

Business Operating System

Culture

1. Vision
2. Mission
3. Values
4. Culture embedded in all systems

Talent Development System

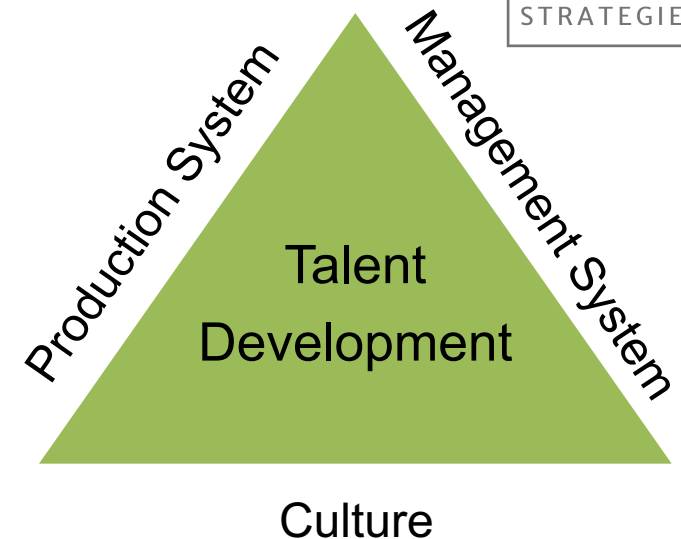
1. Based on trust, teaching, and learning
2. Leaders act as teacher and coach
3. Focus on the process, not the person
4. Everyone runs & improves the organization
5. “Teach & Do” opportunities
6. Formal feedback mechanisms
7. Real time feedback

Management System

1. Strategic Planning
2. Strategy drives and is aligned with tactical execution and improvement
3. Visual Management
4. Tiered Accountability
5. Standard Work & Leader Standard Work is controlled & audited
6. Resources are cross trained and flexible

Production System

1. Processes are designed to be repeatable and consistently meet customer expectations
2. Work activities are documented & specific with consistent outcomes
3. Connections are in the form of customer-supplier relationships with unambiguous responsibilities
4. Value Streams are designed for all products and services to flow along a simple, specific path
5. Improvements follow the scientific method under the guidance of teacher, with the involvement of those doing the work



Definitions

Visual Management

1. Measure what matter at each level of the organization
2. Performance to target
3. Reasons for misses (Pareto)
4. Actions to close gaps and prevent recurrence

Tiered Accountability

1. Driven by Visual Management System
2. Rules of engagement for escalating issues
3. Multi- Lateral Communication mechanism
4. Define roles & responsibilities at each tier

Standard Work & Leader Standard Work

1. Developed by Subject Matter Experts during Kaizen
2. Documents tasks and includes “if/then” scenarios
3. Revised as new best practices are discovered
4. Used for training and auditing

Kaizen

1. Focused event
2. Robust chartering process tied to business goals
3. “Teach & Do” training on CI tools
4. Discovery and analysis of current state processes
5. Testing of multiple solutions
6. Standardizing & implementing best known solution

Workplace Organization

1. Safety
2. Sort
3. Sweep
4. Standardize
5. Sustain