



PEOPLE

PEOPLE

The heart, head and muscle of high performance

- People and their capacity are seen as the keystone to high performance; without them, it does not exist
- They are aligned and energized to the Mission of the organization; focused on creating value to customers, benefits to all stakeholders, and competing through excellence
- Teamed, capable, and pioneering in performing their work
- With the information, skills, and setting to unlock their creativity, and solve the organizations' challenges
- Focused and empowered, individually and collectively, with the opportunity to identify improvement areas, solve problems, and make decisions
- Understanding expectations, receiving feedback (using measures) and acknowledgement



LEADERSHIP

LEADERSHIP

Creating the environment for high performance

- See People and their capacity as the keystone to high-performing organizations
- Use daily decision making to create value for Customers and success for all stakeholders
- Role model and coach improvement skills; display support by actively participating, routinely engaging, encouraging others' participation, using data to drive decisions, and celebrating success
- Establish the environment - communicate the direction, set expectations, create data-based improvement strategies/plans, and embrace a “Problems are Gold” environment that welcomes the identification of waste
- Provide support with systems, structure, training and resources required for success
- Establishing a sense of urgency and driving execution over the long term; resolve barriers that only leaders can address
- Act to create and sustain the culture across generations through hiring, training, promoting and workforce development practices



FOCUS

FOCUS

Superb clarity on the purpose of the organization, what is important to improve and the individuals' role

- An organization aligned to its Vision, Values, and Mission, with a long-term perspective, and penchant for action and results
- An understanding in all team members what Customers value and how they impact their customers
- Strategic and Annual improvement plans (data-based) with interlocked goals, targets, and milestones that align and guide all team members daily work
- Data and measurement used to effectively assess status and find the priority opportunities
- Progress managed in real time, visually shared and continually evaluated for learnings and eliminating barriers to success
- Performance is recognized & celebrated



LEARNING

LEARNING

The use of information and knowledge to improve organizational performance

- Creating opportunities for learning (capturing, using, and leveraging), and reinforcing learning as the heart of continually driving improvement and innovation
- Learning from sources inside and outside the organization, improvement efforts, success and failure and from incremental and transformational change
- Using information, measurement, and data to guide learning and provide feedback; sharing openly with the organization and partners
- Investing in people; provide training to build core competencies and learning communities to share learning

VIII

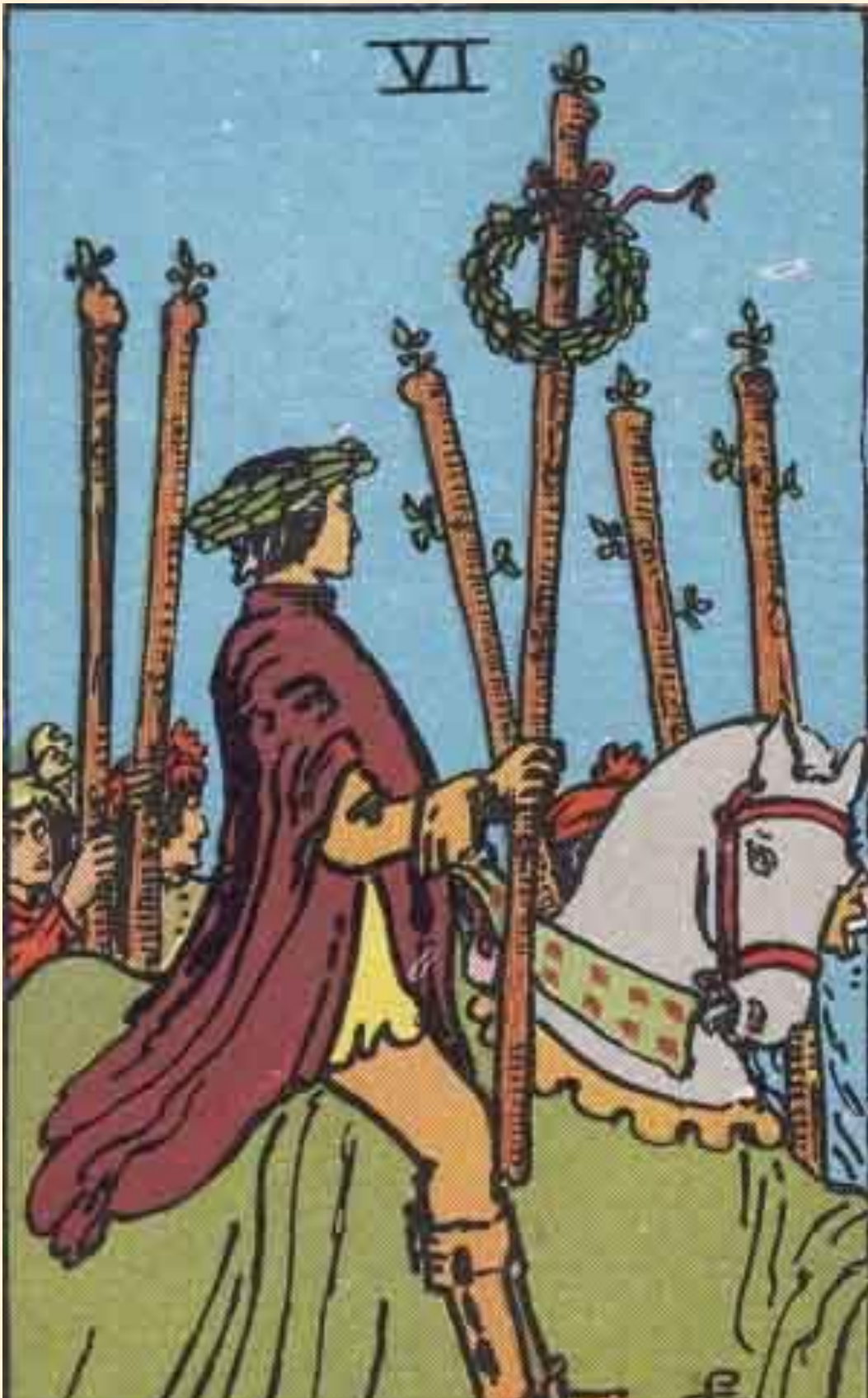


IMPLEMENTATION

IMPLEMENTATION

Installing the new way well & continually improving

- Create an action orientation (Who, What, When, How Much) with time to experiment, learn, and incorporate learning
- Provide a smooth transition to the new way and daily activities with reliable standardized work, effective training, and feedback systems
- Provide a structure of support for success; ongoing coaching, problem solving, and improvement using visual and open information
- Understand and address the management of change; promote engagement, ownership, and pride
- Apply to all levels - Strategic plan, annual Improvement plan, projects, and individual contributors' problem solving



METHODS

METHODS

*That enable individuals and teams to add value,
see opportunities and solve problems*

- An organization and its' leadership that values the use of data and information-based methods to solve problems and improve team performance
- A standard set of reliable methods that are commonly and effectively used by teams to understand and solve work process problems, and work effectively together
- Everyone capable in a basic set of methods to be used individually and on a daily basis
- Internal expertise to select appropriate methods for the opportunity, facilitate others during projects and events, teach and coach others in their use, continues to grow knowledge and skills through application, and shares that learning with others