

OVERVIEW



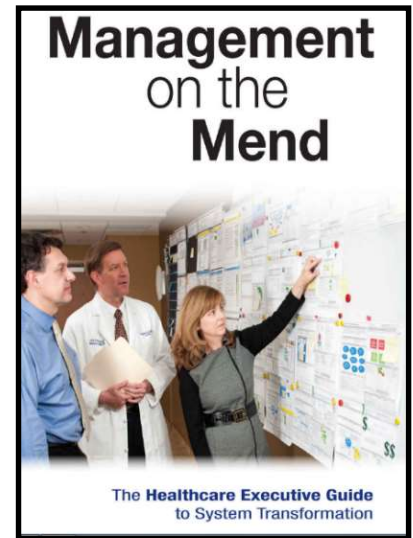
Strategy Deployment System

1. Purpose:

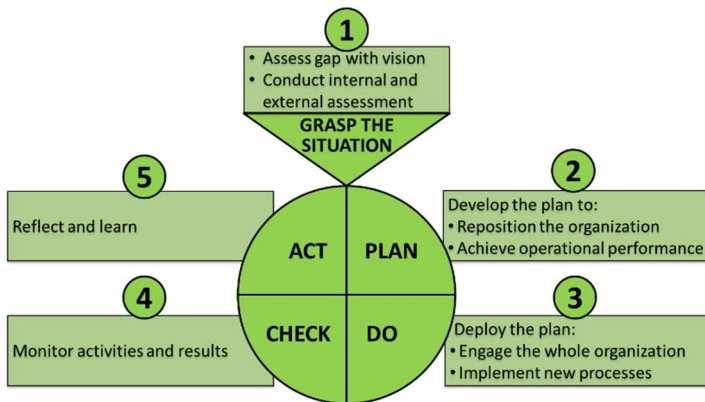
Strategy deployment enables the organization to focus on the right things to get them done. This Lean management system stimulates enterprise-wide alignment, focus, and engagement against the backdrop of PDCA and visual management.

This systematic method drives the tempo of improvement by positioning operational improvement on the same stage as a normal day-to-day business. The methodology allows the leadership team to:

- Reflect on the current year's performance
- Define key areas of emphasis for next year
- Establish goals for the coming year
- Focus and align activities
- Respond quickly to threats and opportunities
- Accelerate the development of a learning organization

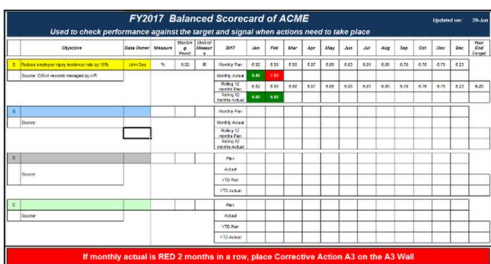


2. Process:

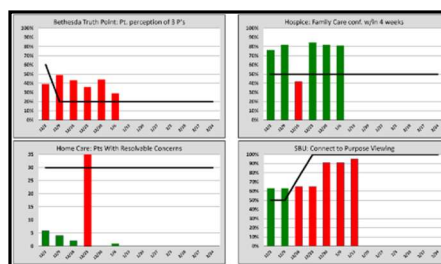


1. Identification of gaps between the vision and current situation. Leaders assess opportunities and threats.
2. Selection of strategic projects to achieve the vision, platforms of capability to support the strategies and intervention to deliver annual operation goals.
3. Cascade of goals using A3 thinking to align improvement activities and resources toward what matters most.
4. Continuous assessment the impact of planned interventions against the original hypothesis.
5. Learning from the interventions to adjust the plan whenever necessary.

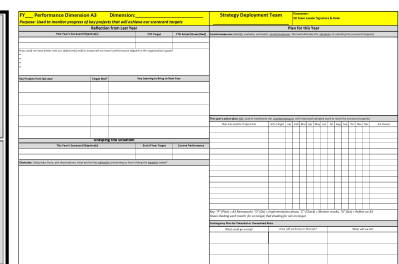
3. Tools:



Scorecard

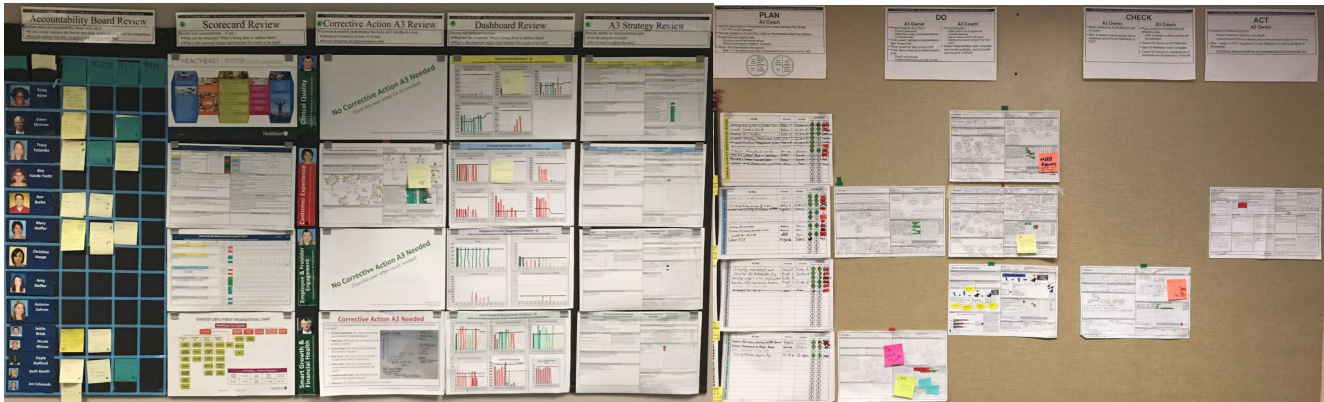


Dashboards



Performance Dimension A3





Strategy Deployment Wall

4. People:

- **SD Leader:** Owns performance of strategy deployment for the team. Coaches the team to the standards. Assures actions are intended to achieve goals and assures learning and results are shared
- **SD Pacesetter:** Foster positive tension with the SD team to drive action toward desired results. Develop a profound understanding of the current situation for the performance dimension. Coordinate the annual plan and report on activities and results
- **SD Team Members:** Participate in developing the plan to achieve targets. Own or coach project A3's

5. Standard Work:

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	Value Streams	Plants	Corporate Units	Organization	
7:30					
8:00					
8:30					
9:00	VSM TBD		Operations		
9:30					
10:00	VSM TBD	Plant A	IT		
10:30					
11:00	VSM TBD	Plant B	Sales & Mktg		
11:30					
12:00	VSM TBD	Plant C	Finance	ACME	
12:30					
13:00	VSM TBD		HR		
13:30					
14:00	VSM TBD				
14:30					
15:00	VSM TBD				
15:30					
16:00					
16:30					
17:00					

Weekly SD Review Calendar

STANDARD WORK: All work shall be highly specified as to content, sequence, timing, and outcome.	
Strategy Deployment Weekly Review Standard Work	
Expected Outcomes	
<ul style="list-style-type: none"> • Obtain knowledge on performance, project status, and barriers to the strategy • Align resources to remove barriers and achieve goals • Promote a learning environment where people feel respected and energized. 	
Weekly Meeting Facilitator: Pillar Leader of Deep Dive	
5 minutes: Accountability Board Review (action owners to report on their tasks)	
What commitments were made for this week? (mark red X for incomplete, green dot for complete) If the task has red X, do you need support? What is the new date you will have that task completed?	
20 minutes: Pillar by Pillar Review (5 min for each pillar led by corresponding pillar leader)	
Scorecard Review:	
<ul style="list-style-type: none"> • What is the pillar target condition - Monthly and YTD Plan? What is the actual condition? - If red... ○ What are the obstacles? What is being done to address them? ○ What is the expected impact and timeline for results to be seen? 	
Corrective Action A3:	
<ul style="list-style-type: none"> • Present any new corrective action A3's • Provide status update on implementation plan of corrective action A3's in process 	
Dashboard Review:	
<ul style="list-style-type: none"> • For each graph, what is the target condition? What is the actual condition? - If red... ○ What are the obstacles? What is being done to address them? ○ What is the expected impact and timeline for results to be seen? • What support do you need? 	
A3 Strategy Review	
<ul style="list-style-type: none"> • Is the A3 Strategy on track? Are there any concerns? 	
A3 Wall Review (projects for this pillar only, using the headers above the columns as a guide):	
<ul style="list-style-type: none"> • Add projects starting the 'Plan' phase this month to the Nemawashi board from A3 Strategy and A3 Plans. • Present projects ready to move to the 'Do' phase. Allow 3 minutes for each project presentation. • Are there any projects ready to move to the 'Check' phase? • Are there any projects ready to move to 'Act' and present their reflection? 	
35 min: Deep Dive and Reflection (follow Deep Dive Standard Work for the remainder of the weekly review)	

Weekly SD Review Standard Work

2013	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Dec 2012	31	1 New Year's Day	2	3 SAFETY	4	5	6
	7	8	9	10 QUALITY	11	12	13
	14	15	16	17 DELIVERY	18	19	20
Jan 2013	21 Martin Luther King	22	23	24 COST	25	26	27
	28	29	30	31 SAFETY	1	2 Groundhog Day	3 Super Bowl
	4	5	6	7 QUALITY	8	9	10
	11	12	13	14 DELIVERY	15	16	17
Feb 2013	18 President's Day	19	20	21 COST	22	23	24

Deep Dive Calendar

Deep Dive: The purpose is to step back and verify that we still have the right plan to achieve the expected goals. This organization-wide process is led by the pacesetter. Key topics of reflection are:

- Are we sustaining the new standard works and associated results?
- Do we have new knowledge of obstacles to remove in order to achieve the goal?
- Do we still have the best plan to remove the designated obstacles?
- Are our resources aligned to implement the plan?

