUCTIVITY: AN
ANHEUSER-BUSCH INBEV SUCCESS STORY'**

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