

Close The Gap

Reminder to Mute Your Phone

July 14, 2022

Closing the Gap between C-level Goals and Shop Floor Execution.....Creating a Roadmap the delivers Results

Question: Why is it that many companies large and small, public and family owned often have a hard time getting the results they hoped for?

Sound familiar?

Many of my lean colleagues validate what I have seen, there is a gap...what is desired and what realized

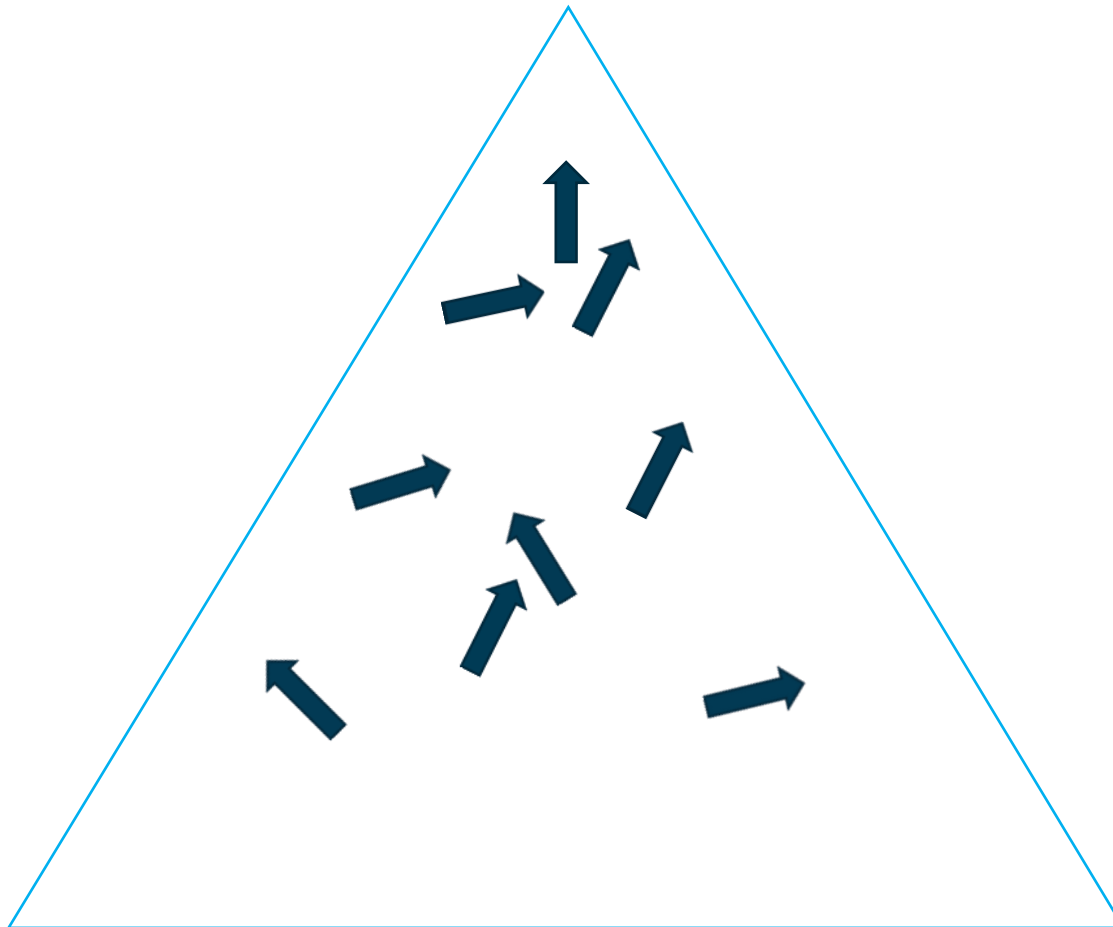
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There are several factors:

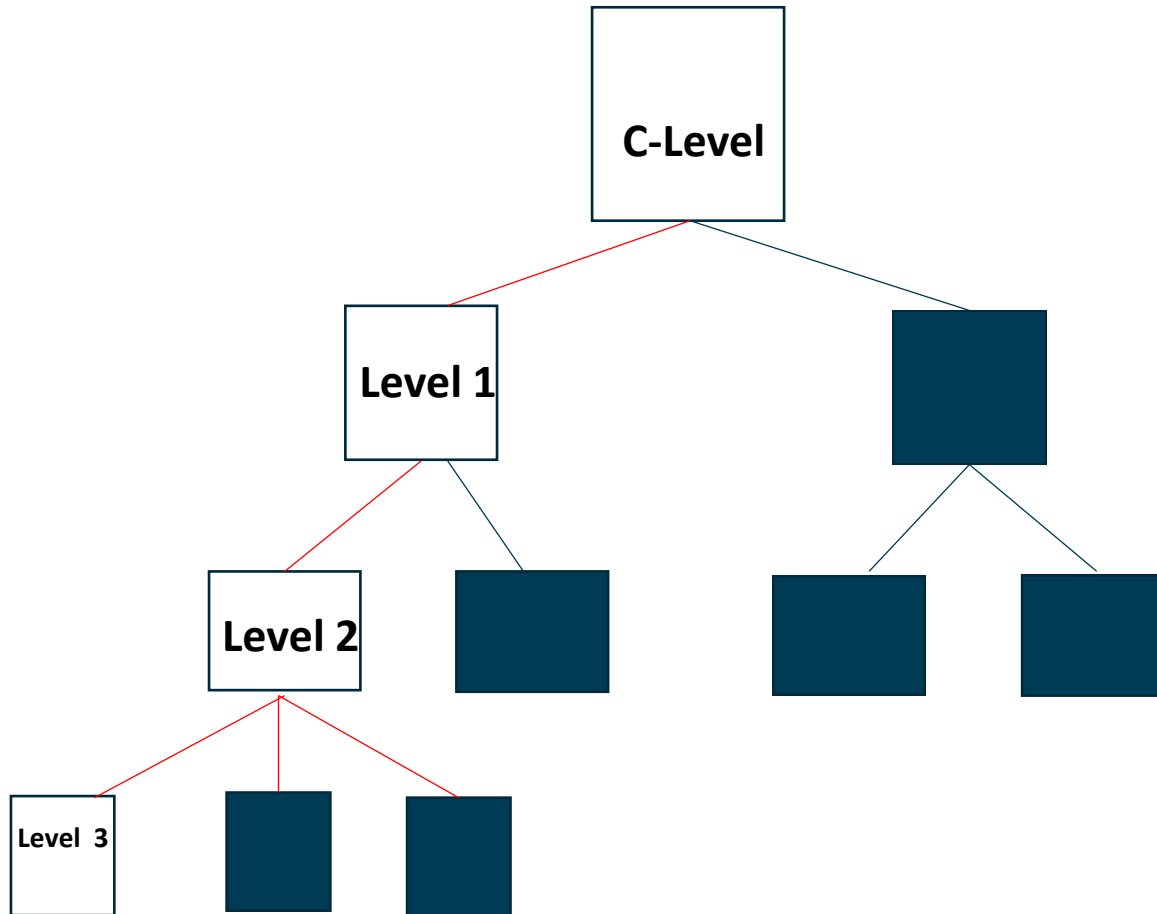
- Lack of vision and strategic direction
- Vague goals and objectives ,(12-month goals)
- Working on too many initiatives not linked to strategic goals and objectives
- Lack of visual systems
- Lack of accountability

What are the improvements leading to?

Will the improvements positively move the organization toward its strategic goals and objectives



Are your threads of improvement aligned?



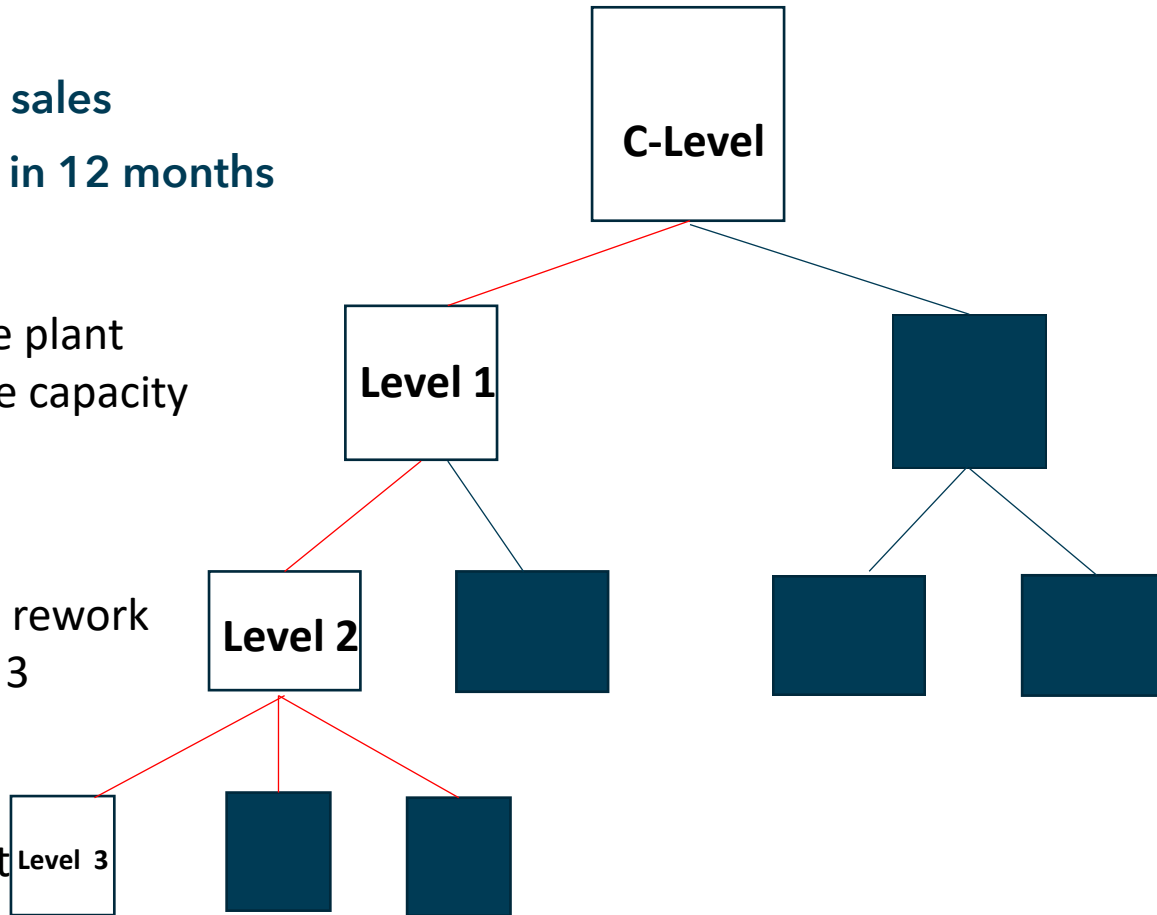
Are your threads of improvement aligned?

Increase sales
by 10% in 12 months

Increase plant
effective capacity

Reduce rework
in dept 3

Implement
quality at
the source

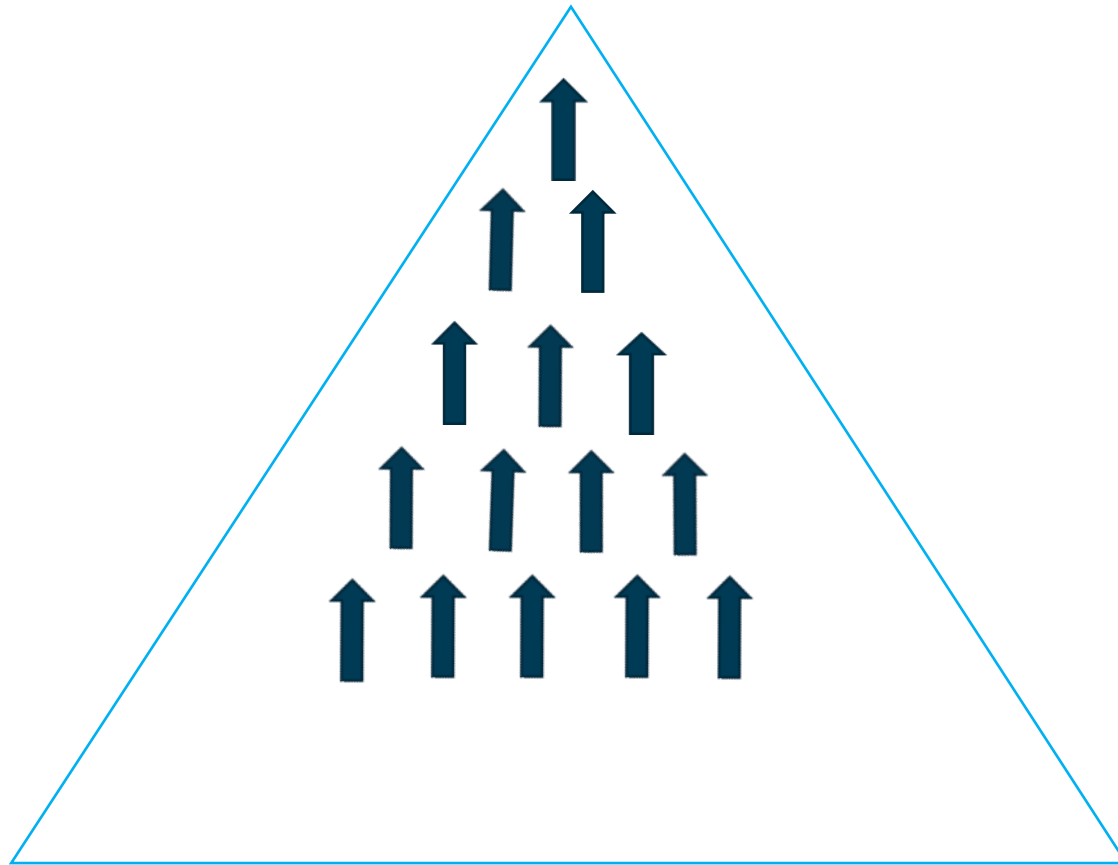


Are the improvements balanced and aligned?

<u>C-Level Goals</u>	<u>Goal #1</u>	<u>Goal#2</u>	<u>Goal #3</u>
Dept#1			
Imp Action#1	✓		
Imp Act #2	✓	✓	
Imp Act #3		✓	
Dept #2			
Imp Act #1	✓	✓	
Imp Act #2		✓	✓
Imp Act #3	✓	✓	
Dept #3			
Imp Act #1	✓	✓	
Imp Act #2	✓	✓	✓
Impr Act #3		✓	
# of impacts:	6	8	2

What are the improvements leading to?

Planned improvements should be aligned from the bottom of the organization to the top



Systems and tools that will help ensure alignment and execution leading to desired results

Leader Standard Work: Documented daily and weekly cadence of leadership activity focused on the critical drivers of improvement

Focused Gemba Walks: Daily or weekly walks to where the work is being done to Observe and Learn, providing support to help the team accomplish their improvements

Visual Systems: Creating a visual workplace whereby the team knows where they are vs. the targets.

Key steps in closing the Gap

- **Clearly establish a 3-5-year vision and objectives for the next 12 months**
- **Ensure EVERYONE clearly understands**
- **Ensure there are clear threads from one level of the organization to the next. Improvements on the shop floor should easily be aligned with high level goals and objectives**
- **Go Narrow, Go Deep: 2-3 objectives vs. 4,5,6,etc.**

Key steps in closing the Gap

- **Establish Leader Standard Work, keep leaders focused on the critical objectives**
- **Establish Focused Gemba Walks, leaders on the shop floor must observe, gain understanding, and provide support**
- **Visual systems providing hourly, daily, and weekly visibility to the status improvements**

How can you get started?

- **Develop your 3-5-year strategic objectives, determine what you want to accomplish in the next 12 months**
- **Create threads of aligned improvements down through your organization, ensure enough resources have been allocated**
- **Establish Leader Standard Work, and Focused Gemba Walks to drive improvements, provide support, and re-enforce desired behaviors**
- **Consider IMEC to partner with to support Closing your Gap**

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Thank You

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