



ValueSpeak™ Quick Translation Guide

One of the most common frustrations for Continuous Improvement practitioners is having a great idea, a clear problem, and solid data, only to watch leaders seem uninterested or unconvinced.

The problem usually isn't the idea. The problem is the language its presented in.

Most of us are trained to see waste, variation, defects, downtime, and process issues. We naturally describe problems in these terms because that's the world we live in every day. Senior leaders however, are often listening and seeing through a different lens. They are thinking about growth, profitability, customer satisfaction, risk, capacity, and strategic priorities.

This guide is designed to help you translate common manufacturing and operational challenges into **ValueSpeak™**, the language of business impact.

As you use this guide, remember this simple formula:

$$\text{Problem} + \text{Business Impact} + \text{Business Priority} = \text{ValueSpeak™}$$

Because successful change leaders don't just solve problems.

They know how to translate them.

Example:

We have a lot of quality problems which increases customer risk, warranty costs, and ultimately damage to our reputation. This will make us lose customers and revenue.

Problem	Business Impact	Business Priority
High Scrap	Increased Cost	Losing Profitability & Business Reputation
High Downtime	Losing Capacity	Losing Revenue
Long Changeover Time	Losing Capacity & Flexibility	Losing Revenue & Ability to Respond to Customer Requests
No Standard Work	Variation in Results	Losing Predictability & Increasing Risk to Compliance
High Overtime	Increased Cost & Risk of Burnout	Losing Profitability & Increasing Risk of Turnover
Training Gaps	Losing Flexibility	Increasing Risk to Meeting Objectives
High Inventory	Losing Floor Space & Flexibility	Decreasing Working Capital & Increasing Financial Risk

