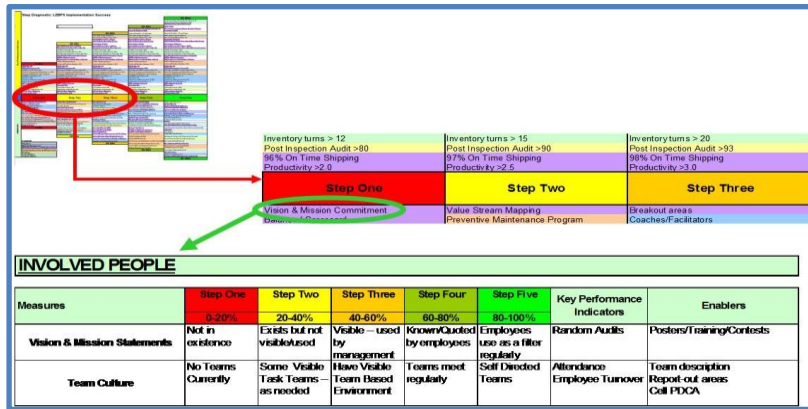


# STRATEGIC plan TO individual ACTION

Many organizations invest significant resources towards developing their strategic plan but fail on execution and employee engagement. The following methodology may provide you with the tools you need.

## The 5 Year forward view

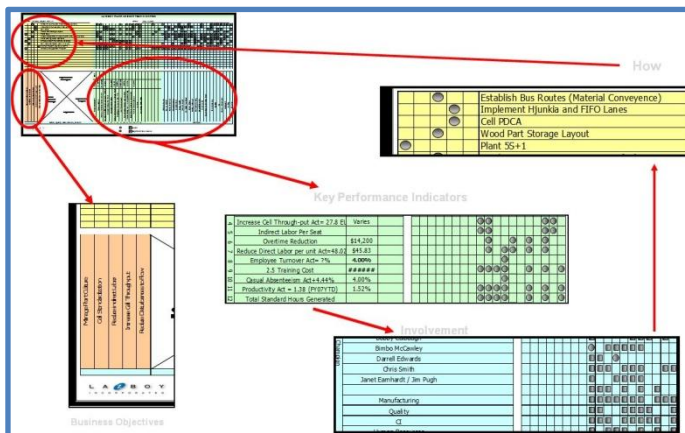
For year we have used our proprietary STEP diagnostic to help companies determine their journey based on data (KPI) and what kind of enablers will be needed to insure success in meeting the numbers. A great by-product of an organization completing is that the organization is able to define attributes behind definitions.



Plus it quickly breaks down you big goals into mini accomplishments that can be easily measured. The initial development of your STEP Diagnostic can be challenging but then on an annual basis it is quick to measure your progress.

## This Year's Plan

The X-Matrix does so much for you and it is all on a single piece of paper. It helps you align your individual projects to your strategic initiatives, helps you see your resource load, contains a mini project plan and ultimately aligns the projects to your KPI's so you can see that the projects are delivering the desired and intended results.



Where Lean Thoughts can become Reality

"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

## STRATEGIC plan TO individual ACTION

### This Month

A3 methodology seems to be getting a lot of press lately within the Lean Community . The import thing to remember about A3's is that they are a one page summary document of project status or problem solving, this does not mitigate the need for more robust tools, but it does help the reviewer to view all of your work unless desired. An effective A3 should only live for a maximum of 1 month before being refreshed, which allows you to become very granular within a project.

A3 PROJECT TRACKING FORM																																																																																																	
L A B O Y		Department: Plant 19 at	Date: 15 May 07	Prepared by: Richard Kunst																																																																																													
<b>1. BACKGROUND</b>				<b>4. ACTION PLANS</b>																																																																																													
Convert material conveyance from taxi service to established standard bus routes and document				<table border="1"> <thead> <tr> <th>Action Item</th> <th>Start Term</th> <th>Long Term</th> <th>Owner</th> <th>Schedule</th> <th>Week 1</th> <th>Week 2</th> <th>Week 3</th> <th>Week 4</th> </tr> </thead> <tbody> <tr> <td>1 Inventory existing buggies</td> <td>Short</td> <td>Richard</td> <td>Richard</td> <td>S</td> <td>S</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2 Audit current routes</td> <td>Short</td> <td>Richard</td> <td>Dean</td> <td>O</td> <td>S</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3 Audit and inventory what is lost</td> <td>Short</td> <td>Richard</td> <td>Dean</td> <td>O</td> <td>S</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4 Develop and time routes</td> <td>Short</td> <td>Richard</td> <td>Dean</td> <td>O</td> <td>S</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5 Implement</td> <td>Long</td> <td>Richard</td> <td>Dean</td> <td></td> <td>O</td> <td>S</td> <td>S</td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>9</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Action Item	Start Term	Long Term	Owner	Schedule	Week 1	Week 2	Week 3	Week 4	1 Inventory existing buggies	Short	Richard	Richard	S	S				2 Audit current routes	Short	Richard	Dean	O	S				3 Audit and inventory what is lost	Short	Richard	Dean	O	S				4 Develop and time routes	Short	Richard	Dean	O	S				5 Implement	Long	Richard	Dean		O	S	S		6									7									8									9								
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<b>2. DEFINE THE SCOPE</b>				<b>5. RESULTS OF ACTIVITY</b>																																																																																													
Standard Kanban				<p>OS24 UPDATE - Standard Kanban, we are having difficulties with surge of buggies arriving at supermarket on first waves of start of shifts. Eliminated piece weight counting. Packaging, developing requisition system weekly to display next week. Requisition system being developed for live-fill and mesh delivery. Finished Goods - added a fourth cart to train to eliminate 1 buggy driver ... need to migrate to low-bays for ergo ease.</p>																																																																																													
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Reduce indirect labor of material conveyance by 65 people including stockers				<table border="1"> <thead> <tr> <th>Item</th> <th>Action</th> <th>Due</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> </tr> </tbody> </table>				Item	Action	Due	1			2			3			4			5																																																																										
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Too much unstructured movement by material handlers which is making it hard to determine if they are working effectively.																																																																																																	

### What are doing for me today?

Lean Practitioners love white boards and you can never have enough of them within your organization. We have written many time about the power of conducting [Daily Report-Outs](#) . This one of the best ROI Lean tools, where we typically have seen improvements in productivity by 30% with-out the deployment of other tools ... Why? People like to be communicated to and know their targets for the day.

NO.	WORK INSTRUCTION	PICTORIAL ILLUSTRATION
1	<b>BOARD HEADER</b> : Denotes the line/area where the board is displayed.	
2	<b>PRODUCTION</b>	
	<ul style="list-style-type: none"> <li>a - Current crews and team members.</li> <li>b - Monthly production record of crew efficiencies.</li> <li>c - Current crew's highlights of what went well, what didn't go well and what could have been done differently.</li> <li>d - Comment section.</li> </ul>	
3	<b>QUALITY</b>	
	<ul style="list-style-type: none"> <li>a - Bill of Materials ( BOM ) of product being produced.</li> <li>b - Visual Guidelines of Quality Standards and Procedures.</li> </ul>	
4	<b>HEALTH AND SAFETY</b>	
	<ul style="list-style-type: none"> <li>a - Visual report of injuries that occurred on this line.</li> <li>b - Useful Tips regarding Health &amp; Safety.</li> <li>c - Useful Ergonomic Tips.</li> </ul>	
5	<b>CL</b>	
	<ul style="list-style-type: none"> <li>a - Continuous Improvement ( CI ) updates.</li> <li>b - Postings for Downhours ( scheduled downtime ) .</li> </ul>	
6	Useful Info passed in from Management and Supervisors.	
7	Marker and eraser for dry erase board.	
8	Location for Bill of Materials ( BOM ) when not in use.	
<b>REFERENCE</b>		

Next week we continue with sustaining tools and feed-back methodologies.

Lean Thoughts