Create an Operationally Excellence Company

Leading an Improvement Culture

Everyday, Everywhere, Everybody



Leadership & Skill Development



6th grade Terry



Mrs. Sorenson
"Ya,...don't sing"



Takahashi 'Tak' Harada
"33 pages, 1 by 1"

Leader Approach:

Align / Teach / Expect Application / Learn & Experiment

Operationally Excellent – Everywhere in the company ….being part of this can be Meaningful & Fun

Fun to:

- …to Improve Lives
- …to Serve the Customer
- …to Learn what works and what doesn't
- …to Develop more Skill

Leader Approach:

Align / Teach / Expect Application / Learn & Experiment

Fun with Introductions – Let's create some Speed



3 Rules:

1. Introduce yourself
2. Ball must pass through the hands of every person
3. Time stops when ball is back to start.

Our Belief: Leaders Create Culture (Do & don't do, Say & don't say)



Leader Approach:

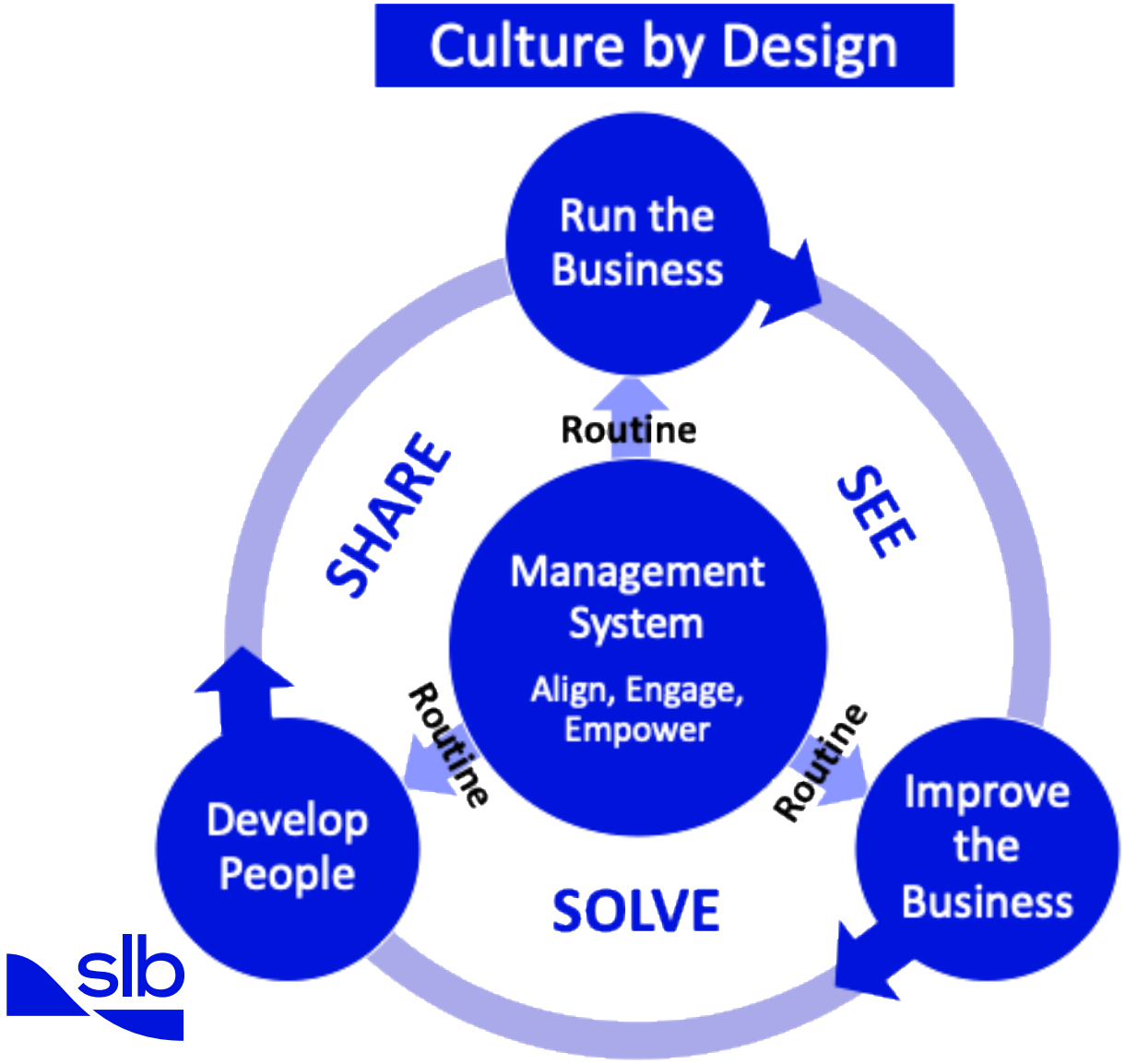
Align / Teach / Expect Application / Learn & Experiment

Leader's Routines Create Culture





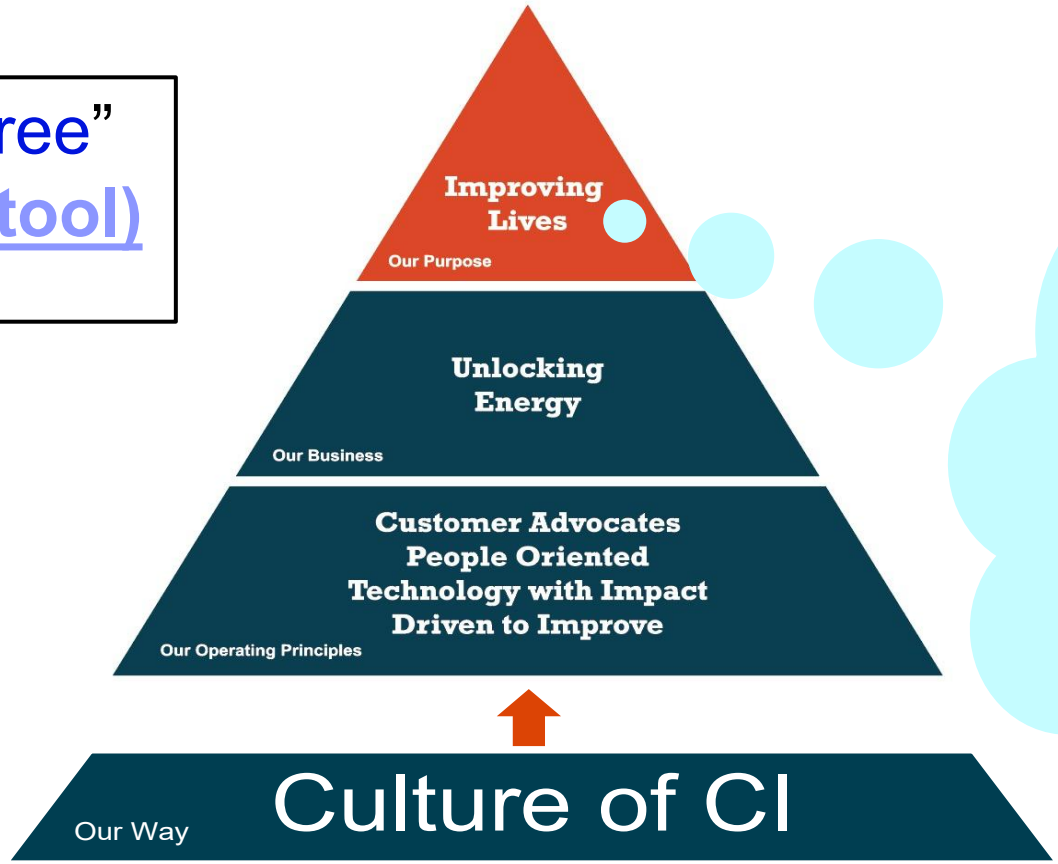
Leader's Routines Create Culture – By Design



1. **Create Alignment**
   - Winning in life? Business? Customer?
2. **Create the Run the Business System**
   - How do we SEE winning? Trends ? Gaps?
3. **Create the Improve the Business System**
   - How do we Capture Ideas & Solve?
4. **Create the Develop People System**
   - What Skill do we want? How to we learn?

The Idea of a 'Strategy Tree' & Connecting everyone to it

The "Strategy Tree"
(an Alignment tool)



All Leaders and team members & should discuss & teach this often & put it in their own language

Aligned
Everyone is connected to purpose, business and customer and improving in the same direction

Engaged
Everyone is inspired, motivated and participating in the work of improvement

Empowered
Everyone is enabled to make improvements through skills, tools, systems and principles

Op Co Site Strategy Tree & Culture





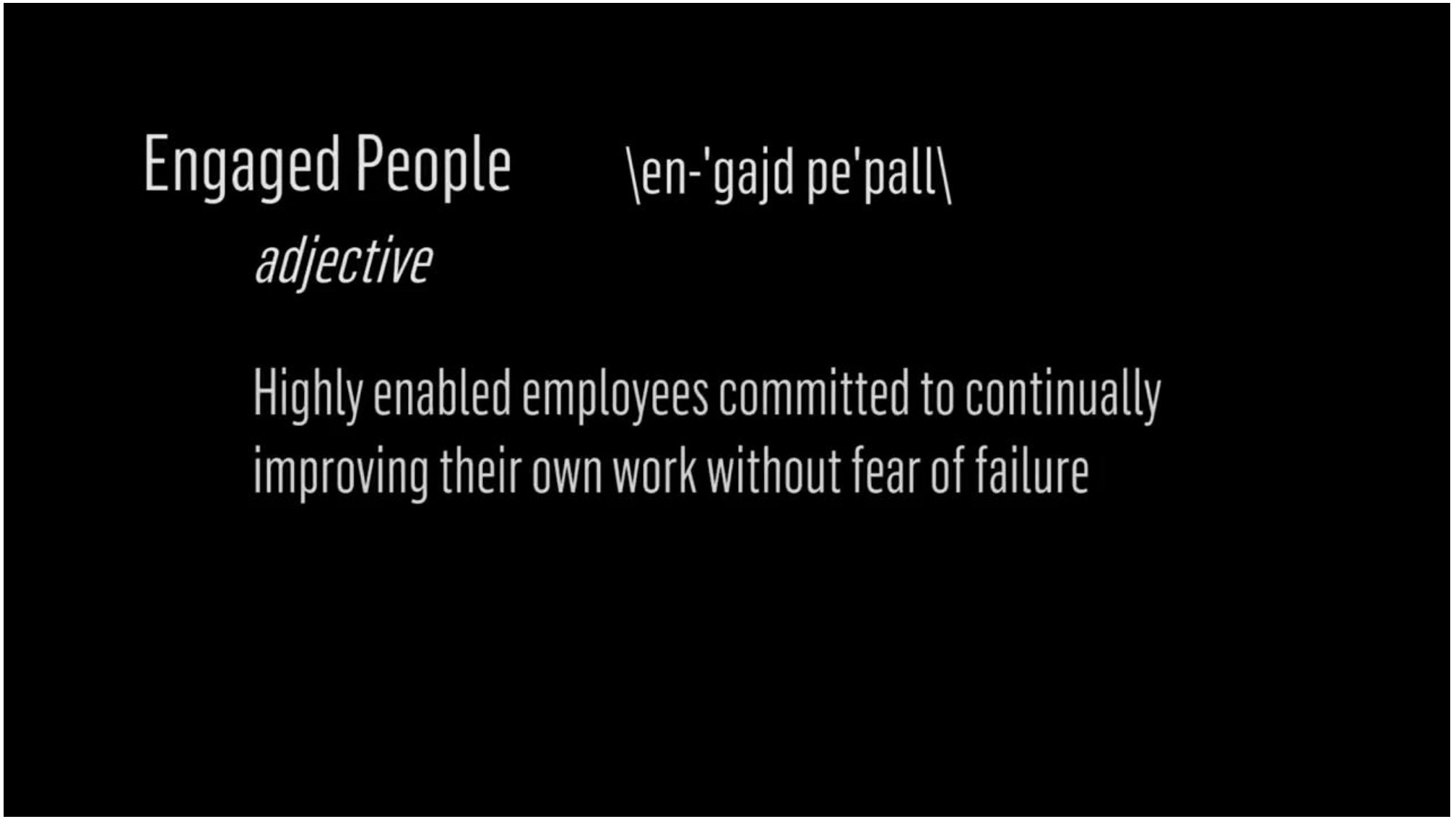
Customer Focus: What everyone is trying to create for the customer

How

Behaviors

Method

Practice seeing a CI Culture



'Repeated Behaviors' for Leaders

Transform Leaders
Learn to lead an Improved way

Transform Culture
Enable employees to think & act in new way

Transform Systems
Improve the value stream & work systems

Transform Results
Improved Lives, Business & Customer Experience



Create High Frequency Routine:

- Confirm Alignment
- Teach a Principle or Concept – Develop Everyone together
- Do 5S Every Day with the team
- *'See' Performance*: "*Better or Worse*", "Win or Loose"?
- '*Observe & Reflect*': the process – See abnormal together
- Solicit Ideas from team - (Engage Every Person)
- Try & Experiment (Solve together)
- Share and Recognize -improvements from Team members