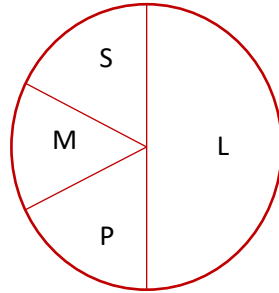




Functional



Relational

# SMPL Operational Excellence Transformation

Become five times more productive,  
work fewer hours,  
and experience less stress.

## Enterprise Excellence

### Accountability Cycles

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### The Two Accountability Questions

Did we follow the standard work?  
Did we produce the intended results?

### The 9 steps To Transformation

#### Bottom-Up

#### Top-Down

1. Purpose / Objective

1. Purpose / Objective

2. Process(es) Involved

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3. Measures of Success

3. Measures of Success

4. Standard Work

4. Accountability Audits

5. Workplace Organization

5. Appropriate Frequency

6. Training

6. Performance Reporting

7. Accountability Audits

7. Standard Work

8. Appropriate Frequency

8. Workplace Organization

9. Performance Reporting

9. Training

### The Four Countermeasure Questions

What is the nature of the problem?

What is the cause of the problem?

What are your planned countermeasures?

When will the process be under control?

### Process Awareness

Functional and Relational

Formal and Informal

Physical and Intellectual

Permanent and Temporary

### Categories of Waste

Muda – useless activity

Muri – capacity / capability

Mura – pace / balance

### Maturity Assessment Foundations

Observable Conditions

Observable Behaviors

### 3 Rs of Maturity

Reliable

Responsive

Resilient

### Coaching 6 A's

Assessment

Awareness

Aptitude

Application

Action

Achievement

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