

Problem

When Katie Mumby took over Cargill's 'Credit to Cash' Global Process and saw the credit limit process, she was taken aback. The process was broken. Of Cargill's billions of extended credit dollars, too much was at risk. If the default rate was just 1% higher, potential losses would be tens of millions!

Though Katie knew of continuous improvement (CI) and wanted to jump right in, she opted to first strengthen her CI skillset and find expert coaching. She signed up for Yellow Belt training



Continuous Improvement for Everyone (CI4E) at Cargill

Katie-like problems are everywhere, at every tier of the Cargill organization. CI4E aims for 160,000 competent employee problem-solvers. Because past training approaches were too slow, inconsistent, disruptive, and expensive, Cargill's standard is now the fully online model from OpusWorks® of blending self-paced e-Modules with virtual classes and project work.

Insight and Action

Katie dove into the e-Modules to learn about the framework, tools, and templates of CI. In class, she participated, interacted, and dialogued. With guidance from her mentor, she discovered that CI revealed new ways to see old problems. She fine-tuned problem definition, scope, and goals. SMEs and other experts helped her gather, crunch, and analyze data. Problems gained clarity. Potential improvements came into focus. Sustainable solutions were put in place. Cargill's risk is now mitigated.

Triumphs

Path for others

- Employees. Be inspired and proficient in CI.
- Mentors. Truly understand the problem, explain how to use resources, always respond quickly.
- Managers. Support training time needs, monitor progress, advocate as needed.

Affirmation for Cargill

- A shift in mindset, increased confidence, commitment to data-driven problem-solving.
- CI is transformative and everyone can make a difference.

PostScript



Katie's next project is poised to create even more value for Cargill. Once inspired by CI, always inspired by CI!

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